REPUBLIC OF UGANDA

FOURTH NATIONAL DEVELOPMENT PLAN (NDPIV)

2025/26 - 2029/30

NPA National Planning Authority

MARCH 2025

Uganda Vision 2040

REPUBLIC OF UGANDA

FOURTH NATIONAL DEVELOPMENT PLAN (NDPIV)

2025/26-2029/30

GOAL

"Achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation"

THEME

"Sustainable industrialization for inclusive growth, employment, and wealth creation"

March, 2025

National Planning Authority
Uganda Vision 2040

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LIST OF ABBREVIATIONS AND ACRONYMS

3Cs	Coffee, Cotton and Copper
3Ts	Tea, Tobacco and Tourism
4R	Reuse, Reduce, Recycle and Recover
ABPR	Annual Budget Performance Report
ACF	Agricultural Credit Facility
ADB	African Development Bank
ADR	Alternative Dispute Resolution
AEC	Atomic Energy Council
AfCFTA	African Continental Free Trade Area
AFCON	African Cup of Nations
AGI	Agro-Industrialisation
AGO	Automotive Gas Oil
AGRI-LED	Agro-Industrialisation for Local Economic Development
AgTIP	Agrotechnology and Innovations Park
AI	Artificial Intelligence
AJP	Administration of Justice Programme
AJSSP	Access to Justice Systems Strengthening Project
AMISOM	The African Union Mission in Somalia
AML	Anti-Money Laundering
APFs	Agro-Processing Facilities
APRM	African Peer Review Mechanism
AQI	Air Quality Index
ASYCUDA	Automated System for Customs Data
ATMS	Agro-industry Development, Tourism Development, Mineral-based Industrial Development and Oil & Gas, and Science, Technology & Innovation
AUDA-NEPAD	African Union Development Agency-New Partnership for Africa's Development
BDS	Business Development Services
BFPs	Budget Framework Papers
BMAU	Budget Monitoring and Accountability Unit
Bn	Billion
BoU	Bank of Uganda
BPO	Business Process Outsourcing
BRMS	Basic Requirements and Minimum Standards
BRT	Bus Rapid Transit
BTI	Budget Transparency Index
BUBU	Buy Uganda Build Uganda
CAA	Civil Aviation Authority
CAES	College of Agricultural and Environmental Sciences
CBD	Central Business District
CBPP	Contagious Bovine Pleuropneumonia (CBPP)
CBR	Central Bank Rate
CCIs	Culture and Creative Industries
CCTV	Closed-Circuit Television

CEDAT	College of Engineering, Design, Art and Technology
CEMS	Cost Estimation and Monitoring System
CFT	Countering the Financing of Terrorism
CID	Criminal Investigation Department
CIS	Community Information System?
CMA	Capital Markets Authority
CNDPF	Comprehensive National Development Planning Framework
CoC	Certificate of Compliance
COMESA	Common Market for Eastern and Southern Africa
CORS	Continuously Operating Reference Stations
CPF	Countering Proliferation Financing
CPI	Corruption Perceptions Index
CRVS	Civil Registration and Vital Statistics
CSA	Climate-smart agriculture
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
CWIP	Climate-smart Water and Sanitation Investment Project
DB	Development Bank
Dc	Direct Current
DC	Development Committee
DCI	Department of Citizenship and Immigration
DCIC	Department of Citisenship and Immigration Control
DEI	Directorate of Ethics and Integrity
DEI-OP	Directorate of Ethics and Integrity-Office of President
DFI	Development Finance Institution
DGAL	Directorate of Government Analytical Laboratories
DHIS	District Health Information System
DIDP II	Dryland Integrated Development Project Phase II
DIS	Direct Income Support
DMR	Destination Market Representative
DPI	Development Plan Implementation
DPP	Director of Public Prosecutions
DPs	Development Partners
DRC	Democratic Republic of Congo
DRM	Domestic Revenue Mobilisation
DRMS	Domestic Revenue Mobilisation Strategy
DRR	Disaster Risk Reduction
DUCAR	District Urban and Community Access Roads
DVB+	Digital Video Broadcasting - Ultra-high definition
EA	East Africa
EAC	East African Community
EACAA	East African Civil Aviation Academy
EACOP	East African Crude Oil Pipe Line
EBiz	E-business
EC	Electoral Commission
ECCE	Early Childhood Care and Education

ECCMIS	Electronic Court Case Management Information System
ECD	Early Childhood Development
ECMIS	Electronic Court Management Information System
EDIC	Engineering Development and Innovation Centre
EDT	Electricity Disputes Tribunal
EGM	Early Grade Mathematics
EGR	Early Grade Reading
EGS	Early Generation Seed
EIA	Entebbe International Airport
EIAs	Environmental Impact Assessments
EMDEs	Emerging Market and Developing Economies
EMIS	Education Management Information System
EMYOOGA	Presidential Ugandan Programme ('Specialised Skills Enterprises/Groups')
ENT UG	Enterprise Uganda
EOC	Equal Opportunities Commission
EPF	Environment Protection Force
ePIS	Electronic Policing Information System
EPR	Employment to Population Ratio
EPRC	Economic Policy Research Centre
EPSFA	Enhancing Prosecution for all
ERA	Electricity Regulatory Authority
ESG	Environmental, Social and Governance
ESIAs	Environmental and Social Impact Assessments
ESO	External Security Organisation
EU	European Union
EUDR	European Union Deforestation Regulation
FAO	Food and Agricultural Organisation
FDI	Foreign Direct Investment
FIA	Financial Intelligence Authority
FMCG	Fast-Moving Consumer Goods
FMD	Foot and Mouth Disease
FSME	Feacal Sludge Management Enhancement
FSMEP	Feacal Sludge Management Enhancement Project
FUFA	Federation of Uganda Football Associations
FY	Financial Year
GAPR	Government Annual Performance Report
GBV	Gender Based Violence
GCF	Green Climate Fund
GDI	Gender Development Index
GDP	Gross domestic Prodict
GEF	Global Environment Facility
GGG	Geological, Geophysical and Geochemical
GHG	Green House Gas
GII	Gender Inequality Index
GIS	Geographical Information Systems
GKMA	Greater Kampala Metropolitan Area

GKMA-IUDMP	Greater Kampala Metropolitan Area Integrated Urban Development Master Plan
GoU	Government of Uganda
GOVNET	Government Network
GROW	The Generating Growth Opportunities and Productivity for Women Enterprises
GS 1	Gobal Standard Barcoding System
GSP	Governance and Security programme
HACCP	Hazard Analysis and Critical Control Points
HCD	Human Capital Development
HCI	Human Capital Index
HCIV	Health Centre Four
HCMS	Human Capital Management System
HDI	Human Development Index
HDP	Health Development Partners
HEIs	Higher Education Institutions
HEST	Higher Education, Science and Technology
HFBU	Housing Finance Bank Uganda
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HPP	Hydro Power Plant
HR	Human Resource
HRBA	Human Rights Based Approach
HRDP	Human Resource Development Plans
IAG	Internal Auditor General
IBAs	International Business Associations
ICAO	International Civil Aviation Organisation
ICT	Information and Communication Technology
ID	Identity
IDEs	Innovation Driven Enterprises
IDPP	Interconnection and Digitisation Programme for People with disability
IFC	International Finance Corporation
IFCPPI	Institutional Framework for Coordination of Policy and Programme Implementation
IFMIS	Integrated Financial Management System
IG	Inspectorate of Government
IGAD	Intergovernmental Authority on Development
IGG	Inspector General of Government
IMB CUP	Inner Murchison Bay Clean Up Project
INVITE	Investment for Industrial Transformaion and Employment Project
IOM	International Organisation for Migration
IoT	Internet of Things
IP	Intellectual Property
IPAS	Intellectual Property Application System
IPF	Indicative Planning Figure
IPR	Intellectual Property Right
IRA	Insurance Regulatory Authority

ISO	Internal Security Organisation
ISPs	Internet Service Providers
IT	Information Technology
ITC	Insurance Training College
ITDT	Innovation, Technology Development, and Transfer
ITMS	Intelligence Transportation Monitoring System
IWMDP	Integrated Water Resources Management and Development Project
JAPAR	Joint Agro-Industrialisation Programme Annual Review
JCU	Justice Centre Uganda
JICA	Japan International Cooperation Agency
JLO	Justice Law and Order
JLOS	Justice, Law and Order Services
JMS	Joint Medical Stores
KACITA	Kampala City Traders Association
KCCA	Kampala Capital City Authority
KEP	Katikolo Electrification Project
KIDP	Institutional and Infrastructure Development Project
KIFP	Kalangala and Itanda Falls Conservation and Protection Project
Km	Kilometre
KMC	Kiira Motors Corporation
KOICA	Korea International Cooperation Agency
KPDP	Kampala Physical Development Plan
KPIs	key performance indicators
Kv	Kilo volt
KWh	Kilo Watt per hour
kWh/a	Kilo Watt hour/ annum
LaVMIS	Land Valuation Management Information System
LC	Local Council
LDC	Law Development Centre
LDC-LAC	Law Development Centre Legal Aid Clinic
LEAF III	Lakes Edward and Albert Integrated Water Resources Management Project
LED	Local Economic Development
LEGS	Local Economic Growth
LG	Local Government
LGFC	Local Government Finance Commission
LGSPF	Local Government Servants Pension Fund
LIS	Land Information System
LMIS	Labour Market Information System
LoCAL	Local Climate Adaptive Capacity
LPG	Liquified Petroleum Gas
LPI	Logistics Performance Index
LSD	Lumpy Skin Disease
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MALGs	Ministries, Agencies, and Local Governments
MATIP 3	Markets and Agricultural Trade Improvement Project 3

Mbps	Megabyte per second
MDALGs	Ministries, Departments, Agencies and Local Governments
MDAs	Ministries, Departments and Agencies
MDIs	Microfinance Deposit-taking Institutions
MEACA	Ministry of East African Community Affairs
MEAL-Plan	Monitoring, Evaluation, Accountability and Learning Plan
MEMD	Ministry of Energy and Mineral Development
MEP	Makerere University Lung Institute Expansion Project
MFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MG	Mega Watt
MGR	Meter Gauge Railway
MHWCP	Mitigating Human-Wildlife Conflict Project
MIA	Ministry of Internal Affairs
MICE	Meetings, Incentives, Conferences and Events
min/km	Minutes per Kilometre
MISs	Management Information Systems
MKCC&MA	Ministry of Kampala Capital City and Metropolitan Affairs
ML	Machine Learning
ML/TF/PF	Money Laundering/Terrorism Financing/Proliferation Financing
MLG	Ministry of Local Government
MLHUD	Ministry of Lands, Housing and Urban Development
MMU	Mountains of the Moon University
MoDVA	Ministry of Defence and Veterans Affairs
MOES	Ministry of Education and Sports
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance, Planning, and Economic Development
MoGLSD	Ministry of Gender Labour and Social Development
MOH	Ministry of Health
MoIAs	Ministry of Internal Affairs
MoICT	Ministry of Information and Communication Technology
MoICT&NG	Ministry of Information, Communication, Technology and National Guidance
MoJCA	Ministry of Justice and Constitutional Affairs
MoKCCMA	Ministry of Kampala Capital City and Metropolitan Authority
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing and Urban Development
MOPS	Ministry of Public Service
MoTIC	Ministry of Trade, Industry and Cooperatives
MoUs	Memoranda of Understanding
MoWT	Ministry of Wax and Transport
MPs	Members of Parliament
MSC	Micro Finance Support Center
MSMEs	Micro, Small, and Medium Enterprises
MT	Metric Tonne
MTAC	Management Training and Advisory Centre

MTIC	Ministry of Trade, Industry and Cooperatives
MTR	Mid-Term Review
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MUBS	Makerere University Business School
Muk	Makerere University
MUST	Mbarara University of Science and Technology
MUWSP	Mid-Western Urban Water and Sanitation Project
MVA	Mega Voltage Amperes
MW	Mega Watt
MWE	Ministry of Water and Environment
MZOs	Ministry Zonal Offices
NAGRC	National Animal Genetic Resources Centre & Data Bank
NALI	National Leadership Institute
NAM	Non-Aligned Movement
NAPR	National Annual Performance Report
NARO	National Agricultural Research Organisation
NBI	National Backbone Infrastructure
NBSAP II	National Biodiversity Strategy and Action Plan II
NCA	Natural Capital Accounts
NCD	National Curriculum Development
NCDC	National Curriculum Development Centre
NCHE	National Council for Higher Education
NCS	National Council of Sports
NDA	National Drug Authority
NDP	National Development Plan
NDPI	National Development Plan One
NDPII	National Development Plan Two
NDPIII	National Development Plan Three
NDPIV	National Development Plan Four
NDR	National Development Report
NEETs	Not engaged in Employment, Education or Training
NEMA	National Environment Management Authority
NEMA-IDP	National Environment Management Authority Infrastructure Development Project
NGO	Non-Governmental Organisation
NHAPR	National Half Annual Performance Report
NHCC	National Housing and Construction Company
NHRDP	National Human Resource Development Plan
NHRS	National Human Resource Survey
NIRA	National Identification and Registration Authority
NITA-U	National Information Technology Authority Uganda
NLGRB	National Lottery Gaming and Regulatory Board
NMR	Nuclear Magnetic Resonance Spectroscopy Unit
NMS	National Medical Stores
NPA	National Planning Authority
NPDP	National Physical Development Plan

NQF	National Qualifications Framework
NRCA	National Records Centre and Archives
NRCCLWM	Natural Resource, Environment, Climate Change, Land, and Water Management
NRIP	National Research and Innovation Programme
NSD	National Supplier Database
NSDI	National Spatial Data Infrastructure
NSI	National Standard Indicator Framework
NSSF	National Social Security Fund
NSTL	National Seed Testing Laboratory
NTBs	Non-Tariff Barriers
NTDC	National Technology Demonstration Center
NTR	NonTax Revenue
NUSAF	Northern Uganda Social Action Fund
NWSC	National Water and Sewage Corporation
OAG	Office of the Auditor General
OBRS	Online Business Registration System
ODPP	Office of the Director of Public Prosecutions
OFID	OPEC Fund for International Development
OHS	Occupational Health and Safety
OIAG	Office of Internal Auditor General
O-level	Ordinary Level
OP	Office of the President
OPM	Office of the Prime Minister
OSBPS	One Stop Border Posts Strategy
OSH	Occupational Safety and Health
OWC	Operation Wealth Creation
PAC	Public Accounts Committee
PACOB	Presidential Advisory Committee on Budget
PAPs	Project Affected Persons
PAU	Petroleum Authority of Uganda
PBBS	Programme Based Budgeting System
PBS	Programme-Based System
PDM	Parish Development Model
PDMIS	Parish Development Model Information System
PDPs	Physical Development Plans
PEAP	Poverty Eradication Action Plan
PFM	Public Financial Management
PFMA	Public Finance Management Act Cap.171
PIAPs	Programme Implementation Action Plans
PIBID	Presidential Initiative on Banana Industrial Development
PIFS	Public Investment Financing Strategy
PIMs	Public Investment Management
PIMs CoE	Public Investment Management Centre of Excellence
PIP	Public Investment Programme
PIRT	Presidential Investors Round Table

PMIS	Prisons Management Information System
PMS	Premium Motor Spirit
PPDA	Procurement and Public Disposal Authority
PPPs	Public-Private Partnerships
PPR	Goat Plague
PRESIDE	Presidential Scientific Initiative on Epidemics
PRIR	Petroleum Revenue Investment Reserve
PROCAMIS	Prosecution Case Management Information System
PSC	Programme Skills Cordination
PSD	Private Sector Development
PSFU	Private Sector Foundation Uganda
PSOs	Payment System Operators
PSPF	Public Service Pension Fund
PSPS	Public Service Pension Scheme
PSTP	Public Sector Transformation Programme
PUE	Productive Use of Energy
PV	Power Volt
PWDs	People with Disabilities
PWGs	Programme Working Groups
QALYS	Quality-adjusted Learning Years of Schooling
QR	Quick Response codes
R&D	Research and Development
RAPEX	Rationalisation of Government Agencies and Public Expenditure
RDC	Resident District Commissioner
REAPII	Resource Enhancement and Accountability Programme II
RESUSODI	Readiness Support to Social Development Institutions
RHDs	Refugee-Hosting Districts
RRH	Regional Referral Hospital
RSD	Refugee Status Determination
SACCOs	Savings and Credit Cooperative Organisations
SAGE	Social Assistance Grants for Empowerment
SDGs	Sustainable Development Goals
SEAs	Socioeconomic Analysis
SFLP	Strengthening Forest Protection and Landscape Resilience
SGBV	Severe Gender Based Violance
SGR	Standard Gauge Railway
SH	State House
Shs	Shillings
SIMPO	Security Interest in Movable Property Registry
SMEs	Small and Medium-sized Enterprises
SNE	Special Needs Education
SOEs	State-Owned Enterprises
SRH	Sexual and Reproductive Health
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
STI-OP	Science, Technology, and Innovation – Office of the President

