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Brief on

HIGH LEVEL CONSULTATIONS ON MID-TERM REVIEW OF THIRD NATIONAL DEVELOPMENT PLAN (NDPIII)





H.E YOWERI KAGUTA MUSEVENI, PRESIDENT OF THE REPUBLIC OF UGANDA DURING THE LAUNCH OF THE UGANDA VISION 2040 ON 18TH APRIL 2013, AT KOLOLO INDEPENDENCE GROUNDS.

Agro-Industrialisation • Manufacturing • Public Sector Transformation • Sustainable Urbanisation and Housing • Development Plan Implementation • Innovation, Technology Development and Transfer • Digital Transformation Programme • Human Capital Development • Natural Resource, Environment, Climate Change Water and Land Management • Community Mobilisation and Mindset Change • Tourism Development • Legislation, Oversight and Representation • Governance and Security • Integrated Transport Infrastructure and Services • Mineral Development • Sustainable Petroleum Development • Sustainable Energy Development • Regional Development • Private Sector Development • Administration of Justice

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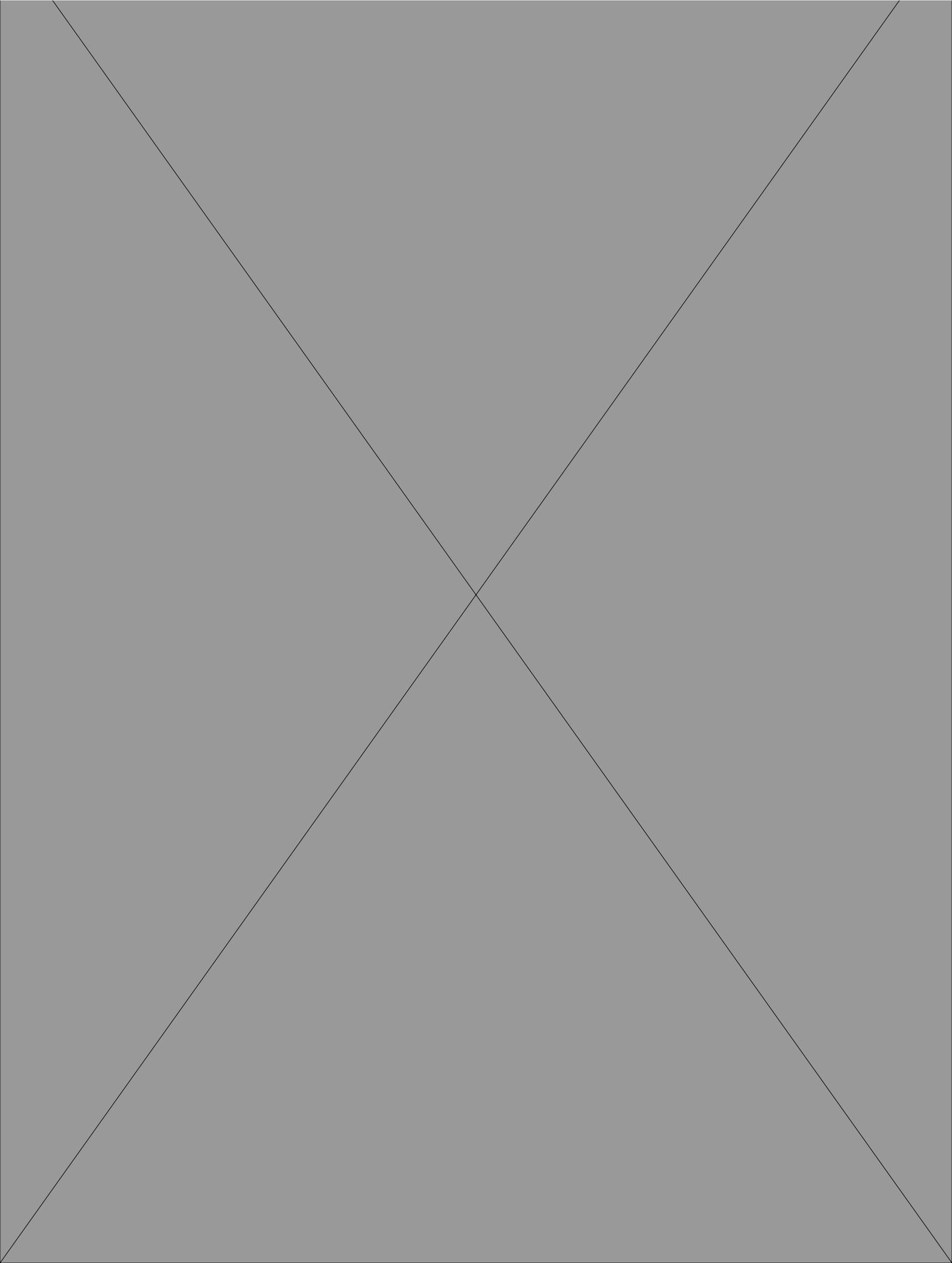
LIST OF ACRONYMS

Abbreviation Description

ACD	Anti-Corruption Division
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AFROSAL	African Organization of Supreme Audit Institutions
AGI	Agro-Industrialization
ASSIP	Accountability Sector Strategic Investment Plan
BCCU	Bugisu Coffee Cooperative Union
BTVET	Business, Technical and Vocational Training
BOU	Bank of Uganda
CDOs	Community Development Officers
CMA	Capital Markets Authority
CME	Community Mobilization and Empowerment
CNDPF	Comprehensive National Development Planning Framework
COMESA	Common Market for East and Southern Africa
CNOOC	China National Oil Corporation
CSOs	Civil Society Organisations
CTC	Cut, Tear and Curl
DDA	Dairy Development Authority
DDEG	Discretionary Development Equalisation Grant
DEI	Directorate of Ethics and Integrity
DFS	Digital Financial Services
DIT	Directorate of Industrial Training
DLG	District Local Government
DPP	Directorate of Public Prosecution
DPs	Development Partners
DRMS	Domestic Revenue Mobilisation Strategy
EAC	East African Community
EBA	Everything But Arms
ECCE	Early Childhood Care and Education
ECD	Early Childhood Development
EIA	Environmental Impact Assessment
EITI	Extractive Industries Transparency Initiative
EPRC	Economic Policy Research Centre
ERA	Electricity Regulatory Authority
FBOs	Faith Based Organizations
FDC	Forum for Democratic Change
FDI	Foreign Direct Investment
FID	Final Investment Decision
FGM	Female Genital Mutilation
FSDS	Financial Sector Development Services
GAPR	Government Annual Performance Report
GCIC	Government Citizen Interaction Centre
GDP	Gross Domestic Product
GER	Gross Enrollment Ratio
GKMA	Greater Kampala Metropolitan Area
HCs	Health Centres
HCI	Human Capital Index
HDI	Human Development Index
HESFEB	Higher Education Students Financing Board
HIPC	Highly Indebted Poor Countries
HRBA	Human Rights Based Approach
HTTI	Hotel and Tourism Training Institute
IBP	Integrated Bank of Projects
ICBT	Informal Cross Border Trade

ICT	Information and Communication Technology
IFMIS	Integrated Finance Management Information System
IG	Inspectorate of Government
ITNS	Insecticides Treated Nets
IPP	Integrated Personal and Payroll System
IRA	Insurance Regulatory Authority
ISO	International Standards Organization
JLOS	Justice, Law and Order Sector
KCCA	Kampala Capital City Authority
KIBP	Kampala Industrial and Business Park
KIIDP	Kampala Capital Authority Infrastructure Development Project
LED	Local Economic Development
LGs	Local Governments
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MATIP	Market and Agricultural Trade Improvement Project
MDAs	Ministries Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MTEF	Medium Term Expenditure Framework
MoTIC	Ministry of Trade Industry and Cooperatives
MICE	Meetings, Incentives, Conferences and Events
MIS	Management Information System
MEACA	Ministry of East African Community Affairs
MODVA	Ministry of Defense and Veteran Affairs
MoES	Ministry of Education and Sports
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance Planning and Economic Development
MOH	Ministry of Health
MoGLSD	Ministry of Gender, Labour and Social Development
MoIA	Ministry of Internal Affairs
MoICT&NG	Ministry of Information and Communication Technology and National Guidance
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing and Urban Development
MoPS	Ministry of Public Service
MoSTI	Ministry of Science Technology and Innovation
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
MPs	Members of Parliament
MSMEs	Micro Small and Medium Enterprises
MTR	Mid-Term Review
NAADS	National Agricultural Advisory Services
NAGRC&DB	National Animal Genetic Resource Centre and Data Bank
NARO	National Agricultural Research Organization
NDCs	Nationally Determined Contributions
NER	Net Enrollment Ratio
NFA	National Forestry Authority
NFLC	National Farmer Leadership Centre
NRI	Networked Readiness Index
NCHE	National Council of Higher Education
NPA	National Planning Authority
NARO	National Agricultural Research Organization
NCDC	National Curriculum Development Centre
NCDs	Non-Communicable Diseases
NDP	National Development Plan
NDPI	First National Development Plan
NDPII	Second National Development Plan
NDPIII	Third National Development Plan
NEMA	National Environment Management Authority

NFA	National Forestry Authority
NGOs	Non-Governmental Organizations
NIMES	National Integrated Monitoring and Evaluation Strategy
NITA	National Information Technology Authority
NMT	Non-Motorized Transport
NRM	National Resistance Movement
NSS	National Statistics System
NSSF	National Social Security Fund
NTMs	Non-Tariff Measures
OAG	Office of the Auditor General
OP	Office of the President
OPM	Office of the Prime Minister
OPMIS	Office of the Prime Minister Management Information System
OVCs	Orphans and other Vulnerable Children
OWC	Operation Wealth Creation
PAP	Project Affected Persons
PAU	Petroleum Authority of Uganda
PBS	Programme Based Budgeting System
PEFA	Public Expenditure and Financial Accountability
PFM	Public Finance Management
PFMA	Public Finance Management Act
PIBID	Presidential Initiative for Banana Industrial Development
PIP	Public Investment Plan
PIMS	Public Investment Management Strategy
PPDA	Public Procurement and Disposal of Public Assets
PPP	Public Private Partnership
PRDP	Peace Reconstruction and Development Programme
PSFU	Private Sector Foundation Uganda
PSRs	Public Sector Reforms
PWDs	Persons with Disabilities
QHSSE	Quality Health Safety Security and Environment
QMS	Quality Management Systems
REA	Rural Electrification Agency
REE	Rare Earth Elements
R&D	Research and Development
ROM	Results Oriented Management
ROW	Right of Way
SACCOs	Saving and Credit Cooperative Organizations
SAGE	Social Assistance Grant for Empowerment
SDGs	Sustainable Development Goals
SDPs	Sector Development Plans
SGR	Standard Gauge Railway
STEM	Science, Technology, Engineering and Mathematics
STI	Science Technology and Innovation
STEI	Science Technology, Engineering and Innovation
SMEs	Small and Medium Enterprises
SOEs	State Owned Enterprises
TRWR	Total Renewable Water Resources
TSA	Tourism Satellite Account
TSA	Treasury Single Account
TVET	Technical and Vocational Education and Training
UAC	Uganda AIDS Commission
UBC	Uganda Broadcasting Cooperation
UCAA	Uganda Civil Aviation Authority
UBOS	Uganda Bureau of Statistics
UCC	Uganda Communications Commission
UCDA	Uganda Coffee Development Authority
UCE	Uganda Commodity Exchange
UDB	Uganda Development Bank





HON. AMOS LUGOLOOBI

HA Hotel

MESSAGE FROM THE Minister

HON. AMOS LUGOLOOBI

The Government of Uganda, through the National Planning Authority (NPA) embarked on the Mid-Term Review (MTR) of the third National Development Plan III 2019/20-2024/25 (NDPIII), as required under the Comprehensive National Development Planning Framework (CNDPF).

The FY2022/23, is the third year of implementation of the NDPIII and as provided for in the CNDPF, the Mid-term Review (MTR) of the Plan. Additionally, the previous plan (NDPII), is expected to be evaluated at least a year after its implementation, as completion of most interventions have fully taken effect. The evaluation adopted stakeholder consultations and validation workshops at National and Local Government levels on all facets of the NDPIII.

At the onset of NDPIII implementation, the world was struck by the COVID-19 pandemic with effects and other disasters like locusts, which constrained implementation of the NDPIII thereby distorting and affecting the assumptions and performance trajectories. Whereas the NDPIII anticipated and integrated COVID-19 risks to the economy, the effects were not fully estimated at that time. Nevertheless, some implementation has been ongoing and stock taking made to link resources with the plan.

The NDPIII is centered on

- Building a modern, people centred, independent, integrated, resilient and self-sustaining economy by continuing to focus on growing Uganda's real economy.
- Addressing the 68.9 percent of Ugandan households still in the subsistence economy.
- Addressing the poverty reversal from 19.7 percent in 2012/13 to 21.4 percent in 2016/17 in; Bukedi, Busoga and Teso regions. And still, the high poverty levels in the regions of; Lango, Acholi and Karamoja.
- Harnessing the large youthful population consisting of 78 percent of the population (approx. 33.5 million people) to achieve the demographic dividend.

The goal of the NDPIII is **"Increased Household Incomes and Improved Quality of Life of Ugandans"**. This goal is not only focused on growth but also on enhanced wellbeing. The goal is being pursued under the theme of **Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation**. The key objectives of the Plan are to:

- Enhance value addition in key growth opportunities;
- Strengthen the private sector to create jobs;



By 2024,
an average
Ugandan will
earn **UGX
370,000** per
month



520,000

jobs are
expected
to be
created
annually

- Consolidate and increase the stock and quality of productive infrastructure;
- Enhance the productivity and social wellbeing of the population; and,
- Strengthen the role of the state in guiding and facilitating development.

Over the Plan period, an economic growth rate average of close to 7 percent is expected. By 2024, the GDP per capita is expected to reach USD 1,219 - thereby putting the country into middle income status. This means that, the average Ugandan will earn UGX 4.5 million per person per year and UGX 370,000 per month.

Additionally, an average of 520,000 jobs are expected to be created annually. The highest number of jobs (1.316 million jobs) are expected to come from the services sector with the Trade subsector contributing the largest proportion. Agriculture is expected to be the second highest contributor to jobs, followed by industry whose largest share of jobs is expected to arise from manufacturing.

Other socio-economic indicators will also improve for instance reduction in poverty from 21.4 percent to 18.5 percent, increasing the percentage of national labour-force in employment to 79%, increasing access to electricity from 14% to 30%, increasing life expectancy to 60 years, reducing infant mortality rate from 54 to 44 per 1000 live births, reducing under five mortality from 90 to 51 per 1,000 live births and maternal mortality from 438 to 320 per 100,000, increasing safe water coverage from 71% to 90%.

Therefore, the overall objective of the NDP III MTR is to determine the extent of the progress made at the mid-point of the implementation of the NDP III and the including their attendant programmes and projects.

Given that stakeholder engagements are one of the key activities for the MTR process, the High-level consultations were aimed at reviewing programme performance with a view of determining whether the programme priorities are still on course, as well as assessing whether they need to be reviewed so as to determine new priorities, and harmonise with available resources.

The outputs of the high-level consultations are therefore critical in informing the subsequent budget cycles as well as providing an opportunity to review: Assumptions of the Plan after the COVID-19 effects on the economy; Macroeconomic framework; Targets of the Plan Implementation strategy; Programme performance; Budget Allocation and financing arrangements and Reprioritization of the plan objectives, key interventions and projects. The midterm review therefore presents an opportunity for redirecting the country through the reprioritization process towards the recovery of the economy.

To this end, I present to you the achievements made, challenges faced, emerging issues as well as agreed upon interventions and priorities for the remaining two years of the NDPIII. These recommendations emerged from the high-level stakeholder consultations that were carried out to inform the review process. These consultations involved government MDAs in respect to the 20 programmes of the NDPIII.

HON AMOS LUGOLOOBI

*Minister of State for Planning,
Ministry of Finance, Planning and
Economic Development*



PROF PAMELA MBABAZI

MESSAGE FROM THE NPA Chairperson

PROF PAMELA MBABAZI

National Planning Authority (NPA) has been carrying out several engagements for the mid-term review for the third National Development Plan (NDPIII), which is the third in a series of six plans that implement the Uganda Vision 2040.

The NDPIII was designed to be implemented based on the nine fundamental principles articulated in the Uganda Vision 2040: ownership, political will; good governance; resource availability; balanced development; behavior change; linkage with the national planning processes; sustainable and equitable development; and effective implementation, monitoring and evaluation mechanisms.

The Vision of building a modern, people centered, independent, integrated, resilient and self-sustaining economy, is at the center of this NDP III. Now more than ever, Uganda Vision 2040, EAC Vision 2050 and Africa Agenda 2063 as well as the Sustainable Development Goals (SDGs) must be accelerated by taking full advantage of the opportunities that the country has.

The NDPIII is a results-driven development plan. The plan is based on delivery of results through a programmatic approach to planning and budgeting. This approach will rally various stakeholders to work together to

jointly plan and implement projects and other interventions in a programme. The plan is therefore based on national programmes and projects with clear results and targets.

The NDPIII provides for an Increased role of the state across sectors and services. Beyond creating an enabling environment for the private sector to thrive, Governments role will be strengthened to invest either wholly or jointly with the private sector and the communities in strategic enterprises in order to spur growth in a balanced manner across the country.

Additionally, the Plan incorporates human resource planning. A 5-Year National Human Resource Development Plan (NHRDP) has been developed to harness the potential of human resource to adequately drive Uganda's development agenda.

The plan also provides for enhanced service delivery at the grassroots: Government will move closer to the people in order to effectively address their development needs. This is be done by strengthening the subcounty as the lowest planning unit and the parish as the administrative and operational hub for all government services at the local level.

Implementation of the plan is the responsibility of all Ugandans. The Business community, donors and civil society organisations working with the government also have roles to play. All development plans are made in line with the goal and objectives of the NDPIII.

All resources such as financing, man power, among others are brought together by government and its partners to implement the plan. Specifically, with the NDPII;

The Central government ensures that:

- Programme Implementation Action Plans (PIAPs) for the 20 programmes actualise interventions identified in the NDPIII.
- All the Sectors, Ministries and Agencies develop and implement plans in line with the goals and objectives of the NDPIII and the 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
- Reporting on progress made is made in implementing the plan
- Accountability is enforced.

The Local governments ensure that:

- They develop and implement plans aligned to the goals and objectives of the NDPIII and the programmes

- Follow up and report progress on delivering Local Government plans
- Quality services are delivered to Ugandans
- Mobilise community members to participate in implementing the plan

Business community ensures that:

- They take up the opportunities outlined in the NDPIII
- They advocate for access to government services

Ugandans;

- Take interest in understanding and sharing amongst one another the NDPIII
- Participate in the implementation of the plan
- Follow up and demand for accountabilities from their leaders
- Participate in development of their communities.

PROF PAMELA MBABAZI

Chairperson, National Planning Authority



All resources such as financing and man power are brought together by government and its partners to implement the plan.



DR. JOSEPH MUVAWALA

MESSAGE FROM THE Executive Director

DR. JOSEPH MUVAWALA



Progress on generation of more skilled, better motivated and healthier workforce for all sectors of the economy,

Overview of the Mid Term Review Process

Given that the high-level consultations are part of the mid-term review process, the NPA also carried out other engagements and reviews to further inform the priorities for implementation in the remaining two years of the NDPIII as well as the subsequent development plans.

During the review process, the evaluation teams use both primary and secondary data sources. The process uses the following sources of information about the Plans implementation to inform the evaluation: NDPs, PIAPs, Programme/MDA/LG Annual performance reviews/reports, Budget instruments & reports, Statistical Surveys, National Development Reports (NDRs); Government Annual and Semi-Annual reports among others.

The NDPIII MTR is structured in terms of the policy and strategic direction, programme design and institutional framework, Economic Management, Monitoring and Evaluation framework, partnerships and local economic development. whose full details are outlined in the sections below.

Policy and Strategic Direction

The review assesses the country's policy and strategic direction in relation to what is outlined in the NDPIII as well as the COVID 19 effects on the economy. In detail, the evaluation assesses the extent of:

- The NDPIII macroeconomic framework is leading to accelerated and sustained inclusive economic growth, while maintaining macroeconomic stability and debt sustainability for increased household income and improved quality of lives;
- Pursuance of industrialization through increased agricultural production and productivity, agro-processing, mineral beneficiation and mineral-led industrialization, oil refining, digitalization, and labor-intensive light manufacturing (including cottage industries);
- Sequential and coordinated infrastructure investment in energy, roads, water, rail, industrial parks, and mechanized irrigation schemes to support increased production and productivity for export expansion and the production of goods that are otherwise imported;
- Progress on generation of more skilled, better motivated and healthier workforce for all sectors of the economy, but particularly for industrial sector as well as modernized agricultural sector;
- Strengthening the private sector that is able to drive growth and investment in collaboration with the state;

- Realizing efficiency gains through enhancement of inter and intra-sectoral linkages as envisaged under the programme approach;
- Ownership, Partnership and leadership of the NDPIII amongst key stakeholders (Executive, Parliament, Judiciary, Private Sector and Civil Society); and
- Comprehensiveness of the Plan in addressing its overall target of increasing household incomes and improving quality of life of Ugandans by 2025, through sustainable industrialization for inclusive growth, employment and sustainable wealth creation;
- NDPIII focus areas have been adopted as priorities for implementation;
- Implementation of the proposed reforms undertaken.

Programme Design and Institutional Framework

- The extent to which the programme approach enhanced linkage of resources to results;
- The extent to which the programme approach has: increased coordination along the project cycle; reduced duplication, redundancy, and wastage; reduced 'silo' approach; increased sequencing;
- Assesses the Capacity (Human and institutional) to implement programme approach;
- Identifies what has worked, not worked and why;
- Functionality of the Programme Working Groups and coordination frameworks
- Reviews the Public Finance Management systems and other key systems used to implement the Programme approach (PBS; IPPS; COA; HCM; M&E System).
- Determine the effect of the change of Comprehensive National Development Planning Framework (CNDPF) following the introduction of the Programme Approach (from sector to programmes) and Programme Implementation Action Plans (PIAPs).
- Determine the effectiveness and efficiency of government structures in public service delivery;

- Assesses the APEX institutional reform;
- Determine the extent of integration of MDAs, Local Governments, Civil Society, Private Sector and local development actors in the implementation of the NDPIII.

Economic Management

The extent to which the:

- Macroeconomic framework and underlying assumptions remain valid in the wake of COVID19;
- NDPIII financing arrangements have been fulfilled;
- NDPIII priorities have been effectively budgeted for and financed;
- Implication of budget cuts on the NDPIII implementation;
- Reforms in economic management have been guided by the NDPIII;
- The macroeconomic policy is responsive to job creation; and
- The NDPIII MTEF remains valid in the wake of COVID19.

Monitoring and Evaluation Framework

The review of the NDPIII has a focus on assessment of results at the various levels of the Plan's results framework, and the factors and conditions that have contributed to the results. As a result, the indicators and targets will be reviewed. Performance of NDPIII core projects is also undertaken. It also makes recommendations for amendments in planning; budgeting; coordination of implementation; monitoring, evaluation and reporting for NDPIII and the subsequent Plans. The evaluation also,

- Reviews the NDPIII theory of change using the logical framework i.e., how coherent is NDPIII in terms of cascading results / linking priorities with objectives?
- Reviews the assumptions, results chain in achieving the overall goal of increased household income and improved quality of life of Ugandans
- Analyses the assumptions of the development results remain valid especially with COVID19 effects;

- Reviews the extent of project implementation;
- Reviews the M&E framework; M&E reforms; capacity requirements; and statistical systems.

Partnerships

The NDP mid-term review also seeks to determine the extent to which:

- Private sector investment and financing aligns with NDPIII priorities; how the private sector has utilized the fiscal and non-fiscal incentives by government;
- Private sector has invested in key growth areas and responded to emergencies (COVID19 outbreak);
- Support from development partners, both through budget and project support, continues to be significant;
- Country strategic frameworks, priorities and donor support have responded to the NDPIII;
- NDPIII has provided a basis for mutual accountability;
- Stakeholder Analysis, participation and consultations have informed the Plan preparation;
- Partnerships anchor their strategic priorities to the principles of the Plan;

Local Economic Development

The mid-term review will determine the effectiveness of the Local Economic Development framework for implementing the NDPIII. In particular, it will assess the following:

- Functionality of the Parish Development Model (Capacity; readiness for implementation at all levels; sustainability of PDM);

- NDPIII development approach (Area Based Commodity Planning; Regional approach to planning and implementation; HRBA, etc.) have been implemented;
- Regional balance – effectiveness of affirmative programmes.

End Evaluation of the NDPII

The final evaluation of the second National Development Plan, in line with the mid-term evaluation,

- reviews the Plan's relevance, coherence, effectiveness and efficiency, impact and sustainability;
- assess whether or not the Plan achieved its expected results;
- identifies lessons learnt;
- assesses whether or not midterm evaluation recommendations were implemented.

Crosscutting Issues

The mid-term review also covers cross cutting issues that include; gender equality and women empowerment, human rights, environmental sustainability, climate change, HIV/AIDS, population and development, social protection, food and nutrition, social protection, child health, youth, disability and disaster risk reduction, among others. In addition, the review also assesses performance against international frameworks, especially the agenda 2030 on sustainable development goals (SDGs).

DR JOSEPH MUVAWALA

*Executive Director
National Planning Authority*

MESSAGE FROM THE EDITOR



EMILY CHELANGAT

DEAR READER,

Welcome to this special edition of the National Planning Authority (NPA)'s pullout. This magazine focuses on the events and discussions held during the high-level consultations to inform the mid-term review of the third National Development Plan (NDPIII).

In this Magazine, the Minister of State for Planning, Hon Amos Lugolobi, whom the government of Uganda, has entrusted with the role to oversee development planning, presents to you highlights from the engagements. Hon. Lugolobi presents the mid-term NDPIII implementation achievements, challenges faced, lessons learnt, emerging issues and way forward, as agreed upon by political leaders as well as accounting officers as per the NDPIII programmes. The consultations were held in the month of July, 2022.

In addition, the NPA Chairperson, Prof Pamela Mbabazi, who heads the Planning Authority shares the different avenues in the implementation of the NDPIII.

Also, NPA's Executive Director, Dr Joseph Muvawala, who is the leader of the technical arm of the Planning Authority highlights the overview and depth of the entire mid-term review of the NDPIII.

In the magazine each program begins with its goal and objectives, and then the status of implementation at mid-term. Also, the brief provides the recommendations for implementation going forward upto 2025, when the NDPIII comes to an end.

I hope that you learn more about the NDPIII, and how you directly and indirectly contribute to our country's Uganda Vision 2040 aspiration of a transformed society from a predominantly peasant to a modern and prosperous country within 30 years.