SuBID	Sustainable Biofuels Infrastructure Development Project
SUH	Sustainable Urbanisation and Housing Programme
SUICOLEW	Support for Integrated Community Learning for Wealth Creation
SUIP	Soroti University Infrastructure Project
SUMIP	Support Uganda Mineral-based Industrialisation Project
TAAC	Transparency, accountability and Anti-Corruption
TAT	Tax Appeals Tribunal
TB	Tuberculosis
TBI	Technology and Business Incubators
TBT	Technical Barriers to Trade
TFR	Total Fertility Rate
THE	Total Health Expenditure
TIP	Trafficking In Persons
ToRs	Terms of Reference
TRSWR	Total Renewable Surface Water Resources
TVET	Technical and Vocational Education and Training
U5	Under five
UAC	Uganda AIDS Commission
UAIS	Uganda Agricultural Insurance Scheme
UBC	Uganda Broadcasting Corporation
UBOS	Uganda Bureau of Statistics
UBTEB	Uganda Business and Technical Examinations Board
UCAA	Uganda Civil Aviation Authority
UCC	Uganda Communications Commission
UCDA	Uganda Coffee Development Authority
UCI	Uganda Cancer Institute
UCICO	Uganda Construction Industry Commission
UCMID	Uganda Cities and Municipalities Infrastructure Development Project
UCREPP	Uganda Covid-19 Response and Emergency Preparedness Project
UCSATP	Uganda Climate Smart Agricultural Transformation Project
UDB	Uganda Development Bank
UDC	Uganda Development Corporation
UDHS	Uganda Demographic Health Survey
UDP	Urban Development Program
UEDCL	Uganda Electricity Distribution Company Limited
UEGCL	Uganda Electricity Generation Company Limited
UEHSIP	Uganda Essential Health Services Improvement Project
UETCL	Uganda Electricity Transmission Company Limited
UFZEPA	Uganda Free Zones and Export Promotion Authority
UG	Uganda
UGIP	Uganda Green Incubation Project
UGRF	Uganda Geodetic Reference Framework
UHI	Uganda Heart Institute
UHRC	Uganda Human Rights Commission
UHSTP	Uganda Health Services Transformation Project
UHTTI	Uganda Hotel and Tourism Training Institute

UIA	Uganda Investment Authority
UICT	Uganda Institute of Information and Communications Technology
UIPE	Uganda Institute of Professional Engineers
UIRI	Uganda Industrial Research Institute
ULC	Uganda Law Council
ULRC	Uganda Law Reform Commission
UMA	Uganda Manufacturers Association
UMI	Uganda Management Institute
UMRA	Uganda Microfinance Regulatory Authority
UN	United Nations
UNAP III	Uganda Nutrition Action Plan III
UNBS	Uganda National Bureau of Standards
UNCC	Uganda National Cultural Centre
UNCCI	Uganda National Chamber of Commerce and Industry
UNCST	Uganda National Council for Science and Technology
UNFCC	United Nations Framework on Climate Change
UNHCR	United Nations High Commissioner for Refugees
UNHS	Uganda National Household Survey
UNMC	Uganda National Mining Company
UNNC	Uganda National Nuclear Company
UNOC	Uganda National Oil Company
UPDF	Uganda People's Defence Force
UPE	Universal Primary Education
UPF	Uganda Police Force
UPHL	Uganda Property Holdings Limited
UPIK	Uganda Petroleum Institute Kigumba
UPMA	Uganda Pharmaceutical Manufacturers Association
UPS	Uganda Prisons Service
URA	Uganda Revenue Authority
URBRA	Uganda Retirement Benefits Regulatory Authority
URC	Uganda Railway Corporation
URF	Uganda Road Fund
URSB	Uganda Registration Services Bureau
URSB	Uganda Registration Services Bureau
US	United States
USD	United States Dollar
USE	Universal Secondary Education
USMID	Uganda Support to Municipal Infrastructure Development
USSIA	Uganda Small Scale Industries Association
UTB	Uganda Tourism Board
UTC	Uganda Technical College
UTEL	Uganda Telecommunications Corporation Limited
UVRI	Uganda Virus Research Institute
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Conservation Education Centre
UWEP	Uganda Women Empowerment Program

UWRTI	Uganda Wildlife Research and Training Institute
VAT	Value Added Tax
VDTs	Vaccines, Diagnostics and Therapeutics
VSLA	Village Savings and Loan Association
WASAP	Water for Smallholder Agricultural Production Project
WASH	Water, Sanitation and Hygiene
WfP	Water for Production
WHO	World Health Organisation
WSDF-K	Water and Sanitation Development Facility – Karamoja
WTO	World Trade Organisation
YLP	Youth Livelihood Programme
YVCF	Youth Venture Capital Fund

FOREWORD

"Kamwe-kamwe nigwo muganda." In the English language, this proverb is translated as follows: *"One by one makes a bundle."* There is another English proverb that says: *'When you pursue two, you catch neither".* Similarly, when the NRM captured power, in 1986, we were confronted with a real dilemma: On the one hand, as a result of more than two decades of bad leadership, Uganda had become a collapsed state. This means that the country was entrapped in a web of multiple challenges. We summarized these challenges as the ten (10) strategic bottlenecks to development. They included: ideological disorientation; a weak state, especially the army, that needed restructuring; the suppression of the private sector; the underdevelopment of the human resource; the underdevelopment of the infrastructure (the railways, the roads, the electricity, the telephones, piped water, etc.); a small market; lack of industrialization; the underdevelopment of the services sector (hotels, banking, transport, insurance, etc.); the underdevelopment of agriculture; and the attack on democracy. This dire situation was compounded by the fact that the means i.e. resources to address these challenges did not exist. Therefore, we had to adopt the wisdom and discipline expressed in the proverbs quoted above, by prioritizing investment in strategic sectors, that could influence the structure of costs in the whole economy.

We started by addressing the priority areas, like ensuring peace and stability across the country. This is the *sine qua non* of development. Investment in the critical social and economic infrastructure was also prioritised i.e. the roads, electricity, ICT backbone, hospitals, schools, etc. Human capital development was achieved through the introduction of free education programmes such as UPE, USE, etc.; and the early mass immunisation campaigns to guarantee a healthy and educated population. This was important for establishing a solid economic base or foundation, for achieving the socio-economic transformation of Uganda. Infrastructural developments are not an end in themselves. They are simply a means to an end; the envisioned goal is to transition our societies from a subsistence way of life to the modern money economy. This means ensuring that every household, in Uganda, takes advantage of the existing infrastructure and the wealth funds, to generate family wealth and jobs. The Fourth National Development Plan (NDP1V) has been designed for that purpose. Its objective is to provide direction and harmonise the efforts towards ensuring that the remaining 38% of the homesteads, that are still in subsistence farming, are integrated into the money economy and that the 62% that are already in the money economy expand and become billionaires so as to earn more and create more jobs.

In a modern economy, you need two players: the producers i.e. the wealth creators in the four sectors of commercial agriculture, industries, services and ICT and the consumers i.e. the market. Government will continue to mobilise and organise our producers and open markets for Ugandan products. In order to fetch more value from our wide range of products, we must stop the export of raw materials. All our products i.e. coffee, maize, cocoa, iron ore, milk, etc., must be processed in Uganda. This will open opportunities for greater employment of our youthful population and boost government revenues. Therefore, I urge all the stakeholders to support the implementation of the Fourth National Development Plan (NDPIV). It is a vehicle for achieving point number three of the NRM's four principles ideology, which is Socio-economic Transformation. It is the NRM's prescription for poverty and social backwardness. Patriotism (unity of

Uganda) helped us to defeat sectarian politics; Pan-Africanism (unity of Africa) has integrated Uganda to the huge markets of East Africa and Africa; and Democracy has created equality and opportunities for Ugandans. However, it is point number three- Socio-economic Transformation, that will enable our people to reap the benefits of Africa's big market of 1.3 billion people.

Finally I commend National Planning Authority and Ministry of Finance, Planning and Economic Development for developing NDPIV. Uganda's march to achieving socio-economic transformation is unstoppable.

I thank you.

Y.K. Museveni

PRESIDENT OF THE REPUBLIC OF UGANDA

28/03/2025.

EXECUTIVE SUMMARY

Uganda's economic development is traced through distinct stages, reflecting its transformation over time. The economy during the colonial era was based on subsistence farming and barter trade, with the introduction of cash crop agriculture driven by colonial interests marking a shift toward a market-oriented economy. The immediate post-independence period (1962-1970) was characterised by heavy reliance on the export of primary commodities, with minimal industrialisation and a limited pool of skilled labour. This dependency made the economy vulnerable to external shocks. The period of economic and political turbulence (1971-1986) saw a sharp decline in production and productivity, as key sectors were disrupted by instability and mismanagement. Between 1986 and 1996, Uganda experienced a phase of economic recovery and transition. Reforms were introduced to stabilise the economy and encourage growth. From 1997 to 2009, the Poverty Eradication Action Plan (PEAP) guided efforts to reduce poverty and improve public services, aiming to enhance living standards for the population. The growth and socio-economic transformation period (2010 to the present) has focussed on increasing competitiveness by addressing fundamental economic constraints and leveraging opportunities to transition Uganda into a modern and prosperous nation. This phase has seen the implementation of three National Development Plans (NDPs), prioritising investments in infrastructure and human capital to lay the groundwork for sustained growth and transformation.

This National Development Plan - FY2025/26-2029/30 (NDPIV) is the fourth in a series of six National Development Plans (NDPs) aimed at accelerating the socio-economic transformation of the country. It is the first of three 5-year NDPs that will deliver the 10-fold economic growth, which is expected to be achieved by doubling the size of the economy every five years.

To ensure a substantial impact, the Plan lays out strategies to close implementation gaps and address distortions that impede the effective utilisation of the factors of production. Relatedly, given the narrowing fiscal space, innovative financing mechanisms will be harnessed to close the funding gaps, as well as leverage private sector involvement in the implementation of the Plan. The Plan builds on the progress made, challenges encountered and lessons learnt from the previous three plans.

The key achievements that have been registered during the implementation of the previous plans include:

i) Peace, security and macroeconomic stability have been attained. These should be sustained;
ii) The economy has more than tripled to Shs. 202.73 trillion in FY2023/24 from Shs. 64.8 trillion in FY2010/11, at the onset of NDPI;
iii) Domestic revenue collections have increased to Shs. 27.7 trillion during the FY2023/24 from Shs. 6.4 trillion in FY2010/11;

iv) The stock of paved national road network has increased to 6,199 km (29.5% of a total of 21,020 km) in FY 2023/24 from 3,112 km in FY2010/11;
v) Installed electricity generation capacity increased to 2,047 MW in FY 2023/24 from 595 MW in FY2010/11. Relatedly, the proportion of the population with access to electricity increased to 58% in FY2023/24 from 24% in FY2017/18;
vi) Life expectancy has improved to 68.2 years in FY2023/24 from 63.3 in FY 2010/11 and so have several health indicators;
vii) Poverty has decreased to 16.9% in FY2023/24 from 24.5% in FY2010/11 and the subsistence economy to 33.1% in FY2023/24 from 69% in FY2010/11;
viii) The percentage of the population subscribed to the internet rose to 53% in 2022 from 1.8% in 2010; and
ix) The National Backbone infrastructure extended to 4,300 km in 2022/23 from 1,380 km in 2010/11.

However, there are still several limiting factors and challenges, including:

i) The proportion of the population outside the money economy is high, with the proportion of households in the subsistence economy at 33.1% (3.5 million) in FY2023/24;
ii) Poor enterprise selection, leading to limited income generation and financial instability. Many households still invest in low-return or unsustainable ventures, leading to limited income generation and financial instability;
iii) Underutilisation of productive assets leading to sub-optimal returns and economic growth. For instance, the agricultural sector operates far below its potential due to inefficient use of arable land, limited mechanisation, and poor market linkages. A majority of the working population is trapped in low-value agriculture and informal sector, with earnings below its contribution to production;
iv) Extensive land fragmentation, land ownership challenges and distortions constrain production and undermine productivity. Small parcels due to fragmentation of land limit the adoption of modern farming techniques that require larger consolidated areas for cost-effectiveness. Land use is further constrained by ownership challenges and the land market is highly speculative, leading to mispricing;
v) Despite the existence of abundant resources (land, minerals, tourist attractions), there is limited value addition and the tourism potential is still untapped;
vi) High transportation and electricity costs. Transport costs in Uganda, are among the highest globally, which results in inflated costs of consumer goods and inputs thus reduced profit margins (reduced competitiveness) for the private sector, with delays averaging 2-3 days per trip on major trade corridors. Additionally, the electricity tariffs are still high averaging US cents 10 kWh industrial establishments, as of December 2022;
vii) The cost of capital (money) is relatively high and it is short-term in nature. This is partly attributed to speculative tendencies, the oligopolistic nature of the banking sector, the high risk for many borrowers, and the application of a prime lending regime in a subprime

market. Uganda's financial market is largely dominated by short-term capital that cannot finance long-term investments;

viii) Transport infrastructure is less rationalised and largely biased towards roads (90%), which has led to significant inefficiencies. The low investment in other modes of transport has limited interoperability, increased the cost of transport, and limited access to areas with potential for tourism, minerals, oil, or agriculture among others;

ix) Limited internal and regional markets and the persistence of non-tariff barriers (NTBs) significantly hinder the country's economic growth and trade potential. Uganda has failed to exploit the largest potential at the continental level (AfCFTA) in sugar products, palm oil, meat, pharmaceuticals, milk, and fish;

x) The heavy reliance on rain-fed agriculture, with limited irrigation, makes the economy highly vulnerable to climate variability, as erratic rainfall patterns, droughts, and floods frequently disrupt farming cycles, leading to reduced crop yields, livestock productivity, and food insecurity;

xi) Investment in and use of Science, Technology, and Innovation (STI) is still low to generate the required momentum for value addition, industrialisation, and socio-economic transformation;

xii) Domestic revenue generation, averaging 13.7% of GDP since FY2021/22, is inadequate to finance the implementation of development plans;

xiii) The private sector, which is expected to drive growth and employment, is largely informal with survival and transition challenges;

xiv) High cost of public sector management and weak coordination & administration undermine effective implementation of development interventions. Over the past decade, the cost of public administration has risen significantly without a proportionate increase in domestic resources to finance it, reducing the available fiscal space. This has been financed by crowding out development expenditure which has reduced significantly over the period;

xv) Efforts to market and promote Uganda's brand in key destination markets are limited, ad hoc, and disjointed and the GKMA, the face of the country, remains unattractive and suffers from high congestion, long travel times, pollution, and petty crimes, all of which affect the marketability of the country;

xvi) Budget credibility has been undermined by frequent supplementary requests which have increased from 6.7% of the budget in FY2017/18 to 9.7% in FY2021/22, which is way above the required threshold of 3%. The supplementary requirements create a need for additional funding which has worsened the debt problem;

xvii) There has been slow implementation of core projects, hindering the realisation of the planned results;

xviii) Industrial parks and free zones are inadequately developed to drive the value addition and industrialisation agenda;

xix) High vulnerability to climate change and unsustainable use of natural resources pose a threat to sustainable development. The country has suffered from increased frequency and intensity of extreme weather vagaries (floods, landslides, and drought) due to climate change;

xx) Regional imbalances have remained despite the various affirmative programmes and projects implemented by the Government;

Some lessons have been learnt and considered while developing the NDPIV from the implementation of the previous three plans, including:

i) A peaceful and secure environment attracts domestic and foreign investment as investors seek stable locations where their assets and operations are secure. Similarly, macroeconomic stability, characterised by low inflation and stable exchange rates, provides a predictable environment for economic growth;

ii) Macro-level interventions need to be accompanied by planned micro-level household-based planning and interventions with deliberate mobilisation of the households to engage in market-oriented production to achieve a fully monetised economy. Therefore, the Parish Development Model (PDM) should be amplified to ensure that macro-level policies are responsive to local needs;

iii) Good Plans in themselves, without collaborative implementation, sustained follow-up, and accountability for results, do not guarantee the realisation of the desired change;

iv) Prioritisation and sequencing of development interventions are key for generating impact from the constrained resource envelope. By focussing on high-priority areas, the country avoids spreading resources thinly across too many projects, leading to more meaningful outcomes;

v) There is a need to perfect and refine the programme approach to planning, budgeting and implementation to enhance synergies, coordination, sequencing, and linkage of resources to results;

vi) Availability of financing alone without readiness for implementation is not sufficient in the delivery of development plans; and

vii) Addressing distortions in the factors of production is necessary to improve efficiency and resource utilisation, thereby enhancing production capacity and enabling greater value addition needed to achieve double-digit growth.

Given the lessons highlighted above, the Plan emphasises the following approaches to ensure the achievement of the desired results:

i) **A prioritisation logic which emphasises value addition in productive areas with great potential to drive socio-economic transformation.** Cognizant of the resource constraint, only key flagship projects and investments with the potential to propel the economy to double-digit growth, coupled with the generation of new jobs and incomes for the majority of Ugandans. Therefore, discretionary resources of the budget will only be allocated to these priority areas;

ii) **The programme approach introduced in the previous plan will be consolidated to ensure the effective delivery of results.** This is aimed to eliminate the silo approach to service delivery to maximise the impact of development programmes. In this regard, the formulation of the Programme Implementation Action Plans (PIAPs) has been decentralised to strengthen ownership and development of programme strategies, objectives, priorities, results and budgets;

iii) **Indicative Planning Figures (IPF) to ensure that the Plan is more fiscally realistic.** The Plan also emphasises the need to explore innovative financing options to reduce reliance on the already stretched traditional sources. In addition, the Plan emphasises revenue generation activities across all programmes to ensure increased revenue during the implementation period;

iv) **Integration of Science, Technology and Innovation (STI), including ICT** into all other sectors of the economy to provide new sources of growth. This is expected to increase productivity and competitiveness in these sectors, driving growth and employment.

v) Development and enforcement of **service and service delivery standards** to increase efficiency in the delivery of public services.

Regional and Global Development Context

The Plan has also been designed within the regional and global development outlook. The key regional and global agenda informing the plan includes: the Africa Agenda 2063, Agenda 2030, EAC 2050 and other development frameworks. For example, the Africa Continental Free Trade Area (AfCFTA) is likely to spur increased interest in foreign direct investment and open new markets for Ugandan products. The plan is cognisant of the challenges and threats posed by regional and global trends, including a constrained global financial environment; elevated trade policy uncertainty; security threats and cross-border conflicts; and increasing climate change and environmental challenges.

NDPIV Strategic Direction

The goal of this Plan is to ***"achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation".*** The goal will be pursued under the overall theme of ***Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation.***

In pursuit of the goal, the Plan is focussed on exploiting high-impact growth areas that will propel a double-digit growth over the NDPIV period and subsequently contribute to 10-fold growth of the economy over the 15 years leading up to 2040. The government will aggressively invest in improving the country's competitiveness by prioritising development opportunities and ensuring a rapid uptake of STIs in the identified growth areas. These areas include: (i) Full monetisation of the economy; (ii) Value addition and industrialisation; (iii) agriculture, (iv) tourism development; (v) mineral-based industrial development; (vi) ICT; and (vii) Finance.

The key objectives of the Plan are:

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

NDPIV Prioritisation Logic

The Plan emphasises value addition as a main strategy for accelerating growth, employment, and wealth creation to achieve higher household incomes and full monetisation. By focussing on value addition, Uganda aims to raise the necessary resources to finance the government's commitment to the universal goals towards the provision of education, health, and water, among others. In addition, the country's competitiveness in the regional and global markets will be boosted.

By addressing distortions in the factors of production, including land, capital, labour, entrepreneurship, and knowledge, there will be improved efficiency and resource utilisation, thereby enhancing production capacity and enabling greater value addition, which is needed to achieve double-digit growth. Critical interlinkages among the inputs, processes, outputs, and support systems for value addition will be strengthened. Effective marketing (market research, commercial diplomacy, etc.), logistics, and compliance with standards are key for ensuring the efficient delivery of value-added products to markets. However, an integrated approach is needed to support the value-addition agenda, underpinned by financing, good governance, peace, security, and macroeconomic stability.

The Plan prioritises the following, in line with the prioritisation logic and the Government's focus;

i) Value addition to agriculture (including fisheries and commercial forestry), Tourism, Minerals, and Oil & Gas (petrochemical industry, i.e., refinery and Kabalega industry park);
ii) Infrastructure to support value addition (energy generation, transmission, & distribution, STI parks, special export processing zones, industrial parks, and EACOP) and maintenance of existing infrastructure;
iii) The knowledge economy (Science, Technology, and Innovation), including Information Communication and Technology (ICT);
iv) Railways (Standard Gauge Railway and Meter Gauge Railway) to connect Uganda to regional and external markets and ease the cost of doing business;

v) Reduction of the cost of credit, especially through the Uganda Development Bank (UDB) and Uganda Development Corporation (UDC),
vi) Full monetisation of the economy through the various wealth creation initiatives, including Parish Development Model (PDM) and EMYOOGA;
vii) Cultural & creative industry and sports (including hosting of the African Cup of Nations (AFCON));
viii) Cost-effective solutions to deliver and consolidate gains in social services (health and education);
ix) Greater Kampala Metropolitan Area (GKMA). GKMA is to be positioned as Uganda's major logistical hub, a catalyst and springboard for increasing productivity in all aspects of the economy, including FDI, tourism, efficient public services, and highly improved quality of life; and
x) Revenue generation. Full implementation of the Domestic Revenue Mobilisation Strategy (DRMS) and seeking innovative revenue generation across all government entities.

Expected results

At the end of the five years, the following key results are expected to be achieved: improved learning outcomes and acquisition of skills relevant to the job market; improved quality of life; improved access to services for social care, protection, safety and equity; a conducive environment for private sector investment is created, firms are competitive and meet national, regional and international standards; empowered youth, women and other categories of the labour force; improved transport services, connectivity and cost-effectiveness usability; increased access to clean, reliable, affordable and climate-smart energies; increased land under irrigation; increased penetration and usage of ICT services; increased peace, stability, accountability and civic participation; and increased government effectiveness, access to public goods & services, and good image.

Development Strategies

For successful implementation of the Plan, the following key development strategies will be pursued: (i) increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services; (ii) promote sustainable use and management of natural resources; (iii) improve access, equity, and quality of education at all levels; (iv) improve access, equity and quality of healthcare at all levels; (v) enhance access to Water, Sanitation, and Hygiene (WASH); (vi) promote community mobilization and mindset change; (vii) expand social protection safety nets; (viii) institutionalize human resource planning and promote industry driven skilling and training; (ix) promote empowerment and livelihood programmes for special interest groups (x) promote decent employment opportunities; (xi) leverage the culture and creative economy for employment and domestic resource mobilization; (xii) promote games and sports; (xiii) promote nutrition for all; (xiv) reduce the cost of doing business; (xv) promote local content particularly for MSMEs; (xvi) increase competitiveness in regional and international markets; (xvii) strengthen public-private partnerships; (xviii) inculcate the entrepreneurship mindset; (xix) prioritize infrastructure maintenance; (xx) develop intermodal and seamless transport infrastructure; (xxi) increase access to clean, reliable, and affordable energy; (xxii) increase access to reliable and affordable ICT services; (xxiii) leverage urbanization for socio-economic transformation; (xxiv) strengthen the rule of law; (xxv) consolidate and sustain peace and security; (xxvi) increase government investment and participation in strategic areas; (xxvii) improve capacity and accountability for implementation of public programmes; (xxviii) leverage capacity of the non-state actors to implement the national plan; (xxix) increase civic participation in the development process, decision making, and democratic governance; (xxx) improve international relations and commercial diplomacy (xxxi) sustain a stable macroeconomic environment; and (xxxii) increase domestic resource mobilization while exploring innovative financing options.

Development Programmes

The Plan has identified eighteen (18) programmes that have been designed to deliver the required results. The programmes are classified under four broad clusters depending on the development thematic areas they contribute to most. The clusters include: Production and Value Addition; Social Development; Enablers; and Governance.

Production and Value Addition Cluster

1. **Agro-industrialisation Programme**: This aims to increase value addition to agricultural products. The key focus areas are: the development and operationalisation of value-addition infrastructure; strengthening harvest and post-harvest handling; enhancing production and competitiveness of agricultural products for domestic, regional and international markets; strengthening specialised extension services; strengthening the adoption and integration of STI in agriculture; strengthening farmers' field schools and cooperatives; de-risking agro-industry; eliminating counterfeits & low quality agro-inputs; and strengthening coordination, legal, and institutional framework for agro-industry.

2. **Sustainable Extractives Industry Development Programme**: This aims to ensure sustainable exploitation, value addition, and commercialisation of extractives for resource-based industrialisation. The key focus areas are: increasing value addition, transportation & storage infrastructure; increasing the adoption of appropriate mining technologies & practices; formalising the mining industry; enhancing human and local enterprise capacity to participate in and develop the extractives industry; and strengthening the policy, legal, institutional & regulatory framework.

3. **Tourism Development Programme**: This aims to position the country as a preferred tourist destination. The key focus areas are: increasing tourism-related research and uptake; development, improvement, and diversification of tourism products; improving tourism

infrastructure (transport, trails, electricity, ICT, accommodation and Meetings, Incentives, Conferences & Exhibitions (MICE)); reducing the tourism skills gaps; strengthening and harmonising marketing & promotion of Uganda as a preferred destination; strengthening enforcement of tourism standards and regulations; and strengthening conservation and protection of natural resources.

4. **Private Sector Development Programme**: This aims to increase the survival and transition of private enterprises. The key focus areas are: reducing the cost of doing business; ensuring market access and competitiveness of goods and services; strengthening the capacity of local firms to tap into public investment opportunities; enhancing the survival and growth of private enterprises; and strengthening the private sector organisational and institutional capacity.

5. **Manufacturing Programme**: This aims to increase secondary and tertiary value-added manufacturing. The key focus areas are: strengthening the capacity of industry to advance to secondary and tertiary manufacturing; accelerating the development and use of research innovations and adoption of appropriate technologies for secondary and tertiary value addition; strengthening collaboration between industry, academia, and research institutions; supporting market access and development for manufactured products; and strengthening the policy, legal & institutional framework for manufacturing.

Enablers Cluster

6. **Natural Resources, Environment, Climate Change, Land and Water Management Programme:** This aims to ensure sustainable management and utilisation of land, environment & natural resources and effective response to climate change and other disasters. The key focus areas are: strengthening land administration and management; restoration of wetlands & forest cover; reducing the country's vulnerability to climate change; reduction of air and water pollution levels; increasing research and application of STI; strengthening capacity to tap climate finance; value addition to forests & other natural resources; and strengthening institutional coordination, enforcement & implementation of policies & laws.

7. **Integrated Transport Infrastructure and Services Programme**: This aims to have a seamless, safe, inclusive and sustainable multi-modal transport system. The key focus areas are: diversification of the transport infrastructure by fast-tracking railway and water transport investments; maintenance of existing transport infrastructure; investment in mass public transport especially in GKMA; cost-effective ways of infrastructure development and maintenance; diversification of financing and revenue generation for infrastructure development; and strengthen policy, legal and regulatory framework.

8. **Sustainable Energy Development Programme**: This aims to increase access to and consumption of reliable, affordable, clean, and modern energy services. The key focus areas are: increase in primary energy consumption; increase in the proportion of the population

accessing electricity; reduction in the share of biomass energy used for cooking; increase in transmission capacity; and enhanced grid reliability.

9. **Digital Transformation Programme**: This aims to increase ICT penetration and usage of ICT services for efficiency gains and job creation. The key focus areas are: increasing connectivity across the country; enhancing support systems for digital innovations and entrepreneurship; reducing the cost of end-user devices and digital services; fostering digital skills & literacy; promoting cybersecurity and data protection; and strengthening enforcement of policies, laws & regulatory frameworks and institutional coordination.

10. **Innovation, Technology Development and Transfer Programme**: This aims to increase commercialisation of STI products and services. The key focus areas are: developing requisite STI infrastructure; increasing the stock of specialised STI human capital; developing the STI ecosystem; and strengthening the regulatory environment.

Social Development Cluster

11. **Sustainable Urbanisation and Housing Programme**: This aims to attain well-planned and productive urban centres with affordable housing. The key focus areas are: enhancing the implementation of the urban plans; developing and maintaining urban transport, lighting, and housing infrastructure; developing and improving supportive infrastructure and facilities for the creative industry; developing appropriate drainage and waste management systems; providing business development services; improving the land acquisition process; and strengthening the policy, legal, institution, and coordination frameworks.

12. **Human Capital Development Programme**: This aims to achieve a healthy, knowledgeable, skilled, ethical and productive population. The key focus areas are: strengthening the foundation for human capital; reducing knowledge and skills gaps; strengthening talent development and nurturing; developing and maintaining supportive infrastructure and facilities for the creative industry, sports, health, and education; increasing adoption of preventive health measures; reducing child labour, child marriages, and teenage pregnancies; improving food and nutrition security; increasing access; and coverage of Water, Sanitation & Hygiene (WASH); increasing coverage of social protection; reduce gender inequality and inequities; increasing participation in government programmes and wealth creation initiatives; institutionalising and integrating human resource planning and development; reducing the cost of provision and access to health and education services, and ensuring decent and productive work environment for all.

13. **Regional Development Programme**: This aims to improve the delivery of decentralised services and achieve balanced regional development. The key focus areas are: enhancing the capacity of Local Governments to deliver decentralised services; supporting Local Economic Development (LED); enhancing the capacity to generate local revenue; effectively integrating

refugee response; fostering affirmative action; and enhancing legal, institutional, coordination, and regulatory capacity for effective delivery of decentralised services.

Governance Cluster

14. **Public Sector Transformation Programme**: This aims to improve the public sector that is efficient and responsive to the needs of the public. The key focus areas are: strengthening accountability mechanisms; strengthening human resource management in the public sector; enhancing the adoption and usage of e-government services; streamlining government structures and institutions for efficient and effective service delivery; deepening decentralisation and local economic development; and strengthening policy, legal, institutional, and co-ordinational framework.

15. **Governance and Security Programme**: This aims to ensure a peaceful and secure Uganda, adhering to the rule of law. The key focus areas are: enhancing the capacity of the security forces to respond to the existing and evolving threats; enhancing patriotism, national value system and civic awareness; improving Justice, Law, and Order Sector (JLOS) delivery processes; strengthening the fight against corruption; strengthening application & integration of digital solutions; leveraging the capacity of the security forces in production, value addition and infrastructure development; promoting compliance with the Bill of Rights; strengthening democracy; strengthening regional and international relations; strengthening public policy analysis and management; and strengthening the administrative, legal, institutional, and coordination capacity for security and governance.

16. **Administration of Justice Programme**: This aims to improve access to justice for all. The key focus areas are: reducing case backlog in the commercial and land court divisions; improving staffing & skilling; expanding and integrating automated systems; increasing access to legal aid by vulnerable persons; strengthening the legal and regulatory framework; increasing public trust in the justice system; reducing congestion in detention centres; harmonising formal & informal justice processes; and improving physical infrastructure.

17. **Legislation, Oversight and Representation Programme**: This aims to ensure efficient legislation, representation, and accountability for results. The key focus areas are: increasing effectiveness and efficiency in legislative processes; improving alignment of plans to the budgets; improving the quality of representation at all levels; and strengthening the institutional capacity of the programme.

18. **Development Plan Implementation Programme**: This aims to increase the performance of the National Development Plan. The key focus areas are: enhancing development planning capacity; increasing domestic revenue generation; strengthening fiscal discipline; strengthening Monitoring and Evaluation (M&E) systems to track progress; strengthening

coordination of implementation; and strengthening statistical systems for development planning.

Macroeconomic Strategy

Over the Plan period, double-digit growth of 10.13% by FY2029/30 is expected. This is expected to yield an annual average of 884,962 jobs. The GDP per capita is expected to reach USD 2,942, firmly entrenching the country's middle-income status. The economic growth and jobs strategy focus is: increasing productivity of all sectors; pursuing value addition in the agro-processing, tourism, mineral products, oil & gas and mainstreaming STI; redirecting industrialisation to light manufacturing; and ensuring delivery of quality services. Particular focus for jobs will be on: expanding the industrial base, ensuring productivity gains across all sectors; diversifying economic activities to generate job opportunities; and expanding household investment opportunities through the PDM and other wealth creation funds. Urbanisation and tourism development are expected to open up job opportunities in the real estate sector, financial services sector, and accommodation & food services.

Developments in the external sector are expected to contribute positively to growth on account of an increase in exports of high-value commodities. The overall trade balance deficit is expected to improve to 3.5% of GDP in FY2029/30 from 4.5% of GDP in FY2024/25 and average at about 3.6% during the NDPIV period.

The revenue-to-GDP ratio is expected to grow to 18.7% by FY 2029/30 from 14.5% in FY 2023/24, while the expenditure-to-GDP ratio will decline from 24.7% to 19.1% throughout the Plan. However, the increase in revenue will not be sufficient to finance the development needs; therefore, external financing, driven by increased borrowing at concessional and non-concessional terms, will continue to have a significant role in financing debt. Consequently, public debt to GDP is expected to increase to 52.5% in FY 2029/30 from 46.9% in FY 2023/24. Nonetheless, the fiscal deficit is expected to gradually decline to less than 1% by FY 2029/30 in line with the EAC Convergence criteria.

Risks to the attainment of the Macroeconomic Strategy

i) **Subdued global growth in light of heightened uncertainty (Trump effect) could limit external demand for exports, challenging the attainment of the double-digit growth targets.** There is a need to maintain foreign reserves covering at least 3.4 months of imports, actively diversify export markets through bilateral and multilateral trade agreements, and prioritise investment in critical infrastructure like transportation and energy;

ii) **Increased debt servicing costs could divert resources away from critical investments and social services, particularly if revenue growth does not meet projections or if economic growth falls short of expectations.** There is a need to focus on improving efficiency in budget execution while prioritising concessional and semi-concessional loans from bilateral and multilateral agencies for external debt;

iii) **Meeting the revenue targets requires significant improvements in tax administration, including curtailing corruption and expanding the tax base, particularly in sectors like mining and oil, as well as enhancing compliance across the board.** If these improvements do not materialise as planned, revenue targets might not be met, thereby jeopardising the ability to finance key investments and maintain fiscal sustainability. There is a need to address tax evasion and smuggling, broaden the tax base, as well as deploy and implement digital technologies in tax administration;

iv) **The anticipated growth in employment heavily relies on the successful implementation of both public and private investments and projects.** However, delays or inefficiencies in project execution could undermine job creation efforts. Additionally, structural issues in the labour market, such as skills mismatches or regional disparities, could affect the ability to generate the projected number of jobs. This is addressed by prioritising targeted investments in high-growth areas such as agro-processing, tourism, and manufacturing while streamlining project execution to minimise delays.

Financing of the Plan

The overall cost of financing the planned programme interventions over the 5 years is estimated at around Shs. 593,646 billion, of which Shs. 413,206 billion (69.6%) is a contribution by the Public while Shs. 180,439 billion (30.4%) is a private sector contribution. The Plan will be financed from both public and private sources. Public financing will include traditional sources (including domestic revenue, non-tax revenue, grants, domestic and external debt) and non-traditional financing sources (including climate finance, blended finance, infrastructure bonds, and Diaspora bonds).

Implementation Coordination, Monitoring and Evaluation

Implementation reforms have been identified for each programme to ensure the delivery of the desired results. The coordination role of the Office of the Prime Minister is to be strengthened to ensure that all Ministries, Departments, and Agencies (MDAs) focus on the delivery of common programme results, the 'silo' working modality is reduced and synergies are enhanced.

To ensure the operationalisation of the Plan, the Programme Implementation Action Plans (PIAPs), as well as the strategic and development plans of the various Ministries, Departments, Agencies, and Local Governments, are aligned to the Fourth National Development Plan. Implementation of these plans will be linked to the Programme-Based Budgeting System (PBBS). In addition, development partners will align their frameworks to meet the aspirations of the Plan.