EMILY CHELANGAT
*Head of Communication
National Planning Authority*



This magazine presents the discussions that happened during the high-level consultations for the mid-term review in respect to the 20 programmes of the NDPIII.



VISION

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



MISSION

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



MANDATE

To produce comprehensive and integrated development plans for the country, elaborated in terms of the perspective Vision, long and medium term plans.

Other key functions of NPA include:

- Coordinate and harmonize development planning in the country.
- Monitor and evaluate of Public Projects and Programmes.
- Advise the Presidency on policies and strategies for the development of the country.
- Liaise with the private sector and civil society in the evaluation of Government performance.
- Support local capacity development for national and decentralised development planning.

Core Values

www.npa.ug



Innovation



Team Work



Professionalism



Integrity



Partnership

introduction

BACKGROUND

The National Planning Authority (NPA) embarked on the Mid-Term Review (MTR) of the Third National Development Plan III 2019/20-2024/25 (NDPIII), as required under the Comprehensive National Development Planning Framework (CNDPF). The overall objective of the NDP III MTR NDPII evaluation is to determine the extent of the progress made at the mid-point of the implementation of the NDP III and the full course implementation of the NDPII, including their attendant programmes and projects

Stakeholder consultation is one of the key activities for the MTR process, specifically, the High-level consultations were aimed at reviewing programme performance with a view of determining whether the programme priorities are still on course, as well as assessing whether they need to be reviewed so as to determine new priorities and harmonise with available resources.

The outputs of these are also critical in informing the subsequent budget cycle as well as providing an opportunity to review: Assumptions of the Plan after the COVID-19 effects on the economy; Macroeconomic framework; Targets of the Plan Implementation strategy; Programme performance; Budget Allocation and financing arrangements and Reprioritization of the plan objectives, key interventions and projects

OBJECTIVES

The overall objective of the high-level consultations was to review programme performance and identify programme priorities for the remaining NDP III period. The specific objectives were;

- Review programme performance at midterm
- Document the key programme challenges, emerging issues, lessons learnt and recommendations
- Identify the programme priorities for the remaining 2 and half years of the NDP III

METHODOLOGY OF THE CONSULTATIONS

The high-level consultations were chaired by the Hon. Minister of State for Planning and organized by National Planning Authority technical staff and consultants. The consultations involved programme Political Leaders (Ministers and/or Ministers of State) providing a statement on the programme performance and their Technical Leaders (Permanent Secretaries) presenting the programme midterm performance jointly prepared with NPA and other programme actors attached in Annex 1.

The presentations were structured to provide programme overall performance, achievements, challenges, emerging issues, recommendations and priorities. The presentations were followed by reactions from participants and generating a way forward on the programme priorities for the remaining two and half years of the NDPIII.

The 16 programme High level Consultations were held at Africana Hotel while Human Capital Development, Regional Development, Private Sector Development and Administration of Justice programmes were held at State House, Nakasero, Ministry of Local Government, at Ministry of Finance Planning and Economic Development and the High Court, respectively. The consultations were held on 13th - 29th July 2022, as per the schedule in Annex 2.

PICTORIAL FOR MTR LAUNCH



01



AGRO- INDUSTRIALIZATION



HON. FRANK TUMWEBAZE - MP, Kibale County
Agro-Industrialization Programme Leader

AGRO-INDUSTRIALIZATION



Goal of the Programme

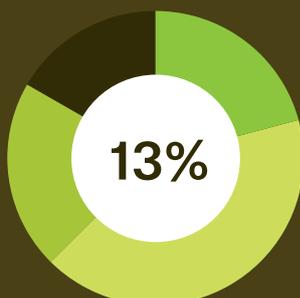
To increase commercialization and competitiveness of agricultural production and agro-processing.

Objectives of the Programme

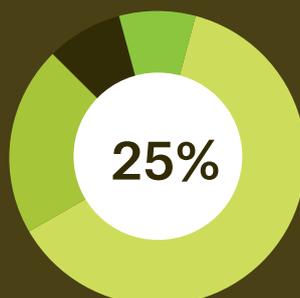
- Increase agricultural production and productivity
- Improve post-harvest handling and storage
- Improve agro-processing and value addition
- Increase market access and competitiveness of agricultural products in domestic and international markets
- Increase the mobilization and equitable access and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



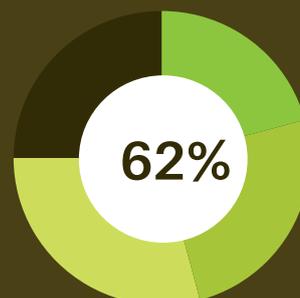
OVERALL AGRO-INDUSTRIALIZATION PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA

Achievements

91%

The percentage of lint classed on the top 3 grades was 91% against a target of 81%.

77%

77% recruitment of extension staff country wide.

0.871 billion

The value of agricultural imports was USD 0.871 billion, below the target of 0.871.

- Improvement in animal disease control where the number of districts free from state-controlled diseases increased to 101 above the targeted 92.
- The share of agricultural exports to total exports was 34.5% above the NDPIII target of 30% due to increase in coffee export quantities (6.26 million 60kg bags in FY21/22 from 4.17 million bags in FY18/19).
- There is increasing lending into the agriculture with the share of agricultural finance to total finance at 12.3% above the target of 9.2%.
- Ongoing redevelopment of 12 agricultural markets in the Urban Councils of Arua, Busia, Entebbe, Tororo, Kases, Kitgum, Lugazi, Masaka, Soroti, Moroto, Mbarara and Kabale.



ESTABLISHMENT OF AGRO-PROCESSING PLANTS, YUMBE FRUIT FACTORY, ATIAK SUGAR FACTORY, NWOYA ETHANOL PROCESSING FROM CASSAVA.

Challenges



Lower technology generation and research



Lack of synergy and collaboration among agencies



Inadequate extension services



Delayed on set rains especially West Nile, Lango



Low funds absorption due to low funding



Growing incidences of livestock diseases



Limited progress in Maintenance of sanitary and phyto-sanitary standards



Dilapidated irrigation infrastructure

EMERGING ISSUE

- Programme level indicators collectively contributed to by various MDAs are not captured in the reporting framework
- Slow project implementation
- Allocations within the programme do not proportionately follow the whole agro-industrialisation programme value chain

RECOMMENDATIONS

- OPM to coordinate PWGs to ensure their efficiency and effectiveness
- Strengthen intra-programme collaboration and synergy in prioritization and implementation
- UBOS should be put on board to provide statistics for key programme outcome indicators
- More research should be done on the survival of fish fingerlings to be restocked in the major fishing water bodies.

Programme Priorities

AGRICULTURAL PRODUCTION AND PRODUCTIVITY

Strengthen agricultural research and technology development

- increase funding to NARO and NAGRC&DB to focus on demand-driven agriculture technologies, improved animal breed multiplication, seed multiplication, embryo transfer
- research-extension farmer linkages,
- production and distribution of fish fingerlings for aquaculture.

Strengthen the agricultural extension system

- Restructuring of the single spine agricultural extension system with a focus on supervision of extension workers
- focus on farmer education through media, that is Barazas, radio and television programmes; dissemination of Information, Education and communication material (IEC) material for profitability indices for all livestock and major crop enterprises
- equipping extension staff to enable them reach a multitude of farmers;
- Dissemination of research outputs.

Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades

- focus on registration of agro-chemical dealers,
- e-verification
- provision of fishing gears and boats for fishermen

Increase access to and use of agricultural mechanisation

- establish mechanisation centres in all the 18 production zones from the current 5;
- animal draught power;
- Skilling and training machinery operators.
- Increase the rolling out of tractor usage

Improve land tenure systems and security mechanisms that promote inclusive agriculture investments

- focus on land titling and reducing fragmentation,
- partnering with large-scale land owners
- Strengthen farmer organizations and cooperatives



focus on farmer education through media, that is Barazas, radio and television programmes; dissemination of Information, Education and communication material (IEC) material for profitability indices for all livestock and major crop enterprises

- support farmers to acquire quality input;
- partnerships with bigger commercial farmers for production of strategic commodities;
- formation of cooperatives by small holder farmers;
- Identification of nucleus farmers from big largescale farmers.

Strengthen systems for management of pests, vectors and diseases

- Focus on establishment of certification laboratories;
- cost sharing for public good diseases like FMD to increase vaccination coverage, bi-vaccination annual programme for FMD by all farmers;
- disease control infrastructure-holding grounds

and quarantine stations; the establishment of vaccine cold chain facilities;

- Enforcement on illegal animal movement;
- creation of an animal disease control fund in MoFPED;
- Continue supporting the ongoing initiatives on veterinary vaccine development by Makerere College of Veterinary Medicine, Animal Resources and Biosecurity and NARO.

Water for agricultural production:

- supporting largescale farmers with irrigation;
- construction and maintenance of existing irrigation schemes;
- on farm small scale irrigation system

STORAGE, AGRO-PROCESSING AND VALUE ADDITION

- Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scales.
- Distribution of appropriate postharvest handling and storage facilities-big silos not recommended for small holder farmers.
- Distribution of appropriate primary processing equipment that match the living conditions of the farmers.
- Establish eco-friendly fully serviced agro-industrial parks/export processing zones and equip regional farm service centres- focus on setting up infrastructure where land has been secured
- Establish a strategic mechanism for the importation of agro-processing technology
- Establish new and rehabilitate existing agro-processing industries- rehabilitate existing ones
- Provide affordable, adequate and reliable electricity in the various production zones of the country
- Regularly maintain community access and feeder roads for market access

AGRICULTURAL MARKET ACCESS AND COMPETITIVENESS

- Enforcement and adherence to product quality requirements including; food safety, social and environmental standards and grades – Sanitary and Phytosanitary measures
- Digitalize acquisition and distribution of agricultural market information
- Negotiation and development of international market opportunities particularly for the priority commodities.
- Organisation of farmer expos
- Complete and maintain the 12 redeveloped agricultural markets in the Urban Councils of Arua, Busia, Entebbe, Tororo, Kasese, Kitgum, Lugazi, Masaka, Soroti, Moroto, Mbarara and Kabale.

Distribution of appropriate primary processing equipment that match the living conditions of the farmers.

INCREASE THE MOBILIZATION, EQUITABLE ACCESS AND UTILIZATION OF AGRICULTURAL FINANCE

- Finalize and implement the Agricultural Finance and Insurance Policy
- Increase the coverage of ACF and funding for UDC
- Coordinate public sector initiatives, mechanisms and institutions (e.g. Postbank, UDB, Pride Microfinance, Housing Finance Bank)

STRENGTHEN INSTITUTIONAL COORDINATION FOR IMPROVED SERVICE DELIVERY

- Programme and sub-programme working group meetings to promote joint planning and implementation of interventions and projects
- Increase capacity to develop bankable projects
- Implement service delivery standards
- Legal and policy reviews



Summary of key issues

- Extensions have been eroded to zero, how do we make it work through a single spine. How does the Directorate of extension services in MAAIF position itself in supervision of extension workers?
- Need for more research on production of fish fingerlings for restocking major water bodies. What is their survival rate?
- Agricultural insurance should be given priority as risks are many for example in the dry spell when there is no rain, it makes it hard to carry out farming.
- Deliberate effort should be made in supporting Livestock farming initiatives eg embryo transfer, artificial insemination, animal disease control infrastructure.
- There are many shortfalls in marketing farm produce which in a long run slows down production. Need to influence pricing in markets.
- There is a shortfall of linking budgets to plans which undermines planning and achievement of targets
- The agricultural system is very inefficient which hinders production and productivity as most farmers are in subsistence farming hence there is need for agricultural commercialization.
- Need for a sustenance plan of the planned mechanization zones
- While operationalizing the PDM, government should not withdraw money meant for other institutions and put it in PDM.
- Farmers need help on the escalating tick-acaricide resistance.
- Digital infrastructure in the agro-industry has not been invested in.

Digital infrastructure in the agro-industry has not been invested in.



02



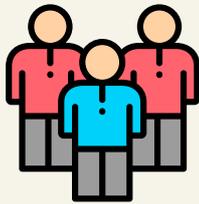
MANUFACTURING



HON. FRANCIS MWEBESA - MP, Ex Officio
Manufacturing Programme Leader

MANUFACTURING

Achievements



2121

Registered 2121 cooperatives with special groups of women and youth

Cooperatives were audited & inspected

Trained women entrepreneurs

Facilitated GSOs Development
Validation of National Business services framework

OVERALL PERFORMANCE

11%

ACHIEVED

10%

NOT ACHIEVED

127%

NO DATA

Challenges

- PWG not fully functional - Program reviews have not been undertaken
- Slow project implementation hindering realization of NDPIII targets
- Difficulty in accessing Credit by small, micro and medium enterprises.
- Shortage of skilled labour force and low absorption

Emerging Issues

- Slow enactment of laws for manufacturing such as the Industrial Licensing Amendment, VAT bill, Industrial Park Guidelines
- Narrow range of manufacturing standards and limited enforcement of applicable regulations
- Low levels of technology upgrade and transfer across Uganda's manufacturing industry mainly attributed to low innovation skills
- Delayed release of GOU funds for KIBP, KMC affected progress
- Export earnings from raw materials (minerals and coffee) are contributing much more than manufacturing

Recommendations

- Provide cheap capital through UDB long term loans with low interest rates
- Increase quality monitoring of consumer goods and develop Standards for priority products
- Operationalise PWGs
- De-risking trade in volatile markets like South Sudan, DRC, like establish Ugandan bank, insurance cover for Ugandan businesses



PROGRAMME PRIORITIES

- Operationalise the existing industrial parks (prioritise 2), construction and maintain infrastructure for the industrial parks (roads, water reticulation, HV power, solid waste management/ waste water system, ICT/CCTV, service ducts, perimeter wall fencing and landscaping, MSME and common user Buildings, one stop centres)
 - **Kampala Industrial and Business Park**
 - **Mbale Industrial and Business Park**
- Establish a Manufacturing Credit Facility, develop and continuously review guidelines and criteria for suitable financing packages for Manufacturers
- Complete construction of one stop border posts between DRC, South Sudan and Uganda
 - **Mpondwe Border Export Zone**
 - **Bunagana OSBP**
- Facilitate local industries to acquire appropriate technologies and product certification
- Prioritize those involved in production of indigenous pharmaceutical remedies
- Equipping Kiira Motor Corporation (KMC)
- Support the Iron and Steel industry value chain



Prioritize those involved in production of indigenous pharmaceutical remedies

SUMMARY OF KEY ISSUES

- Considering most manufactures are small scale, they should be given priority when allocating space within urban commercial zones
- Many SACCOS and Cooperatives have grown enough savings to finance themselves the way commercial banks would do but they don't know the regulations for lending in that capacity. Government needs to support the return of the cooperative bank to aid this initiative.
- Private sector players pay NTR to UNBS for certain services such as certification and inspection some of which are mandated by law. However, the money is not returned yet it is needed to facilitate the services paid for. This causes delays and losses to the applicants.
- The best way to support the private sector is to profile the challenges of their projects and different MDAs can help unlock the bottlenecks within their mandates for example
 - Bukona factory which manufactures ethanol from casava is running on a generator – MEMD can extend power to the factory
 - Daylight Agro with 800 acres of mangoes and other fruits needs a processing plant which was even approved through NAADS but is yet to be implemented
 - Hillside Agro which is developing oil palm needs 32 square miles of land in Maruzi for expansion
 - Other projects needing urgent support include Zombo Tea Factory, Soroti Fruit Factory (needs expansion), Nwoya maize farm (needs power)
- Cost of power is very high which makes manufacturing very hard
- Big ticket items that have a large impacts like iron and steel, industrial produce, should be given emphasis by (UDC). UDC is currently focused on small projects.
- Local content law to be put in place as a priority to help local investors
- There is limited storage capacity for locally produced goods which hinders production
- Project performance for Manufacturing is very poor therefore affecting achievement of targets. Programme structures such as the Programme Working Group (PWG) need to be operationalized.
- 100 acres of land given to SMEs (Juakali parks) has never been developed
- Tax policies should support industrialization more than importation
- The low uptake of funds for business recovery initiatives could be largely due to lack of awareness



03



PUBLIC SECTOR TRANSFORMATION



HON. MURULI MUKASA - MP, Ex Officio
Public Sector Transformation Programme Leader

PUBLIC SECTOR TRANSFORMATION

Achievements

Rationalisation of government has been achieved through cabinet consultation

Draft policy has been approved

Salary enhancement in a phased way

Enhancing capacity building where a total of public officers were inducted from Kalaki, Rukiga, 61 public officers were trained in mind set change

Discretionary trainings, 10 training specialized training

Enhanced e-learning

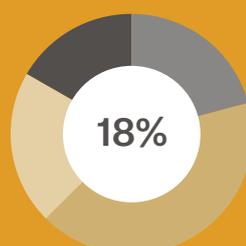
Challenges

- Phased implementation of the pay enhancement policy has lowered the motivation levels among those yet to be considered
- Attracting and retaining talent especially in LGs
- Low coverage of inspection due to failure to fund the E- inspection reform and interventions therein
- Difficulty in obtaining performances related statistics from votes
- Lack of retooling budget for the LGFC
- Information asymmetry between programme implementing agencies
- Restricted field visits due to covid-19 pandemic

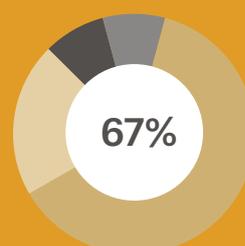
Key Emerging Issues

- There are still coordination gaps among the MDAs directly responsible for achieving the Program's goal
- Programme outputs are not mapped to the MTEF provided by MoFPED
- Limited funding to facilitate implementation of the reforms and interventions
- Partial implementation of the revised salary enhancement across government
- Corruption and general outcry over lack of ethics and integrity among public service
- Lack of facilitation for the Programme Secretariat

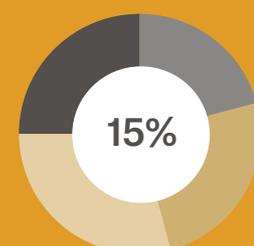
OVERALL PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA

Recommendations

- Continue engaging MoFPED to provide 100% of the approved budget to finance planned activities.
- Continue engaging Ministry of Public Service and MoFPED to lift the wage ceiling and allow for recruitment to improve staffing levels.
- During Planning & implementation, there is need for proper coordination with related MDAs
- Adherence to the implementation roadmap of the pay policy
- There is need to re-align the key implementing MDAs under the programme
- There is need to review Programme Indicators

Programme priorities



Summary of key issues

- Inconsistence in PWGs and lack of facilitation to operationalize the programmes
- Duplication of human resource service system
- Physical structures are not aligned to the PWGs
- Measures to get back on the roadmap to ensure that people are motivated to work through incentives given
- Attracting talents at LGs , What will be strategy to put in place to ensure LGs get the required staff

04



SUSTAINABLE URBANISATION & HOUSING



HON. NABAKOOBA JUDITH - MP, Ex Officio
Sustainable Urbanisation And Housing Programme Leader

SUSTAINABLE URBANISATION & HOUSING



Goal of the Programme

To attain inclusive, productive and liveable urban areas for socio-economic development.

Objectives of the Programme

- Increase economic opportunities in cities and urban areas
- Promote urban housing market and provide decent housing for all
- Promote green and inclusive cities and urban areas
- Enable balanced, efficient and productive national urban systems
- Strengthen urban policies, planning and finance.



Achievements

2,259

Under USMID-AF - completed a total of 9.7km of urban roads and associated infrastructure, 1 urban transport and beautification project, 8 signalized junctions and 2,259 solar streetlights. This has contributed to ease of doing business in urban centers.

9,816

Established four Free and Industrial Zones (Royal Molasses Ltd, Abbarci Industries Limited, Suntex Textiles Limited, Wagagai Mining) that led to creation of 9,816 jobs out of the targeted 20,000 jobs

14

Improved solid waste collection through provision of fourteen (14) garbage trucks. Cities of Arua (2), Lira (2), Hoima (2), Fort Portal (2), Mbale (2), Masaka (2), Tororo (1) and Kasese (1). There are additional 7 garbage trucks for Gulu (2), Jinja (2), Kamuli (1), Lugazi (1), and Busia (1).

5

Reproduced guidelines for energy efficient, green building design and sensitization done in five (5) districts of Kibuki, Ngora, Sironko, Bulambuli & Kapchorwa.

2

Prepared 2 Physical Development Plans (PDPs), 7 District PDPs, 1 City PDP, 14 Municipal PDPs, 45 Town Council PDPs, 23 Sub County PDPs

Challenges

Lack of data to measure evidence based Programme performance. 43% of indicators were not measured

Misalignment of Land Management Sub Programme which has affected the synergies with SUH Programme performance and reporting

Low levels of funding currently at 22.3%

Low staffing levels of the Programme estimated at 45%

Low levels of physical planning at 15% occasioned by low levels of funding both at National and local Government

Low level of compliance to physical planning regulatory framework.

Covid19 restrictions affected implementation of Programme interventions

Programme coordination challenges occasioned by inadequate funding

OVERALL PERFORMANCE

13%

ACHIEVED

34%

NOT ACHIEVED

52%

NO DATA

Key emerging issues

- Limited understanding, appreciation and low readiness of programmatic approach
- Misalignment of Programme Implementation Action Plans (PIAPs) and the Budgeting system
- Placement of Land Management Sub Programme to NR delinked the synergies with SUH Programme. International Best practices for planning, policy and legal frameworks recognise that land use and land management are intertwined.
- Physical Development Plans (PDPs) are not followed with detailed plans, plan implementation and enforcement
- Ambitious targets were set with the expectation that resources would be available
- High rate of urbanization without proper planning leading to urban sprawl.
- Economic and financial impact of Covid19 continued to impact implementation of SUH Programme interventions.

Recommendations

- Fast-track the ongoing processes to establish the legal and institutional frameworks
- Capitalize Housing Finance Bank and National Housing & Construction Company (NHCC) to provide housing for all
- Prioritize institutional and social housing.
- Review the SUH Programme indicators and targets for the remaining NDPIII period to match the resources available.
- Fund the operations of SUH PWG to effectively engage and deliver on the interventions.
- Integrate Land Management Sub-programme (currently under NR) with SUH Programme to harness synergies for land use planning, sustainable urbanization and Housing.
- Provide for Land banking in cities
- Establishment of National Physical Planning Board Implementation Unit (NPPB-IU)

Programme priorities



Sub Programme 1: Physical Planning and Urbanization

- Fast tract finalization and approval of the National Physical development Plan
- Develop and implement integrated physical and economic development plans in the new cities and issue guidelines for their operationalization
- Develop Integrated Urban Development Master Plan for GKMA
- Develop and implement bankable projects
- Scale up the portfolio of urban economic infrastructure e.g. markets, roads, and industries.
- Scale up solid waste management initiatives in line with solid waste management strategy that include establishment of recycling plants
- Establishment of National Physical Planning Board Implementation Unit



Sub Programme 2: Housing Development

- Capitalize Housing Finance Bank (HFB) to provide affordable mortgages
- Capitalize National Housing and Construction Company (NHCC) Ltd to deliver affordable housing for all.
- Slum upgrading and redevelopment
- Design and build inclusive institutional housing



Sub Programme 3: Institutional Coordination

- Develop and implement institutional, legal and policy framework for new cities.
- Develop & implement individual city investment profiles & bankable projects
- Roll out urban information management systems to improve operation efficiencies (PPUMIS, IRAS and e-governance management system)
- Implement the staffing structure of SUH Programme (MoWT, NEMA, MoLG, UFZA, MoKCC&MA, KCCA, NHCC, MWE)
- Improve SUH coordination and evidence based M&E of the Programme

Summary of Key issues

- Land Management Subprogramme should be integrated with the SUH Programme.
- There is need to improve the services at the Ministry Zonal Officers (MZOs) in processing land titles. Full automation of the titling process is key in reducing the bureaucracy.
- SUH Programme has been less funded and yet it is key in attainment of organized settlements and reducing costs of doing business.
- National Housing and Construction Company (NHCC) Limited needs to complete the housing projects they are currently implementing. They should also be in position to provide institutional and social housing.
- Need to revisit, refine and provide costs for all the SUH Programme proposed priorities for the next 2 year.
- Need to provide costs for preparation of the Physical Development Plans (PDPs).
- A Public Portal to access information on land in Kampala was launched. This is to be rollout to other parts of the Country. A Corporate Portal is to be rolled out soon.
- Urbanization should be leveraged as a driver for social economic transformation.
- Need to promote planned urbanization to free land for mechanized agriculture.
- The private sector led housing market has not provided for the majority urban poor hence the high level of informality and slums. Government needs to play a central role in housing development.
- Workers savings in National Social Security Fund (NSSF) should be used for housing development.
- The Real Estate Bill needs to be finalized given the role of the sector in the economy.
- Need to establish a data center on housing where we can track the efforts by different players in the housing sector.
- Need to prioritize city planning, preparation and implementation of detailed plans.
- Need to fast-track approval of the National Physical Development Plan (NPDP).
- Need to develop internal capacity of SUHP MDAs to better mobilize resources from non-state actors.
- Need to prioritize physical planning to ensure land use efficiency through high raise development.
- Uncoordinated development has increased the cost of housing through increased cost of infrastructure, utilities and social services



SUSTAINABLE URBANISATION AND HOUSING PROGRAMME

05



DEVELOPMENT PLAN IMPLEMENTATION



HON. MATIA KASAIJA - MP, Buyanja County
Development Plan Implementation Programme Leader

DEVELOPMENT PLAN IMPLEMENTATION

Achievements

Development planning, research, evaluation and statistics

Integrated IBP phase II with the IFMIS, PBS, AMP, PMIS and the NDP Monitoring System. (DPI objective 1 intervention 4(d))

Finalized the draft Poverty Status Report and scheduled for stakeholder validation and subsequent publishing. (DPI objective 1 intervention 4(d))

A Public Investment Financing Strategy highlighting all financing options was developed.