Monitoring and evaluation of the Plan will be strengthened through the introduction of systemic and institutional reforms for improved effectiveness. Some of these include: rolling out and operationalising an integrated Web-based NDP performance monitoring system that interfaces with the Programme Budgeting System and the Integrated Financial Management Information System (IFMIS); as well as operationalisation of a High-Level Public Policy Management Executive Forum (APEX Platform) to strengthen effective public policy management and promotion of good governance practices.

Risk Management

The Plan acknowledges the need for risk-informed development as a process and not an event. This is because there is a continuous interaction across local, regional, and global risks, including terrorism, epidemics, cybercrime, natural hazards and disasters, climate change, organised economic crimes, and sabotage, among others. The Plan has therefore identified and analysed various potential (endogenous and exogenous) risks and prescribed possible mitigation, continuous monitoring, and management measures during the Plan period.

PART I: BACKGROUND AND DEVELOPMENT CONTEXT

CHAPTER 1: BACKGROUND

1.1 Introduction

1. **Uganda's economic progress is analysed from the dawn of colonialism to date.** This progress is be categorised into five phases: The colonial period (1900-1962); the immediate post-independence period (1962 -1986); the economic recovery period (1986-1996); the Poverty Eradication Action Plan (PEAP) Phase (1997-2009), and; the growth and socio-economic transformation phase (2010 - to date).

2. **The colonial period was characterised by subsistence farming, barter trade, and the beginnings of cash crop agriculture introduced by colonial interests.** Traditional livelihoods revolved around agriculture, fishing, and pastoralism, with communities primarily cultivating crops like millet, sorghum, bananas, and cassava for sustenance. Livestock, particularly cattle, were significant for wealth, social status, and cultural practices, especially among pastoralist communities. Under colonial influence, cash crops like cotton, coffee, tea, and tobacco were introduced as a key economic activity, laying the foundation for Uganda's integration into the global market on highly disadvantageous terms, relegating the country to the production of raw materials for European industries. This created an enclave economy, with an illusion of modernity surrounded by widespread capitalist structures. These factors combined to ensure that Uganda's economy at the time could not support significant prosperity and development. An analysis of the state of factors of production shows that the economy relied on rudimentary tools and manual labour, with limited infrastructure for transport and communication. Barter trade was common amongst communities, with commodities like food, iron tools, and salt serving as trade items.

3. **The immediate post-independence period (1962-1970) was characterised by heavy reliance on the export of primary commodities, with minimal industrial development and a limited skilled workforce.** While there were some advances in the economy, such as increased production in certain commodities and services, including coffee, cotton, and copper (3Cs), as well as tea, tobacco, and tourism (3Ts), the benefits were not broadly shared. Only about 4% of Ugandan households were part of the money economy by the late 1960s. Services and infrastructure were inadequate to support significant economic transformation, and the focus on raw material exports limited the potential for self-sufficiency and industrial growth. Notably, the education system left Uganda with a limited skilled workforce.

4. **The economic and political turbulence period (1971-1986) was characterised by a drastic decline in production and productivity due to the disruption of key sectors.** The 3Cs and 3Ts that formed the backbone of the economy were severely affected. Cotton production ceased, copper mining stopped, tea output plummeted from 23 million kilograms to 3 million

kilograms, and tourism significantly declined. Coffee and tobacco were the only sectors that limped on. Industrial activity declined, and infrastructure deteriorated due to neglect, mismanagement, and the expulsion of Asians in 1972, resulting in capital flight, reduced Foreign Direct Investment, and international isolation. The formal economy was largely replaced by a parallel market system driven by smuggling, currency parallel markets, and speculation. Agricultural productivity declined due to insecurity, displacement, and limited supply of inputs, exacerbating widespread poverty and food shortages. The GDP shrank by 25% compared to 1970, dropping to $1.26 billion by 1986, with public services such as health and education nearing collapse.

5. **The period between 1986 and 1996 was characterised by economic recovery and transition**. The remnants of the 3Cs and 3Ts were the starting point for recovery. The key sectors of the economy were stabilised due to the implementation of significant reforms to expand and diversify the economy. The scope of economic activity was broadened to include non-traditional cash crops such as maize, beans, bananas, fruits, and milk, which brought in significant foreign earnings. This marked a shift toward diversification of the economy and reduced reliance on the export of traditional raw materials. Whereas there was the recovery of local industries and expansion of infrastructure, value addition remained limited in most sectors, with exports consisting mainly of unprocessed primary commodities. There was an emphasis on the science economy that formed a basis for the introduction of inclusive education programmes such as the Universal Primary Education (UPE), and Universal Secondary Education (USE). Initiatives to strengthen the private sector, attract foreign investment, and rebuild basic infrastructure laid the groundwork for industrialisation.

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

Therefore, the next planning phase prioritised increasing the competitiveness of the economy by addressing the binding constraints.

7. **The Growth and Socio-Economic Transformation period (2010 to date) focuses on increasing competitiveness by strengthening fundamentals and harnessing opportunities to transform the economy from a peasant to a modern and prosperous country**. In line with the Comprehensive National Development Planning Framework (CNDPF), the Uganda Vision 2040 was formulated to attain "*a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years*". The Vision is operationalised through six 5-year national development plans (NDPs). So far, three NDPs have been implemented. The first three plans prioritised investment in infrastructure and human capital to address the binding constraints, to lay a foundation for the exploitation of growth opportunities.

8. **This National Development Plan (2025/26-2029/30) is the fourth in a series of six National Development Plans (NDPs) aimed at accelerating the socioeconomic transformation of Uganda.** Despite laying the foundations for development in infrastructure, security, human capital, and others, the country's progress has been slow. The average growth rate for the last decade has been 4.8% against the Uganda Vision 2040 target of 8.5%. At this rate, the Vision targets of reaching upper-middle-income status with a GDP of USD 581 billion and per capita income of USD 9,500 are unlikely to be realised. A 10-fold increase in the size of the economy (at USD 53.2 billion in FY2023/24) is required to bring back the economy on the critical path to attaining the Uganda Vision 2040 targets in the remaining 15 years. In this regard, a 10-fold growth strategy was developed. The Fourth National Development Plan (NDPIV) is, therefore, the first of the three 5-year NDPs that will deliver the 10-fold growth strategy, which is expected to be achieved by doubling the size of the economy every five years. Therefore, doubling the size of the economy will necessitate achieving double-digit GDP growth rates.

9. **The Plan lays out the approaches, strategies, and implementation reforms necessary to achieve double-digit growth.** The goal of the Plan is to achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation. This is to be achieved through full monetisation of the economy accelerated by: full operationalisation of the Parish Development Model (PDM); sustainable value addition and industrialisation in key growth areas including agriculture, tourism, minerals, oil & gas, the knowledge economy leveraging science, technology & innovation (STI) and information, communication & technology (ICT). In addition, investment in key services, including financial, education, health, transport, energy, and urbanisation, especially in the Greater Kampala Metropolitan Area (GKMA), is prioritised.

10. **In particular, focussing on sustainable industrialisation is premised on the desire to exploit the primary growth anchors of the economy to catapult the 10-fold growth.** Sustainable industrialisation and value addition will boost productivity and accelerate inclusive economic growth, employment, and wealth creation. Industrialisation and value addition serve as foundations for the development of other areas, such as urbanisation, infrastructure, and social services, as well as agriculture, science, and technology. Additionally, value addition and industrialisation are expected to generate multiplier effects, creating beneficial linkages and opportunities across various sectors. Industrialisation relies on input bases and markets such as agriculture and minerals to flourish. It also depends on educated, skilled, and healthy individuals who provide labour and constitute markets for the finished products.

11. **To ensure substantial impact, the Plan lays out strategies to close implementation gaps and address distortions that impede the effective utilisation of factors of production.** To improve the performance management of the public service and accountability for results, the Plan lays out strong institutional mechanisms and reforms for follow-up. It lays out strategies to address market failures and policy and regulatory-induced distortions in factor markets. Relatedly, given the narrowing fiscal space, innovative financing mechanisms will be harnessed to close the funding gaps. In addition, to ensure impact, discretionary resources of the budget will only finance the NDPIV-selected priority areas. Further, the private sector involvement in the implementation of the Plan will be leveraged.

1.2 Achievements, challenges, and lessons learned from the past NDPs

12. **The NDPIV aims to build on the development gains of past NDPs**. The Plan is informed by the lessons learned during the previous Plans and seeks to address the existing challenges to accelerate socio-economic transformation. The discussion below highlights the past achievements, challenges, and lessons learned.

1.2.1 Achievements

13. **Throughout the execution of the previous NDPs, a strong foundation has been laid for faster growth and socio-economic transformation**. The necessary foundation has been laid in infrastructure, security, and human capital. These are detailed as follows:

    i) **Peace, security, and macroeconomic stability prevail.** Uganda is generally peaceful, except for the Karamoja region with sporadic incidences of cattle rustling. This has mainly been achieved through military cooperation with neighbouring countries. In addition, strategic global and regional military partnerships have enabled Uganda to build its military capacity and advance its key national development agenda. Besides peace and security, Uganda’s economy has been characterised by a stable macroeconomic environment underpinned by a stable exchange rate and low & stable inflation averaging 5% annually. To achieve the ten-fold growth, peace, security, and macroeconomic stability should be sustained;

ii) **The size of Uganda's economy increased more than 3-fold in the last 14 years.** Nominal GDP increased to Shs. 202.7 trillion in FY2023/24 from Shs. 64.8 trillion in FY2010/11, while GDP per capita increased to USD 1,154 from USD 894 over the same period. The growth has been driven by: (i) industry, which grew at an average of 5.5% mostly from mining and quarrying, electricity, and construction; (ii) services, which grew at an average of 5.3% mostly from ICT, creative industry, and public administration; and (iii) agriculture (3.5%) mostly from food crops and livestock. However, the average growth of the three sectors was below the target of 6-7%, partly due to the effects of COVID-19. This justifies the need to double the size of the economy every five years;

iii) **The economy has been diversified from the traditional economic base (3Cs and 3Ts, like, coffee, cotton, copper, tobacco, tea and tourism), leading to a more sophisticated economy.** Consequently, export receipts increased more than 4-fold in the last 14 years (2010/11-2023/24) with the EAC as the principal market. The total formal exports increased to USD 7,942.1 million in FY2023/24 from USD 1,879.4 million in FY2010/11, representing a 10.8% average annual growth. However, the trade deficit has continued to worsen partly because exports are dominated by low-value primary products such as coffee, maize, and fish. This justifies the need to add value and diversify exports to tap into high-end markets, reduce trade deficits, create jobs, and grow the economy;

iv) **Domestic revenue increased 4-fold over the last 14 years (FY2010/11-2023/24).** The revenue increased to Shs. 27,726 billion from Shs. 6,402 billion over this period. This is largely attributed to improvements in tax administration, enforcement of tax compliance, and expansion of the tax register. Nonetheless, domestic revenue as a proportion of the GDP is low, averaging 13.8% between FY2020/21 and 2023/24. These revenue collections are still below the 18% of GDP threshold of the domestic revenue mobilisation strategy (DRMS, 2019). Revenue collections need to significantly increase to finance the desired 10-fold growth. To this end, there is a need to continue expediting the implementation of the Domestic Revenue Mobilisation Strategy during the NDPIV implementation;

v) **Investment in road transport infrastructure has significantly improved connectivity, providing potential for better movement of people, trade, and tourism.** The stock of paved national road networks increased to 6,199 km (29.5% of a total of 21,020 km) in FY2023/24 from 3,112 km in FY2010/11. However, there is a significant maintenance backlog, which is leading to rapid deterioration in the state of the road infrastructure. Moreover, transport infrastructure has been biased towards roads, which has perpetuated the high cost of doing business. There is a need to prioritise road maintenance and diversify the transport modes for interoperability;

vi) **At the current suppressed demand level, adequate electricity generation capacity has been built, tripling in the last 14 years.** It increased to 2,047 MW in FY 2023/24 from 595.0 MW in 2010/11. As a result, the percentage of the population accessing electricity increased to 58% in FY2023/24 from 24% in FY2017/18. To address the suppressed demand, there is a need to reliably transmit and distribute electricity to potential consumers. Further, the current installed capacity is insufficient to drive the 10-fold growth strategy. In addition, the current electricity generation capacity is biased towards hydro, hence the need to diversify and ensure a reliable supply of energy to boost industrialisation;

vii) **A significant reduction in malaria outbreaks has been recorded over the last 12 years.** In-patient malaria deaths reduced to 4.9 per 100,0000 in FY 2021/22 from 36 in FY2010/11. This has mainly been due to the expansion of primary healthcare and the increased investment in preventive measures. The percentage of households that owned at least one insecticide-treated net increased to 100% in 2022 from 60% in 2011. Similarly, full household insecticide-treated net coverage has increased to 99% from 28% in the same period. To sustain these gains, there is a need to prioritise investments in prevention and functionality of primary healthcare facilities;

viii) **The total fertility rate reduced to 4.5 children per woman (15-49 years) in FY2023/24 from 6.2 in FY2010/11.** This implies a decline of one child in the fertility of women over the same period. However, there is a location dimension to the changes in fertility rates. Whereas the total fertility rate among rural women has declined to 5.6 children in FY2022/23 from 6.8 children in FY2010/11, the fertility rate among urban women has increased to 4.3 children from 3.8 over the same period. Despite the slight reduction, the fertility rate of 5.2 children per woman is too high to obtain the envisaged demographic dividend. This slow decline has been mainly driven by not only a high rate of teenage pregnancy (at 24%) but also a high preference for large families among Ugandan societies. This calls for increased efforts towards equitable access to sexual reproductive health services and increased sensitisation;

ix) **On average, Ugandans are now living longer.** Life expectancy increased to 68.2 years in FY2023/24 from 50.4 in FY2010/11. This has been partly driven by improvements in access to health services and infant and maternal mortality rates. There has been an increase in the population living within a 5 km radius of a health facility to 91% in FY2020/21 from 86% in FY2016/17. In addition, between FY2006/07 and FY2022/23, infant mortality per 1,000 live births has reduced to 36 from 76. This decline has been largely driven by a decline in post-neonatal mortality. However, neonatal mortality stagnated at 27 deaths per 1000 live births for 10 years (2006-2016) before declining to 22 in 2022. There has also been an increasing trend in the prevalence of non-communicable diseases such as cancer, diabetes, and cardiovascular diseases. The country needs to focus on improving health infrastructure and systems, especially those related to childbirth, to reduce the neonatal mortality rate. This calls for accelerated investment in preventive, palliative, and specialised healthcare;

x) **Since Ugandans are living longer, there is an opportunity to harness their demographic dividend with substantial investments in education, skills development, and job creation.** This will ensure that the growing working-age population becomes a productive driver of economic growth. Uganda's population reached 45.9 million in 2024, up from 34.6 million in 2014, reflecting an annual growth rate of 2.9%. Children (0-14 years) make up 48% of the total population, highlighting the country's youthful demographic. This has created immense pressure on social services, particularly in education and healthcare, as the country grapples with a high dependency ratio of 81%, down from 87% in 2014. The fertility rate remains high at 5.2 children per woman, contributing to a large dependent population. Meanwhile, the working-age group (15-64 years) now makes up 54% of the population, offering the potential for economic growth if adequate jobs are created. However, the youth unemployment rate remains above 16.5%, and urbanisation has increased significantly, with 25% of the population living in urban areas, up from 18% in 2014;

xi) **Strides have been made in lifting people out of poverty, however, vulnerability is high.** The headcount poverty rate decreased to 16.9% in FY2023/24 from 24.5% in FY2010/11, while the subsistence economy decreased to 33.1% in FY2023/24 from 69% in FY2010/11. Similarly, poverty declined in the Elgon, West Nile, and Bunyoro sub-regions as of FY2019/20. Improvements in public services such as new roads, electricity, schools, and improved healthcare have also contributed to the decline in poverty. However, poverty increased in the northern and western regions, largely driven by drought, land fragmentation, a poor land tenure system, and poor agronomical practices. Therefore, interventions directed towards increasing household incomes are critical for sustainably lifting people out of poverty and vulnerability.

xii) **Access to education at all levels increased over time.** Primary school net enrollment increased to 80% in FY2019/20 from 83% in FY2012/13. By FY2019/20, 81% of parishes had government-aided schools. At the secondary level, enrolment has increased to 2 million learners in FY2018/19 from 1.2 million (2010), translating into a gross enrolment rate of 36.8% in FY2019/20 from 33.8% in FY2012/13 due to the introduction of USE and the secondary school per sub-county policy. However, this enrolment represents only 32% of students eligible to enrol in secondary. At the primary level, the dropout rate is still high, with only 40% of the learners who enrol in P.1 completing P.7. In addition, 20% (approx. 2,500,000) of primary school-age children are still left out of school. Whereas gender parity has been achieved at the primary level, it has not yet been achieved in secondary with girls making up 44% of the total enrolment. Less than 50% of all learners in primary and secondary fail to reach the expected proficiency levels in the gateway subjects (literacy and numeracy) and science subjects, respectively. This can potentially frustrate the government’s strategy for promoting a science-led economy. There is a need to minimise wastage (repetitions, dropouts, resource allocation, etc.) in both primary and secondary education levels and improve the quality of learning outcomes. At the tertiary level, enrolment has increased to 257,598 students in FY2021/22 from 183,985 students in FY2010/11, but skills mismatches prevail. In addition, science uptake remains low at higher education institutions, with the current ratio of humanities to science courses being 2:5 against a target of 3:5. There is a need to improve the alignment of the tertiary admission and training to the National Human Resource Development agenda;

xiii) **The Government's restoration and tree planting policy is yielding results.** The forest cover as a percentage of the total land area increased to 13.3% in FY2021/22 from 10.7% in FY2010/11. The policy has enabled the leasing of degraded national forest reserves and promoted commercial forestry on private land. Nonetheless, there is a need to invest in sustainable forestry resources value addition and adopt policies that support commercial forestry. This will sustainably conserve the environment and make a business case for forestry; and

xiv) **Internet penetration and usage have increased.** The percentage of the population subscribed to the internet rose to 53% in 2022 from 1.8% in 2010. In addition, the National Backbone Infrastructure (NBI) has increased to 4,387 km in FY2023/24 from 1,380 km in FY2010/11. Despite these improvements, internet costs are relatively high in Uganda. There is a need to reduce the cost of the internet and increase last-mile connectivity.

1.2.2 Challenges

14. **Despite the achievements registered, there are several limiting factors, including:**

i) **The proportion of the population outside the money economy is high.** The proportion of households in the subsistence economy stands at 33.1%, limiting their ability to generate income, access to essential social services, and participation in economic activities. These households lack a surplus for trade or investment, which perpetuates the vicious cycle of poverty and low human development. The exclusion from the money economy stunts economic transformation by shrinking markets and reducing the tax base. Additionally, they remain more vulnerable to economic shocks such as climate change and natural disasters due to a lack of money. The exclusion leaves them reliant on low-productivity activities, limiting their ability to add value and benefit from higher earnings. The continued exclusion of such a significant portion of the population exacerbates inequality and hinders equitable development;

ii) **Poor enterprise selection, leading to limited income generation and financial instability.** Due to a lack of a calculated approach to choosing economically viable activities (*ekibaro*), many households invest in low-return or unsustainable ventures without considering market demand, input costs, or profitability, leading to limited income generation and financial instability. At the household level, this results in wasted resources, perpetuated poverty, and reduced ability to afford essential services such as education, healthcare, and housing. Furthermore, this inefficiency undermines efforts to achieve economic transformation, industrialisation, and the diversification needed for sustainable development, leaving both households and the country vulnerable to economic shocks;

iii) **Underutilisation of productive assets, even among Ugandans participating in the money economy, is a significant challenge leading to sub-optimal returns and economic growth.** For instance, while 68% of Ugandans are engaged in agriculture, which contributes about 24.6% to GDP, the sector operates far below its potential due to inefficient use of arable land, limited mechanisation, and poor market linkages. Most of the arable land is under subsistence farming involving low-value agricultural commodities. This inefficiency is compounded by the low adoption of improved agronomic practices such as irrigation, fertilizer use, and pesticide application, which exposes them to climate variability and limits year-round productivity. Labour productivity is low, with the majority of the working population trapped in low-value agriculture and informal sectors. Even where it has increased, the earnings are still below its contribution to production;

iv) **Extensive land fragmentation, land ownership challenges and distortions constrain production and undermine productivity**. Land fragmentation as a result of cultural practices has affected land use and agricultural practices. Small parcels due to the fragmentation of land limit the adoption of modern farming techniques, such as mechanisation and irrigation, that require larger consolidated areas for cost-effectiveness. Moreover, the small plot sizes reduce economies of scale, making it difficult for farmers to compete in markets or engage in high-value commercial agriculture. Land use is further constrained by ownership challenges due to historical injustices that have created land conflicts & unlawful evictions. In addition, the land market is highly speculative, leading to mispricing. These are compounded by inadequate land use planning and weak enforcement of land use plans, leading to ineffective land use and acquisition of right of way for key public projects;

v) **Despite the existence of abundant resources (land, minerals, tourist attractions), there is limited value addition.** Except for gold, Uganda's leading exports in FY2023/24 were in low-value commodities of coffee, maize, fish & its products, and tea. Regarding coffee, 6.12 million 60kg bags were exported, fetching USD 1,143.8 million at a mere USD 3.11 per kg compared to a global average of about USD 5 per kg. A total of 562.3 million kgs of maize were exported, fetching USD 172.5 million at a mere 31 cents per kg. Adding value to maize will result in high-value products such as maize flour, starch, ethanol, animal feeds, etc. Uganda exports low-value-added cobalt, iron & steel, and base metals. Further, the tourism potential is still untapped due to low-value addition. Adding value to the primary products will create additional jobs and revenue;

vi) **High transportation and electricity costs constrain the country's economic growth and competitiveness.** It is estimated that transport costs in East Africa, including Uganda, are among the highest globally, constituting up to 40% of the value of traded goods, compared to 8-12% in developed regions. This results in inflated production costs and reduced profit margins for the private sector, with delays averaging 2-3 days per trip on major trade corridors such as the Northern Corridor. Such inefficiencies are particularly damaging for perishables like fresh produce, which accounts for 50% of agricultural exports, as spoilage leads to substantial financial losses. At the macroeconomic level, these transport bottlenecks inflate consumer prices, reduce Uganda's competitiveness in regional markets, and cost the economy an estimated 2% of GDP annually. In regard to electricity, the tariffs are still high. As of December 2022, the cost of electricity to industrial establishments averaged US cents 10 per kWh despite government efforts to reduce it to US cents 5 per kWh;

vii) **The cost of capital (money) is relatively high, and capital is short-term in nature**. The high cost of capital, partly attributed to: speculative tendencies; the oligopolistic nature of the banking sector; the high risk for many borrowers; government domestic borrowing that crowds out private sector credit; under capitalisation of public banks, uncleared commercial cases; the low level of savings; high cost of operations by commercial banks; and application of a prime lending regime in a sub-prime market, increases the cost of production. Uganda's financial market is largely dominated by short-term capital that cannot finance long-term investments due to underdeveloped financial institutions. Interest rates on loans continue to be high and have consequently made doing business in Uganda expensive for the private sector. Interest rates averaged 19.1% in the last 5 years against an average Central Bank Rate of 8.4%;

viii) **Transport infrastructure is less rationalised and largely biased towards roads (90%).** The overreliance on the road mode of transport has led to significant inefficiencies, as only about 4% of the entire road network is paved, leaving the majority of the network susceptible to wear and tear, especially during rainy seasons. The limited capacity of roads to handle increasing traffic volumes exacerbates congestion, particularly in urban centres like Kampala, where delays significantly inflate transportation costs and reduce productivity. Additionally, the poor state of rural feeder roads constrains agricultural market access, reducing farmer incomes and slowing rural development. There is inadequate investment in other modes of transport that have limited interoperability, increased cost of transport, and limited access to areas with potential for tourism, minerals, oil, or agriculture, among others. The poor maintenance and management have led to high rates of depreciation of the existing infrastructure and a high cost of doing business. Furthermore, the existing infrastructure has been abused (exceeding axle loads) and vandalised. The lack of diversity in the transport modes limits the interoperability within the transport system, increases the cost of transport, reduces the safety of passengers and cargo, increases maintenance costs, and makes enforcement of the relevant infrastructure laws and regulations expensive;

ix) **Limited internal and regional markets and the persistence of non-tariff barriers (NTBs) significantly hinder Uganda's economic growth and trade potential**. Uganda's export was dominated by the East African Community (EAC) region totalling about $1.6 billion (47.9%) in FY2021/22 compared to the Middle East, 15.8%; EU, 14.4%; Asia, 13.7%; Rest of Africa, 4.6%; and other Europe, 1.4%. Uganda has failed to exploit the largest potential at the continental level (AfCFTA) in sugar products, palm oil, meat, pharmaceuticals, milk, and fish. In addition, Uganda's utilisation of some negotiated preferential markets is limited both in volume and quality. Some of the outstanding bottlenecks to the exploitation of the available markets include: low production and value addition to the required products, the failure to meet standards, non-tariff barriers (NTBs), and technical barriers to trade (TBTs);

x) **Uganda is heavily reliant on rain-fed agriculture with limited irrigation.** This reliance makes the economy highly vulnerable to climate variability, as erratic rainfall patterns, droughts, and floods frequently disrupt farming cycles, leading to reduced crop yields, livestock productivity, and food insecurity. Seasonal farming driven by rainfall limits agricultural productivity, constraining year-round cultivation and hampering the development of agro-industries that could boost GDP. Rain-fed systems are increasingly unsustainable, exacerbating food insecurity and undermining efforts to commercialise agriculture;

xi) **Investment in and use of Science, Technology, and Innovation (STI) is still low to generate the required momentum for value addition, industrialisation, and socio-economic transformation.** The inadequate STI infrastructure stifles research and development, resulting in slow technological advancements, limiting productivity and competitiveness of priority growth areas. There is a shortage of high-level R&D personnel, and the ratio of STEM to humanities graduates has stagnated at 2:5. There is also a significant mismatch between the skills developed at formal institutions and the needs of the STI sector. Further, the pass rate of science subjects at the O-level is less than 50%, leading to low enrolment in related disciplines at higher levels. Relatedly, deficiencies in equipment and capacity limit access to STI resources across the country. Further, the inadequacies in STI investment impede the adoption of cost-effective solutions in the delivery of social services. Insufficient investment in STI has contributed to the brain drain of skilled professionals to regions where investment in innovation and technology is more robust. Environmental sustainability efforts are also compromised due to the lack of innovative solutions to manage natural resources and mitigate climate change impacts. Several innovations stagnate at the prototype stage without reaching full-scale commercialisation. The level of appreciation of the STI ecosystem is low, with inadequate coordination among academia, industry, and Government. Further, weak management and enforcement of Intellectual Property

Rights (IPR) constrain technology transfer, development, commercialisation, and access to external markets. Investors in STI are deterred by perceived risks and uncertain returns associated with innovative products, making it difficult for them to access necessary capital. Relatedly, the high cost of research, development, and commercialisation poses significant barriers;

xii) **Domestic revenue generation is inadequate to finance the implementation of development plans.** Domestic revenue is low, averaging 13.7% of GDP since FY2021/22, supporting only 52.6% of the national budget in FY2023/24. Consequently, the debt-to-GDP ratio has increased to 46.9% in FY2022/23 from 34.6% in FY2017/18, raising concerns about debt sustainability, especially with rising repayment obligations that limit fiscal space for critical development priorities. Efforts to increase domestic revenue, such as the Domestic Revenue Mobilisation Strategy, have been undertaken; however, slow implementation has hindered their impact. Additionally, innovative financing sources such as climate financing, Islamic financing, and diaspora bonds have not been fully leveraged. The low tax revenue, averaging 12.7% of GDP since FY2021/22, continues to put pressure on deficit financing, which has worsened Uganda's debt position;

xiii) **Weak, uncompetitive, and largely informal private sector.** Uganda's private sector is largely dominated by informal micro, small, and medium enterprises (MSMEs), 95% of which collapse within the first year of their establishment. Those that survive remain small-scale and informal. The MSMEs account for 90% of the private sector and contribute 80% of manufactured output, 75% of GDP, and 90% of non-farm employment. These MSMEs are uncompetitive due to a lack of access to and high cost of credit, limited access to appropriate technology, high cost and unreliability of electricity, high cost of logistics and regulatory compliance, limited access to markets, and a weak framework for business incubation. In addition, the accumulation of domestic arrears (Shs. 2.7 trillion in FY2022/23) and the inefficiencies within the judiciary in clearing commercial cases (Shs. 7 trillion locked up in courts) have undermined the growth of some enterprises;

xiv) **High cost of public sector management and weak coordination & administration undermine effective implementation of development interventions.** Public sector management and administration in Uganda is affected by weak enforcement of policy, legal, and regulatory frameworks; weak institutional structures and systems; bloated public administration; weak civil society and civic participation; inadequate data and information; inadequate standards, and weak infrastructure. This is worsened by the recentralisation of some of the functions of local governments, slow implementation of public projects characterised by lengthy and cumbersome procurement cycles, and ineffective follow-up and accountability. To strengthen the public sector, there is a need to fast-track the rationalisation of the entire government & expenditure and better coordinate anti-corruption efforts;

xv) **In particular, the high cost of public administration is crowding out the development expenditure needed to drive faster economic transformation.** Over the past decade, the cost of public administration has risen significantly without a proportionate increase in domestic resources to finance it, reducing the available fiscal space. This increase has been financed by crowding out development expenditure, which has reduced significantly over the period. The cost of public administration, including both wage and non-wage expenditures, has escalated significantly, rising from 64% of the discretionary resources (total budget excluding debt and external financing) in FY2015/16 to 79% in 2024/25. This surge is largely driven by the ever-changing government policy on wages for certain professions without the accompanying resources to finance them. For example, in FY2022/23 government increased wages for scientists (Shs. 577.7 billion), security officers (Shs. 914.3 billion) and the rest of the public service (Shs. 1.1 trillion), which are going to be carried over to the NDPIV period. Additional wage enhancements are expected over the NDPIV period, which will consist of a 75% enhancement for security officers, amounting to Shs. 4.7 trillion; and enhancement for the rest of the public service amounting to Shs. 4.5 trillion. Similarly, the rising cost of the legislature is not accompanied by a corresponding revenue growth, which has worsened the situation. The cost of running the legislature has increased significantly since FY2015/16 from Shs. 371.3 billion to Shs. 977.8 billion, with a 12% annual average growth. Due to the rising cost of public administration, resources allocated to development projects have shrunk from 40% to a mere 22% over the same period, as a share of the total budget and increasing pressure on debt financing. As a result, debt and debt service obligations have grown from 28% to 47% of the total budget. If this trend continues, development expenditures will be completely crowded out by 2036;

xvi) **Efforts have been made to strengthen Uganda's brand in key destination markets, however, marketing and promotion efforts are limited, ad hoc, and disjointed.** The positive developments and opportunities that Uganda has in stock have not been effectively & consistently communicated and signalled to the world. In addition, the brand of Uganda has been inadequately developed. The GKMA, as the face of the country, remains unattractive and suffers from high congestion, long travel times, pollution, and petty crimes, all of which affect the marketability of the country. Irresponsible reporting by some sections of the media and social media activists provides the wrong signals that paint a negative picture of Uganda to the world. There is a need to improve the image of the country by, among others, popularising the "*Pearl of Africa"* brand, leveraging the image of the GKMA, promoting patriotism, and increasing connectivity to the rest of the country;

xvii) **Uganda's human capital is inadequately developed and utilised to achieve national goals.** Uganda's human capital index is low (0.38), implying that children born today are likely to reach only 38% of their full productive potential. The vocational education curriculum is deemed not dynamic enough to respond to the needs of the labour market. The higher education curriculum does not sufficiently incorporate practical work-based training as a form of preparation for the world of work, and as a result, employers spend significant amounts of work time and resources re-orienting, re-tooling, and training new entrants into the job market. For the adequately skilled labour force, the economy has not created enough jobs to absorb them. Therefore, there is a need to align training with the needs of the world of work and mainstream employment across programmes;

xviii) **Uganda has made strides in planning for its human resources; however, this is in its infancy.** The first National Human Resource Development Plan (2020/21-2024/25) was developed to facilitate the identification and bridging of skills gaps in the country, especially in emerging industries such as oil and gas. Although its implementation has been slow, being the first of its kind, several tertiary institutions have started aligning their academic training programmes with the Plan. For example, Makerere University over the past three years has tremendously increased enrollment in Science, Technology, Engineering, and Mathematics (STEM) disciplines, while Kyambogo University has phased out 27 diploma programs to streamline with national priorities. Makerere University has phased out several programmes and has also developed new ones to align with the current national human resource planning agenda. However, there is a continued disparity between the skills acquired through education and training and the actual demands of the labour market, leading to high graduate unemployment, underemployment, and an inadequate supply of qualified professionals in critical fields. Besides, the persistent limited access to quality education at all levels necessitates continuous educational reforms to ensure that the country's workforce remains competitive domestically, regionally, and internationally. The skills gaps are exacerbated by the limited institutionalisation of human resource planning. The majority of MDAs and LGs do not have their respective human resource plans as stipulated in the National Human Resource Development Planning Framework, which has resulted in a disjointed approach to workforce development, thereby failing to address specific regional and sectoral human resources needs;

xix) **Fiscal indiscipline undermines effective planning, budgeting, implementation, and realisation of results.** Budget credibility has been undermined by frequent supplementary requests, which have increased from 6.7% of the budget in FY2017/18 to 9.7% in FY2021/22, which is way above the required threshold of 3%. The supplementary requirements create a need for additional funding, which has worsened the debt problem. The debt-to-GDP ratio has subsequently increased from 41% in FY2019/20 to 47.9% in 2023/24; this has increased the debt servicing to revenue ratio to 40.3% in FY2024/25 from 27.7% in FY2021/22. This limits the available fiscal space to finance development since a lot of revenue is instead spent on debt servicing. In addition, the stock of domestic arrears, estimated at Shs. 2.9 trillion in FY2021/22 is still high;

xx) **There has been slow implementation of core projects, hindering the realisation of the planned results.** By FY2022/23, only 7 (10%) out of the 69 core projects were on schedule, while 25 (3%) were behind schedule. The poor implementation of core projects is due to: delayed disbursement of funds for externally financed projects; change of project scope from approved plans without approval from the Development Committee (DC); weakness in project management skills; delayed acquisition right of way for infrastructure projects; contracting incompetent companies coupled with weak contract management and supervision; over-commitment of the budget demonstrated by the multi-year commitments statement; and commencing projects without feasibility studies. These challenges have led to low contribution of borrowed resources to growth and development, cost and time overruns, constrained fiscal space, an increase in commitment fees, and crowding of public service delivery. There is a need to conduct capacity building for project development & management, institute performance-based contracts, and establish project implementation units in government ministries;

xxi) **Industrial parks and free zones are inadequately developed to drive the value addition and industrialisation agenda.** By FY2020/21, only 6 out of the 26 proposed industrial parks were operational, but below international standards. Free zones in different parts of the country aimed at promoting exports are not fully developed either. This is due to the uncoordinated development of industrial parks and free zones. There is therefore a need to ensure the coordinated development of industrial parks and free zones;

xxii) **High vulnerability to climate change and unsustainable use of natural resources pose a threat to sustainable development.** The country has suffered from increased frequency and intensity of extreme weather vagaries (floods, landslides, and droughts) due to climate change. The unsustainable use of natural resources, including deforestation and land-use changes, has led to a reduction in the forest cover from 24% in 1990 to 13.3% in 2022. The national wetland cover was reduced from 15% to 13% in 2019. Failure to mitigate climate change and unsustainable use of natural resources will affect productivity in priority growth areas, food security, and the safety of people & their property;

xxiii) **Limited collaboration and weak follow-up on implementation have hindered the realisation of development results.** Coordination and follow-up of the implementation of the NDPs has been a persistent challenge. Follow-up (M&E) reports are usually prepared at the end of the implementation when inefficiencies have already occurred and do not inform corrective action. The institutional framework reforms that were expected to improve the implementation of the NDPs were not fully executed. Further, the Office of the Prime Minister (OPM) is so stretched to undertake its monitoring role due to engagement in implementation. Also, there is weak collaboration among development actors. This limits the coordination and achievement of anticipated development results. The silo approach towards service delivery has persisted thereby limiting the intended purpose of the programme approach to national development planning; and

xxiv) **Regional imbalances have remained despite the various affirmative programmes and projects implemented by the Government.** The regional disparities are due to high-income poverty levels; limited and underdeveloped regional value chains; inadequate economic and social infrastructure and services; and weak public sector management in some local governments. Headcount poverty has reduced to 16.9% in FY2023/24 from 21.4% in FY2016/17. Poverty eradication efforts have yielded mixed results across regions. Poverty levels in Bugisu, West Nile, Busoga, Bukedi, and Teso have reduced while Kigezi, Lango, Acholi, and Karamoja have registered increases in poverty. Even in some areas where poverty is reduced, such as Busoga, Bukedi, and Teso, it remains above the national average. Vulnerability is high in all regions as evidenced by the inconsistent patterns in the poverty rates. Regions such as Lango, Acholi, and Karamoja experienced a decline in poverty rates in 2016/17, but it increased in FY2019/20.