Resource mobilization and budgeting

- A fiscal Governance framework on Tax expenditures was developed and capacity built to enable the reporting on annual tax expenditures. Implementation of the fiscal Governance framework starts in the next FY 2022/23. (DPI objective 2 intervention 6)
- Resource mobilisation Legal frameworks (tax Laws) were reviewed, amended and gazetted; in FY 2021/22. These include: The VAT (Amendment) Act 2022, Excise Duty (Amendment) Act 2022, Income Tax (Amendment) Act 2022, Tax Procedures Code (Amendment) Act 2022, Stamp Duty (Amendment) Act 2022 and Tax Appeal Tribunal (Amendment) Act, 2022.
- A policy on centralisation and collection of the Non Tax Revenue (NTR) was developed and implementation is going that has led majority of MDAs collect NTR through URA, which has led the NTR to increase drastically. (DPI objective 2 intervention 2)
- The Integrated Revenue Administration System (IRAS) has been rolled out to 37 District Local Governments. (DPI objective 2 intervention 4)
- KCCA Revenue administration processes were continuously automated e.g. Automation of the Revenue Arrears Management, Revenue Reports Module. (DPI objective 2 intervention 4)
- 12000 businesses were Geo-Referenced by KCCA to: (a) enable timely tracking of any changes; (b) promote formalization, (c) map, model, and query large quantities of data within a single database according to their location and enable creation of location maps. (d) Integrate information, visualize scenarios and develop effective solutions to revenue administration. (DPI objective 2 intervention 4)
- Fixed Assets Registers reviewed and awaiting to be uploaded onto the new IFMS Fixed Assets Module.
- Finalised the development & issuance of the new chart of Accounts aligned to NDPIII A new reporting guide and template were developed and issued to capture accrual Accounting requirement.

OVERALL PERFORMANCE

13%

ACHIEVED

34%

NOT ACHIEVED

52%

NO DATA

Oversight, implementation, coordination and monitoring

- The Apex Platform is operational and its inauguration was held on the 13th July 2022 at Kololo Ceremonial Grounds and H.E. the President of the Republic of Uganda was the Chief Guest.
- Oversight monitoring of Government Programmes was conducted in Bunyoro, Busoga, Bugisu, Sebei and Buganda Sub-Regions. Overall, the monitoring exercise covered 36 Districts and the areas of monitoring included: Education, Health, Works and Transport, Water and Environment, Production and Marketing, Social Development and Local Government Administrative Services. Following the monitoring exercises above, Memorandum CT (2021) 113 on the monitoring findings was prepared and submitted to Cabinet.
- In regard to Monitoring and Evaluation of the Manifesto, the Manifesto Focal Persons were established across 32 Government MDAs and 8 clusters. In addition, all NDP III Programme Secretariats consultative engagements were held on 10th March 2022

Accountability systems and service delivery

- 25 entities were enrolled on the e-GP with 11 entities including 2 LGs for the FY 2020/21 and the 14 entities in FY 2021/22, 50 entities have been planned for enrolment onto the e-GP in the next FY 2022/23.
- Integration of Public financial Management Systems is on track and currently IFMS interfaces with AIMS, PBS, NSSF, BoU, DMFAS, e-GP, HCM, e-tax among others.
- Human Capital Management (HCM) system was rolled out to 41 out of 60 Government entities that were planned under the first phase.
- Public Financial Management (PFM) systems alignment to NDP3: So far PBS alignment to NDP3 was completed with FY 2022/23 BFPs better aligned to NDP3. IFMS, and e-GP work is in progress. The Chart of accounts has been able to link the budgets to the NDP programme outcomes
- Amendment of the PPDA laws and regulations were approved to improve alignment and implementation of social services.

Challenges

Development planning, research, evaluation and statistics

- Overlapping operation budgeting cycle coupled with limited staffing of planning units which requires necessitates capacity building of planning across government through profiling capacity of MDAs, LGs and LLGs
- Lack of coordination especially in coming up with a Research Framework
- Duplication of some interventions among the programmes was in sited some programmes which creates a challenge in terms budgeting, reporting and ownership along the programmes.

Resource mobilization and budgeting

- Abuse of tax exemptions regimes by foreign investors. After the exemption period some foreign firms leave the country. 5% of GDP (about UGX 7 Trillion) is lost to tax exemptions

- Informality of the economy/ cash economy leaves little or no trail for the tax man
- Corruption tendencies in MDAs
- Limited demand driven research to inform economic policy
- Inadequate tax education
- Limited link between tax collection and service delivery
- Low Tax to GDP ratio
- Lack of a unique identifier and limited data standardization across agencies
- Weak Local Government Revenue Management (administration and Data management).

5%

of GDP (about UGX 7 Trillion) is lost to tax exemptions

OVERSIGHT, IMPLEMENTATION, COORDINATION AND MONITORING

- There is a disconnect between MOFPED, OPM and Program working groups, thereby affecting the coordination that should happen to create synergies
- Confusion over Program Secretariats: Program secretariats are not domiciled at the OPM for proper coordination neither are they active at the implementing agencies
- The migration from sector to program based was neither effectively internalized nor appreciated. Remains an issue of constant debate.
- The budgets and funds are still at Vote level and not programme level undermining the PBA
- The implementation framework was not well disseminated therefore it was not well understood and implemented.
- Confusion over Program Secretariats: Program secretariats are not domiciled at the OPM for proper coordination neither are they active at the implementing agencies
- The migration from sector to program based was neither effectively internalized nor appreciated and it remains an issue of constant debate.
- The budgets or funds are still allocated at Vote level and not programme level undermining the Programme Based Approach to planning and budgeting.
- Budget cuts due to limited realization of the enough revenues constrained the implementation and achievement of the set targets as envisaged.
- Government policy ban on workshops limited implementation of a number of capacity building activities that involved training .This negatively affected the performance and some outputs were not achieved because some of them were a result of capacity building activities.

- Limited functionality of the Programme Working Groups (PWGs) which limits the proper tracking of progress on implementation of the respective NDPIII programme interventions and outputs.
- Negative COVID 19 effects contributed to the poor performance in a number performance indicators e.g. the LG revenues, Supplementary expenditure... etc

ACCOUNTABILITY SYSTEMS AND SERVICE DELIVERY

01 Unsustainability of financial systems e.g. IFMIS with high recurrent costs for maintenance each financial year.

02 Some services are delivered without standards creating weak link between the outputs and the expected outcomes / impact.

03 Non-implementation and reporting on some of the indicators as a result of inadequate financing and over targeting

04 Lack of internet and electricity access in some parts of the country limiting the roll out of the Public Financial Systems to the different entities across the country.

Emerging issues

The Cross cutting issues within the budgeting instruments have no indicators

The MDA Budgeting instruments for FY 2020/21, 2021/22 were not based on the NDPIII programmes

Some indicators within the Programme implementation action Plan (PIAPs) require improvement to effectively facilitate the reporting on the NDPIII results

Recommendations

Resource Mobilization and Budgeting

- Governance issues around taxation
- Promote digitization of the economy and a cashless economy
- Provide accountability to citizens through provision of quality services so that citizens are encouraged to comply voluntarily to their tax obligations.
- Promote research driven policy on taxation
- Promote the whistle blower policy and confiscate the property acquired by public officers through corruption
- Promote ethics and integrity across MDAs
- Conduct frequent staff transfers
- Conduct more tax education across the country emphasizing the taxpayer rights and obligations.
- Regular legal reforms in the tax systems that support widening of the tax base
- Review the tax administration measures to cater for the largest contributors of GDP in order to contribute to more revenue.
- Fast track the implementation of the Local Revenue mobilization Strategy to facilitate the generation of more Local Government Revenues.

Reforms to improve Tax to GDP ratio

- Promote data standardization and sharing frameworks across agencies to be able to identify the potential tax base
- Reduce tax exemptions and allow a big bracket of people in the tax bracket
- Simplification of tax systems to promote compliance
- Grow the tax register and widen the tax base
- Carry out risk management analysis to reduce revenue leakages
- Streamline different taxes/fees collected by Local Government and Central Government like property tax, rentals, local service tax to reduce on taxpayer fatigue. Resources given to LGs should be proportional to the local revenue collected
- Agree on a unique identifier across entities for example attaching Tax Identification Number, Business registration number to the National Identification Number
- Reduce Government arrears by ensuring that respective Accounting Officers pay taxes in time
- Government should create avenues to collect more revenue from the Agriculture sector.

Reducing the Fiscal Deficit amidst a debt ceiling and increased expenditure

- Improve domestic revenue mobilization efforts to meet the increasing Government expenditure
- Curtail unnecessary government expenditure and address Leakages where possible

Growth and Job Responsive Budgets

- Support (capital) to MSMEs, big enterprises and make follow-ups to ensure increased production and job creation
- Promote integrated programme based financing based on the different value chains
- Promote Government investment in labour intensive industries e.g. textile like in Ethiopia
- Create a framework that tracks growth and job creation
- Explore Business Process Outsourcing opportunities given Uganda's competitive advantages like internet connectivity, exploit the favourable time zones, good English speaking and a youthful population
- Skilling people in business management to enhance their employability
- Promote inclusive growth to generate opportunities

Innovative financing mechanism

- Registration of Ugandans in the diaspora, sensitizing them on existing investment opportunities, bilateral agreements to reduce the cost of business, marketing the diaspora bond, building confidence in the diaspora need for credible investments, set up a desk to handle complaints from the diaspora
- Floating the diaspora bonds in partnership with MoFPED and Bank of Uganda
- Establish a climate financing unit to harmonize all climate financing commitments
- Negotiate better terms for employment for Ugandans in the diaspora especially in the U.A.E where majority of Ugandans go for employment.
- Explore carbon credit financing



Registration of Ugandans in the diaspora, sensitizing them on existing investment opportunities

Allocation of resources to votes and not the programmes

- Assess the possibility of allocation of money/ budgets to programmes rather than vote allocation. This is aimed to improve the Programme Working Groups effectiveness.
- Revise the legal system to support allocation of budgets to programmes and away from votes
- Need for a proper change management system to make programme based budgeting and Planning efficient.

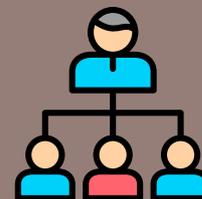
Oversight, Implementation, Coordination and Monitoring

- Re-examine the legal and policy frameworks for setting up programmes
- There is a need to i) understand the mid-term priorities of gov't, ii) agree on the overall coordination and M&E strategy, and iii) Agree on the responsibilities and roles of the concerned institutions.
- Harmonize the coordination and M&E Structures with existing mechanisms
- OPM should actively participate in the budgeting, planning, monitoring and reporting at the program working group level.
- The respective institutions should be equipped with the requisite capacity and resources to effectively coordinate government implementation.
- Enhance the Government Annual Performance Reviews to include expenditure reviews to inform expenditure ceilings for programmes.
- DPI should work closely with OPM to effectively carry out the coordination. It is distant and not complimentary to OPM

Accountability Systems and Service Delivery

- Fast track the NBI to enable rollout PFM systems like e-GP, HCM among others to different entities across the country.
- Respective Agencies should attach local teams to work with the source or foreign companies in the development of the systems for sustainability. In addition, Government should ensure it owns the systems after they have been developed in order to avoid exorbitant maintenance costs from the foreign companies.
- Local procurement of accountability systems should be given a priority before considering the foreign companies for sustainability and limiting the exorbitant after-service costs

- Fast track the integration of the accountability systems to address the compatibility issues and permission requirements from the foreign owned systems.
- The Community Information System should get data at the house-hold level in line with the PDM and ensure it's aligned with the Web-Based M&E System
- Government should develop systems locally because it has the capacity to do so and where capacity does not exist, NITA-U and the MoICT can develop the capacity.
- Empower citizens in accountability through awareness creation and establish mechanisms in the monitoring and evaluation of service delivery.
- Service delivery standards should be used to guide pricing for goods and services procured by government
- Set realistic targets & allocate resources realistically
- Involve the CSOs in monitoring of results



Respective Agencies should attach local teams to work with the source or foreign companies in the development of the systems for sustainability. In addition, Government should ensure it owns the systems after they have been developed in order to avoid exorbitant maintenance costs from the foreign companies.



DEVELOPMENT PLAN IMPLEMENTATION

Programme Priorities

- Alignment of Plans, Budgets and PFM systems to NDP III: To ensure budgets resources are spent on the NDP III priorities- Certificate of Compliance to the Budget (CoC), Budget and equity assessment, capacity building in Development planning...etc.
- Implementing the Parish Model: in line with the service delivery chain of the DPI programme to track Household Incomes and Improve the Quality of Life of Ugandans
- Strengthening Public Investment Management: to ensure projects go through the complete project management cycle - impact on the key targets of the NDP III programmes.
- Enhance Revenue mobilization through fast tracking reforms in Revenue management with the expectation to generate more Revenues that will finance the NDP III priorities e .g. increase coverage of the electronic tax systems, efficiency in tax administration and taxpayer engagements among others.
- Improve Budget Credibility through effective controls and compliance in order to reduce leakages, improve efficiency and controls during budget execution (reduction in arrears and supplementary expenditure)
- Strengthening NDP III Oversight, Coordination and Monitoring: to better monitor and supervise implementation the NDP III programme priorities. i.e Convening the Apex Platform, monitor service delivery/ Government programmes like Parish Dev't model delivery.
- Strengthen the Administrative data management among the Government Agencies to enable track progress on implementation and provide a basis for planning accordingly.

Summary of key issues

- The budgets or funds are being allocated at Vote level and not programme level undermining the Programme Based Approach to planning and budgeting.
- Limited functionality of the Programme Working Groups (PWGs), which limits the proper tracking of progress on implementation of the respective NDPIII programme interventions and outputs.
- Abuse of tax exemptions regimes by foreign investors. After the exemption period some foreign firms leave the country. 5% of GDP (about UGX 7 Trillion) is lost to tax exemptions
- Informality of the economy/ cash economy leaves little or no trail for the taxman to analyze the potential areas to generate more revenues.
- Limited link between tax collection and service delivery
- Complexity of the tax system which makes it hard for people to pay
- The migration from sector to program based was neither effectively internalized nor appreciated. Remains an issue of constant debate
- Some externally funded projects are not performing and yet occupying fiscal space.
- Service delivery standards do not exist in some service areas and where they exist, they have not been communicated properly.

06

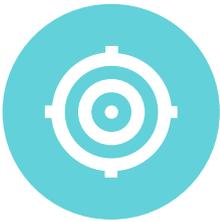


INNOVATION, TECHNOLOGY DEVELOPMENT AND TRANSFER



HON. MUSENERO MONICAH
Innovation, Technology Development and Transfer Programme Leader

INNOVATION, TECHNOLOGY DEVELOPMENT AND TRANSFER



Goal of the Programme

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

Objectives of the Programme

1. To develop requisite STI infrastructure
2. To build human resource capacity in STI
3. To strengthen R&D capacities and applications
4. To increase development, transfer and adoption of appropriate technologies and innovations
5. To improve the legal and regulatory framework.



Achievements

New vision for STI was crafted to make Uganda the most technologically developed country

OVERALL PERFORMANCE

13%

ACHIEVED

34%

NOT ACHIEVED

52%

NO DATA

Challenges



Delayed release of funds to subventions due to closure of MoSTI



Governance and coordination challenges:- late appointment of steering committees



STI survey meant to generate important benchmarks and technical needs for STEI was not conducted



There is still no National Research Agenda to prioritize areas of national importance



Weak regulatory framework has failed to curb plagiarism, infringement of IP rights



MDAs not reporting on Programme indicators in the NDP III results framework

Key Emerging issues

- The transition from MOSTI to STI-OP took a longer time than anticipated due to the legal requirements that had to be fulfilled and this hindered the progress of activities under this Programme.
- STI hasn't yet played the leading role in driving economic development and industrialization, due to the transition that happened.
- No Strategic Plans from key implementing MDAs indicating a lack of commitment to national priorities;- STI-OP, UIRI, UNCST (PBID, KMC Business plans not fully aligned to NDP III)
- Lack of proper incubation guidelines has led to "incubatees" being permanent residents at incubation centres such as UIRI.
- Status of policies/bills started under MOSTI is uncertain:- Innovation Fund Bill; Biosecurity Policy and Bill; Bio economy policy;
- Lack of mechanisms for leveraging the diaspora for technology transfer
- Uganda's performance in the 2021 Global Innovation index has declined to 24.4% compared to 25.6% in 2019 (partly due to lack of recent data).
- Little effort on indigenous/traditional knowledge interventions
- Registration of research has increased (1,500) but the outputs/findings for most of them are not known
- Majority of research projects at public universities are still funded by foreign interests
- Commercialization product range is very narrow – mostly food and beverages

Recommendations

- Fast track structuring of STI-OP to improve its oversight over the programme. Also STI-OP, UNCST, UIRI should complete their strategic plans (aligned to NDP III)
- Develop and Operationalise the Innovation Framework with guidelines and structures that will make STI more productive and better coordinated
- Develop an Incubation and Commercialization strategy
- Establish/strengthen Incubation Centres at technology institutes
- National Research Agenda
- Conduct the STI survey and Technical needs assessment
- Improve coordination with the private sector and diaspora for R&D and Technology Transfer initiatives

Programme Priorities

STI Ecosystem Development

- Develop and maintain a national STI Information Management System
- Internship, Apprenticeship and Exchange Participants in ST&I Strategic Areas

Research and Development

- Increase investment in R & D in key priority sectors like; agriculture, Oil & Gas, Minerals, Energy, Health, Transport
- Strengthen the Intellectual Property (IP) value chain management;

Industrial Value Chain Development

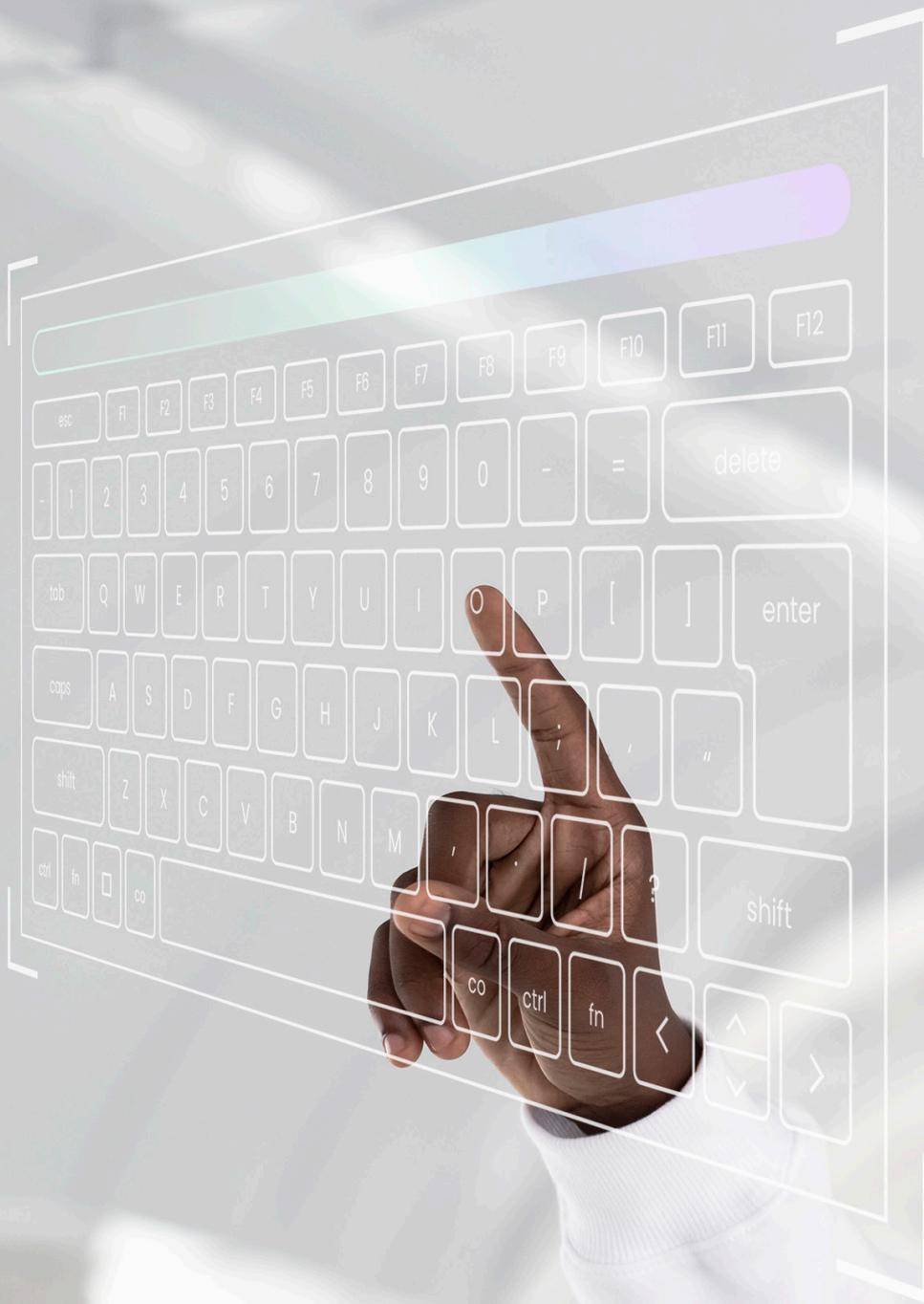
- Focus more on transforming research findings and results into targetable products that can drive industrialization
- Prioritize value chains with quick returns

Summary of Key issues

- ITDT programme is not harmonised with current STI goals and objectives
- Key result targets, indicators and priorities are not realistic and non-aligned to the national direction
- STI and Agro-Industrialisation are not well linked which affects innovation and industrialisation
- Technology importation is not working in tandem with technology development and transfer
- Need to prioritise innovations so that they are taken to the market instead of focusing on everything



Key result targets, indicators and priorities are not realistic and non-aligned to the national direction



**FOCUS MORE ON
TRANSFORMING RESEARCH
FINDINGS AND RESULTS INTO
TARGETABLE PRODUCTS THAT
CAN DRIVE INDUSTRIALIZATION**

07



DIGITAL TRANSFORMATION PROGRAMME



HON. CHRIS BARYOMUNSI - MP, Kinkizi County East
Digital Transformation Programme Leader

DIGITAL TRANSFORMATION PROGRAMME



Goal of the Programme

To increase ICT penetration and use of ICT services for social and economic development.

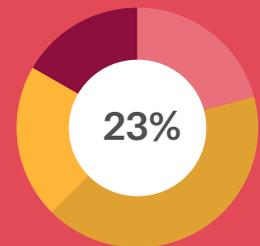
Objectives of the Programme

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

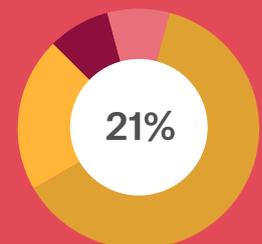
Achievements

- Increased number of internet users (internet penetration) **25%** (FY 2017/18) to **55%** (FY2021/22)
- Increased utilization of mobile financial services and other digital platforms.
- **2,181,053** new devices added on the network.
- **(26.1%, 16.6% and 57.2%** are from smartphones, basic phones & feature phones).
- Highest growth of **19%** in smartphones additions to the network from **6,860,946** devices in January 2020 to **8,174,586** in March 2021.
- Increased telephone (**67%** in 2020 to **69%** in 2022) and broadband subscriptions (from **45%** in March 2020 - **51%** Mar 2021)
- Frameworks to guide interoperability of Government systems developed
- A data sharing and integration platform developed to enhance the delivery of services in government and private sector operationalized

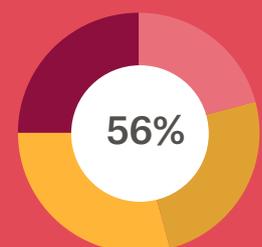
OVERALL PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA

- Data Protection Office setup
- Guidelines for infrastructure sharing developed
- National broadband infrastructure blueprint produced
- Digitalisation and rollout of e-services to all sectors, MDAs and LGs to fully harness the potential of ICT
- Many MDAs automated e.g., PDMIS, e-GP, EMIS, HCMS, URSB system, court case administration system, etc.
- 3 Regional ICT Hubs established and 1 National ICT Park is in process of being established
- Setup the National BPO & Innovation Council, BPO Centers supported with incentives (broadband, workspace), exposure to market e.g. Dubai Expo
- The national e-waste collection center established in partnership with the National Enterprise Corporation NEC

Challenges

- Limited coverage of broadband infrastructure and connectivity.
- Lengthy procedure of acquiring permits for rights of way from LGs by the Tower companies.
- Limited budget for MoICT&NG
- Lack of computers & ICT Infrastructure – Inadequate of computers for public officials, Limited coverage of broadband infrastructure and connectivity
- Affordability - High costs of communication services/devices
- Digital divide - digital between urban and rural; costly universal service obligation
- Administrative issues - Lengthy procedure of acquiring permits for rights of way from LGs by the Tower companies
- Heavily taxed sector - MTN and Airtel alone made up 40% of excise duty revenues and 12.7% of VAT revenues in FY 2019/2020. Yet the sector's GDP contribution is only 1.8%.
- Low digital literacy skills within the entire population at all levels
- Insufficient complementary infrastructure - Lack of access to electricity

Key Emerging Issues



Implementation of last mile connectivity to key areas was not prioritized



Upgrade of existing Digital Terrestrial Television transmission sites not achieved.



Implementation of the National Post and Addressing System has not started, yet it was identified as a core

Recommendations

- Last mile connectivity should be prioritized
- Government needs to set a policy that positions UICT as the preferred trainer for all MDAs and LGs that require ICT related training courses.
- Implementation of the National postcode and addressing system should be prioritized
- Exempt tower companies from acquisitions of local permits since ICT is a critical national infrastructure and the companies are already licensed nationally by UCC
- Payment of internet fees for MDAs and LGs should be deducted by MoFPED centrally
- Complete recruitment of ICT officers to support the digitalization efforts
- Establish a multi-sector supervisory committee under OPM leadership to oversee the rollout of critical e-services such as the National Id, EMIS, PDMIS, and integration of systems.

Programme priorities

Subprogram 1: ICT Infrastructure

- Roll-out of high-speed broadband by Government ensuring all essential services such as health centers and schools are connected. Additionally, provide alternative ways of accessing the internet such as fibre to the home (FTTH) and satellite connections.
- Support to the roll out of additional sites by Mobile Network Operators (MNOs) sites to improve capacity and address the degradation of services that has resulted from increased network traffic.
- UBC should operationalize all the DTT sites countrywide to increase citizen's access to information and services.

Subprogram 2: E-services

- Develop a national location registry by implementing the National Postcode and Addressing system.
- Develop eService access points for citizens in the districts.
- Facilitate the rollout of e-solutions such e-learning, e-health;
- Develop a national e-commerce strategy; streamline logistics and courier operations; optimize the use of the Government payment gateway to promote e-commerce.
- Strengthen cybersecurity through development and awareness of the National Cyber threat intelligence platform, nationwide sensitization campaigns for users of ICTs on online safety.

Subprogram 3: Research, innovation and ICT skills development

- Support development and commercialization of local ICT products.
- Develop innovation and incubation centers and promote utilization of innovation test beds to increase uptake of digital services.
- Address the high costs of devices and services by promoting local manufacturing of these digital devices.
- Conduct country-wide digital literacy and e-awareness campaigns to encourage more uptake of the digitalization services across the country.
- Develop a National Digital Skills Framework and a digital skills curricula at all schooling levels.



Address the high costs of devices and services by promoting local manufacturing of these digital devices.