1.2.3 Lessons Learnt

15. Based on the review of the country's performance during the past thirteen years of implementing the NDPs, several lessons have been learned and considered while developing NDPIV. These include:

i) **Peace, security, and macroeconomic stability are prerequisites for the effective implementation of the plans.** A peaceful and secure environment attracts both domestic and foreign investment, and investors seek stable locations where their assets and operations are secure. Macroeconomic stability, characterised by low inflation and stable exchange rates, provides a predictable environment for economic growth. It helps to attract foreign direct investment, which is crucial for funding development. In addition, a stable macroeconomic environment allows businesses to effectively plan and invest in long-term projects;

ii) **Macro-level interventions need to be accompanied by planned micro-level household-based planning and interventions with deliberate mobilisation of the households to engage in market-oriented production to achieve a fully monetised economy**. While macro-level interventions create the broader framework for economic growth and development, they must be complemented by planned micro-level, household-based interventions. Through the improved implementation of the Parish Development Model (PDM), this approach should be amplified to ensure that macro-level policies are responsive to local needs, support inclusive growth, and promote sustainability by empowering households to engage in market-oriented production;

iii) **Good Plans in themselves, without collaborative implementation, sustained follow-up, and accountability for results, do not guarantee the realisation of the desired change.** While well-crafted development plans are a crucial starting point, they must be accompanied by collaborative implementation, sustained follow-up, and accountability for results to ensure successful outcomes. These elements create a supportive framework that encourages ongoing engagement, adaptation, and transparency, which ultimately increase the likelihood of achieving the planned outcomes;

iv) **Prioritisation and sequencing of development interventions are key for generating impact from the constrained resource envelope.** These ensure that the most critical needs are addressed first, thus generating the greatest impact from the constrained resources. This avoids spreading resources thinly across too many projects, leading to more meaningful outcomes. By focussing on high-priority areas, planners will achieve better results with fewer resources, optimising the cost-effectiveness of development interventions;

v) **Without political will and commitment, implementation of key development reforms is untenable.** Political commitment helps secure the necessary resources, including financial, human, and institutional, which are required to implement reforms. Political leaders who prioritise development can influence budget allocations and attract external funding to support key projects. In addition, political will is essential for enacting the laws and regulations needed for implementing development reforms. Committed political leaders can drive legislative changes and policy frameworks that support and sustain reform efforts during development planning and implementation;

vi) **Building domestic resilience is critical for insulating the economy from shocks.** For example, the economy has weathered many shocks, including global fuel price shocks, weather vagaries, geopolitical tensions, and COVID-19. This is mainly attributed to prudent macroeconomic management, food security, and political stability;

vii) **Availability of financing alone without readiness for implementation is not sufficient in the delivery of development plans.** While financing is an essential component of development planning, it is not sufficient on its own. Readiness for project implementation involves a combination of capacity, strategic planning, strong institutional frameworks, stakeholder engagement, operational systems, leadership, and monitoring and evaluation. Without these, even well-funded development plans can struggle to achieve their intended outcomes; and

viii) **The programme approach is the most feasible way to solve implementation challenges to ensure the effective delivery of results.** This approach enhances synergies, coordination, sequencing, and linkage of resources to results, and improves governance. Therefore, there is a need to perfect and refine the programme approach during NDPIV. In particular, allocating resources at the programme level and promoting change management will enhance the effectiveness of implementing the programme approach.

1.3 How NDPIV is different from NDPIII

16. **Consolidation of development gains.** Consolidation of development gains will include maintenance of the development base in terms of peace, security and macro-economic stability.

17. **The Plan adopts a prioritisation logic which emphasises value addition in productive areas with great potential to drive socio-economic transformation.** Cognizant of the resource constraint, only key flagship projects and investments with the potential to propel the economy to double-digit growth, coupled with the generation of new jobs and incomes for the majority of Ugandans. These include: value addition in agriculture, tourism, minerals, and oil & gas; STI; railway; GKMA; AFCON; PDM; and infrastructure maintenance. These are expected to anchor the growth and act as catalysts of other sectors, leading to double-digit growth and the qualitative leap towards the much-desired socio-economic transformation. Therefore, discretionary resources of the budget will only finance the NDPIV priority areas for inclusive growth, employment, and wealth creation.

18. **Consolidating the programme approach to ensure effective delivery of results.** The programme approach to planning and budgeting was introduced during the NDPIII; however, its implementation has been slow. This Plan will strengthen the programme approach to eliminate the silo approach to service delivery to maximise the impact of development programmes. The formulation of PIAPs has been decentralised to strengthen ownership and development of programme strategies, objectives, priorities, results and budgets. Further, a change management strategy for the programme approach is going to be fully rolled out, as well as strengthening inter and intra-programme coordination and follow-up.

19. **More focus on implementation, follow-up, monitoring and evaluation**. Achievement of desired results in previous plans has been largely undermined by implementation gaps and weak follow-up & monitoring. The implementation gaps are largely explained by limited coordination among implementing agencies and a lack of readiness for priority projects. In this Plan, measures have been put in place to improve and galvanise collaborative follow-up for better performance and results. Furthermore, measures will be taken to improve the quality and readiness of high-impact projects in the Public Investment Plan (PIP) by enhancing the governance of project selection, enforcing competitive processes for contractors, and minimising costs associated with lengthy and cumbersome procurement processes.

20. **The Plan is more fiscally realistic.** Unlike in the NDPIII, during the development of the NDPIV, Indicative Planning Figures (IPF) were introduced to ensure that all the proposed interventions were fiscally feasible. The Plan also emphasises the need to explore innovative financing options to reduce reliance on the already stretched traditional sources. In addition, the Plan emphasises revenue generation activities across all programmes to ensure increased revenue during the implementation period.

21. **Leveraging STI to provide new sources of growth.** During NDPIV, STI will be integrated into all other sectors of the economy. This is expected to increase productivity and competitiveness in these sectors, thereby driving growth and employment.

22. **Increase efficiency of public service delivery.** Performance management through the development and enforcement of service and service delivery standards will be enhanced. In addition, pay reforms will be implemented in the public service to enhance talent management and retention. Efficiency gains resulting from the rationalisation of entities and the adoption of e-governance services are expected to free up additional resources for investments in priority growth areas.

1.4 Approach and Formulation Process of the NDPIV

23. **In line with the comprehensive National Development Planning Framework, the fourth National Development Plan (2025/26 to 2029/30) has been developed through a highly participatory and consultative process.** All key stakeholders in the public and private sectors, as well as non-state actors, have been consulted at various stages of production of the Plan.

24. **The NDPIV production process has entailed various stages, including:** (i) production of the Strategic Direction for NDPIV; (ii) production of Programme Development Plans/Programme Implementation Action Plans (PIAPs) aligned to the NDP IV Strategic Direction; (iii) stakeholder consultations and engagements; (iv) macroeconomic analysis and modelling; (v) drafting of NDP IV and attendant Human Resource Plans; (vi) Validation and production of final Draft Plans; (vii) Approval and Launch of the Plans; and (viii) Post-launch dissemination and compliance assessments.

1.5 Structure of the Plan

25. This Plan is organised into five parts, namely:

    i) **Part One: Background.** This comprises the performance under previous plans and the development context. After Chapter 1, Chapter 2 provides the global and regional development context within which NDPIV will be implemented.

    ii) **Part Two: Strategic Focus, Macroeconomic Strategy, and Financing.** This section comprises Chapters 3-5. Chapter 3 presents the strategic direction of the Plan. Chapter 4 presents the macroeconomic strategy, and Chapter 5 presents the financing strategy of the Plan.

    iii) **Part Three: Development Programmes and Implementation Strategy.** Chapters 6 to 23 present the detailed articulation of the National Development Programmes.

iv) **Part Four: Costing and Financing, Risk Management, Implementation Coordination, Monitoring and Evaluation.** This consists of costing and financing, risk management, and implementation coordination, monitoring, and evaluation strategy that will be used for coordinating implementation and assessing the success of implementing the Plan and for realising the country's developmental aspirations.

v) **Part Five: Annexes and List of Appendices.** The appendices include the Programme Implementation Action Plans (PIAPs), National Human Resource Development Plan (NHRDP), and Projects Investment Plan (PIP).

CHAPTER 2: GLOBAL AND REGIONAL DEVELOPMENT CONTEXT

2.1 Introduction

26. **The global and regional outlook presents both opportunities and threats that inform the NDPIV strategic focus.** This is analysed in this section.

27. **The global economy is stabilising but at a slow pace amidst uncertain outlook due to Trump policy effect.** Having grown at 6.3% in 2021, the global economy slowed to 3.0% in 2022 and 2.6% in 2023. It is projected to stabilise at about 2.7% in the next three years, mainly driven by expansion in trade and investment. However, this growth is below the pre-COVID-19 period rate of 3.1%. The stability is also attributed to the emerging economies that grew at 3.2% in 2023 and are projected to stabilise at 4% between 2024 and 2026. The growth in the Middle East, one of Uganda's trading partners, is volatile at 5.9% in 2022, and 1.5% in 2023, and is projected to grow at 2.8% in 2024 and 4.2% in 2025. Growth in Sub-Saharan Africa has been steady at about 3.8% in 2022 and 3.0% in 2023 and is projected to rise to 4.0% by 2026, driven by relatively higher growth in East Africa, projected to rise to 5.7% in 2026 from 4.8% in 2023. The outlook however is uncertain as the full impact of US-Trump policies is yet to be known.

28. **Despite global inflation rates trending towards desired levels, persistent challenges in commodity markets pose inflationary risks.** Global headline inflation is projected to decline to an annual average of 5.9% in 2024 and 4.5% in 2025 from 6.8% in 2023. By the end of 2026, the global inflation rate is anticipated to converge to an average of 2.8%, reflecting ongoing tight monetary policies and moderated wage increases. However, the volatility in commodity markets poses inflationary risks. Commodity prices are projected to remain above pre-pandemic levels despite experiencing a slight downturn in 2024 and 2025. Energy prices are expected to decline by 3% in 2024, with a further decline of 4% in 2025, as a result of notably lower prices of natural gas and coal offsetting higher oil prices. Agricultural prices are also expected to ease during the same period owing to improved supply conditions, while metal prices are set to remain steady in 2024, before rising slightly in 2025. Although the price forecasts assume no further conflict escalation, risks remain tilted to the upside, on account of the possibility of heightened geopolitical tension in the USA, Middle East and Europe and their possible impact on commodity prices. These dynamics highlight the risks to sustained economic recovery arising from fluctuating commodity prices and inflationary pressures globally.

29. **Global trade is projected to pick up amidst low intra-African trade but threatened by Trump tarrif wars driven uncertainty.** Global service trade at USD7.5 trillion in 2023 grew by 9%. However, global merchandise trade at USD 31 trillion in 2023 contracted by 3% from the record high in 2022. The decline was mainly due to the contraction in merchandise trade driven by reduced demand in developed nations and trade weaknesses within East Asia and

Latin American regions. A combination of factors negatively affected merchandise trade, including USA-Trump tarrif wars, lower primary commodity prices, exchange rate fluctuations, reduced trade volumes, and trade policy uncertainties, mainly driven by geopolitical rivalries. Nonetheless, world merchandise trade is expected to recover, growing at 2.6% in 2024 and 3.5% in 2025. The recovery is attributed to the easing in inflationary pressures and improved real household incomes. Africa accounted for only 3% of global trade in 2023. In addition, intra-African trade is still low, at 14.9% (USD192.2 billion) in 2023 compared to Asia and Europe, where intra-regional trade is estimated at 55% and 70%, respectively. The opportunity for this Plan lies more within the EAC and AfCFTA, which form a suitable market for the value addition agenda.

30. **Global supply chains are shifting towards efficient, sustainable, and low-cost markets with heightened outlook driven by USA tarrif wars.** Supply chains have become increasingly globalised, with companies relying on intricate networks spanning multiple countries and continents. This includes diversifying away from an overdependence on China, reshoring back to Europe and the US, and using additional regional locations to create more flexibility and less overexposure to any individual market. A shift towards regionalisation and near-shoring is gaining traction as companies seek to mitigate risks associated with lengthy and complex global supply chains. In addition, the ongoing geopolitical tensions and trade disputes have introduced uncertainties, compelling organisations to reassess and adapt their supply chain strategies. The emergence of collaborative partnerships between suppliers, manufacturers, and logistics providers has become a strategic imperative for building resilience and flexibility. African countries, including Uganda, have to strategically position themselves to take advantage of this emerging trend by adopting efficient production systems and leveraging the AfCFTA.

31. **Net financial flows to developing countries have declined over the last decade**. Net financial transfers to developing countries from major donors have fallen from their peak of USD225 billion in 2014 to 51 billion in 2022. The flows are projected to fall by over 100 billion by the end of 2025. More than one in five Emerging Market and Developing Economies (EMDEs) paid more to service their debt in 2022 than they received in external financing. This could rise to more than one in three by 2025. Given that 40% of EMDEs are highly susceptible to debt-related stress, fiscal consolidation is expected in most of the EMDEs to help governments rebuild fiscal space. Global foreign direct investment decreased to USD 1.3 trillion in 2024 from USD 1.6 trillion in 2021 due to the economic slowdown, rising geopolitical tensions, industrial policies, supply chain diversification, and the reshaping of FDI patterns. FDI inflows to developing countries fell by 7% (USD 868 billion). Specifically, inflows to Africa declined by 3% to USD 53 billion in 2023, while inflows to East Africa declined to USD 11.2 billion from USD 11.5 billion in 2022. This Plan is cognizant of this constrained financial environment and its ramifications.

32. **The global population is expected to continue growing, albeit at a slower pace.** The global population increased to 8.1 billion in 2024 from 7.7 billion in 2011, with Asia accounting for 60%, of which 2.8 billion people are from India and China. It is projected to increase to 8.5 billion by 2030, with most of the growth taking place in low and lower-middle-income countries. Twenty-five per cent (25%) of the global population is under 15 years and 10% is over 65 years. Africa has the youngest population with 40% (480 million) of its population below 15 years and less than 3% above 65 years. The large number of young people in Africa who will reach adulthood in the coming years and have children of their own means that the region will play a central role in shaping the size and distribution of the world's population over the coming decade. Africa's middle class has tripled over the last 30 years to 313 million (34%), of which 29.3 million are in East Africa. This population demographic has informed the market and human capital strategy of this Plan.

33. **The emerging regional and global trends provide both opportunities to be harnessed and challenges to be mitigated in the NDPIV.** The projected stabilisation of global economic growth, rising global trade, and the rising global population present opportunities for accelerating socio-economic transformation by increasing the country's earnings from the global economy. Harnessing these opportunities will require strategic investment in value addition to the country's resources in agriculture, tourism, minerals, and oil & gas. The evolving trend in the global supply chain presents both opportunities and threats. To leverage the opportunities, Uganda has to be a cost-effective and more reliable player in the global economy. This requires increased application of STI in production processes. The decline in net financial flows presents a threat to the country's development agenda, calling for diversification of financing options. Similarly, global inflationary pressures pose a significant risk.

2.2 Key Development Opportunities

34. **Increased demand for value-added products in regional markets.** Considering that intra-African trade is still low at 14.9%, there is potential to increase value-added exports within the EAC and AfCFTA. In addition, intra-African trade is set to increase as a result of: a growing population; growing economies within EAC and Africa at large; a rising middle class; removal of trade barriers; and expansion of cross-border transport and infrastructure corridors. To benefit from this potential, the NDPIV will prioritise value addition to the abundant opportunities, including agriculture, tourism, minerals and oil & gas. This will enable the country to increase its share of manufactured products in merchandise exports beyond the current 15%.

35. **The recovery of the global tourism and travel industry.** The number of international tourists around the world was 1.3 billion in 2023, valued at USD1.9 trillion, an increase of 34% from 2022. However, Uganda only received 1.5 million inbound tourists valued at USD 4.0 billion (0.02% of the global industry value). The recovery of the global tourism industry

presents Uganda with an opportunity to rebrand and position itself to increase its foreign exchange earnings. To harness this opportunity, value addition to the existing tourism products, product diversification & development, and aggressive marketing of Uganda in key tourism source markets is necessary. In particular, game parks should be prioritised to ensure that tourists stay longer and spend more.

36. **Increased global demand for critical minerals is mainly driven by the clean energy transition**. The market for critical minerals, including lithium, nickel, cobalt, graphite and rare earth, doubled in five years, reaching USD320 billion in 2022 with annual revenues projected to reach USD400 billion. Africa will witness a 65% increase in market value by 2050. This soaring demand is driven by decarbonisation, global energy transition, electrification, renewable energy technologies, and global demand for battery storage. This presents opportunities for intensified mineral-based industrial development in Uganda, which is endowed with untapped commercially viable quantities of gold, copper, iron ore, cobalt, lithium, uranium, limestone, rare-earth minerals, marble and sand.

37. **The global oil prices are rebounding**. Crude oil prices increased to USD80.8 per barrel in 2023 from USD69.1 in 2021, largely driven by global economic growth, global supply management measures, and the persistently high geopolitical tensions in the Middle East and Ukraine. This provides an opportunity for Uganda to accelerate its oil production and subsequently develop the downstream petrochemical industry. Having signed the Final Investment Decision, there is a need to fast-track the development of the relevant infrastructure for extracting, refining, and storage of crude oil.

38. **Increased application of STI and the knowledge economy to provide new sources of growth, and enhance value addition and productivity**. The rapidly changing technologies, owing to the recent wave of innovations, are key drivers of mass production and trade of high-value goods and services, particularly in developed economies. Africa is a net importer of high-value goods and services due to the limited application of STI in value addition of the existing raw materials, less sophisticated production lines, low efficiency, and production of similar goods and services. STI presents an opportunity for Uganda to tap into new sources of growth, add value, and differentiate its exports to regional and global markets, increasing efficiency and productivity. New potential sources of growth that can be leveraged using STI include: the pathogen economy, the pharmaceutical industry, the automobile industry, the bio-economy, circular economy, among others.

39. **Increased innovative financing options**. Despite the reduction in concessional funding owing to several shocks such as the global financial crisis of 2008, the Eurozone crises of 2011, and the COVID-19 crises of 2020-2022, there is an evolution of new innovative financing including; climate finance, PPPs, remittances, diaspora bonds, green bonds, infrastructure bonds, capital markets, crowdfunding, pension funds, among others. There is

a need to explore and exploit these funding options to finance high-impact priority investments that will accelerate the economy.

2.3 Strategic Risks

40. **The constrained global financial environment**. The world is witnessing a reduction in concessional funding as developed nations retain funding for their domestic consumption. In addition, global public debt rose to USD97 trillion in 2023, an increase of 6% from the previous year. This situation is attributed to several shocks such as the global financial crisis of 2008, the Eurozone crisis of 2011, and the COVID-19 pandemic of 2020-2022, which have led to a slowdown and uneven performance of the global economy. Consequently, developing countries are grappling with an international financial architecture which is limiting access to affordable development finance and pushing them to borrow more from more volatile and expensive sources. These conditions pose a threat to the public and the private sectors' ability to raise capital. There is a need to fast-track alternative options for raising capital for funding critical investments to support economic growth and development.

41. **Elevated trade policy uncertainty.** In recent years, trade policy uncertainty has become a notable feature within the global trading system. This uncertainty arising from several geopolitical developments, protectionism policies (tariffs and trade barriers imposed by major economies), and shifting alliances has disrupted traditional trade patterns and created an unpredictable environment for international trade. For instance, trade tensions among the major economies have led to a series of tariffs and counter-tariffs, which have affected global supply chains, causing volatility in international markets. In addition, COVID-19 exposed vulnerabilities in global supply chains, prompting countries to adopt inward-looking trade policies which could potentially reduce the interconnectedness of the global trading system and increase uncertainty for businesses and investors. This trend towards economic nationalism, coupled with ongoing geopolitical tensions, is likely to persist in the foreseeable future and pose a threat to Uganda's value addition and export agenda under NDPIV.

42. **Security threats and cross-border conflicts**. Regional security threats, such as terrorism, armed conflicts, and civil unrest in the Great Lakes region, have given rise to a heightened risk of humanitarian crisis, leading to an influx of refugees and disruption of economic activities. For instance, the fragile security situation in South Sudan, Sudan, Eastern Democratic Republic of Congo, as well as the resurgence of Somali pirates, threatens regional peace and stability, leading to increased expenditure on security operations. Uganda is currently the third biggest refugee-hosting country in the world and the largest in Africa. The country's comprehensive refugee response policy constrains the available natural, & technical and financial resources, fuels conflict between refugees and host communities, and has led to a state of statelessness.

43. **Increased climate change and environmental challenges.** The world is in the midst of a triple planetary crisis of climate change, biodiversity loss, and pollution. The global economy is consuming ever more natural resources. It is estimated that by 2060, resource extraction will rise by 60% of the 2020 levels. Global estimates show that warming of 2-3°C might result in more than 150 million additional cases of malaria worldwide. Although developing countries like Uganda produce only one-tenth of the global emissions, they are the most heavily impacted by climate change, with their vulnerable populations suffering damaging outcomes in terms of health, food and water, education and others. Extreme weather events like droughts, floods, and changing rainfall patterns have significantly impacted agricultural productivity and food security. There is a need for mitigation measures against the adverse effects of environmental degradation in all investments in the anchor sectors.

2.4 Regional and International Development Obligations

44. NDPIV is cognizant of Uganda's commitments in regional and international development obligations. Uganda is a signatory to the Agenda 2030 for Sustainable Development, which consists of a set of 17 goals and attendant targets. Agenda 2030 embodies the aspirations of a world that is more equal, more prosperous, more peaceful and just as well as mindful of the planet. Uganda adopted and localised these goals and targets and mainstreamed them into NDPII. In the period since the drafting of the NDPII, the East African Community and the African Union also finalised the development of regional development plans, namely the EAC Vision 2050 and Africa Agenda 2063. The NDPIV programmes incorporate the country's regional and international development commitments and also address the thirteen (13) strategic bottlenecks to Africa's socio-economic development. The bottlenecks have been integrated into the African Peer Review Mechanism (APRM).

2.5 Emerging Issues

45. **The regional and global development environment is conducive to accelerating growth.** To take full advantage of the opportunities and mitigate the strategic risks, the country needs to:

    i) Position herself to tap into the opportunities offered by the changing global supply chain by improving efficiency and reducing the factor costs;
    ii) Prioritise intra-Africa trade, particularly the EAC and AfCFTA, as the primary markets for the value addition agenda to take advantage of the expanding middle class;
    iii) Prudently utilise the available financial resources through enforcement of fiscal discipline, improving prioritisation & sequencing of public investment interventions, minimising supplementary budgets, reducing administrative costs of running government, and accumulation of domestic arrears;
    iv) Increase domestic revenue generation given the constrained global and regional financial environment to realise development aspirations;

v) Invest in value addition of the abundant opportunities to benefit from increased demand for value-added products in global, continental, and regional markets;

vi) Add value to the existing tourism products, diversify & develop more products, and undertake evidence-based marketing in key tourism source markets to harness the opportunities provided by the recovery of the global tourism and travel industry;

vii) Intensify mineral-based industrial development of selected minerals to harness the increasing global demand;

viii) Fast-track the development of the relevant infrastructure for extracting, refining, and storage of crude oil to tap into the rebounding oil prices;

ix) Invest in STI to create new potential sources of growth, value addition, and product sophistication and enhance efficiency & productivity;

x) Explore and exploit the new innovative financing options to finance high-impact priority investments;

xi) Invest in commercial diplomacy and economic intelligence to mitigate global trade policy uncertainty;

xii) Invest in cross-border security to mitigate security threats caused by cross-border conflicts; and

xiii) Promote the sustainable use of natural resources and mitigate against risks that come with climate change vulnerability, biodiversity loss, and pollution.

PART II: THE STRATEGIC DIRECTION, MACROECONOMIC STRATEGY, AND FINANCING

CHAPTER 3: STRATEGIC DIRECTION

3.1 Introduction

46. **This Plan is developed to respond to unique circumstances and exploit available opportunities to fast-track the realisation of the desired socio-economic transformation aspirations towards delivering the qualitative leap and full monetisation of the economy**. The strategic direction of the Plan is informed by; development context, national development priorities, the country's socioeconomic and political history, legal framework, the Uganda Vision 2040, current resource base lessons learned from the implementation of the previous plans, stakeholder engagements, Agenda 2030, Africa Agenda 2063, EAC Vision 2050, and 10-fold growth strategy. The strategic direction articulates the goal, theme, objectives, prioritisation logic, development strategies, delivery approaches, and high-impact projects.

3.2 The NDPIV Goal and Theme

47. The goal of the Plan is to **"*Achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation*".** This goal will be achieved under the theme **"*Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation*".**

48. **In pursuit of the goal, the Plan is focused on exploiting high-impact growth areas that will propel a double-digit growth over the NDPIV period and subsequently contribute to 10-fold growth of the economy over the 15 years leading up to 2040.** The government will aggressively invest in improving the country's competitiveness by prioritising development opportunities and ensuring a rapid uptake of STI in the identified growth areas. These areas include: (i) Full monetisation of the economy; (ii) Value addition and industrialisation; (iii) agriculture, (iv) tourism development; (v) mineral-based industrial development; (vi) ICT; and (vii) Finance. The justification for these key growth and development opportunities in driving double-digit growth in the next five years is illustrated below:

    i) **Full monetisation of the economy** through the various wealth creation initiatives, including Parish Development Model (PDM) and EMYOOGA;
    ii) **Value addition and industrialisation are the most appropriate drivers of the double-digit growth and the qualitative leap that should be ushered in during the Plan period.** Additionally, work in the prioritised industrial value chains must be underpinned by a supportive STI ecosystem including requisite infrastructure, specialised human resources, policy & regulation, and investment. In particular,

sustainable industrialisation is critical for latecomer developers and structural transformation by enhancing productivity in the pursuit of accelerated rates of inclusive economic growth, employment, and wealth creation. Industry can be the anchor to the development of other sectors such as urbanisation, infrastructure, social services in education and health, tourism, agriculture, science and technology, etc. Beyond the direct benefits that value addition and industry provide, they create fruitful linkages and opportunities for all the other aspects of the economy. For example, industry requires input bases and markets like agriculture and minerals to thrive. It also requires educated, skilled, and healthy people as productive labour and market. Further, industry can’t survive in a dilapidated environment and therefore requires built and well-maintained infrastructure and services, and ICT among others, to thrive. For countries like Uganda, value addition and industrialisation are key solutions to address demographic pressures by creating productive jobs;

iii) **Agriculture is the dominant source of livelihood for the majority of Ugandans.** Value addition to agriculture is the foundation for agro-industrialisation, which is critical for sustainable wealth & job creation and expansion of manufactured exports. The backward and forward linkages between agriculture and industry are essential in sustainably transforming the agro-value chains required to ensure a sufficient supply of raw materials for domestic industries to drive the import replacement strategy and mass exports. Besides, agriculture guarantees food and nutrition security. In addition, to achieve the value-addition agenda, productivity in agriculture should be enhanced to ensure a stable supply of raw materials;

iv) **Mineral development is central to facilitating resource-based industrialisation.** Minerals have intrinsic and practical value as an input in manufacturing, boosting the supply of locally manufactured products like cement, iron & steel, and fertilizers. Value addition to minerals contributes to the economy by increasing export earnings and job creation. In addition, minerals contribute to the diversification of energy sources and technology, which serve high-technology-intensive companies and automotive manufacturing;

v) **Tourism generates revenue and employment with high return on investment, which are needed to drive the desired industrialisation.** Tourism has wide multiplier effects by developing primary and secondary industries to support tourism, e.g., agriculture, manufacturing, transport, and services. Tourism is important for increasing foreign exchange earnings, creating jobs, and alleviating poverty. It contributes towards inclusive growth and development of a country by: bringing numerous economic value and benefits and helping in building the country's brand value, image, and identity. It is important to reduce poverty through employment and diversification of livelihood opportunities. This, in turn, provides additional income or contributes to a reduction in the vulnerability of the poor by increasing the range of economic opportunities available to individuals and households;

vi) **Finance is a business, job creator, and a vehicle for sustainable financing of public and private investments, especially for industrialisation.** As a business, financial services ranging from banking to microfinance, insurance, capital markets, and fintechs drive profits through lending, investment, and innovative financial products. These services fuel industrial growth by providing the capital needed for businesses to expand, invest in new technologies, and enter new markets. Simultaneously, the finance sector creates jobs directly within banks, insurance companies, and fintech firms, and indirectly by enabling the growth of other industries. Access to finance empowers small and medium enterprises (SMEs) and startups, fostering entrepreneurship and industrial diversification. By supporting sustainable business practices and green financing, the finance sector also ensures that industrial growth in Uganda aligns with environmental and social sustainability goals; and

vii) **Science, Technology, and Innovation (STI), including ICT**, are enablers for the knowledge economy, which is key for creating new sources of growth and informing solutions to the challenges of poverty and underdevelopment through increasing value for sale and how we live and do business. In particular, STI is a key driver of economic growth and a prime source of competition in the global marketplace, with at least 50% of growth attributable to it. Uganda is richly endowed and can achieve transformation within a shorter timeline with a well-implemented National Science, Technology, and Innovation System. On the other hand, ICT has a huge potential to improve national productivity by making Government and business enterprises more efficient, effective, and globally competitive. ICT as an industry has the potential to produce low volume-high value goods to boost the country's exports and foreign exchange earnings, in addition to employment and wealth creation. There is potential to improve the availability of digital content and e-products, automation of Government processes and inter-agency connectivity, innovation, bridging the gap between industry and academia, and commercialisation of research and development.

3.3 The NDPIV Strategic Objectives

49. **The Plan will be delivered through five strategic objectives, that is:**

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

3.4 The NDPIV Prioritisation Logic

50. **Accelerated economic growth will arise from increased factor productivity resulting from efficient utilisation of the factors of production**. The optimum choice for a production process depends on addressing distortions that affect the cost, availability, efficiency, and effectiveness of each factor of production, i.e., land, capital, labour, and entrepreneurship. There is a need to address the land use & management, acquisition of right of way, and multiple land ownership challenges. Relatedly, there is a need to increase labour productivity and transition the working population from low-value to high-value sectors. In addition, the speculative tendencies & oligopolistic nature of the banking sector and the application of a prime lending regime in a sub-prime market need to be addressed. to reduce the cost of capital. Further, the inculcation of the entrepreneurship mindset through business development services, financial literacy, innovation hubs, and incubation centres enables the survival and growth of enterprises. Addressing distortions in the factors of production will, therefore, improve efficiency and resource utilisation, thereby enhancing production capacity and enabling greater value addition needed to achieve double-digit growth.

51. **The Plan emphasises value addition as a main strategy for accelerating growth, employment, and wealth creation to achieve higher household incomes and full monetisation.** This framework provides a basis for prioritisation across programmes to create the requisite linkages for value addition. It describes the critical interlinkages among the inputs, processes, outputs, and support systems for value addition.

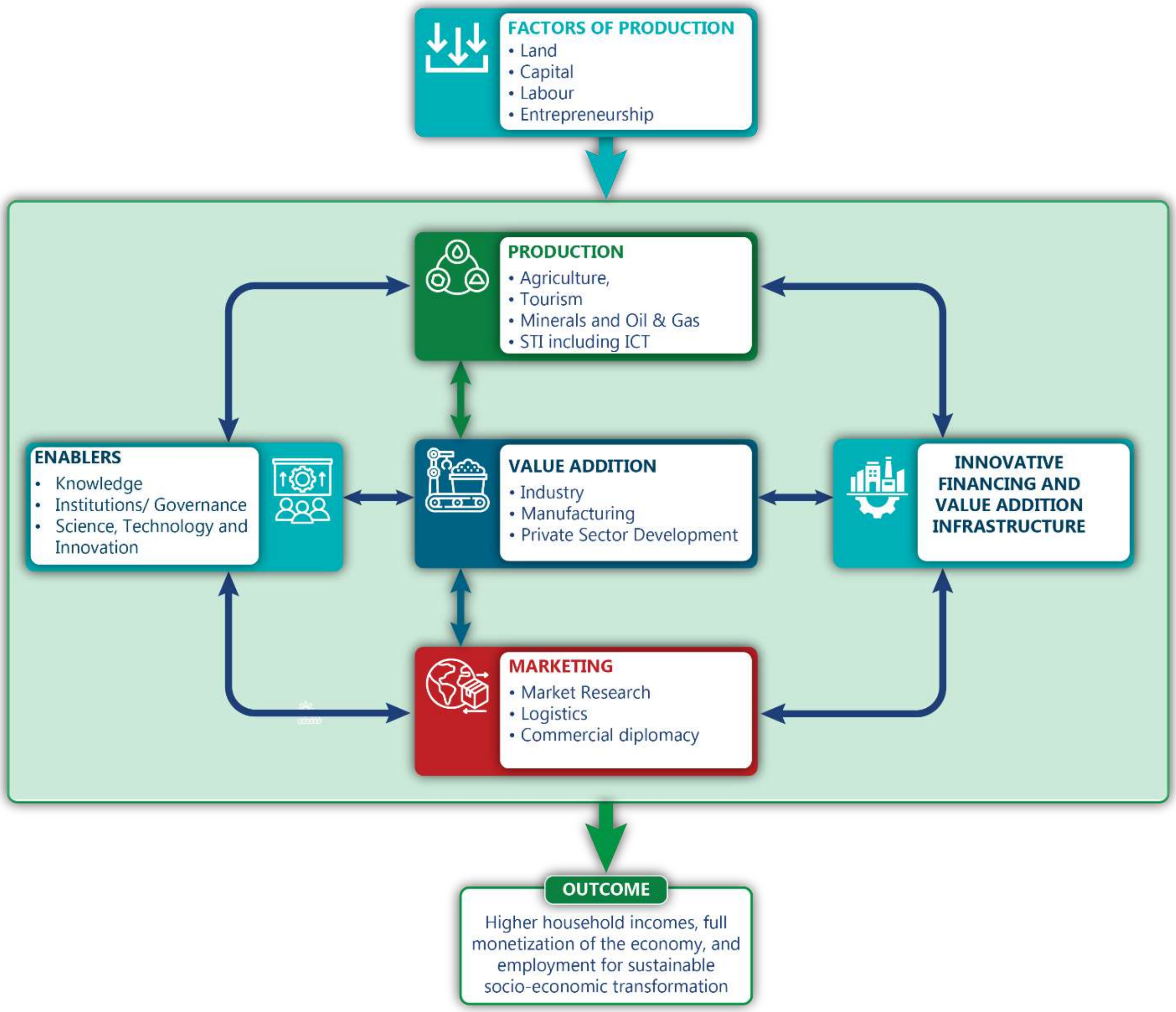
52. **Agriculture, minerals, oil & gas, and tourism are prioritised as anchors for value addition**. Production in these areas needs to be sustained while increasing productivity to provide a reliable source of inputs. Value addition incentivises production and productivity in the priority areas and transforms primary inputs into higher-value outputs that can effectively compete in the regional and international markets. This requires strategic investment in industrial processes, manufacturing, and private-sector development.