DIGITALISATION PROGRAMME

Summary of Key Issues

- Generally, infrastructure coverage has improved across the country. However, there is need to address the increased telephone network blind spots resulting in increased dropped calls. They are partly as a result of urbanization in the towns as the new buildings in the towns obstruct the radio waves.
- The programme should address the social impact of digital access on the users such mental health issues, pornography etc by setting ethical standards. However, it was also noted that other than Government, parents and communities have a role to play in ensuring safe use of technology.
- A number of innovators have become grantpreneurs continuously applying for support and the National ICT support programme (NISIP) should conduct tracer studies to ascertain the impact of the programme on the country.
- The Digital Transformation Programme and the Innovation, Technology Development and Transfer and Development programme should work together with a focus on addressing ecosystem wide issues that affect many innovators rather than supporting individuals. They should consider collaborating on setting up incubation hubs that would support a number of start-ups and probably agree on a policy on how to run the hubs.
- Need to have strategies for enforcement of standards on equipment and software to avoid the substandard devices with a short lifecycle on the market.
- The programme handles deployment of ICT infrastructure across the country and have developed infrastructure sharing framework and as such should have representation on the physical planning board.
- Leakage of confidential Government information through technology platforms has become common and the programme needs to devise means of protecting this data.

08

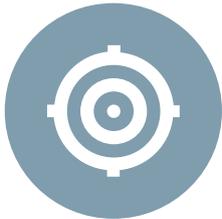


HUMAN CAPITAL DEVELOPMENT



HON. JANET KATAAHA MUSEVENI
Human Capital Development Programme Leader

HUMAN CAPITAL DEVELOPMENT



Goal of the Programme

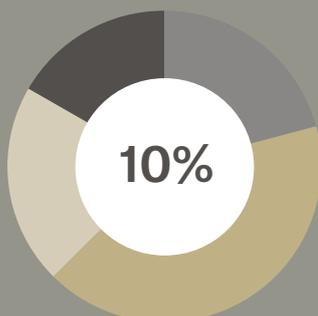
To improve productivity of labour for increased competitiveness and better quality of life for all.

Objectives of the Programme

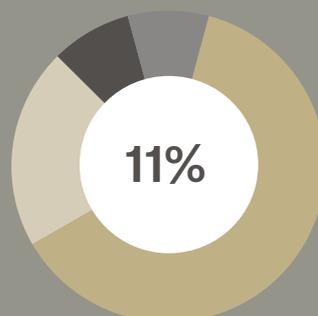
1. To improve the foundations for human capital development
2. To produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports)
3. To streamline STEI/STEM in the education system
4. To improve population health, safety and management
5. To reduce vulnerability and gender inequality along the lifecycle
6. To promote sports, recreation, and physical education.



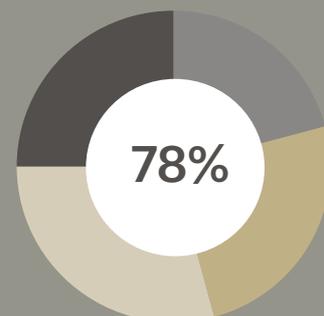
OVERALL PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA



Achievements

- Appointment of education and health personnel into service, where a total of 482 health workers (against 1,200 planned; 1,718 secondary school teachers (1,022 males, 696 females) were recruited against 1,150 planned and recruitment of critical education and health personnel was ongoing by the District Service Commissions.
- Provision of instructional materials, equipment and installation: Procurement of instructional materials in the primary sub-sector was ongoing and assorted textbooks (7,704,658) were distributed to 157 secondary schools, including specialised teaching technology and instructional materials for the special needs learners. Equipment for the Intensive Care Units (ICUs) in the Regional Referral Hospitals (RRHs) was procured, although installation was not complete as remodeling of some ICU Units was underway for example in Masaka and Mbale.
- Distribution of pharmaceutical medical supplies: The programme facilitated distribution of pharmaceutical medical supplies worth Ug shs 290bn to 3,247 health institutions and prioritised procurement and distribution of COVID-19 vaccines. The polio vaccination campaign under the theme, “Keep Uganda Polio Free” that targeted the under-five (5) year olds was successful with an achievement of over 100% of the target population immunised.
- Access to safe water, sanitation and hygiene, where construction was ongoing four of 10 large piped water supply systems in rural areas (Rwenkureiju-Kanyabwanga (95%), Kahama II (75%), Lukalu-Kabasanda (94%), and Orom (94%). The construction of three (3) piped systems was complete in Lwemiyaga, Bigando and Igorora and ongoing in nine (9) urban centers, 1 while a total of 2,005 yard taps were made. A total of 29 schools (primary and secondary), 11 health centers and four religious institutions were supplied with safe water
- The programme integrated Gender and equity issues in almost all the activities implemented such as provision of ramps and other assistive accessories for persons with disabilities (PWDs)
- Increased sequencing of activities by aligning to the PIAPs
- Reduction in duplication and redundancy amongst the MDAs
- Aligning MDAs functions to the right programmes
- The United Nations Children’s Education Fund (UNICEF), Save the Children’s Fund and World Vision, the MoES in partnership with the Technical Working Groups engaged over sixty-five (65) proprietors on licensing and registration of ECD centres in Gulu, Amuru, Kazo and Kiruhura district and monitored 20 centers in Gulu and Amuru LGs.

Challenges

Education, Sports and Skills

- Low unit costs for UPE, USE UPOLET, Teacher Education and Vocation thus affecting quality education delivery
- The COVID-19 Pandemic which disrupted teaching and learning and therefore resulted to lost learning due to closure of education institutions and implementation delays of the NDPIII activities which affected absorption of funds;
- Delays in project implementation especially externally funded projects;
- Low Survival rates - The high repetition and dropout rates from school mainly due to: high teenage pregnancies, child marriages, household poverty, high tuition fees, failure of exams, and increasing opportunity cost of attending school;
- Sudden surge in enrolment in some government schools due to closure of private schools;
- Increasing costs of accessing education albeit government abolishing tuition in public day schools;
- Increasing hunger among school children;
- Limited reporting on education indicators due to absence of an updated Education Management Information System (EMIS) making planning, implementation, and M&E challenging. The last school annual census was undertaken in 2017.

Health, Safety and Population Management

- Many NDP III indicators not being tracked in routine Health Management Information System;
- Morbidity and Mortality from Malaria remaining very high;
- Double disease burden (Both communicable and non-communicable diseases);
- Social economic situation affecting the determinants of health like access to safe water, nutrition, education, and housing;
- Low health worker patient ratio at 19/10,000 persons;
- Medicines and health supplies stock outs in health facilities;
- Newly constructed and equipped health facilities requiring high utility and maintenance costs;
- Increasing population rate (high fertility and refugees) with reducing per capita budget for health;
- Increased number of road traffic accidents with high costs of care and long hospital stay

Gender and Social Protection

- The demand for services provided by MGLSD is increasing in spite of the dwindling financing levels. This is definitely going to affect the effective implementation of flagships and likelihood programmes such as SAGE, National Special Grant for PWDs, Special Enterprise Grant for Older Persons.
- GBV and other social welfare challenges have escalated

as a result of increased infrastructural development in the Country

- Information on a functional social care and support system that identifies eligible vulnerable persons to access support from Government is inadequate
- Effects of the COVID-19. These include but not limited to Gender Based Violence, Child abuse, loss of jobs/ opportunities both internally and externally and upscale of labour disputes among others
- Inadequate data and information on key NDP III thematic areas, i.e. data on social care and support system that identifies eligible vulnerable persons to access support from Government

Labour and Employment

- Insufficient creation of quality and gainful jobs in the economy, especially for the youth;
- Low transition rates from training to employment;
- Fragmented employment creation initiatives;
- Weak enforcement and implementation of occupational safety and health management regulations;
- Lack of a functional labour market information system;
- Weak link between TVET, universities and industry;
- Limited pace of rolling out international accreditation for TVET institution;
- Lack of an effective internship/apprenticeship/ on-job training management;



Increasing hunger among school children

Emerging issues

<div data-bbox="177 367 301 490"> </div> <div data-bbox="336 405 624 477"> <h3>Education, Sports and Skills</h3> </div> <ul data-bbox="138 551 683 1070" style="list-style-type: none"> • Increasing rates of industrial action by workers in education which are likely to negatively impact on service delivery; • Introduction of Swahili language as one of the official languages which is likely to require emergency recruitment of teachers; • Escalating prices of goods and services including education that are likely to result in lower demand of education and health services; • Limited digitization of the education services against an emergent trend of e-government, e-health, and e-learning • Limited science infrastructure in schools against government strategic direction of prioritizing STEM 	<div data-bbox="799 367 924 490"> </div> <div data-bbox="970 405 1265 477"> <h3>Gender and Social Protection</h3> </div> <ul data-bbox="756 551 1463 882" style="list-style-type: none"> • Lack of integrated tracking for the various youth funding and enterprises; • The increasing number of Karamojong children on the streets is alarming and vulnerable persons affected by prolonged drought and famine leading to high demand for social protection support; • Increased GBV prevalence • About 203 Bn need to be recovered from UWEP and YLP groups under PDM • Scaling up inspection and enforcement of labour laws
<div data-bbox="185 1128 293 1240"> </div> <div data-bbox="331 1128 571 1234"> <h3>Health, Safety and Population Management</h3> </div> <ul data-bbox="138 1308 683 2011" style="list-style-type: none"> • Escalating prices of goods and services resulting in declining determinants of health like access to safe water, food and proper housing; • Limited digitization of the health information system affecting quality and timeliness of data on certain indicators; • Increased Morbidity and Mortality from injuries (RTAs) in adults, Malaria and adolescent pregnancies; • Global shortage of health workers leading to labour externalization hence shortage of health workers in the long run and loss of specialized skills • Low health worker to patient ratio particularly in the rural areas; • Health promotion and disease prevention activities and interventions not adequately funded; • Per capita budget allocation for medicines and health supplies very low leading to frequent stock outs. 	<div data-bbox="799 947 924 1070"> </div> <div data-bbox="970 981 1362 1016"> <h3>Labour and Employment</h3> </div> <ul data-bbox="756 1128 1463 2101" style="list-style-type: none"> • Sectors that employ the largest proportion of the workforce in Uganda have not necessarily achieved high productivity gains; • The poor learning outcomes at basic education levels threaten the development of the required human resources for the country; • The idle youth who are neither in Employment nor in Education or Training (NEETs)? This has further been worsened by the COVID-19 effects; • The quality of jobs in Uganda remains low, with 78% of the labour force engaged in vulnerable employment; • The high school dropout rates, especially at the primary school level; • The existing skills mix cone is inverted. The country has more graduates than technicians and technologists. • Externalisation of labour is emerging as key source of non-tax revenue to Government. By end June, 2022, over Shs12Bn had been collected with no meaningful support from appropriation in aid (AIA). Despite, the revenue generated from this sector, cases of labour exploitation and mistreatment are on the rise; • Effects of the COVID-19 - loss of jobs/opportunities both internally and externally and upscale of labour disputes, among others increasing the burden on the Ministry and its cadre structures in the Local Governments due to inadequate resources; • Absence of Productivity Centres specifically to promote high productivity, mind-set change and positive work culture as well as ethics.

Recommendations

Education, Sports and Skills

- Need to provide physical infrastructure to particularly lagging primary, secondary, TVET institutions and universities
- Strengthen integration of TVET, and University training with Industry
- Review the targets and agree on sequencing priorities
- Sequence implementation of the new 3 Universities
- Finalise EMIS as per Cabinet approval by September to start implementation
- Emphasise inspection at primary and secondary schools
- Prioritize enforcement to reduce on increased drop-out rates

Health and Population management

- Digitalization of the health information system from data generation to administration ie e-health services, e-procurement, e-records, e-inspection should be given emphasis
- Prioritise rehabilitation, expansion and equipping of HC IIIs, HC IVs, General Hospitals, referral hospitals and specialised care facilities
- Need to emphasize establishment of a functional labour market to reduce on problems in the labour market
- Fast track Universal health care (UHC)
- Focus on preventive than curative measures for NCDs

- Elimination of alcohol abuse and drug substance use contributing to mental health
- Need to prioritise family planning and empower the girl child based on regional disparities as increasing population is impacting on health service delivery
- Public service needs to create a structure and remunerate super specialist to empower UHI, Biometrics, etc.

Gender and Social Protection

- Prioritize mindset change in all programmes
- Re-design recovery measures for UWEP and YLP since its very low
- Promote gender balancing in schools with increased teenage drop outs due to GBV, pregnancies and child marriages

Labour and Employment

- Need to emphasize establishment of a functional labour market to reduce on problems in the labour market
- Promote labour productivity by establishing and productivity center
- Address the labour challenges under externalisation programme
- Provide entrepreneurship skills and business skills to youth in formal and informal sector

Prioritise rehabilitation, expansion and equipping of HC IIIs, HC IVs, General Hospitals, referral hospitals and specialised care facilities

Programme priorities

Education, Sports and Skills sub-programme

- Construction of primary schools in parishes without and secondary schools in sub counties without a public secondary school;
- Provision of physical infrastructure to particularly lagging primary, secondary, TVET institutions and universities (with physical infrastructure, furniture, Instruction materials, Capitation, and Human Resources);
- Integration of TVET, and University training with Industry (Industry incentives, Apprenticeships, Modular curriculum, International Certification);
- Support of National Sports Teams.
- Prioritise the full operationalization of the Mountain of the Moon; and phased operationalization of Busoga and Bunyoro Universities;
- Ring fence allocations for STEM and TVET Student loans for both Public and Private institutions;
- Integration of TVET and University training with industry (Apprenticeships, internships, TVET curriculum modularization);
- Develop and implement a distance learning strategy (ODEL);
- Revising the upper secondary curriculum to harmonise it with the recently concluded review of lower secondary curriculum;
- Strengthening the current inspection system by completing the roll out of the TELA and e-inspection systems;
- Roll out Early Grade Reading (EGR) and Early Grade Maths (EGM) in all primary schools to enhance proficiency in literacy and numeracy;
- Supporting the operations of the Uganda National Institute of teacher Education (UNITE);
- Implementing the compulsory teaching of Kiswahili across all levels;
- Strengthening the EMIS to improve collection and processing of more accurate and timely data for decision making.

Health, Safety and Population Management

- Digitalization of the health information system from data generation to administration ie e-health services, e-procurement, e-records, e-inspection etc.;
- Covid-19 Vaccination for all target groups;
- Rehabilitation, expansion and equipping of HC IIIs, HC IVs, General Hospitals, referral hospitals and specialised care facilities;
- Scholarships for training critical cadres in short supply like anesthetists and Specialists;
- Revision of the human resource structure for health workforce at all levels to increase the health worker patient ratio;
- Maintain investment in prevention and control interventions for HIV/AIDS, TB and malaria;
- Research and Innovation for epidemics and pandemics preparedness.
- Implementation of NDP III suggested projects that are feasibility level and have secured funding Oncology centres project and the functionality of lower level facilities project;
- Strengthening emergency medical care services in particular establishment of the trauma centre at Naguru and the Regional ambulance call and dispatch centres;
- Fast track efforts to establish the National health insurance scheme;
- Policy shift on management of drugs and supplies to allow health facilities to retain funds to cater for buffer stocks to prevent stock outs;
- Increase investment in Community Health programs for health promotion and diseases prevention to reduce on the high burden of preventable diseases;



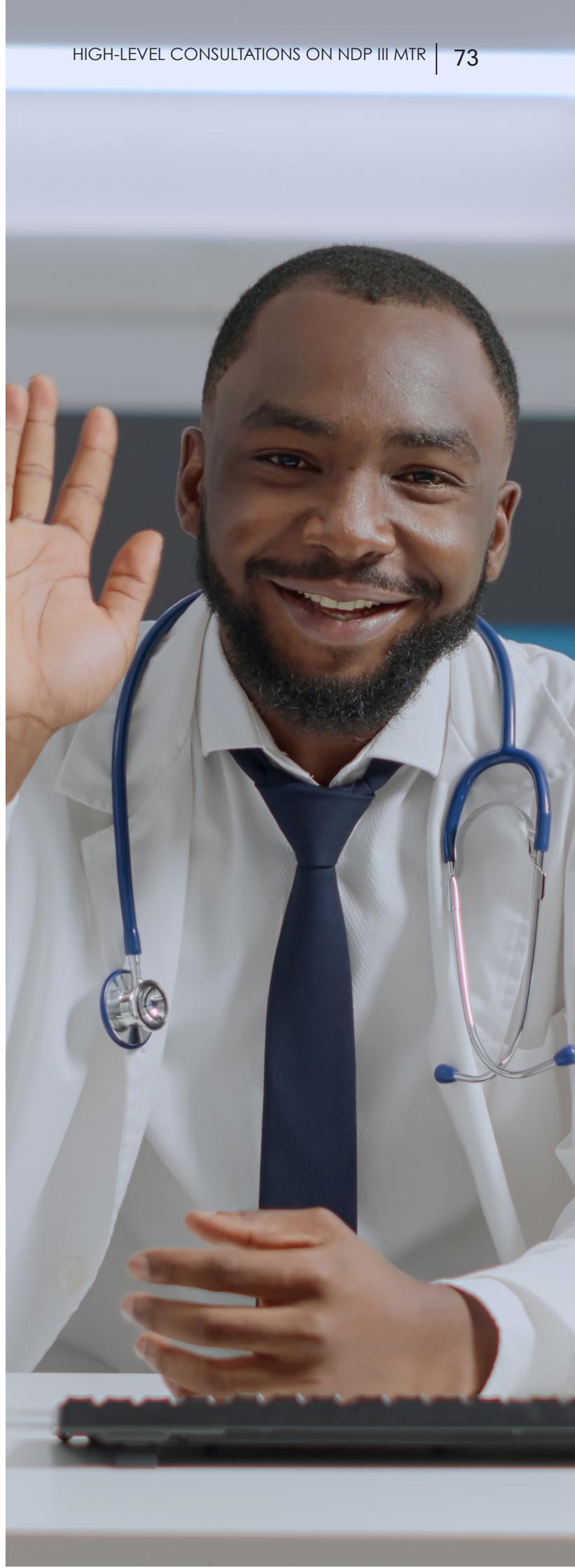
Covid-19
Vaccination for
all target groups

Gender and Social Protection

- Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities;
- Establish early warning systems for disaster preparedness including risk reduction;
- Scale up Gender Based Violence (GBV) prevention and response interventions;
- Support Gender equality and Equity Responsive Budgeting in all Sectors and Local Governments;
- Expand livelihood support, labor-intensive public works, and labour market programmes to promote green and resilient growth.
- Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour,
- Implement a National Strategy against Child Marriage and Teenage Pregnancy,
- Develop mechanisms to prevent incidences of child labour

Labour and Employment

- Consolidation of Jua Kali Skills Development, Business Start-up Kits & Capital, Business Incubation, Common-User facilities;
- Establish a functional labour market;
- Strengthen regulation of labour externalization;
- Decent & productive employment increased;
- Industrial peace and harmony created;
- Develop and implement an apprenticeship and job placement policy and programme (work-based learning);
- Extend internship programme to out-of-school youths.



Summary of Key Issues

Education, Skills and Sports sub-programme

- Some indicators about education that UBOS does not provide for, need to be dropped since they cannot be reported on in the PIAPs
- There is low financing support towards TVET
- Low staffing levels across all education institutions is a major challenge which needs to be addressed
- Drop-out rates are very high especially in Primary schools, need to explore role of community and families in enforcing retention in schools
- Libraries are few in primary schools yet they support literacy and inculcate a reading culture in children
- The low unit costs for education;
- Limited allocation for inspection of schools;
- Sequencing of the operationalization of Mountain of the Moon University; and Busoga University and Bunyoro University

Population Health, Safety and Management

- There is inadequate number of specialists and low remuneration to super-specialist to support service delivery
- Low power supply to Health Centres, therefore affecting utilization of health center equipment or sometimes it is not available yet MEMD has not addressed this challenge
- Need to budget for epidemics and pandemics since COVID-19 caused a lot of challenges
- Huge burden on budget for Mulago hospital and others due to of Road Traffic Accidents by motor cycles
- Low per-capita on medicines provided affecting service delivery
- Lack of emergency care services e.g. no fuel is provided to manage ambulances

Gender and Social Protection

- Develop internal management systems that are linked to monitor the different programme implementation.
- The recently amended labour regulation has contributed about 14 Billion as NTR but not given to MGLSD to support the supervision
- Support special interest groups under the PDM
- Provision of budget to refurbish dilapidated infrastructure for children homes
- Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour
- Implement a National Strategy against Child Marriage and Teenage Pregnancy.



Provision of budget to refurbish dilapidated infrastructure for children homes

09



NATURAL RESOURCE, ENVIRONMENT, CLIMATE CHANGE WATER AND LAND MANAGEMENT



HON. SAM MANGUSHO CHEPTORIS - MP, Kapchorwa Municipality
Natural Resource, Environment, Climate Change Water and Land Management
Programme Leader

NATURAL RESOURCE, ENVIRONMENT, CLIMATE CHANGE WATER AND LAND MANAGEMENT



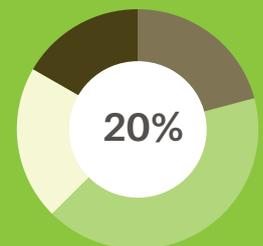
Goal of the Programme

To reduce environmental degradation and the adverse effects of climate change as well as improve utilisation of natural resources for sustainable economic growth and livelihood security.

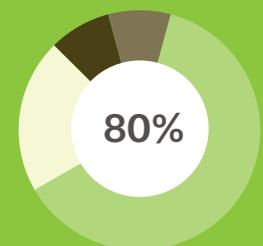
Objectives of the Programme

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

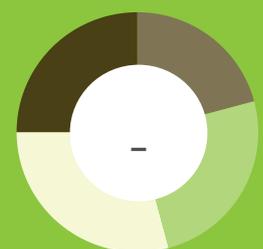
OVERALL PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA

Achievements

645

Permit holders of groundwater, surface water and wastewater discharge monitored for compliance to provisions of the Water Act.

196

Waste water samples collected and analysed from industrial and municipal wastewater discharges.

248

248 water harvesting and flood control structures constructed.

- 166 new permits issued.
- 5 catchment management plans developed for River Matiano, R. Nyamwamba, R. Nkusi, R. Muzizi and R. Semliki.
- One gender sensitive water catchment management committee established for Kiiha Catchment.
- Climate Change adaptation technologies implemented at selected project intervention sites – sustainable pasture management in Mubende, strengthening of community resilience to drought through construction of two communal valley tanks in Kyankungu and Kalungi villages – Mubende districts.
- Prepared Lakes Edward and Albert Basin Strategy and Investment Plan (LEAB SIP).
- 59,588ha of CFRs restored, 12,811ha of new tree plantations planted in CFR, 9,755km of CFR boundaries resurveyed, 45,768,078 assorted seedlings from 32 nurseries and verified seed sources (bamboo, indigenous and exotic species) supplied to the public and 19,372,131 out of the planned 36,350,400 quality seedlings raised and supplied to the public and for NFA own planting.
- 531km of critical wetlands demarcated, 10,038.8 ha out of planned 21,876ha restored across the country.
- Automation of weather and climate network increased from 51.4% in FY2019/20 to 63% in 2020/21 and 91 districts equipped with at least an Automatic Weather Station.
- 5,624 land related conflicts received of which 2,400 were mediated/resolved; 8,607 sub-division surveys undertaken for lawful and bonafide occupants in BUnyangabu, Kakumiro, Mbarara and Kibaale Districts; 16,538 Certificates of Customary ownership in Pader, Butaleja, Adjumani, Kisoro etc and 3,281 certificates of title given to women to promote tenure security.
- Finalized consultations on the peace policy, disaster preparedness management plan, disseminated National Risk Atlas in Kigezi sub-region, and supported Karamoja region to integrate its district hazard maps into their District Development plans.



1,428,772 tree seedlings distributed and planted and 14 tree nurseries established under a public private partnership with production capacity of 1,530,000 tree seedlings per planting season.

Challenges

Water Resources Management Sub-Programme

- Low compliance to drinking water and wastewater standards owing to limited resources to ensure compliance monitoring;
- Lack of water vessel equipment thus making regular lake wide monitoring expensive;
- Non-cooperation from masses demonstrated by high cases of vandalism of stations rendering the stations non-operational and lead to data gaps.
- High frequency and intensity of emerging challenges such as floods, waterborne diseases and COVID-19 with implications on compliance assessments and funding
- Partial operation of the water resources monitoring network at 50% owing to chronic vandalism of equipment.

Land Management

- Low uptake on land titling by community – much of the work is on already titled land (sub-dividing) thus coverage (penetration) is not growing fast.
- COVID-19 pandemic delayed and stagnated the implementation of key activities especially those that involved community engagement and training;

- Human capacity gaps, due to delay in concluding recruitment, to implement sub-programme activities;
- Funding shortages marred with recurrent budget cuts and poor budget outturns which undermined timely implementation of interventions especially for those activities considered as consumptive.

Environment t and Natural Resources

- Coordination mechanism for the many actors in Forestry Management is a big challenge.
- Continued encroachment and issue of illegal land titles in Central Forest Reserves and Local Forest Reserves. Continued issuance of illegal land titles in Wetlands, Central Forest Reserves and triggers a slew of litigation cases and costs.
- COVID-19 induced lock downs disrupted implementation of outdoor activities such as boundary surveys and marking, monitoring and evaluation.
- Inadequate financing of the Programme especially at national and LG level which undermines enforcement.
- Uncoordinated action especially by local leaders and representatives impeding effective management of Central Forest Reserves such as lawful eviction of encroachers

Emerging Issues

- The Program has made significant progress in adopting the Program-based approach. As required by the NDPIII M&E Strategy;
- There are still gaps in coordination among the agencies directly responsible for achieving the Program's goal especially the Land Management sub-programme Agencies;
- There is limited digitization of natural resource management activities to solve the persistent challenge on encroachment.
- Participation of the private sector to provide some green finance to supplement the meagre government financing is still inadequate;
- There are still data gaps especially on the new NDPIII indicators such as no. of green jobs
- There are human resource gaps especially on enforcement;
- Delayed full implementation of the revised National Environment Act continues to undermine ENR Management – some regulations not yet in place owing to funding challenges

Recommendations

Improve intra- and inter-program coordination and stakeholder engagement to program agencies issuing land titles in Central Forest Reserves;

Procure water vessel equipment to ease and enable regular lake wide monitoring;

Provide incentives to private natural forest owners and commercial tree investors to reduce degradation and loss of private forests but also foster generation of green jobs from forest activities;

Strengthen Forest Law enforcement and governance with special emphasis on the capacity of the District Forestry Services in the District Local Governments;

Embrace digitization to ensure efficiency of operations in the Programme;

Develop clear data collection tools and improve data collection, storage and analysis;

Establish strategic partnerships with private sector to tap into existing financial and technical opportunities;

Fully provide and operationalize the 15 percent of the Contingency Fund as stipulated by Section 26 (1) – (6) of the Public Finance Management Act, 2015.

Finalize the Disaster Preparedness and Management Bill



Programme priorities

- Construction of 700 water management infrastructure with focus on water for production facilities and – small water harvesting check dams
- Support and ensure implementation of catchment management measures
- Acquire water vessel equipment for lake wide monitoring
- Supporting national tree planting and maintenance (target 45.5 million trees annually) starting with fencing of gardens with woodlots, national wide tree planting campaigns and ensuring availability and access to tree seedlings
- Development of four forest cluster wood-based industries and wetland resource-based ecotourism sites to enhance the programme's contribution to green jobs, household incomes, food security and GDP growth
- Promotion of Public Private Partnership in delivery of projects and fostering nature based solutions such as tree planting and wetland restoration.
- Implementation of the Equal Benefit Sharing scheme for communities within ecotourism sites vicinity
- Enhance capacities for storage, management and distribution of relief commodities
- Establishing a framework for financing climate change responsive innovations and actions
- Develop Regulations of the Climate Change Act (2021) to fast track its implementation
- Acquisition of sustainable solid waste management equipment in cities & municipalities
- Retooling and training land management institutions & acquiring land for public projects/utility corridors
- Enhance national capacity for early warning systems by continued automation of weather and climate network and acquisition of state of the art radar to produce accurate results
- Retooling and training UNMA & LGs for improved generation & uptake of meteorological information



Development of four forest cluster wood-based industries and wetland resource-based ecotourism sites to enhance the programme's contribution to green jobs, household incomes, food security and GDP growth

Summary of key issues

- Enhance coordination between the NRECCLWM and Agro-Industrialization programs to ensure integrated planning for availability and access to bulk water for production – particularly agriculture production across the country.
- Water for production should go beyond construction of valley dams to include construction of infrastructure to tap water for production directly from water resources especially for communities in the vicinity of lakes and rivers.
- Prioritization of availability and access to Water for Agriculture Production should strongly feature in the programme reprioritization in line with the recent Presidential Directive.
- NFA should avail a variety of suitable tree species to be planted along road corridors to increase tree cover in the country.
- Investors receive enough incentives from government and as such, compliance to wastewater discharge permit conditions should be at 100 percent.
- Forestry should be appreciated beyond its ecological contribution to capture its immense job creation, revenue generation and forex exchange potential that lies in the development of Timber industry.
- There is need for proactive tree planting campaign across the country. Although NFA sells seedlings to the public, it should consider free distribution of tree seedlings to all interested parties.
- Prioritizing land titling has direct impacts on revenue generation since every land title is issued at a cost by the Uganda Land Commission.
- What measures has NFA and MWE put in place to incentive private forest plantation owners?
- The Programme Secretariat should share best practices on how it has registered effective programme coordination.
- There is need for further clarity on the indicator on economic loss and human mortality emanating from natural hazards and disasters.
- There is need for a mindset change and transition from focus on tree planting to tree growing to ensure a high survival rate.
- Natural resources should be a protected programme shielded from budget cuts given that Uganda is a natural resource-based economy

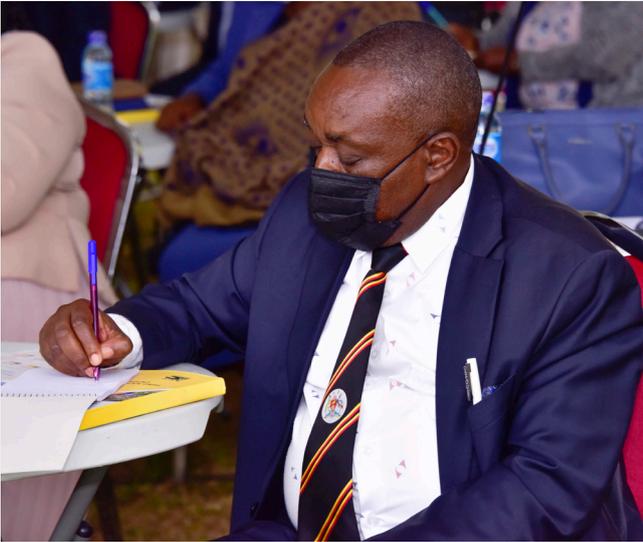


There is need for a mindset change and transition from focus on tree planting to tree growing to ensure a high survival rate.

PICTORIAL







10



COMMUNITY MOBILISATION AND MINDSET CHANGE



HON. BETTY AMONGI ONGOM - MP, Oyam County South
Community Mobilisation and Mindset Change Programme Leader

COMMUNITY MOBILISATION AND MINDSET CHANGE



Goal of the Programme

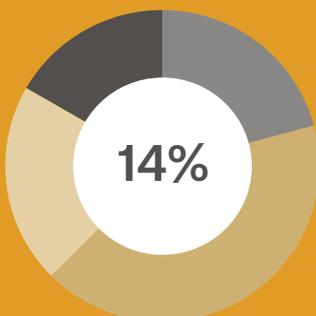
To empower families, communities and citizens to embrace national values and actively participate in sustainable development.

Objectives of the Programme

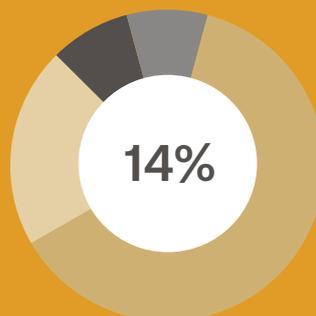
1. Enhance effective mobilization of families, communities and citizens for national development
2. Strengthen institutional capacity of central and local government and non-state actors for effective mobilization of communities
3. Promote and inculcate the National Vision and value system
4. Reduce negative cultural practices and attitudes.



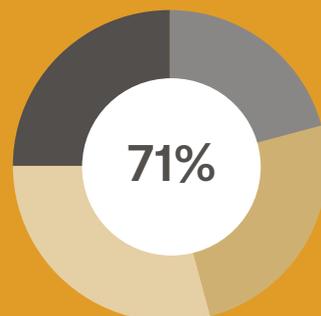
OVERALL PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA

Achievements

- Overall, 68 percent of the households participated in public development initiatives such as Emyooga, YLP, UWEP, OWC activates, among others. This performance is lower than that in the FY 2020/21 where 76 percent participated in public initiatives (MGLSD Q4 report 2020/21 and Q3 report 2021/22).
- The percentage of vulnerable and marginalized persons empowered increased from 2.8 percent in FY 2020/21 to 3.7 percent in the FY 2021/22.
- The proportion of the youth engaged in national service also increased from 29.5 percent in FY 2020/21 to 34 percent 2021/22 (CoC assessment).
- The adult literacy rate has improved from 70.2 percent as the Plan as of 2017/18 to 76 percent in FY 2021/22 (MGLSD quarterly reports) also higher than the 74 percent of the FY 2020/21 attributed ICOLEW programme

Challenges

- Non-prioritization on reporting of the indicators in the PIAP.
- Inadequate budget, in addition to budget cuts affected implementation of some of the planned interventions thus impacting outcome performance.
- Effects of the COVID-19. These include but not limited to GBV, Child abuse among others. These effects are placing a heavy burden on the Ministry on the programme and its cadre structures in the Local Government due to inadequate resources.
- Some of the MDAs like, MoES, MoLG, MoFA, and OPM were not allocated funds under the programme to implement the interventions.
- Limited use of ICT for execution of programme interventions



76%

The adult literacy rate has improved from 70.2 percent as the Plan as of 2017/18 to 76 percent in FY 2021/22 (MGLSD quarterly reports) also higher than the 74 percent of the FY 2020/21 attributed ICOLEW programme

Emerging issues

- Insufficient funds to facilitate community development functions
- Scattered community development functions across MDAs
- Parish Development Model
- Parish Development Model is primarily concentrating on production by the enterprise groups with a limited focus on investment along the value chain of the enterprises identified,
- Enterprise group formation is largely not based on the distribution quotas of the target special interest groups as articulated in the Parish Development Model Guidelines
- Licensing of SACCOs under Parish Development Model has not been given the due attention in line with the provision of the Microfinance Act. This needs to urgently be tackled
- Some budget intermediate outcomes do not have targets or provide lower targets compared to the NDPIII targets which is an indication that some results will not be achieved as planned.
- Some key programme actors were not allocated resources under the programme to undertake their activities. (MOFA, OPM, JSC, LGs, MOES and MoLG)
- Dilapidated Ministry structures;
- The programme is focussing on statutory intervention and not addressing the real Mindset change issue. No campaigns on mindset have been conducted.
- Mindset Change Issues in the different 20 NDP have not been developed thus the unfocussed messages on mindset change.
- The human resource requirements for CMMC was missing.
- 15HH model has the same implementation modalities just like PDM, harmonize the two.
- There is need for guidelines to involve the district communications officers to engage in mind set change activities since this is part of their role

Recommendations

- Urgently, organize a day or a week to campaign on mindset change under the programme
- Prioritize reporting of the programme indicators for easy tracking of performance by all MDAs under the programme.
- Designing of special packages on mind set change targeting different population groups.
- Fast track feasibility studies of Support to Integrated Community Learning for Wealth Creation (SUICOLEW)
- Joint implementation of interventions by the lead and contributing MDAs for better realization of results.
- Scale up the use of ICT to combat challenges imposed by COVID 19 restrictions and also for increased community sensitization and service delivery interventions
- Design different packages to implement mindset change in the different NDPIII programmes
- Harmonize the various sets of national values scattered in the different MDAs to come up with common values and that should be displayed in all public places including schools, government offices and media.
- Harmonize the Community Development Management Information System and the PDM system to deal with duplication



Design different packages to implement mindset change in the different NDPIII programmes



Programme priorities

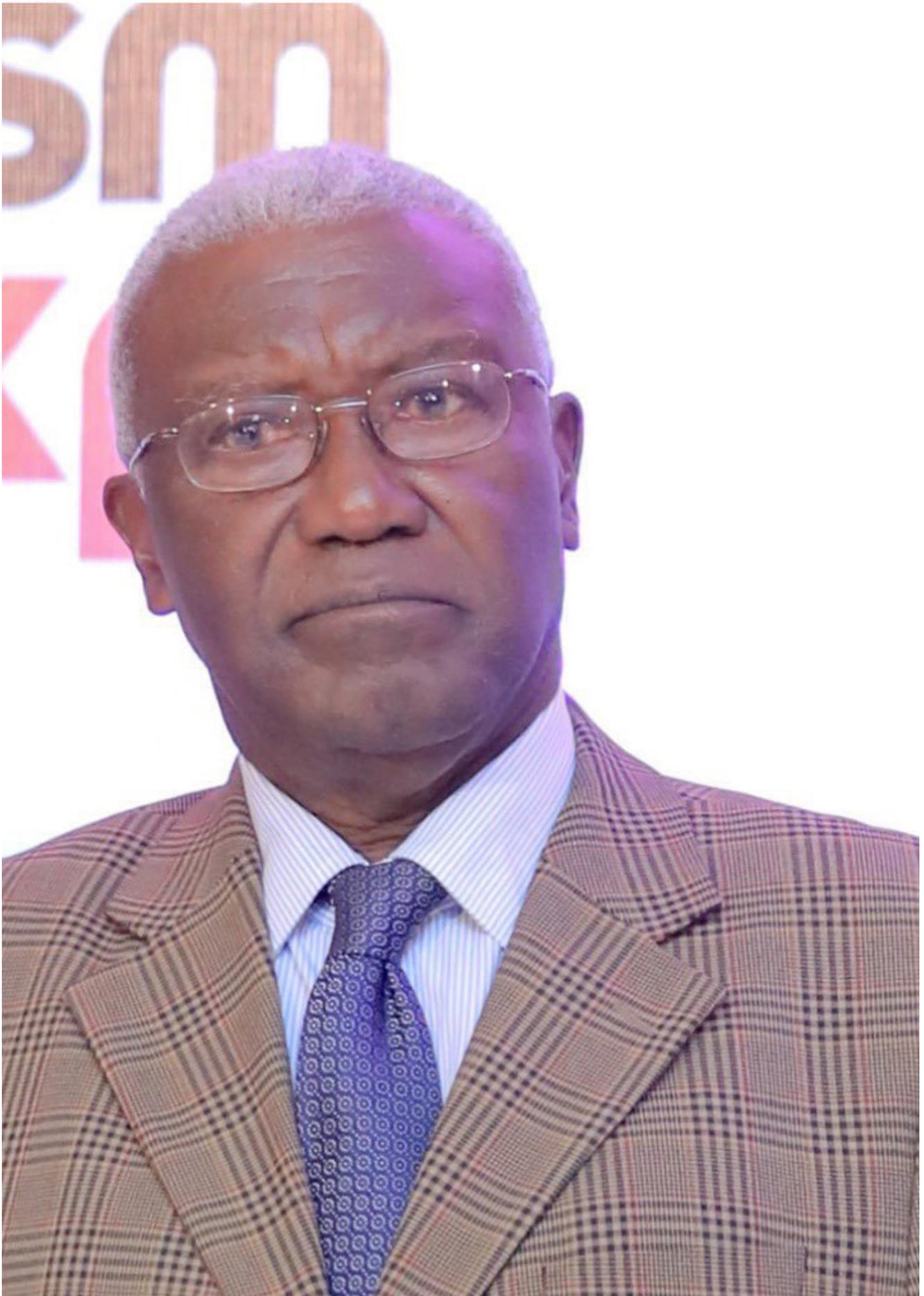
- Review and implement a comprehensive community mobilization (CMM) strategy;
- Fast track feasibility studies of SUICOLEW
- Implement the 15 Household model for social economic empowerment
- Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens
- Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation
- Equip and operationalize Community Mobilization and Empowerment (CME) institutions/structures of central, local government and non-state actors for effective citizen mobilization and dissemination of information to guide and shape the mindsets/ attitudes of the population;
- Establish and operationalize Community Development Management Information System (CDMIS) at parish and sub-county level
- Develop and implement a national service programme.
- Popularize the national vision, interest and common good for the citizenry
- Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to
- Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs
- Promote advocacy, social mobilization and behavioral change communication for community development

Summary of key issues

- Mindset change is one of the biggest constraints to development and therefore, there is need to instill a positive mindset in the citizens; Pick major development issues in each programme to address in the national campaign programme in awareness and sensitization.
- Statutory obligations to be separated from activities in all programmes
- Human Resource for this programme was not identified in NDPII, which has created gaps in, therefore need to identify the required skills and address the gaps
- There is need to package civic education messages targeting different population categories supporting the PDM. The messages should be based on key problems faced by the young population and have a clear budget to support this national campaign.
- Disseminate the national values agreed upon to bring about mindset change, develop a strategic campaign on awareness and these should also be displayed in all schools.

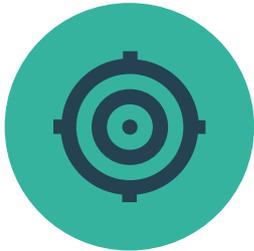


TOURISM DEVELOPMENT



COL. (RTD) TOM R BUTIME - MP, Mwenje Central County
Tourism Development Programme Leader

TOURISM DEVELOPMENT



Goal of the Programme

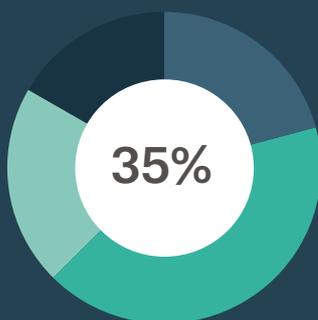
To increase Uganda's attractiveness as a preferred tourism Destination

Objectives of the Programme

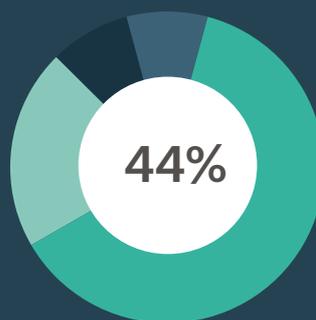
1. Promote domestic and inbound tourism
2. Increase the stock and quality of tourism infrastructure
3. Develop, conserve and diversify tourism products and services
4. Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions
5. Enhance regulation, coordination and management of the tourism



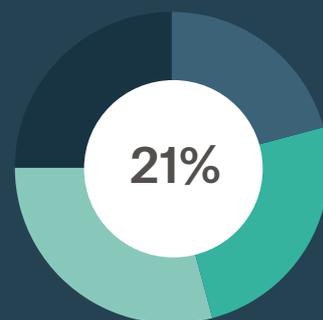
OVERALL PERFORMANCE



ACHIEVED



NOT ACHIEVED



NO DATA

Achievements

- Developed and launched the Destination brand, “The Pearl of Africa”.
- Domestic Tourism promotional campaigns and events conducted including 5 editions of the
- “Take on the Pearl” domestic campaign and several influencer campaigns; Pearl of Africa Star search, Pearl of Africa Tourism Expo (POATE), regional festivals) to promote inclusive domestic tourism.
- Sustained the deployment of Market Destination Representatives (MDRs) in 6 core and emerging markets to promote Uganda
- Tourism products of UWEC in Entebbe, Kagulu Hills in Buyende, Kitagata Hot springs in Sheema, Mugaba Palace in Mbarara, Rwenzori Mountains trails, Nyero rocks paintings in Kumi developed
- 22 Protected Areas (10 National Parks and 12 Wildlife Reserves) managed and sustained. These cover about 10% of Uganda’s surface area. Value addition done through establishment and maintenance of infrastructure and facilities (over 2,000 kms of trails and tracks), staff and tourist accommodation, species re-introduction, control and restoration of degraded portions.
- The National Museum, 3 regional Museums as well as 10 cultural heritage sites maintained and artefacts preserved
- Maintained and rehabilitated two Training institutions of UHTTI in Jinja and UWRTI in Kasese. Upgrade is still ongoing.
- 1,050 enrolled at the two institutions, annual graduations held with awards of diplomas and Certificates.
- A total of 1,111 new tour and travel operators registered and 359 accommodation facilities inspected
- A total of 1,158 new tour and travel operators registered and 361 accommodation facilities inspected, Tour Guides registered are 725
- Community Wildlife Committee regulations; Concessions regulation; and Compensation Regulations developed

Challenges

- Low range/levels of product development to keep the tourists much longer and spend more and low-quality standards in the Tourism Sector with few accommodation facilities registered.
- Inadequate skills across the tourism industry which often force tourism establishments to employ foreigners for jobs such as chefs.
- Human Wildlife Conflicts, poaching, wildfires and Invasive Species: A number of areas are clogged with invasive species such as dichrostachys cineria that require conscious effort to manage.
- Gaps in Tourism statistics, data, and important information on domestic tourism, accommodation facilities and other tourism services; Lack of an automated and online Tourism Information Management System thus making investment and planning decisions very difficult
- Low competitiveness of Uganda as a Tourist Destination: Uganda Scored poorly in the health and hygiene category (133/136 countries) and is at 116/136 position in ICT readiness



Gaps in Tourism statistics, data, and important information on domestic tourism

Emerging Issues

- Promotion and Marketing which is key for growth of tourism receipts continues to receive budget cuts and categorized under 'consumptive items.
- Delay in completion of the center of excellence (UHTTI) thus increasing the skills gap.
- Lack of clear criteria for graduating potential attractions into product development and classification.
- Lack of appreciation of the industry (programme contribution) to the extent of not getting priority in resource allocation
- Statistics are scanty and where available not timely to inform planning and investment decisions
- Understaffing of tourism entities like UTB due to uncompetitive wage. Currently UTB is operating at 45% (39/85)



Recommendations

- Funding for marketing and promotion should be ring fenced and be declassified from the list of consumptive items.
- Coordinate programme working group meetings to ensure that all implementing MDAs attend programme working group meetings.
- MTWA and its agencies should strengthen intra-programme collaboration and synergy in resource prioritization and implementation of the core actions.
- MTWA should come up with a Statutory Instrument (SI) making it mandatory for all generators of statistics to submit timely statistics to the Ministry for periodic dissemination.
- Essential utilities like power and internet, water should be extended to all remote PAs (prioritizing National Parks) in order for them to remain competitive
- Maintenance of the existing tourism infrastructures to support product development.
- Put in place an e-registration and licensing system which tracks number of licensed tour operators and facilities

Programme priorities

- Roll out 'Explore Uganda'; the Pearl of Africa brand
- Undertake consultations and review/develop the National Tourism Marketing Strategy
- Conduct solo-country joint promotion and country branding activities in target markets
- Marketing of Tourism products digital content
- Development (programming) and broadcasting of promotional materials content for domestic and inbound tourism products (documentaries, feature stories, talk shows, etc.)
- Developing and profiling new tourism products
- Upgrade the road access to critical national parks and sites
- Maintain and improve trails in Protected Areas
- Establish buffer areas corridors around Conservation areas to prevent encroachment on Protected Areas
- Developing and profiling new tourism products
- Maintain and improve trails in Protected Areas
- Maintain existing tourism products
- Restore degraded wildlife habitats
- Disseminate and implement the new UHTTI Curriculum at UHTTI
- Standardization of the training and certifications (scope to include informal sector)
- Target enrollment of students from underserved regions especially Busoga, Teso, Bukedi and Karamoja
- Engage enterprises to participate in on job trainings.
- Training facilities/structures constructed/rehabilitated

Summary of key issues

- Need to quantify interventions
- There is no information on countries identified as major tourism sources
- No report has been made on tourism roads
- The Ministry of Tourism needs to provide progress on UHTTI in Jinja
- Assessment of tourism promotion strategy by DMRs
- Digital archiving and preservation of tourism content is critical
- Tourism flagship product is missing
- Visa delays by Immigration is still a big challenge
- There is need to focus on digitization – Tourism Information Management System

There is no information on countries identified as major tourism sources



12



LEGISLATION, OVERSIGHT AND REPRESENTATION



RT. HON. ANITA AMONG - DWR, Bukedea District
Legislation, Oversight and Representation Programme Leader

LEGISLATION, OVERSIGHT AND REPRESENTATION

Achievements

92%

By the end of FY 2021/2022, the proportion of laws enacted stood at 92% against the planned 80%. Further, there has been improved provision of legislative services from First Parliamentary Counsel as 57% of requests for legislation were handled; particularly, over 23 Bills and 45 Statutory Instruments were drafted, and 5 Ordinances verified and authorized for publication. The Percentage of bills processed by committees within 45 days stands at 60% above the planned 40% signifying timely enactment of laws.

74.2%

Allocation and utilization of public resources has slightly improved with budget alignment to the NDPIII standing at 74.2% against the planned 70%. There is also improved compliance to gender and equity requirements with a standing of 73.89% against the planned 70%.

85.6%

There is an improvement in the attendance rates of MPs in Parliamentary sessions with a score of 85.6% against the planned 50%. This is supported with the improved attendance of Parliamentary committees standing at 71.8% against the planned 65%.

Challenges

- Relevant laws have not been amended to effectively implement the shift from Sectoral planning and budgeting to Programme based planning and budgeting. For example, the PFMA (13[4]) still empowers Parliament to operate through the Budget and Sectoral committees. This has a direct effect on the Parliamentary Rules of Procedure that can only be amended in conformity with the principal legislation which is the PFMA.
- Lack of integrated data generation systems has affected programme assessment. This makes it hard to report on some of the targets set by the Programme.
- Lack of synergy and collaboration between Programme implementing agencies (PWG has not yet been constituted).
- Inadequate facilitation to operationalize the Programme Working Group
- The Programme is behind on project implementation which greatly affects the overall performance of the programme. The project is ongoing but still below schedule. Performance/ Implementation Status of the project as at June 2022 is at 30percent

Emerging Issues

- Existing policy, legal and regulatory framework do not allow full implementation of the Programme Approach for example the PFMA, and the Local Government Act etc. still refer to sectoral approach to planning and budgeting.
- The Programme Working Group has not been fully constituted to execute its core roles of planning, budgeting, implementation and Monitoring and Evaluation.
- The composition of the programme is missing some key actors like Office of the Auditor General which is key in supporting Parliamentary Oversight. The addition of OAG shall ease coordination and strengthen the reporting mechanism between Parliament and OAG



The Programme Working Group has not been fully constituted to execute its core roles of planning, budgeting, implementation and Monitoring and Evaluation.

Recommendations

- Structural review/realignment of the Parliamentary Committee System from a Sectoral-based approach to meet the requirements of the Programme-based approach for proper budget scrutiny, appropriation and committee oversight. This can best be done by amending the PFMA (S.13 [4]) to recognize and accommodate programme-based approach to budgeting and also make it possible for Parliament to re-align its Rules of Procedure thus a shift from sectoral committees to committees based on programmes.
- Conduct a capacity needs assessment for the 11th Parliament to identify capacity gaps that may inhibit the MPs from performing their roles at Parliament and in the constituencies. Specifically, MoFPED and NPA should arrange to create awareness and build capacity of the MPs and staff of Parliament to appreciate the programme-based approach.
- Establish Programme Actors Data generation systems to ease performance assessment.
- The Programme should consider partnering with other research institutions in a bid to retain evidence-based legislation. Institutions such as EPRC and MISR among others will be able to support the programme on independent and quality research that shall inform the need for relevant and effective legislation.
- Programme players need to prioritize fast tracking legislations that shall aid in the implementation of NDP III such as oil and gas laws; review of the land acquisition laws; laws and regulations for technology development, transfer and market development, and; regulation of the private sector among others.
- Facilitation of the PWG should be prioritized and also consider including OAG as an implementing partner to effectively play its role in implementing the Oversight sub-programme

Programme priorities

Legislation Sub-Programme

- Conduct Pre and post legislative scrutiny studies
- Automate Parliamentary Bill tracking system
- Support MPs interested in initiating Private Members bills
- Undertake research for review of laws
- Establish a national consultative framework for Parliament
- Develop a system to track LG Council proceedings

Oversight Sub-programme

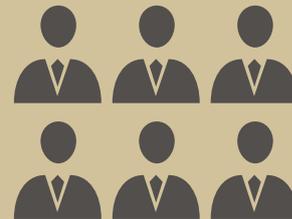
- Build capacity of MPs and staff in PFM reforms under NDP III
- Conduct committee oversight field visits
- Compilation of parliamentary recommendations
- Enhance mechanisms for clearing backlog of constitutional reports
- Monitoring implementation of Government Policies, Programmes & Projects at LG level by the LG Council.

Representation Sub-Programme

- Enhance party whipping system for plenary business
- Upgrade and maintain the biometric system
- Conduct outreach programs
- Parliament Engagement framework
- Facilitate MPs consultations with the electorate
- Facilitate engagement between LG councillors and the electorate

Institutional Capacity Sub-Programme

- Develop new chamber of parliament
- Automate and Upgrade systems for monitoring and evaluation
- Train Members of Parliament and Parliamentary Staff



Train Members of
Parliament and
Parliamentary Staff

Summary of key issues

OAG had communicated to NPA and MFPED in regard to placing of the OAG under GSP – best suited to be placed under LOR because of its mandate and the requirement to maintain high level of independence which is very critical

Performance of LOR was based on one year instead of two years – among the 2 new programmes that were curved out of GSP

There is need for Parliament to produce an annual oversight report on NDP implementation

13



GOVERNANCE & SECURITY



HON. MILLY BABALANDA - MP, Ex Officio
Governance and Security Programme Leader

GOVERNANCE AND SECURITY



Goal of the Programme

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

Objectives of the Programme

1. Strengthen the capacity of security agencies to address emerging security threats;

2. Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security;

3. Strengthen people centered security, legislation, justice, law, and order service delivery system;

4. Reform and strengthen JLOS business processes to facilitate private sector development;

5. Strengthen transparency, accountability and anti-corruption systems;

6. Strengthen citizen participation in democratic processes;

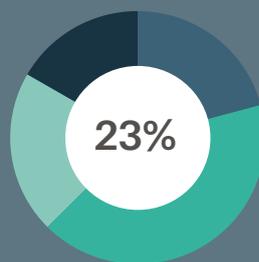
7. Strengthen compliance and implementation of the Uganda Bill of Rights; and

8. Enhance Refugee protection and Migration Management

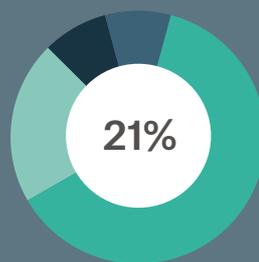


Achievements	Challenges
<ul style="list-style-type: none"> Developed own Programme Strategic Plan Level of combat readiness was rated high as per the target Proportion of annually planned equipment was acquired Level of public confidence in the security system is high Percentage reduction of armed or organized criminal groups. This exceeded the target of 30% to 80% Level of response to emerging security threats, is at 100% as per the target. This is as a result of the investment in the security forces as well as advanced training of the security personnel 	<ul style="list-style-type: none"> Programme is too big and diverse leading to coordination challenges – 66 votes (32 MDAs) Prison congestion Staff welfare and wage disparities – selective salary enhancement Staffing inadequacies in terms of skills and numbers Welfare of uniformed personnel especially police and prisons Votes are independent of the programmes with own ceilings determined by MoFPED, there is therefore limited added value/appreciation of the programme Programme level is inconsequential and of no bearing to vote resource allocation and performance.
Emerging issues	Recommendations
<ul style="list-style-type: none"> Emerging crimes [extremism, violent crime and white-collar crime and trafficking in persons] The need for equalisation of facilitation/ funding of actors in the results chain- e.g., the justice chain The programme is too large with limited synergy among the actors. Some of the votes have no areas of synergy at all 	<ul style="list-style-type: none"> Budgets and releases should speak to strategic plans/PIAPs. Strengthen inter programme coordination, cooperation and communication. Consider reorganizing the GSP programme into 3 to manage linkages namely; Justice and Accountability, Policy and Democratic Processes, and Security. Strengthening sub-national structures at regional and national level. Balancing the resourcing of the justice chain – funding to Judiciary not matched with chain linked actors. Planning should focus on change and areas of reform to steer socio-economic transformation

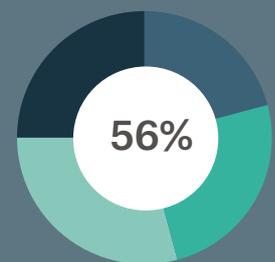
OVERALL PERFORMANCE



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GOVERNANCE AND SECURITY OF NDPIII MTR

Programme priorities

- Enhancing responsiveness and preparedness of security forces
 - Strengthen intelligence gathering, processing and response to crime.
 - Salary enhancement and harmonization across the public service including for security personnel
 - Finalize and implement the Uganda National Action Plan on Human Rights
 - Enhance the demand for accountability and value for money
 - Fast track and monitor the implementation of government programmes
 - Strengthen Uganda's competitiveness both regionally and internationally and ensure realization of national goals
- National civic education programme
 - Address housing and welfare concerns for uniformed personnel
 - Strengthening business processes and case management systems in institutions
 - Reduce the distances people traverse in search for services
 - Efficiency savings – investment in infrastructure (rent), skilling (save on consultants), processes and digitization (faster decision and management), feeding of forces, dressing in uniforms, security guards for public officers (indicator of insecurity)

Summary of key issues

- The issue to move OAG from the Governance and Security Programme to Legislature, Oversight and Representation Programme was mooted
- Increase the number of key results from 9 to 10 to include; Increase registration of citizens in to the national register
- National emergencies e.g., locusts, drought, covid-19, etc, have had a negative toll on the programme
- Strengthening Security will create an enabling environment that will ensure that other programs are achieved
- Consider Military Veterans welfare and reducing the pension backlog among priority interventions under the programme

10

Increase the number of key results from **9** to **10** to include; Increase registration of citizens in to the national register

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INTEGRATED TRANSPORT INFRASTRUCTURE & SERVICES



HON. GEN. EDWARD KATUMBA WAMALA
Integrated Transport Infrastructure & Services Programme Leader

INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES



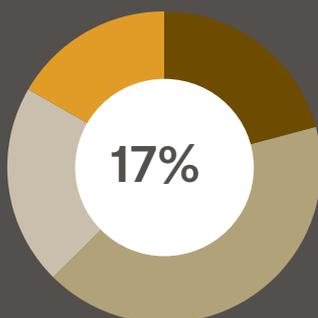
Goal of the Programme

To develop a seamless, safe, inclusive and sustainable multi-modal transport system.

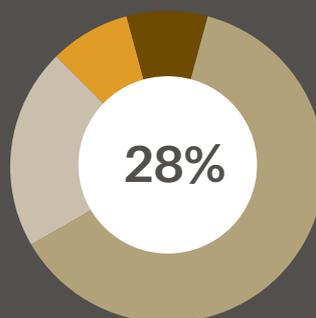
Objectives of the Programme

1. Optimize transport infrastructure and services investment across all modes
2. Prioritize transport asset management
3. Promote integrated land use and transport planning
4. Reduce the cost of transport infrastructure and services
5. Strengthen, and harmonize policy, legal, regulatory, and institutional framework for infrastructure and services
6. Transport interconnectivity to promote inter and intra-regional trade and reduce poverty.

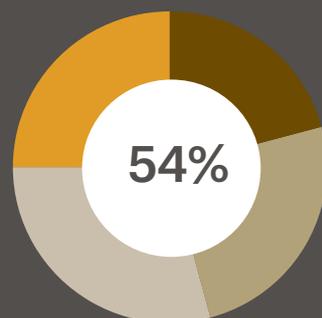
OVERALL PERFORMANCE



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Achievements



Road sub-sector

- Paved national paved road network stock increased to 5,878.5km from 398km in FY 2019/20
- 131.5km of town roads were upgraded to bituminous standards, while 199.3km of national roads were rehabilitated
- Also, 11 bridges on the national roads network were completed
- Road condition of the national roads network in good to fair condition was 96.6% for paved roads and 81.7% for unpaved roads – this was above the NDP III targets of 85% and 80% respectively.
- On the DUCAR network, a total of 1,536km of community access roads were rehabilitated
- 8.04km of urban roads were rehabilitated and upgraded to bituminous standard out of the targeted 14.7km



Air sub-sector

- Most affected during covid-19 pandemic where traffic greatly dropped (passengers and commercial aircraft movements)
- International passenger traffic performed below target by close to 60%
- The total of 1,824,842 passengers against the planned 3,702,000 international air passenger (49.3%), and 16,661 passengers against the planned 59,119 domestic passengers (28.3%) traversed Entebbe International Airport in FY2021/22.
- Also, 79,901 Tonnes against the planned 86,440 Tonnes (92.4%) were Exported, while 47,833 Tonnes of freight were imported against the planned 43,468 Tonnes (110%).
- Rehabilitation and expansion works of Entebbe International Airport are currently at 75.9% completion
- Works for the development of Kabaale International Airport are at 75%
- The national airlines added 2 Airbus aircraft (A330) to its fleet and 2 destinations of Johannesburg and Dubai



Railway sub-sector

- Government with support of Dev't Partners has prioritised both the rehabilitation of Meter Gauge and development of the Standard Gauge Railway
- Implementing the following key projects; Rehabilitation of Tororo-Gulu MGR line; Rehabilitation of Malaba-Kampala SGR; and Dev't of Gulu Logistics Hub has been completed
- The government has following rolling stock
- 4 main line locomotives were procured at UGX 42Bn and delivered in September 2021.
- 2 brand new reach stackers were procured at UGX 6Bn and were delivered in October 2021

Inland Water sub-sector

- Processed the Inland Water Transport Bill 2020, which was passed by the Parliament on 10th May 2021
- Completed works for Kiwanataka – Bukasa access road to Bukasa Port
- Ferry landing site rehabilitation and construction works are on-going for Sigulu Ferry, Buyende-Kagwara-Kaberamaido (BKK), Design and Build of Wanseko Landing Site, and Lake Bunyonyi Ferries.
- The rehabilitation of MV Pamba was completed, and launched in February 2022. The ferry moved up to 11,488 Metric tonnes of freight between February and end of May 2022



Challenges

- A number of programme stakeholders are not allocated funding to implement planned interventions. This negatively impacts on the Programme's performance.
- Implementation of all transport infrastructure projects was affected by COVID-19 leading to increased costs and project time.
- There is a high road maintenance backlog due to underfunding of road maintenance interventions.
- Lack of comprehensive studies and designs continue to cause large variations on project cost as evidenced in a number of road development projects and MGR project.
- Delayed acquisition of projects Right of Way affects implementation of most projects.
- ITIS budget cuts have greatly affected implementation of software activities especially those related to transport regulation and institutional coordination sub-programs.
- Lack of adequate budget for road equipment maintenance.
- Lack of data on most of the critical indicators arising out of budget cuts



Emerging issues

- The benefits of programmatic approach may not be realized during this planning period. At PWG level, apart from having PIAPs in place, the planning, budgeting, and implementation, and reporting remain typical of sector wide approach. MTEF resource allocation is still done by Vote which affects the resource optimization, and coordination.
- Structuring of loan agreements for some key infrastructure projects delays implementation of projects for example the loan agreement for Bukasa Port has a clause that restricts procurement of the firms to carry out the dredging, swamp removal and reclamation to Belgian firms.
- Related to structuring of loans, projects under pre-financing arrangement such as the critical oil roads make it difficult to determine the cost per km of road constructed.
- Despite having prioritized the development of the trimodal inland port and various railway projects, challenges affecting these projects are likely to hinder the achievement of the envisaged integrated transport infrastructure and services.
- The rising cost of fuel has had a tremendous effects on the overall project costs of the programme.

Recommendations

- Fast track the full implementation of the Programme approach including, among others, finalization of the upgrade of the PBS system, shifting MTEF resource allocation be done by Programme and strengthening the Programme secretariats so as to improve its effectiveness and increase its associated benefits.
- Government should ensure proper loan structuring to avoid unnecessary delays at implementation of projects
- MOFPED should allocate adequate resources to detailed studies and designs of projects to enable realistic scope and cost estimates.
- Update the NDPIII document to include findings of the Mid-term Review
- MoFPED should minimize Budget cuts towards the software activities of the program



The rising cost of fuel has had tremendous effects on the overall project costs of the programme.



Government should ensure proper loan structuring to avoid unnecessary delays at implementation of projects



Programme priorities

Transport Infrastructure and Services Development

- Completion of Kabaale International Airport and operationalization of airport
- Completion of Upgrade and Expansion of Entebbe International Airport (Phase I) project
- Fast track construction and completion of critical oil, tourism roads and other upgrading and rehabilitation projects
- Construction of Bukasa Port
- Construction of Malaba –Kampala SGR

Transport Asset Management

- Maintenance of National, DUCAR and GKMA road network
- Maintenance of Road equipment
- Rehabilitation of Tororo-Gulu (375Km) Meter Gauge Railway Project
- Ferries rehabilitation
- Maintenance of aerodromes

Land use &Transport Planning

- Fast-track approval and implement the NITMP

Transport Regulation

- Develop an inland water transport vessels' and seafarers' register/licensing system
- Establishment of a credible motor vehicle registration system
- Establish a Road Crash Data system

Institutional Coordination

- Dissemination, Sensitization and enforcement of the existing regulatory and legal frame work
- Finalization of legal and regulatory framework that is currently under formulation & review (i.e., URC Act, 1992, ERB Act, Urban mobility policy, & the Railway policy).
- Strengthening the Programme Secretariat

Summary of key issues

- There is need to promote reduce on the cost of road construction through promotion of low-cost technologies such as low-cost seals and probase.
- There is need to strengthen enforce motorcycle registration and regulate their use.
- There is need to conduct more traffic demand studies in relation to development of SGR and Bukasa Port, Kayunga-Jinja Road, Mukono-Katosi Road, and Rehabilitation of Meter Gauge Railway (for Passenger services) prior to investing in the construction of Jinja – Kampala Expressway.
- The government should prioritize investing on infrastructure development in and around urban areas such as the GKMA where there are high rates of return on investment.
- The development of the East African Civil Aviation Academy (EACAA), Soroti has majorly been affected by ownership right. Whereas the rest of the East African Countries own flying schools/academies in their countries, Soroti is still owned by East Africa Civil Aviation instead of UCAA. This limits intervention by the Ugandan government, yet there is slow response to equip the academy to train the Uganda pilots.
- As Tanzania and Kenya finalize their SGR, Uganda should consider leveraging those facilities through developing our water transport potential such as rehabilitation of Port-Bell.
- Some projects such as Bukasa Port development that delay to exit the PIP continue to occupy the fiscal space, and block other infrastructure that could have utilized such resources.
- The ITIS needs to integrate and make provisions for the electric cars
- There is abuse of the Uganda Airline planes; the short-range vessels are being used for long-range routes.
- There is need to articulate programme indicators/result framework in future to avoid instances of in availability of data.

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MINERAL DEVELOPMENT



HON. RUTH SSENTAMU NANKABIRWA - MP, Ex Officio
Mineral Development Programme Leader

MINERAL DEVELOPMENT



Goal of the Programme

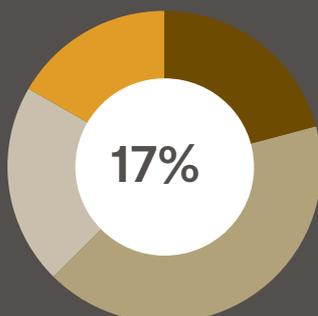
To increase the exploitation and value addition to selected resources for job rich industrialisation.

Objectives of the Programme

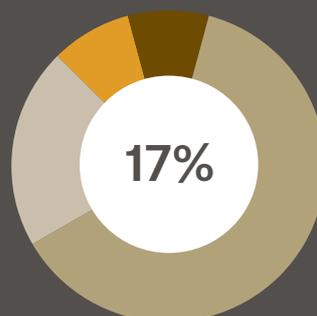
1. Increase exploration and quantification of priority minerals and geothermal resources across the country
2. Increase adoption and use of appropriate and affordable technology along the value chain
3. Strengthen the legal and regulatory framework as well as the human and institutional capacity
4. Increase investment in mining and value addition
5. Expand mineral based processing and marketing



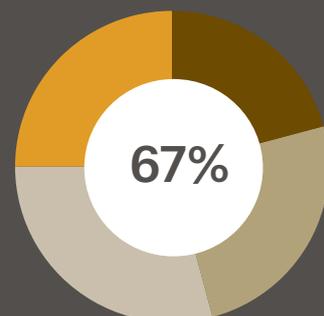
OVERALL PERFORMANCE



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Achievements

- Mineral exploration in the country with phases 1 and 2 of geological and geophysical surveys in Karamoja region was completed
- Formalisation process for Artisanal Small Scale Miners (ASMs) commenced with the launch of the biometric registration
- Sensitisation on health and safety for 960 ASMs (760 males and 200 females), and Mining and Minerals Bill which aims at transforming the livelihood of ASMs was under Parliamentary consideration
- Installation of mineral Jig for sample analysis
- Mineral Beneficiation Centres in Ntungamo and Fort-Portal were completed
- A Reconnaissance Survey around Kanangorok in Karamoja was undertaken as recommended by the East African Geothermal Energy Resources (EAGER) under exploration of Geothermal potential.
- The Mines Inspection Manual and template were developed and updated to streamline monitoring of compliance during inspection and 10 staff from the GSMD were trained on usage of the inspection template
- An inspection and data cleaning exercise was also undertaken in Entebbe to clean and maintain an up-to date Mineral Cadaster and Registry System (MCRS) for effective management of mineral rights

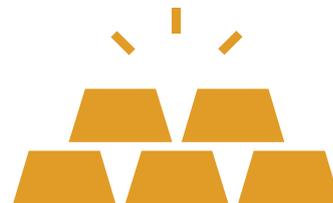
Challenges

Low release of funds affected most planned activities under the programme such as formalization of ASMs.

The slow pace of procurement hampered acquisition of equipment.

Mineral smuggling especially Tin and Gold affected the programme

Re-organization to attract processing and downstream industrialization to align with the ban on export of unprocessed minerals



Emerging issues

Copper and Phosphates development did not take-off due to: Copper the Tibet's was cancelled due to non-compliance by the investor to the agreed terms and it stalled its progress. There is an on-going process of identification of an investor for Kilembe Mines Limited; and Phosphates-Sukulu never took-off which stalled its progress, proposed for consideration in NDPIV

Recommendations



MEMD to prioritize funding to the key sub-programme activities for example acquisition of laboratory equipment.



MEMD to fast-track procurement of pending mineral equipment.



The global economy has shifted towards the green economy and de-carbonization of the economy and therefore, Government should focus on investment in exploration and development in the green economy minerals

Programme Priorities

- Support towards the establishment of the National Mining Company.
- Support towards in-country processing of gold to final products
- Continued support for development minerals and iron ore
- Fast-tracking the biometric registration system
- Conclusion of Airborne Geophysical and geological mapping of Karamoja
- Infrastructure support towards the promotion of minerals value addition in country to final.
- Support for the regulatory framework governing the mineral sector

Summary of key issues

- Licenses and demand for royalties from mineral resources – can be pursued at higher level
- Kilembe Mine Project was hindered by a number of factors including legal issues; etc., however, these have been handled
- Need a policy and regulatory framework on new resources
- Need to have a proper strategy on declaration of resources
- Need to establish a cement factory in Karamoja due to presence of limestone deposits



Kilembe Mine Project was hindered by a number of factors including legal issues; etc., however, these have been handled

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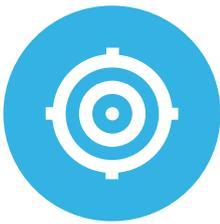


SUSTAINABLE PETROLEUM DEVELOPMENT



HON. RUTH SSENTAMU NANKABIRWA - MP, Ex Officio
Sustainable Petroleum Development Programme Leader

SUSTAINABLE PETROLEUM DEVELOPMENT



Goal of the Programme

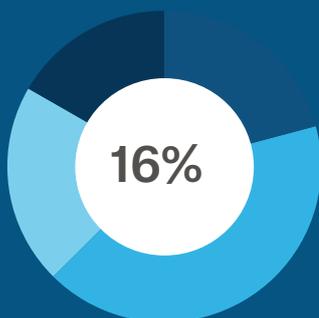
To attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner.

Objectives of the Programme

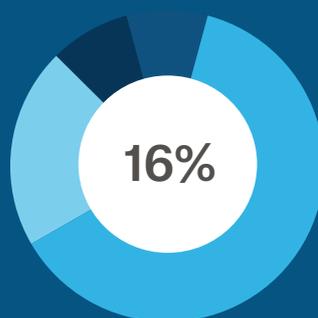
1. To fast-track sustainable production and utilization of the country's oil and gas resources
2. To strengthen policy, legal and regulatory frameworks as well as institutional capacity of oil and gas industry
3. To enhance local capacity to participate in oil and gas operations
4. To promote private investment in oil and gas industry
5. To enhance Quality Health, Safety, Security and Environment (QHSSE)
6. To improve security of supply of refined petroleum products



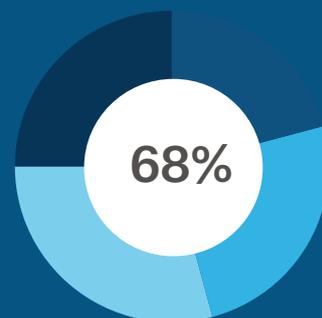
OVERALL PERFORMANCE



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NO DATA

Achievements

- Construction of Phase-3 of the Data Centre, Laboratories and Offices for the Directorate of Petroleum and PAU stood at 99% completion, already occupied
- Final Investment Decision (FID) for the Tilenga, Kingfisher and East African Crude Oil Pipeline Projects (EACOP) was announced on 2nd February 2022
- Both the route and the Front-End Engineering and Design, (FEED) for the East African Crude Oil Pipeline (EACOP) were approved.
- Two thousand two hundred (2,200) companies now qualified and registered on the National Supplier Database (NSD) in up from five hundred in 2020
- A total area of approximately 4,321Km² of Geological & Geochemical data, and over 928-line kilometres of Geophysical data acquired representing approximately 76% of the entire Moroto-Kadam Basin acquired.
- The Production Sharing Agreement (PSA) between Government and UNOC for Kasuruban block was finalised.
- The PSA document between Government and DGR Global in respect of Turaco block is in the final stages of completion.
- Formulation of the new National Petroleum Policy is ongoing with formulation of the Strategic Environment Assessment (SEA) for the new policy (NPP).
- The EACOP special provisions Act 2021 was passed by Parliament in December 2021 and assented to by H.E The President into Law.
- Refinery ESIA development is on-going and progress stands at 90%.
- Over 127 Land titles were processed and handed over to PAPs resettled at Kyakaboga in May 2022.
- Over 1,750 PAPs on the Products' Pipeline corridor have been paid from March to date.
- Completion of payments to Refinery land PAPs still stands at 99.9%.
- Kabaale International Airport construction continued and currently stands at 80% physical progress.
- Implementation and monitoring of the Local Content Policy with the following activities
- Printed 34,400 copies of the Local Content regulations (Runyoro, Runyankole, Luganda and Ateso).
- Participated in the EACOP National Content engagements across the 10 districts on the EACOP route

127

Land titles were processed and handed over to PAPs resettled at Kyakaboga in May 2022.

Challenges

- Inadequate infrastructure, tools and facilities to support some of the policy and regulatory functions.
- Institutional challenges i.e., inadequate funding and human resource capacity to fully undertake the required regulatory functions
- Changing interests and dynamics of stakeholders
- Competing priorities
- Negative perceptions from some stakeholders
- Energy transition issues affecting investment in the subsector
- Volatility in the international prices of petroleum products and international supply disruptions due to conflicts (geopolitical issues)
- Insecurity in the Moroto-Kadam area hindering exploration activities



Insecurity in the Moroto-Kadam area hindering exploration activities

Emerging issues

- Limited skilled resource pool in the oil and gas industry- The benefit of oil to any host country is only as good as the local content. Uganda is in danger of losing job opportunities to highly skilled foreign expatriates.
- Lengthy land acquisition process for projects- Loss of value for the compensation benefit over delayed periods of implementation, Delayed land acquisition.
- COVID-19 and unforeseen events- Unforeseen events could lead to shutting down of businesses that result in heavy financial losses
- Insufficient funding hindered the progress of planned activities – e.g., RAP (Resettlement Action Plans) implementation of the refined products pipeline registered slow progress as a result of low release...
- Insecurity in the Moroto-Kadam area hindering exploration activities.
- NGOs and other institutions misinforming the public, donors and funder



Insufficient funding hindered the progress of planned activities

Recommendations

- MoFPED should; Release the allocated capitalisation funds to UNOC for the EACOP 15% shareholding equity.
- MoFPED should; Provide funds in the next two years to UNOIC for the 40% shareholding equity for the refinery project.
- MEMD should follow up with Ministry of Public Service to fill the vacant positions in the Ministry structure as a matter of urgency
- MEMD and MFPED to prioritise funding for Resettlement Action Plans (RAP) activities to hasten the preparations for oil refinery and pipelines



MEMD should follow up with Ministry of Public Service to fill the vacant positions in the Ministry structure as a matter of urgency

Programme priorities

- Complete designs for pre-requisite infrastructure; the construction of the Refinery, EACOP, Upstream facilities for Tilenga and Kingfisher projects and Strategic storage terminals.
 - Provide affordable, adequate and reliable electricity in the various production zones of the country
 - Construct and regularly maintain community access & feeder roads for market access
 - Implement the Workforces skills development strategy and Operationalise the Industry Enhancement Centre
 - Develop and implement the QHSSE systems and standards, governance, and assurance frameworks.
 - Develop and implement the Emergency response and disaster recovery plan.
 - Develop Standards for Petroleum storage infrastructure and restock and manage Jinja Storage Terminal
 - Undertake new exploration activities.
 - Conduct feasibility study for the petrochemical industry.
 - Harmonise laws and regulations in the oil and gas industry.
- Implement the National Content Policy, develop and implement the Innovation strategy and put in place and operationalize the National Content Fund
 - Accredite Vocational Training Institutions so that local suppliers internationally accredited in ISO and related certifications.
 - Develop and implement the Marketing strategy for oil and gas projects and the Financing strategy.



Construct and regularly maintain community access & feeder roads for market access



Summary of key issues

The programme needs to have in place deliberate policies to build capacity of locals to compete in projects to address the skills gap – bring universities and tertiary institutions on board



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SUSTAINABLE ENERGY DEVELOPMENT



HON. RUTH SSENTAMU NANKABIRWA - MP, Ex Officio
Sustainable Energy Development Programme Leader

SUSTAINABLE ENERGY DEVELOPMENT



Goal of the Programme

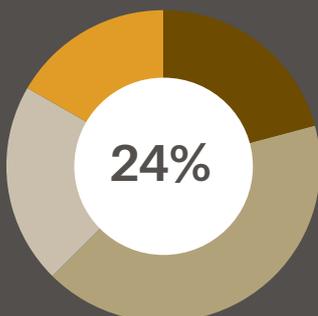
To increase access and consumption of clean energy.

Objectives of the Programme

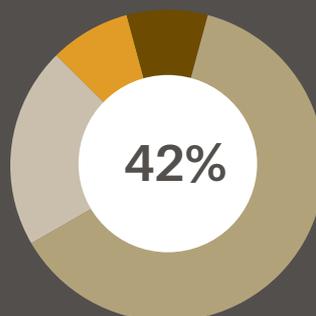
1. Increase access and utilization of electricity
2. Increase generation capacity of electricity
3. Increase adoption and use of clean energy
4. Promote utilization of energy efficient practices and technologies



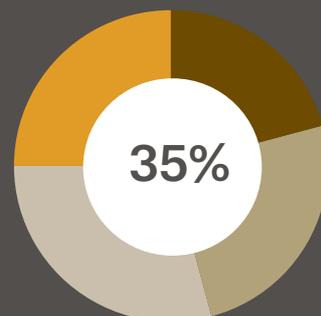
OVERALL PERFORMANCE



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Achievements

- Nyagak III HPP EPC works progressed to 71%.
- Muzizi HPP RAP implementation progressed to 54% after a re-evaluation initiated by KfW. The KfW financing for the project was cancelled and the Project is being re-packaged as a PPP.
- Karuma HPP EPC works progressed to 99.6% and majority of the identified snags have been addressed. Commissioning of Units 1 and 3 is scheduled for October 2022.
- The Feasibility Studies and Environmental Impact Assessment for the proposed Kiteezi 4MW biogas digester Plant submitted to ERA and NEMA respectively for approval.
- Four (4) community water pumps installed in Kasese and Bulambuli Districts as part of the Wind and Solar Energy Solutions Promotion.
- Commissioned the 4MW Busitema Solar Plant.
- Principles for Amendment of Atomic Energy Act, 2008 prepared and consultations on going.
- Preferred Candidate site for the Nuclear Power Plant Project selected and project preparatory activities peer reviewed by the IAEA Integrated Nuclear Infrastructure Review Mission.
- Nuclear fuel supply strategy for the planned nuclear power plant prepared and consultations are ongoing.
- Opuyo – Moroto Transmission Line and associated substations commissioned
- Karuma - Kawanda Transmission Line and associated substations competed and pending commissioning.
- Karuma - Olwiyo Transmission Line and associated substations completed and pending commissioning.
- Karuma - Lira Transmission Line and associated substation EPC works progressed to 87%.
- Entebbe - Mutundwe Expansion Project progressed to 89.1%.
- Kampala Metropolitan Transmission System Improvement Project progressed to 9%.
- Masaka - Mbarara Transmission Project progressed to 6%.
- Electrification of Industrial Parks Phase II progressed to 92.3%
- Gulu - Agago 132kv Transmission Line and associated substations project progressed to 37.5%
- Grid Expansion and Reinforcement Project progressed to 66.5%.
- Mirama – Kabaale Transmission Line and associated substations project progressed to 43%.
- Grid Rural Electrification Project completed.
- Distribution component under the Opuyo – Moroto Transmission Line Project completed.
- Distribution component under the Mirama – Kabale Transmission Line Project funded commissioned.
- Electrification of Refugee settlements in Yumbe, Koboko, Adjumani, and environments of Northern Uganda commissioned.
- Electrification of cross border towns of Kaya, Nimule and environs commissioned and under DLP monitoring.
- ERT III Lines 1 and 2 commissioned. Lines 3 (Wandi – Yumbe – Moyo, Teregu, Yumbe, Moyo) and 4 (Onduparaka – Odramacaku – Abiria, Arua District) progressed to 87% and 78% respectively. Lots B, C, D and E works are expected to be complete by November 2022.
- GoU priority schemes progressed to 70% completion.
- 115,720 Connections made under the Electricity Connections Policy and 2,200 consumer connections made under the mini-grids project in Lamwo District.
- Facilitated the construction of aver 240kW of solar mini-grids and 345 connections.
- Bridging the Demand Gap through the Accelerated Rural Electrification Programme progressed to 78.8%.
- Uganda Rural Electrification Access Project progressed to 75.93%.
- Promoted Ethanol and electricity as alternative cooking fuels.
- Launched the distribution of LPG cylinder kits as an initiative to raise awareness on LPG and encourage its adoption.
- Signed a MoU with Total Energies and Kakira Sugar Limited for establishment of a biofuels blending pilot.

Challenges

Insufficient counterpart funding
 Protracted and lengthy financing negotiations which has affected project implementation
 Land acquisition challenges
 Increased vandalism on ongoing and existing electricity transmission and distribution infrastructure due to high demand for metal scrap from steel factories.
 Weak national infrastructure for safe usage of nuclear energy in electricity generation, medical, industry, research and development

Emerging issues

Land acquisition challenges
 Implementation delays were also experienced on all the ongoing transmission and distribution grid extension projects mainly due to Right of Way (RoW) issues and procurement challenges.
 Increased vandalism on ongoing and existing electricity transmission and distribution infrastructure due to high demand for metal scrap from steel factories
 Increased use of Biomass energy which will in the long run damage the environment

Recommendations

Structure the power generation projects to include the transmission lines in order to address challenges associated with power evacuation.
 Legislation to regulate the scrap market should be worked on immediately
 MEMD with the Ministry of Public Services should expedite the mainstreaming of the Rural Electrification Agency.
 An objective on increasing the safe usage of nuclear energy should be added in the programme

Programme priorities

The following are the proposed programme priorities over the remaining two years of the NDPIII

- Establish mechanisms to reduce the end-user tariffs.
- Develop ICT solution to enable efficient and effective cascade Management of the dams along the Nile.
- Review the existing Acts and develop legislation for geothermal to promote exploration, development and utilization of Uganda's geothermal resources for social and economic transformation and energy efficiency

Summary of key issues

- Use of Biomass energy has a negative effect on environmental conservation
- Vandalism should be taken as a serious issue
- There is need to establish the implication of excess power generation



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REGIONAL DEVELOPMENT



HON. MAGYEZI RAPHAEL - MP, Ex Officio
Regional Development Programme Leader

REGIONAL DEVELOPMENT



Goal of the Programme

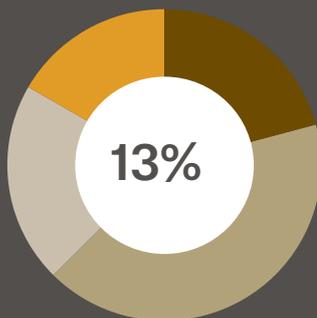
To accelerate equitable, regional economic growth and development.

Objectives of the Programme

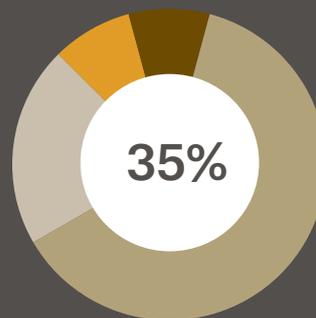
1. Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)
2. Close regional infrastructure gaps for exploitation of local economic potential
3. Strengthen and develop regional based value chains for LED
4. Strengthen the performance measurement and management frameworks for local leadership and public sector management



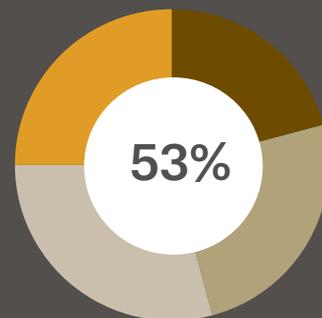
OVERALL PERFORMANCE



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Achievements

- Production of Maize, Cassava, Banana, and Citrus increased across the target sub-regions. Also, coffee production increased in Bukedi sub-region.
- Government constructed and rehabilitated Valley tanks/Dams for provision of water for livestock, aquaculture and irrigation in the Acholi, Karamoja and West Nile.
- Farm access roads were improved, upgraded and opened in Busoga and Teso to ease mobility, interconnectivity, and market access. 137Km of roads and 2 satellite Markets were constructed under Restoration of Livelihoods in the Northern Region (PRELNOR) Project. Taxi Park in Arua and Tororo and bus/ lorry park in Moroto constructed under the Uganda Support to Municipal Infrastructure Development Program supported development.
- Citrus and mango fruit processing at Soroti Fruit Factory, Atiak Sugar Factory and Nwoya fruit farm were supported.
- High-level value addition facilities were constructed in Arua Busia and Soroti Markets.
- All parishes have substantive parish chiefs under the PDM implementation framework.
- Government has also enhanced the logistical capacities of local leaders by distributing bicycles to LC1 and LCII chairpersons and motorcycles to LCIII chairpersons across the country.
- The PDM baseline data/information collected to inform the implementation.

15%

of the NDPIII funding requirements for the FY2022/23 has been allocated to the programme

Challenges

- Need for improvement as it is disjointed
- Delivery of services becomes hard with some parts of the country having Insecurity e.g. Karamoja
- Infrastructure Bottlenecks e.g. from Karuma falls to the North
- Low funding for road maintenance
- Corruption
- Global challenges e.g., COVID-19 and skyrocketing prices
- Inadequate financing-budget for MoLG whose budget was cut from 15 billion to 11 billion.
- Absence of regional development plans
- Tourism and Mining activities were severely affected during the COVID-19 lockdown
- Budgeting by MoFPED is still done in line with votes contrary to the programme approach as envisaged in the NDPIII
- Delay of RDP projects in the development committee
- Most outcome indicators lack baseline data and targets because the indicators are new
- PDM has taken priority over all programmes including the RDP
- Delay in developing special programmes for Bukedi, Busoga and Bugisu
- PWGs have no budget allocations to contribute to achieving programme outcomes
- Only 15% of the NDPIII funding requirements for the FY2022/23 has been allocated to the programme which is going to highly affect poverty reduction efforts in the eight sub-regions
- Only a few votes, including MoLG, OPM and some LGs have budget allocations to implement the prioritized programme interventions.

Emerging issues

- Need to get updated poverty figures
- PDM needs to capture data on Production
- Each Ministry should indicate what they contribute to the different regions in the country
- Data insufficiency
- Low level of coordination at regional level given the increasing demand for service delivery in regions
- There is poor Coordination of regional development programmes
- Loose networks in the regional forums.
- What strategies can we come up with to enhance revenue resource mobilization to support the LG development
- How do we fully induct the district chairpersons to fully take up the PDM?
- Strategy to fully fund the PDM Secretariat, integrate a formal national mode of communication on the PDM.
- There is need to come up with a methodology to collect data on a daily basis case in study is MoH.
- Need to get Karamojong's off the streets.
- There is poor performance of the PWGs.
- Other than poor funding of the PWGs, what are the other inhabitants limiting the functionality of the PWGs (See page 14 of the presentation for response)
- Some variables are left out when computing the poverty level
- There is need to conduct mindset change on poverty
- There is need to either formalize the operation of the regional platforms
- Interventions should be regionally structured
- Besides having strategies of elevating the poor on the prosperity path, there should also be mechanisms of sustaining those who are above the threshold
- What are the dimensions used to present the current poverty levels?



There is need to come up with a methodology to collect data on a daily basis case in study is MoH.

Recommendations

- Appeal to present and non-present sectors;
- Prioritize increased incomes for the households
- Come-up with regional development Sub-Programmes with regional leaders taking leader
- Develop comprehensive anti-corruption strategy
- Strengthen the role of LGs
- There is need for a linkage between local production and the MOTIC to enhance value addition



REGIONAL DEVELOPMENT MEETING AT LOCAL GOVERNMENT MINISTRY MTR NDPIII (2)

Programme priorities

- Extend power transmission lines to key growth opportunity areas of the sub-regions
- Develop and implement evidence based Regional Development Plans
- Construction of roads leading to key growth opportunity areas, particularly tourism sites
- Design and construct infrastructure facilities (Roads, Hydropower, solid waste management/water waste system, ICT/CCTV, service ducts, etc.)
- Distribute quality inputs, livestock, storage facilities and processing equipment's to farmer groups
- Procurement and distribution of tractors, ox-ploughs, identification and training of beneficiary cooperatives, monitoring of beneficiary cooperatives
- Capitalize SACCOs at parish level

Summary of key issues

- The need for Regional Development Plans for the different regions
- There is need to come up with intermediate variables that can be used to compute the poverty levels at high level
- PDM has taken priority over all programmes including regional development programme
- PWGs have no budget allocations to contribute to achieving programme outcomes
- There is data insufficiency hindering the tracking of progress for the different indicators
- There is poor performance of the PWGs

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PRIVATE SECTOR DEVELOPMENT



HON. MATIA KASAIJA - MP, Buyanja County
Private Sector Development Programme Leader

PRIVATE SECTOR DEVELOPMENT



Goal of the Programme

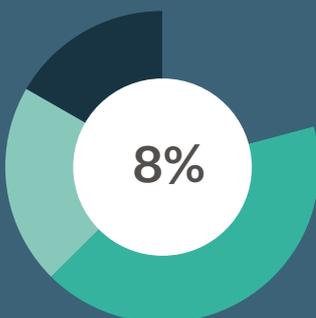
Increase competitiveness of the private sector to drive sustainable inclusive growth.

Objectives of the Programme

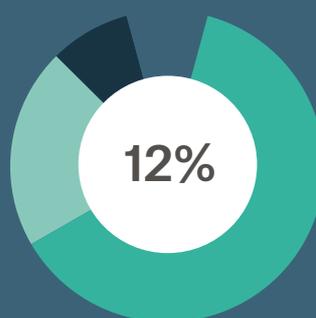
1. Sustainably lower the costs of doing business
2. Promote local content in public programmes
3. Strengthen the enabling environment and enforcement of standards
4. Strengthen the role of government in unlocking investment in strategic economic sectors
5. Strengthen the organisational and institutional capacity of the private sector to drive growth



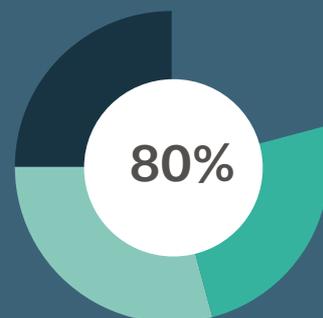
OVERALL PERFORMANCE



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NO DATA

Achievements

A National Business Development Services (BDS) Framework was developed

UDB launched a Special Program to provide Business Advisory Services for Start-ups and existing businesses with appropriate financial and non-financial solutions

Implementation of a holistic Local Content policy, legal and institutional framework

UFZA completed the construction of Phase-1 works at the Entebbe International Airport free zone

MoFPED in conjunction with PPDA began the implementation of the government e-procurement systems

Accreditations Services Act, 2021 was amended which seeks to create a Uganda National Accreditation Service

Establishment of an electronic movable Collateral Registry in FY2021/22

Challenges

- Slow adoption of programmatic approach: The implementation of the PSD PIAP is characterized by adoption challenges.
- Additionally, there has been significant coordination and harmonization challenges especially within institutions that have to deliver on private sector programmes.
- The Covid19 pandemic greatly impacted many areas for the growth and development of the private sector.
- The promotion of local content in public programs faces several challenges.
- Secondly, the capacity of local contractors is still weak.
- There is limited engagement with LGs which poses a challenge of undertaking the activities stipulated in the PIAP with minimum participation of LGs.
- In fulfilling the programme objective of strengthening the enabling environment and enforcement of standards, a number of challenges have been experienced and these include:
 - The legal restrictions which have affected the efforts to increase accessibility to free zones.
 - Inadequate fully built industrial infrastructure for private developers and operators.
 - Insufficient budget for completion of Entebbe International Airport free zone and construction of other public free zones in Jinja, Kasese, Soroti and Buwaya.
 - Lack of strategic industrial land for the development of public free zones.

Emerging issues

- The economic and financial impact of the Coronavirus pandemic continues to be felt across the world
- The large informal sector continues to be a major blockade to private sector development
- The Cost of doing Business remains high.
- There is weak capacity with regard to the programmatic approach to planning and budgeting among the implementing MDAs.
- Escalating commodity prices also continue to be a threat to the private sector



The legal restrictions which have affected the efforts to increase accessibility to free zones.

Recommendations

- MoFPED and other implementation agencies should strengthen intra-programme collaboration and synergy in resource prioritization and implementation of the core actions.
- Strengthening the engagement with LGs since are frontline service providers who directly interact with the targeted stakeholders.
- Expand the covid-19 recovery fund to enable firms recover from Covid effects
- Capitalization of UDB, UDC and other public banks to lower the cost of doing business.
- There is need to strengthen capacities of BDS providers
- Intensifying the works of UNBS so as to improve the standards of goods
- Promotion of Digitalization and e-commerce in the private sector to improve efficiency as well as reduce the cost of doing business.



Programme priorities

- Continue to Capitalize government agencies especially UDC, UDB and UTL
- Establishment of Regional OSCs in Mbale, Mbarara, Gulu and Arua.
- Continue supporting and promoting local content through conducting of an inventory of locally produced goods services and works that can be purchased by government.
- Implementation of the existing local content policy, and other related legal and institutional framework, building capacity of local providers to compete favorably in public procurement and enforcing the Implementation of the Guidelines on Preference and Reservation Schemes.
- Establishment of the micro-pension scheme to facilitate extension of pension coverage to Informal Sector through initiating the amendment of the Retirement Benefits Sector Investment Regulations.
- Expand the existing scope for accreditation to ensure recognition of UNBS certification
- services, testing and metrology services as well as inclusion of import Inspection, market surveillances and Legal Metrology.
- Fast track formulation and implementation of a competition law. This is expected to create a fair and competitive business environment as well as effectively curbing uncompetitive practices.
- Facilitate mainstreaming of strategies for private sector development into local level development programs especially the parish development model.
- Fast track a review and development of an export development strategy and ensure that such a strategy is aligned with operational arrangements of regional and continental economic blocks like the African Free Continental Trade Area (AfCFTA).
- Harmonize legal framework for full operationalization of the use of Security Interest in Movable registry (SIMPO) system

Summary of key issues

- The program's relevance was questioned, pointing out that many of the issues are already catered for in other programs.
- There is need for government to collaborate with the private sector to generate development
- The recommendations made during the presentation focus mainly on the regulatory side.
- The logical framework of the programs, which has to do with the connection between PIAPs transiting into the various indicators and how they connect to the final objectives of the NDP III, may be where the problem lies.
- Inter-programme synergies must be worked on to ensure that the indicators are well connected.
- Objective 5 (strengthening the Organisational and Institution Capacity of the Private Sector) should be recast as it overlooks a critical component of private sector development.
- GOU has not addressed Business Development Support (BDS), which if left unchecked can impede Private Sector access to credit.
- Implementation of local content should cut-across both the public and private sector, particularly in the areas of procurement.
- The logistics sector has been ignored. GOU should capitalize URC to reduce transportation costs
- The secretariat needs to be more practical in the execution of its duties. There's need for increased public-private sector interactions.
- Review the domestic tariffs and the cost of certification for formalisation for micro industries.
- Develop a collaboration framework among stakeholders in the Private Sector so that they can easily work together.
- The CBR was raised to 8.5 percent due to shocks.
- There is also a limited number of credible businesses to lend to, so there is need to formalize businesses
- It was suggested that the Private Sector Development Program should be merged with manufacturing and some parts of Agro-Industrialisation programs to create synergies and avoid duplication.
- There's duplication in Private sector membership Associations.
- The Private Sector requested to be involved in the implementation of the projects in this program, especially the projects where private sector could play a significant role.
- There's an overlap of Mandates across the MDAs. In response it was highlighted that the overlap of mandates will happen, however, PWGs should determine who does what.
- Capitalisation of Government banks should be tied to BDS.
- The Planning Framework was disorganised by COVID.
- There are serious data issues therefore the relevance of indicators selected needs to be revised, also some key indicators are not captured.
- The mandate issues surrounding the one stop centre should be addressed if its use is to be successful.
- Budget cuts on activities like travel affect institutions like UNBS which need to travel and participate in international standards meetings.
- There's need to collect information or undertake a study on the outcome and impact of the funds which Government provides to key institutions in form of capitalization

8.5%

The CBR was raised to 8.5 percent due to shocks

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ADMINISTRATION OF JUSTICE



CJ OWINY DOLLO - Chief Justice
Administration Of Justice Programme Leader

ADMINISTRATION OF JUSTICE

Achievements

- The construction of the super structure of the Supreme Court and Court of Appeal buildings is complete
- The renovation of Hoima, Luwero and Masindi Chief Magistrates (CM) Courts was completed
- A total of 211 Judicial and Non-Judicial officers were recruited

Challenges

- There is no link between MTEF ceilings provided by MoFPED and the PIAPs and releases;
- Member institutions are independent in terms of funding from MoFPED, they are not motivated to be active under the Programme arrangement;
- Resource allocation is not done at Programme level so the participation of MDAs in the Programme is weak;
- Institutions would wish to belong to Programmes where they are provided with resources as it used to be under JLOS.
- Disparities in staff welfare (salaries) – selective salary enhancement (Inequity in salary structure);
- Inadequate staffing levels - Field-based staff to meet the demand for prosecution services in an ever increasing network of courts across the country;
- No clear collaboration arrangement with other Programmes.

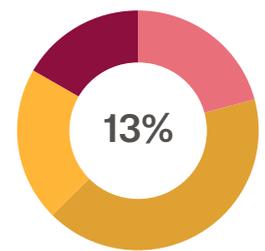
Key Emerging issues

- Some of the key institutions under the Justice value chain e.g. MoJCA, Government Analytical Laboratory, Community Service are not members of the Programme
- A number of institutions under the Programme have limited interventions planned for in the Programme
- Expansion of Judiciary operations (i.e. decentralizing Court of Appeal, operationalizing High Court circuits and gazetted Magistrates Courts) is incommensurate with ODDP’s slow pace in expanding its operations due to limited funding

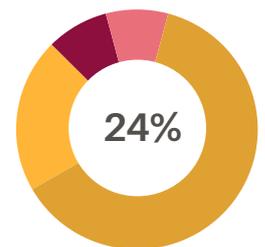
Recommendations

- There is need for AJP to prioritize interventions aimed at fostering commercial justice to help resolve legal disputes that have locked up sh5 Trillion.
- Retable and push through the Judicial Service Commission Bill. One of its aims is to make members of the Judicial Service Commission permanent to cease costly outlay on their retainer.
- Harmonize salaries of judiciary and Office of the Directorate of Public Prosecution (ODPP) to dissuade ODPP staff from joining judiciary in droves.
- Come up with suitable indicators and data to measure key deliverables in AJP. For example, reducing per capita cost of access to justice.
- MoJCA and DGAL should be transferred from Governance and Security Programme to AJP because they are integral in the justice value chain.

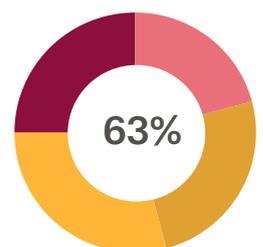
OVERALL PERFORMANCE



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NO DATA



ADMINISTRATION OF JUSTICE

Programme priorities

- Fast-track the recruitment of staff;
- Strengthening business processes and case management systems;
- Reduce the distances people traverse in search for services by establishing or operationalizing more justice service points;
- Investing more in infrastructure – Construct more court buildings, ODPP offices, Remand homes and Police Stations;
- Address housing, welfare and security concerns;
- Automate our business processes for example Roll out ECCMIS & PROCAMIS, procure and install Video conferencing system, Court recording and transcription equipment;
- Capacity building of staff – training and retooling with ICT and transport equipment among others;
- Lobby for Salary enhancement and harmonization.

Summary of Key Issues

- Some of the key institutions under the Justice value chain e.g. MoJCA, Government Analytical Laboratory, Community Service are not members of the Programme. This makes coordination of interventions in the justice chain challenging;
- A number of institutions under the Programme have limited interventions planned for in the Programme e.g. UPS has only Video Conferencing system captured in the PIAP of this programme. Compiling performance in line with the goal of the Programme is challenging;
- Expansion of Judiciary operations (i.e. decentralizing Court of Appeal, operationalizing High Court circuits and gazetted Magistrates Courts) is incommensurate with ODDP slow expansion.

A number of institutions under the Programme have limited interventions planned for in the Programme



DR. ROGERS MATTE
Director, Research and Development Performance

METHODOLOGY OF THE NDPIII MTR PROCESS

As you may be aware the high-level consultations were a section of activities part of the larger mid-term review of the NDPIII. The mid-term review process has come to an end and dissemination of the overall findings by the NPA is underway.

In undertaking the NDPIII MTR, the NPA Board, Top Management and all Departments worked as a team to expedite the assignment. A Technical Committee comprising of Top Management and all technical staff (Managers, Programme Heads, Senior Officers, Officers and Graduate Trainees) was critical in coordinating the review themes, technical discussions, coordination with Programme Secretariats and field data collection, among others. The quality assurance was done by the Inter Agency Committee, while the oversight was provided by the Director Research and Development Performance. The reports were then approved by the NPA Executive Board.

The Inter-Agency Committee (IAC) comprised of senior level representatives from: NPA, Office of the Prime Minister (OPM), Ministry of Finance, Planning and Economic Development (MoFPED), Office of the President (OP), Uganda Bureau of Statistics (UBOS), Economic Policy, Research Centre (EPRC), Private Sector Foundation Uganda (PSFU), Bank of Uganda (BOU), the Local Development Partners' Group (LDPG), the academia represented by the School of Economics - Makerere University; Uganda Local Government Association (ULGA); and the Uganda National Non-Government Organization (NGOF). An NPA reference group of stakeholders and experts from within and outside Uganda were also constituted to assist in reviewing the mid-term review reports.

The following is the overall model used to develop the mid-term review framework:

- Is Uganda on track in meeting targets under NDPIII half-way through implementation?
- What has been achieved, what is yet to be achieved and what are the lessons learned?
- How can Uganda improve in ways to ensure that all NDPIII outputs, outcomes and planned impact is attained? This is further illustrated by the model below.

The midterm review adopted the OECD-DAC Evaluation Criteria

The NDPIII MTR and NDPII end evaluation applied the international OECD-DAC evaluation criteria of;

- **Relevance** – Was the Plan well-conceived given the social, economic and political situation? Is it still relevant to the original problem it

was intended to address? To what extent did it contribute to the strategic direction of the Government and its partners? Was the national planning paradigm shift appropriate in the context of the political economy and other factors in the environment?

- **Coherence** – Were Plan's intervention consistent with key actors' interventions?
- **Effectiveness** – To what extent were the planned results achieved. What are the reasons for the state of achievement? What support and barriers have affected achievement of results? Review the comparative performance across service delivery priorities (Front loading infrastructure vis-a-vis social services).
- **Efficiency** – To what extent is the Plan cost-effective? Have resources been used cost effectively? Do the results (quantitatively and qualitatively) justify the resources expended?
- **Impact** - To what extent has the Plan contributed to the National Vision 2040 outcome targets and goals? Are there unanticipated positive and negative consequences? Why did they arise?
- **Sustainability** – Is there an enabling environment that supports on-going positive impacts? Can the positive outcomes and impacts be sustained for achievement of middle-income status and Uganda Vision 2040?

While the Programme Based Approach achievement of NDPIII results relied on;

- reconfiguration of financial systems;
- functional programme working groups (PWGs), Coordination of the preparation of PIAPs and Programme budgets and BFPs and ensuring alignment with NDP III;
- prioritization of interventions;
- successful implementation of the core projects;
- efficiency within the institutional implementation frameworks;
- alignment of the planning, budgeting, financing and implementation of the Plan;
- participation and ownership of the Plans;
- implementation leadership at various levels;
- strong monitoring and evaluation mechanisms focusing on results and development of service delivery standards for all services.

DR MATTE ROGERS

Director, Research and Development Performance

● MONITORING AND EVALUATION DEPARTMENT



Dr. Winnie Nabido - Manager
Monitoring and Evaluation



William Epiaka - Senior Monitoring
and Evaluation Officer



Sufian Kabagambe - Senior
Monitoring and Evaluation Officer



Mr Gyaviira Dhikusooka- Senior
Monitoring and Evaluation Officer



Peter Mwesigwa - Monitoring and
Evaluation Assistant



Racheal Nابیiro - Monitoring and
Evaluation Assistant



Ms Cotter Lillian Nassango
Monitoring and Evaluation Officer

● WAY FORWARD

The following were key to note by NPA and programme actors

Programme	Way forward
Agro-industrialisation	<ul style="list-style-type: none"> • Human capital development where education is a key driver in supporting agro-industrialisation, and there is need for apprenticeship to close the gap • Need for specialized value chain systems which handle the value chain • Need to provide dedicated agriculture facilities and not peace mills to increase production • Need for Natural resources policies to support the programme • Need to emphasize agriculture insurance to minimise agricultural risks • MoFPED should provide funds to support the programme to fill up the staffing gap • Enhancing technical supervision coupled with exploitation of current technologies should be given priority • Mainstream digital infrastructure in agriculture as well as increase self sufficiency • Mindset change about militarization of the agricultural sector as the UPDF always acts • Strengthen production, market and post handling to increase production • Improve production technologies and they must be appropriate based on actual structure of our system • Appropriate silos and primary processing to solve Post harvest handling • Emphasis should be given to agricultural mechanisation, fertilisers and storage facilities as key drivers for production • Encourage farmers to adopt soya bean production as it is a high value commodity and has a lot of potential.
Administration of Justice	<ul style="list-style-type: none"> • AOJ should take on JLOS institutions • Recruitment of judges is very crucial to reduce on case backlog • Need for service delivery standards
Private Sector Development	<ul style="list-style-type: none"> • Redefine the approach of the program and its relevance in the NDPIII.
Regional Development Programme	<ul style="list-style-type: none"> • The issue of regional development plans will be tabled before cabinet by the Minister MoLG. • Irrespective of the lack of baseline data, PDM having been rolled out, money should be released. • MoLG with support from other stakeholders will develop an anti-corruption strategy. • MOLG will through its bureaucracy establish a linkage between local production and the MOTIC to enhance value addition • Funding effective FY2022/23 will be programme based
Sustainable Energy Development	<ul style="list-style-type: none"> • Need to review other alternative sources of energy like solar • Off grid connection continues to be one of the Ministry's strategies • Partnerships underway with South Sudan and DRC to export power • MEMD is working with Uganda Electricity Company to have power transmission lines for Achwa land 2 • MEMD is working on a cabinet memo on vandalism. Currently arrest and arraign vandals in courts of laws • MEMD is working with security agencies such as Uganda Police to identify where the vandals sell the scrap
Sustainable Development of Petroleum	<ul style="list-style-type: none"> • Training in globally recognised certifications continues to be done in Uganda • MEMD in partnership with MoES have ring fenced certain scholarships from World Bank for Ugandans

Programme	Way forward
Mineral Development Programme	<ul style="list-style-type: none"> • Value addition strategy – MEMD working to attract investment in value addition industries e.g., iron ore smelting • Phosphates Project – still sorting out issues with the Chinese government • Need to take feasibility studies to validate mineral resources to international standards – only have estimates • Need to have a public company akin to UNOC in mining sector to drive mineral value addition
Integrated Transport Infrastructure and Services	<ul style="list-style-type: none"> • Uganda Airlines – Build capacity at all terms rather than just the assets, i.e., Management • Need to re-engage Attorney General to have special considerations for ITIS amid rising commodity prices • Exploit water transport potential • Government should consider cheaper alternatives like probate technologies and low-cost seals in road construction • Design Alternative financing mechanism for roads
Tourism Development Programme	<ul style="list-style-type: none"> • Need to benchmark on best practices on what other countries are doing • Need to clearly define Tourism slogans • Need to be specific on product development • Need to exploit the huge potential in water sports tourism • Need to leverage the Uganda Airlines on tourism • Need to develop new community ecological sites
Community Mobilisation and Mindset Change	<ul style="list-style-type: none"> • Need to agree on a set of national values and disseminate to schools and other fora • Strengthen sensitisation and dissemination on policies
Natural Resources, Environment, Water and Climate Change	<ul style="list-style-type: none"> • Include a clear reprioritization intervention on construction of water for agriculture production facilities • The Programme is already liaising with the Agro-Industrialization programme to ensure availability of water for production to cope with climate change effects. It plans to construct over 500 water management infrastructure. • The Programme has been able to attract finance from global green and climate finance windows. For instance, there is an ongoing USD 40M project on restoration of wetlands under the Green Climate Foundation, and a USD 9M under from the Global Environmental Facility. • The Programme Secretariat (MWE) has embarked on building capacity of MDAs to develop bankable project proposals aligned to various climate change funds to tap into global climate finance. • The Ministry has shifted from tree planting to tree growing through review of the Environmental Impact Assessment Regulations (EIA). EIA certificates mandate all developers must cater for planted tree seedlings for at least six months. They have also signed partnerships with religious leaders, cultural institutions and local governments to plant trees. • Recurrent challenges such as budget cuts owing to interpretation of the Programme’s interventions as largely consumptive continues to undermine the Programme’s ability to deliver on its mandate. • The Ministry monitors abstraction of underground water by issuing permits to whoever abstracts water. It also undertakes regular monitoring visits to ensure compliance. • Programme Secretariat Coordination is a planning function and NPA and MoFPED need to facilitate planning departments of Programme Secretariat agencies to be able to deliver. • NFA intends to plant 45M tree seedlings annually conditional to available of complementary resources, and its budget only raises 23M tree seedlings and the remainder is expected from partners – private sector, development partners etc. • The programme is already considering forestry beyond its ecological contributions. For instance, there is a Uganda Tree Growers Association that grows trees purposely for business. There is also an association of processors in place and UNDP and EU have committed to shift from exporting logs to value added timber products to generate revenue, forex exchange and green jobs. • NFA has partnered with UNRA to raise 90M tree seedlings to plant along roads. However, there are challenges with ownership of road reserves, and grazing of cattle along roads that undermines the survival rate of tree seedlings

Programme	Way forward
Legislation, Oversight and Representation	<ul style="list-style-type: none"> • It was agreed that OAG should be placed under the Legislature, Oversight and Representation Programme • Governance and Security Programme should not be disintegrated further, but rather find ways for all the Sub-Programmes that constitute the Programme to work together to realize the programmatic approach • LOR to be reviewed to house OAG • Parliament to find a channel to publicise its annual reports going forward • Since Parliament relies on CoC presented by NPA, therefore, NPA needs to realign the CoC to programmes
Development Plan Implementation	<p>Oversight, implementation, Coordination and Monitoring</p> <ul style="list-style-type: none"> • Re-examine the legal and policy frameworks for setting up programmes • There is a need to i) understand the mid-term priorities of government, ii) agree on the overall coordination and M&E strategy, and iii) Agree on the responsibilities and roles of the concerned institutions • Harmonize the coordination and M&E Structures with existing mechanisms • There is need to encourage coordination between MOFPED, OPM and Program working groups, thereby improving the coordination that should happen to create synergies. • OPM should actively participate in the budgeting, planning, monitoring and reporting at the program working group level. • The respective institutions should be equipped with the requisite capacity and resources to effectively coordinate government implementation. • Enhance the Government Annual Performance Reviews to include expenditure reviews to inform expenditure ceilings for programmes. • DPI should work closely with OPM to effectively carry out the coordination. It is distant and not complimentary to OPM <p>Development Planning, Research, Evaluation and Statistics</p> <ul style="list-style-type: none"> • Institute mechanisms to compel programme implementers for learning by doing • Strengthen the M&E to provide research data <p>Repositioning EPRC to produce demand driven research through the following ways;</p> <ul style="list-style-type: none"> • Strengthen collaboration (with requisite resources) with relevant stakeholders, academia, OPM research unit and other relevant stakeholders • OPM policy catalogue to refresh it with the latest research • Challenge the relevance of the policy in the catalogue • Utilizing the research outputs and ensuring all research processes are channelled through EPRC • Identify critical issues from NDP to inform the research • Review the EPRC financing model • Need to improve the PIMS system by Decentralizing and issue a Certificate for enforcing it
Sustainable Urbanisation Housing	<ul style="list-style-type: none"> • Land Management should be taken back to Sustainable Urbanisation and Housing • Accelerate rural urban migration • Link pension funds to housing development as well as NSSF • Draft principles of Real Estate • Need to extend the socio-economic infrastructure like roads, water and electricity to facilitate faster urbanisation and development • Utilising patient funds to housing like NSSF, Pension • Fast track real estate bill, and evaluation bill • More funding for national housing • Crystalized proposals to deliver in the next two years of the NDPIII

Programme	Way forward
Human Capital Development	<p>Education, Skills and Sports sub programme</p> <ul style="list-style-type: none"> • PWG to sit and review targets so as to agree on sequencing of priorities • Need to finalise Education Management Information System (EMIS) for Cabinet approval by September 2022 and start implementation <p>Population Health, Safety and Management subprogramme</p> <ul style="list-style-type: none"> • Need to focus on preventive measures than curative for NCDs especially diabetics • Allocate funds to public health especially for preventative interventions • Need to come up with a projection of social determinants of health (SDH) to inform NDPIV • Ministry of Health to review the current structure to capture all specialists • Critical medical specialists to be given scholarships to improve and increase their speciality • Need to provide regional comparisons on statistics like stunting so as to identify regions that require specific interventions • Follow up with MoFPED regarding with the release of 90billion meant for borehole repairs and maintenance • NWSC to ensure that there is adequate provision of water supply in schools to improve and maintain sanitation <p>Labour and Employment Services</p> <ul style="list-style-type: none"> • Re- design recovery measures for UWEP and YLP since it is very low • Establish a National productivity centre to increase productivity since it is very low • Need management of externalisation of labour since a lot of challenges are arising
Governance and Security	<ul style="list-style-type: none"> • It was agreed that OAG should be placed under the Legislature, Oversight and Representation Programme • Governance and Security Programme should not be disintegrated further, but rather find ways for all the Sub-Programmes that constitute the Programme to work together to realize the programmatic approach • Balancing the resourcing of the Justice chain where funding to Judiciary not matched with chain linked actors
Manufacturing	<ul style="list-style-type: none"> • NPA should be charged with projects monitoring as most of the projects are not progressing • Thorough review of the programme as there is lack of coordination of the PWG • Request to get all the agriculture projects from MAAIF so as that agro-industrialisation is supported thoroughly
Innovation, Technology and Digital Transfer	<ul style="list-style-type: none"> • Need to focus on technology importation as it is very crucial • Research Agenda needs to be aligned to the STI as there is no concise plan to lead us to the socio-economic transformation
Digital Transformation	<ul style="list-style-type: none"> • Need to encourage development of local ICTs through funding and mentorship programmes so as to increase start-ups and promote local ICTs • Strengthen the sensitization campaigns on standards done by KACITA
Public Sector Transformation	<ul style="list-style-type: none"> • Strengthening District Service Commission through facilitating them the right way • Shifting related functions to the programme or splitting related ministries to avoid duplication • Disbursing funds to budgets according to programmes and not votes since we have now shifted to programme approach should be given priority to improve performance • Revised roadmap for salary enhancement is available and to be considered by Ministry of Public Service • Adopt digital portals to enhance service delivery of public servants

● ANNEXES

Annex 1 : List of Participants

Sno	Programme	Minister	Other Actors
1	Agro-industrialisation	State Minister for Agriculture	OP, MAAIF, OWC, NAADS, MoFPED, UBOS, EPRC, OPM, UCAA, MEACA, ULGA, UNDP, CSBAG, CDO, UCDA, ACODE, LGs(2), NAGRC & DB, MoICT&NG, Merchandize Uganda, PFSU, DDA, Public Policy Society, WELDE, NPA
2	Manufacturing	Minister of Trade Industry and Cooperatives	UNBS, MoTIC, MoFPED
3	Public Sector Transformation	Permanent Secretary for Public service	NPA, MoPS, MoFPED, Climate Change Action, MoKCC&MA, MoWT, KCCA, PSC, OPM, MoLG, MoFPED
4	Sustainable Urbanisation and Housing	Minister of Lands, Housing and Urban Development	AREA-U, MoLHUD, PSFU, MGL, NHCC, MoKCC&MA, East Africa Food Security Sympos, NBRB, OWC, GGGI, Cities Alliance, MoICT&NG, AFD, MGLSD, CIG, Shelter & Settlements Alternative, MoLG, UN-Habitat, CREDO Management Association of Real Estate Agents, Women Leadership Development, MoPS, National Physical Planning Board, ULGA, UFZA, NPA, MoFPED
5	Development Plan Implementation		PPDA, URA, UBOS, UNBS, UIA, NPA, OPM, UWRSA, PSFU, OP, UNCST, EOC, LGFC, KCCA, UDB, URBRA, MoFPED, MUK, NPC, EPRC, UNCS, Enterprise Uganda, MoTIC, USSIA, UFZA, NIRA, UNDP, MoFPED
6	Digital Transformation	Minister for ICT &NG	NPA, United Cities of Africa, MoICT&NG, UICT, UCC, STI, GCF, Posta UG, NITA-U, PSFU, PIBID, BIRDC, MIIC, GIZ, URA, EPRC, UNATCOM, MoFPED
7	Innovation, Technology and Digital Transfer	Minster for STI	KMC, UNCST, EPRC, MoFPED, OP, UNATCOM, UIRI, PIBID, UICT, EOC, Government Communication Forum, NPA
8	Human Capital Development	Minister of Education and Sports	MOES, FLMES, MOH, UET, UBTEB, UAHEB, DIT, NCDC, ESC, HTVET, UNFPA, IMU, Butabika Hospital, MGLSD, UHI, UNATCOM, DES, MOWE, NPA
9	Natural Resource, Environment, Water and Climate Change	State Minister for Water	UWASNET, MoLHUD, MWE, OPM, UNESCO, UNDP, NFA, ULC, UNMA, MGLSD, MoFPED, NEMA, GGGI, NPA
10	Community Mobilisation and Mindset Change		MoICT&NG, DEI, NLU, KCCA, UNCC, MGLSD, UNFPA, MWE, EMLI, UNESCO, NPA, MoFPED
11	Tourism Development	State Minister for Tourism	MOFA, MTWA, UTA, OPM, UTB, MoWT, MoIA, AUTO, UNRA, NPA, MoICT&NG, MoDVA, UMA, UBC, UWA, KCCA, Uganda Safari Guides Association, UPF, UCAA
12	Legislation, Oversight, and Representation	Clerk to Parliament	JSC, ISO, MUK, OAG, MoFPED, DCIC, ULRC, POU, UHRC, FIA, OPM, GIZ, MoLG, UPS, International Association of Strategy Planning Uganda
13	Governance and Security		NIRA, MoFPED, MoIA, MoLG, NPA, UPDF, JSC, LDC, PPDA, URSB, IG, State House, FIA, MODVA, UPS, URA, EC, OAG, ESO, MEACA, EOC, UPF, MoJCA, NGO Bureau, GIZ, DEI, ISO, JLOS, MOFA, OP
14	Integrated Transport Infrastructure and Services	Minister of Works &Transport	MoFPED, UCAA, KCCA, MEMD, MUK, MoWT, OPM, UNACL, SGR, UNRA, UFZA, POU, ULGA, URC, NPA
15	Mineral Development	State Minister for Minerals	MEMD, UETCL, ACEMP, SAWA Energy, Atomic Energy Council, MoWT, NPA, MoFPED

16	Petroleum Development	State Minister for Minerals	MEMD, UETCL, ACEMP, SAWA Energy, Atomic Energy Council, MoWT, NPA, MoFPED
17	Sustainable Energy Development	State Minister for Minerals	MEMD, UETCL, ACEMP, SAWA Energy, Atomic Energy Council, MoWT, NPA, MoFPED
18	Regional Development	Minister for Local Government	MoLG, NARO, UAAU, ULGA, MoTIC, NPA, LGFC, MoFPED, MoPS, MTWA, OPMA, MWE
19	Private Sector Development	State Minister for Planning	MoTIC, MoFPED, NPA, UEPB, IRA, BOU, UIA, MOFA, Enterprise Uganda, UDB, USSIA, UDC, UMA
20	Administration of Justice	Permanent Secretary for Judiciary	Judiciary, JSC, MGLSD, ODP, MoFPED, NPA, Tax Appeals Tribunal

Annex 2: NDPIII MTR High Level Programme Consultative Meeting at Hotel Africana

S/ No.	Programme	Programme Head	Other Programme Members	Date			Proposed Chairperson
				Morning (8:30am - 11:00am)	Mid-morning (11:30am- 1:00pm)	Afternoon (2:30pm- 5:00pm)	
			Launch of the MTR	13th July, 2022			-
1	Agro-industrialisation	MAAIF (NAGRC&DB, NARO, CDO, UCDA, DDA, NAADS, OWC, NFA, UNBS)	MoSTI, PS, MoICT&NG, MWE, UDB, MoLHUD, MoTIC, MoES, UNMA, MoGLSD, UDC, UFZA, UWRS, UEPB, IRA, NWSC, MoWT	14th July, 2022	14th July, 2022	14th July, 2022	Hon. Amos Lugolobi
2	Manufacturing	MoTIC, UIA, UFZA, UNBS, UDC, MoFA, UNBS, UEPB, UMA, UNCC	MoFA, MoWT, URC, UNRA, MOSTI, KMC, MEACA, URA			14th July, 2022	Hon. Amos Lugolobi
3	Public Sector Transformation	MOPS (PSC, HSC, MoLG)		19th July, 2022	19th July, 2022	-	Hon. Amos Lugolobi
4	Sustainable Urbanisation and Housing	MoLHUD	MoWT, NEMA	-	-	19th July, 2022	Hon. Amos Lugolobi
5	Development Plan Implementation	MoFPED, NPA, OPM, OP, UBOS EOC, PPDA, NIRA, URA, LGFC	KCCA, MoFA, OAG, MoPS, MoGLSD, MoLG	20th July, 2022	20th July, 2022	-	Hon. Amos Lugolobi
6	Digital Transformation	MoICT&NG (UCC, NITAU, POSTA, UBC, UICT, UTL)	SIGNET	-	-	20th July, 2022	Hon. Amos Lugolobi
7	Innovation, Technology and Digital Transfer	STI-OP (UNCST, UIRI, KMC, BIRDC, UVRI)		-	-	20th July, 2022	Hon. Amos Lugolobi

8	Human Capital Development	MoES (Education), MoH (Health), MoGLSD (Gender), MWE (Sanitation)	NCDC, DPs, KCCA, Wakiso LGs, NMS, RRH, UNEB, UBTEB, UAHEB, UNMEB, DIT, NCHE, HEIs, Universities, TVET Institutions, Referral Hospitals, UAC, HSC, UCI, Professional Councils, UHPA, Health Institutions, COE, UBTS, URCS, NDA, NWSC, UNHRO, UVRI, NCOP, NCS, Sports associations,	21st July, 2022 Education (State House Nakasero)	21st July, 2022 Health (State House Nakasero)	21st July, 2022 Social Development & Water for Sanitation (State House Nakasero)	Hon. Amos Lugolobi
9	Natural Resource, Environment, Water and Climate Change	MWE (UNMA, NEMA, NFA, NWSC)	MLHUD, ULC	22nd July, 2022		-	Hon. Amos Lugolobi
10	Community Mobilisation and Mindset Change	MoGLSD (EOC, UNCC, DEI, IRCU, Religious and Cultural institutions)	MOES, MoDVA, MWE, OWC, MoH, MoLG, JLOS, MOICT&NG, MOLG		22nd July, 2022		Hon. Amos Lugolobi
11	Tourism Development	MTWA (UTB, MoWT, PSFU, UCAA, UWEC, UWRTI, UHTTI, UWA)	UIA, MoFA, MOIA, MoTIC, UEPB, NITA-U, MWE, UPDF, Enterprise Uganda)			22nd July, 2022	Hon. Amos Lugolobi
12	Legislation, Oversight, and Representation	Clerk to Parliament		Tues 26th July, 2022 at Parliament			Hon. Amos Lugolobi
13	Governance and Security	OP (ISO), MoDVA (UPDF, UPF, UPS, ESO), MoFA, DGAL, MoIA, ODPP, NIRA, EC, OAG, DEI, IG, JSC, ULRC, LDC, SH	FIA, DCIC, KCCA, URA, MoJCA, UHRC, PPDA, URSB, MoPs, MoGLSD, CADER, DEI&LCT, MEACA			Tues 26th July, 2022	Hon. Amos Lugolobi
14	Integrated Transport Infrastructure and Services	MoWT, URC, UNRA, MKCC&MA, KCCA, UCAA, UNACOL, EACAA, URF, URC	MoLHUD	Wed 27th July 2022	Wed 27th July 2022		Hon. Amos Lugolobi
15	Mineral Development	MEMD, DGSM,	MoGLSD, MoJCA, MoWT, NITA-U	-	-	Wed 27th July 2022	Hon. Amos Lugolobi

16	Petroleum Development	MEMD, UNOC, UNOC, PAU, UNBS	NEMA	-	-	Wed 27th July 2022	Hon. Amos Lugolobi
17	Sustainable Energy Development	MEMD, UETCL, REA, UEDCL, MoICT, UNBS, ERA, AEC, UEGCL	NEMA, DLG, UECCC	-	-	Wed 27th July 2022	Hon. Amos Lugolobi
18	Regional Development	MoLG(LGs , OPM, PDM Secretariat, GKMA LGs)		Thur 28th July, 2022 at MOLG	Thur 28th July, 2022 at MOLG	-	Hon. Amos Lugolobi
19	Private Sector Development	MoFPED (PSD, PSFU)	BoU, MSC, URSB, URA, MOJCA, IRA, MoTIC, UDB, URBRA, CMA, UDC, UWRSA, UIA, MoICT, UIA, Enterprise Uganda, MEACA, UFZA, MGLSD, UNBS, UNCST, UIRI, PPDA, MOFA, MOSTI, EPRC, MDAs, TAT, UEPB			Thur 28th July, 2022 at MFPED	Hon. Amos Lugolobi
20	Administration of Justice	MoJCA (Judiciary, JSC, LDC, DPP, UPF, UPS)			Friday 29th July, 2022 at High Court		Hon. Amos Lugolobi

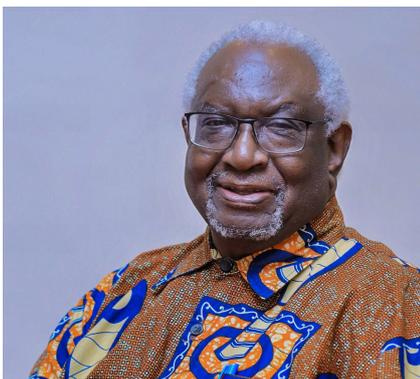
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LIST OF NDPIII PROGRAMMES AND THEIR LEAD MINISTERS

	PROGRAMME	RESPONSIBLE MINISTER
1	Agro-Industrialisation	Hon. Frank Kagyigyi Tumwebaze
2	Mineral Development	Hon. Ruth Ssentamu Nankabirwa
3	Sustainable Development of Petroleum Resources	Hon. Ruth Ssentamu Nankabirwa
4	Natural Resources, Env't, Climate Change, land & Water Mgt	Hon. Sam Mangusho Cheptoris
5	Private Sector Development	Hon. Matia Kasaija
6	Manufacturing	Hon. Francis Mwebesa
7	Integrated Transport Infrastructure & Services	Hon. Gen. Edward Katumba Wamala
8	Sustainable Energy Development	Hon. Ruth Ssentamu Nankabirwa
9	Digital Transformation	Hon. Chris Baryomunsi
10	Sustainable Urbanisation & Housing	Hon. Nabakooba Judith
11	Human Capital Development	Hon. Janet Kataaha Museveni
12	Innovation, Technology Development and Transfer	Hon. Musenero Monicah
13	Community Mobilization & Mindset Change	Hon. Betty Amongi Ongom
14	Governance and Security	Hon. Milly Babalanda
15	Public Sector Transformation	Hon. Muruli Mukasa
16	Regional Development	Hon. Magyezi Raphael
17	Tourism Development	Col. (Rtd) Tom R Butime
18	Development Plan Implementation	Hon. Matia Kasaija
19	Administration of Justice	CJ Owiny Dollo
20	Legislature, oversight and representation Program	Rt.Hon. Anita Among

Programme	Achieved		Not Achieved		No Data		Total
	Indicators	%	Indicators	%	Indicators	%	
1. Agro - Industrialization	50	13.6	90	24.4	229	62.1	369
2. Mineral Development	14	17.3	14	17.3	54	66.7	81
3. Sustainable Development of Petroleum Resources	13	15.9	13	15.9	56	68.3	82
4. Tourism Development	47	35.1	59	44.0	28	20.9	134
5. Natural Resources, Environment, Climate Change, Land and Water Management	39	24.5	120	75.5	0	0.0	159
6. Private Sector Development	30	13.6	36	16.3	155	70.1	221
7. Manufacturing	11	7.4	10	6.8	127	85.8	148
8. Integrated transport infrastructure and services	57	19.3	78	26.4	161	54.4	296
9. Sustainable Energy Development	16	22.5	29	40.8	26	36.6	71
10. Digital Transformation	34	23.1	31	21.1	82	55.8	147
11. Sustainable Urbanization & Housing	13	13.1	34	34.3	52	52.5	99
12. Human Capital Development	76	10.2	84	11.3	582	78.4	742
13. Innovation, Technology Development & Transfer	19	16.2	47	40.2	51	43.6	117
14. Community Mobilization & Transport Change	17	14.3	17	14.3	85	71.4	119
15. Governance & Security	45	23.1	41	21.0	109	55.9	195
16. Public Sector Transformation	27	21.3	77	60.6	23	18.1	127
17. Regional Development	10	12.8	27	34.6	41	52.6	78
18. Development Plan Implementation	55	19.2	65	22.6	167	58.2	287
19. Administration of Justice	96	13.3	175	24.2	452	62.5	723
20. Legislature, Oversight and Representation	29	25	38	32.8	49	42.2	116

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