53. **For the value addition agenda to be successful, there is a need for deliberate efforts to increase market access and support systems.** Effective marketing (market research, commercial diplomacy, etc.), logistics, and compliance with standards are key for ensuring the efficient delivery of value-added products to markets. Furthermore, the support system, including knowledge enhancement, incentives, good governance & institutional support, integration of STI, innovative financing, and requisite infrastructure (industrial parks, etc.), is essential for sustaining value-addition efforts.

54. **By focusing on value addition, Uganda aims to harness its resources more effectively, boost competitiveness in the regional and global markets, and drive sustainable inclusive economic growth.** This integrated approach is designed to create jobs, improve standards of living, and promote inclusive development across the country, underpinned by peace,

security, and macroeconomic stability. In addition, it is expected that with value addition, the additional resources necessary to finance the government's commitment to the universal goals towards the provision of education, health, and water, among others, will be raised.

Figure 3.1: The NDPIV Prioritisation Logic



55. **With improved efficiency in the factors of production markets, the Plan prioritises the following, in line with the prioritisation logic:**

i) Value addition to Agriculture (including fisheries and commercial forestry), Tourism, Minerals, Oil & Gas (petrochemical industry, i.e., refinery and Kabalega industrial park);

ii) Infrastructure to support value addition (energy generation, transmission, & distribution, STI parks, special export processing zones, industrial parks, and EACOP) and maintenance of existing infrastructure;

iii) The knowledge economy (STI) including ICT. STI interventions include vaccine development & KIIRA Motors, and the integration of STI across the key growth industrial value chains for increasing productivity. ICT includes digitalising Government services such as e-government and integration of systems to make government efficient and more productive;
iv) Railways (SGR and MGR) to connect Uganda to regional and external markets and ease the cost of doing business;
v) Reduction of the cost of credit, especially through the Uganda Development Bank (UDB) and Uganda Development Corporation (UDC);
vi) Full monetisation of the economy through the various wealth creation initiatives, including Parish Development Model (PDM) and EMYOOGA;
vii) Cultural & creative industry and sports (including hosting of the African Cup of Nations (AFCON);
viii) Cost-effective solutions to deliver and consolidate gains in social services, such as; preventive health care, primary schools for parishes without a primary school and secondary schools for sub-counties without a secondary school;
ix) Greater Kampala Metropolitan Area (GKMA). GKMA is to be positioned as Uganda's major logistical hub, a catalyst and springboard for increasing productivity in all aspects of the economy, including FDI, tourism, efficient public services, and highly improved quality of life; and
x) Revenue generation. Full implementation of DRMS and seeking innovative revenue generation across all government entities.

3.5 Key Development Results

56. **Targets to be achieved during the five-year implementation period of the NDPIV have been set within the context of the 10-fold growth strategy and Vision 2040 targets.** In this regard, the Plan is expected to deliver the following results.

Table 3.1: Key Performance Indicators for NDPIV

Result	Development Indicators	Baseline FY2023/24	Target FY29/30
Goal: Achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation			
Higher Household incomes	Real GDP growth rate	6.1	10.1%
	Income percapita (USD)	1,154	2,942
	Population below the poverty line	16.9	12.9
	Gini Coefficient	0.413	0.37
	Average monthly nominal household income (Shs)	190,000	549,703
	Adjusted Net Savings (Current Shs, Billion)	36,281	52,729
	Adjusted Net National Income (Current Shs, Billion)	171,802	250,246
Employment	Share of the working population (%)	56.7	66.5
	Labourforce participation rate (%)	43	61
	Share of national labourforce employed less subsistence (%)	64.1	70.9
	Employment population ratio	37.5	52.2
	Labour productivity (GDP per worker, USD)-Agriculture	2,586.0	5,172
	Labour productivity (GDP per worker, USD)-Industry	28,032.0	51,536
	Labour productivity (GDP per worker, USD)-Services	14,257.0	26,211
	Proportion of households in the subsistence economy	33.1	21.1

Result	Development Indicators	Baseline FY2023/24	Target FY29/30
Full monetisation of the economy	Proportion of the population using mobile banking services	64	100
	Remittances as a Share of GDP	2.6	5.6
	Financial sector inclusion-formal	68	86
Objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services			
Increased production volumes and earnings by firms and households in agriculture, tourism, minerals, and oil & gas, ICT and financial services	1.1.1 Contribution to GDP-Agriculture	24.7	25.5
	1.1.2 Contribution to GDP-Tourism	5.5	6.5
	1.1.3 Contribution to GDP-ICT	1.9	2.7
	1.1.4 Contribution to GDP-Mining	1.3	1.6
	1.1.5 Contribution to GDP-Oil & Gas	0	5.5
	1.1.6 Contribution to GDP-Services	43.1	47.9
	1.1.7 Contribution to GDP-Industry	24.9	27.2
	1.1.8 Contribution to GDP-Financial Services	2.8	3.5
	1.2 Merchandise export to GDP ratio	14.8	19.8
Objective 2: Enhance human capital development along the entire life cycle			
Improved learning outcomes and acquired skills relevant to the job market	2.1.1 Literacy rates	74	81
	2.1.2 Numeracy rates	65	72
	2.1.3a Survival Rates Primary	34.2	55.0
	2.1.3b Survival Rates Secondary	60.0	68
	2.1.4 Quality-adjusted Learning Years of Schooling (QALYS)	4.5	6.0
	2.1.5 Employers satisfied with the TVET training (%)	50	75
	2.1.6 Sports Development Index	0.30	0.39
Improved quality of life	2.2.1 Maternal Mortality Rate/ 100,000	207	80
	2.2.2 Infant Mortality Rate/ 1000	34	16
	2.2.3 U5 Mortality Rate/ 1000	46	26
	2.3.4 Neo-natal Mortality Rate (per 1000)	22	20
	2.2.5a Total Fertility Rate-Total	5.2	4.0
	2.2.5b Total Fertility Rate-Urban	4.3	4.1
	2.2.5c Total Fertility Rate-Rural	5.6	4.5
	2.2.6 Population growth rate	2.9	2.7
	2.2.7 Life expectancy at birth in years	68.2	75.9
	2.2.8 Human Development Index	0.55	0.66
Improved access to services for social care, protection, safety, gender and equity	2.3.1a Access to safe water supply - rural	67.0	80.4
	2.3.1b Access to safe water supply- urban	72.8	87.4
	2.3.2 Sanitation coverage	79.5	95.4
	2.3.3 Hygiene (Hand washing)	36.0	43.2
	2.3.4 Proportion of population accessing social insurance (%)	5.0	6
	2.3.5 Universal Health Insurance Coverage	1.1	2.4
	2.3.6 Percent of the population receiving direct income support	0.50	0.6
	2.3.7 Proportion of eligible population with access to social care services	2.1	2.52
	2.3.8 Gender Inequality	0.53	0.43
	2.3.9 proportion of the population that is food secure	60.0	84.0
Objective 3: Support the private sector to drive growth and create jobs			
A conducive environment for private sector investment is created, firms are competitive and meet national, regional and international standards	3.1.1 Manufactured Exports as a percentage of total exports	24.6	31.2
	3.1.2 Exports (Goods & Services) as a percentage of GDP	18.9	12.0
	3.1.3 Growth in Private Sector Credit	7.3	29.6
	3.1.4 Tax GDP ratio	12.9	17.8
	3.1.5 Savings as a percentage of GDP	19.3	22.89
	3.1.6 Competitiveness Index	48.94	58.73
	3.1.7 Gross capital formation as a percentage of GDP	21.5	26.64
	3.1.8 Percentage of the informal sector	54.5	45.7
Youth, women and other categories of the labourforce are empowered, innovate, develop enterprises and create decent jobs	3.2.1 Youth unemployment	16.1	12.9
	3.2.2 Number of Annual Jobs Created	39,511	47,413
Objective 4: Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT			
Improved transport services, connectivity and cost-effectiveness usability	4.1.1 Proportion of paved national roads in fair to good condition	85.0	87.0
	4.1.2 Proportion of unpaved national roads in fair to good condition	73	90
	4.1.3 Percentage of District roads in fair to good conditions	69	83
	4.1.4 Travel time within GKMA (min/km)	3.75	3
	4.2.1 Volume of international air passenger traffic	2,319,804	3,616,343
	4.2.2 Volume of domestic air passenger traffic	24,668	48,611

Result	Development Indicators	Baseline FY2023/24	Target FY29/30
	4.2.3 Freight Cargo traffic in tonnes (air) - Exported	48,158	98,320
	4.2.4 Freight Cargo traffic in tonnes (air) - Imported	23,111	38,122
	4.3.1 Freight Cargo on Lake Victoria (tonnes)	52,599	953,252
	4.3.2 Passenger traffic by water %	2.0	2.6
	4.4.1 Freight cargo by rail %	3	25
	4.4.2 Travel time on railway network (in hours) -Mombasa-Kampala	17.0	12.8
	4.4.3 Travel time on railway network (in hours) - Mwanza- Dar-Kampala	6	5
Increased access to clean, reliable, affordable and climate-smart energies	4.5.1 Electricity consumption per capita	218	578
	4.5.2 proportion of the population Households with access to electricity	58	100
	4.6.1 Cost of electricity- Residential	23	18
	4.6.2 Cost of electricity- Industrial large	9.8	8
	4.6.3 Cost of electricity-Industrial -Extra Large	8	6
	4.6.4 Cost of electricity-Commercial	17	14
	4.7 Energy generation capacity (MW)	2,047	15,420
Increased land under irrigation	4.8 Cumulative WfP Storage capacity (million m^3)	47.88	57.46
Increased penetration and usage of ICT services	4.9 Unit cost of internet (USD)	35	25
	4.10 Internet penetration rate	67	77
Objective 5: Strengthen good governance, security, and the role of the State in development			
Increased Peace, Stability, accountability and civic participation	5.1 Global Peace Index (scale 1 to 5)	2.48	2.97
	5.2. Crime rate (per 100,000)	526	489
	5.3 Corruption Perception Index (100 being the best)	26	31.2
	5.4 Democratic index	4.60	5.50
Increased government effectiveness, access to public goods & services, and a good image	5.5 Government Effectiveness Index	-0.55	0.66
	5.6 Foreign Direct Investment (percent of GDP)	2.8	8.6
	5.7 Level of public satisfaction with service delivery	60	68.3

Source: NPA, 2024

3.6 Development Strategies

57. **To achieve the objectives of the Plan, a number of development strategies will be pursued during the Plan period.** These are as discussed in this sub-section.

3.6.1 Increase production and productivity in agriculture (including forestry and fisheries), minerals, oil & gas, tourism, ICT and financial services

58. **Increasing production and productivity is critical as a means of supplying the required inputs for value addition and industrialisation, leading to increased household incomes and jobs.** The focus is on ensuring consistent production of required volumes and quality products through adopting improved technologies and integrating STI in the production processes. Agriculture production will be increased through mechanisation, improved inputs, and proper agronomical practices. For tourism, the focus is on improving, developing, and diversifying tourism products. Regarding ICT, the Plan aims to harness ICT as an economic opportunity and an avenue for improving national productivity by making Government and business enterprises more effective & efficient, and globally competitive. Financial services are to be scaled up through innovations that will result in diverse financial products and services that will act as avenues for mobilising resources for both public and private investments. For minerals, the focus will be on the exploration and extraction of commercially viable minerals, reducing informality, and improving the technology of artisan miners.

3.6.2 Increase value addition in agriculture, tourism, minerals, and oil & gas

59. **Value addition is the basis for producing high-value products that fetch high prices, leading to increased incomes, export revenues and job creation.** The focus is on the provision of the necessary incentives, including infrastructure and easing the cost of value addition (e.g., electricity costs). For minerals, this includes increasing beneficiation centres. Regarding oil & gas, key investment areas include the oil refinery, EACOP, as well as the petrochemical industry. For tourism, this involves harnessing STI and ICT for increased tourism productivity, grading of accommodation facilities, increasing the stock and quality of infrastructure to improve tourist experiences and connectivity. Regarding agriculture, value addition will entail increased washing facilities, post-harvest handling, storage, and agro-processing facilities. For some strategic areas, Public-Private Partnerships (PPPs) will be leveraged for value addition.

3.6.3 Promote sustainable use and management of natural resources

60. **Sustainable use of natural resources is critical for sustained production, productivity, and value addition.** The focus is on restoring, conserving as well as strengthening sustainable management of natural resources such as land, forests, water, and wetlands. These efforts are expected to contribute to the mitigation and adaptation to the effects of climate change. The strategy also prioritises investments in sustainable technologies and green initiatives. These are expected to foster innovation and create job opportunities in sectors such as renewable energy, conservation, and environmentally friendly practices.

3.6.4 Improve access, equity, and quality of education at all levels

61. **Adequately trained and skilled human resources are critical for harnessing production and productivity.** In addition, quality education is a catalyst for innovation and progress as it fosters research and technological advancements, which spill over to other key sectors of the economy. The focus is on consolidating gains in access at all levels, education infrastructure, particularly targeting underserved sub-counties and parishes, maintenance of existing education infrastructure, strengthening the human resource capacity and addressing the gaps, and harmonising the policy & regulatory environment. These investments are expected to lead to more equality in society, more decent employment, and increased life expectancy.

3.6.5 Improve access, equity, and quality of healthcare at all levels

62. **Health is a key component of a productive workforce.** To this end, the focus is on the prevention, control, and reduction of communicable and non-communicable diseases by implementing measures that increase access and utilisation of health services (such as universal health insurance). In addition, the health infrastructure is to be strengthened through

rehabilitation, equipping, and construction of new facilities. These measures are expected to reduce morbidity and mortality rates and enhance the overall quality of life of the population.

3.6.6 Enhance access to Water, Sanitation, and Hygiene (WASH)

63. **WASH bolsters the preventive approach to healthcare prioritised in this Plan.** The focus is on improving access to water and sewerage services, safely managed sanitation, and improving maintenance and functionality of WASH facilities. Ensuring access to WASH will reduce the disease burden, leading to a reduction in household expenditure on health, an improvement in the productivity of human capital, and an increase in household incomes.

3.6.7 Promote community mobilisation and mindset change

64. **Community mobilisation and mindset change are critical for increasing the impact of wealth creation and other government development initiatives.** It enhances participation in the local economy through access and optimal utilisation of government wealth creation programmes and socio-economic services**.** Emphasis will be on leveraging education, health, cultural & creative arts, the media, family, cultural, and religious institutions to mobilise the population to participate in local economic and national development. This will ensure that resources in wealth creation initiatives (PDM, EMYOOGA) generate higher returns to the households.

3.6.8 Expand social protection safety nets

65. **Social protection is at the core of tackling vulnerability to various shocks, including job loss, income loss, natural disasters, and illnesses**. The focus is on effective just transition and mainstreaming the various affirmative action schemes in the regional development programme & PDM, and scaling up access to SAGE. This is expected to strengthen the resilience of communities against shocks, leading to inclusive social development.

3.6.9 Institutionalise human resource planning and promote industry-driven skilling and training

66. **Human resource planning is critical in reducing unemployment, increasing labour productivity and competitiveness, minimising skills mismatches, and enhancing economic growth.** The focus is on identifying the current and future human resource and skills requirements of Uganda's labour market. In this Plan, the Human Resource gaps have been classified into 3 categories, as illustrated in Table 3.2. Addressing these human resource gaps and promoting industry-driven skilling and training necessitates targeted and deliberate strategic interventions. For fields facing acute shortages without local training capacity, there is a need to: provide targeted government scholarships for students to study abroad in critical fields, with a requirement for them to return and work upon completion; establish new specialised training programmes at local institutions through partnerships with international universities and specialised organisations, and developing centres of excellence in

collaboration with international institutions to train specialised professionals in areas where shortages exist. For fields where local training is available but still experiencing acute and moderate shortages, there is a need to: centralise admissions into tertiary institutions to ensure a coordinated approach to filling the skills gaps; establish clear selection criteria for students entering courses that address identified shortages; realign government scholarships and student loan schemes to prioritise fields with significant shortages; implement performance-based criteria for scholarships and loans linking support to academic excellence and a commitment to serve in high-demand fields; expand student loan coverage to include vocational and technical training in areas with shortages; and increase institutional intake capacity for programmes in critical fields. For fields where there is an excess supply of workforce relative to available jobs, there is a need to: reevaluate and adjust educational programmes in oversubscribed fields, reduce admissions in areas with limited job opportunities and prioritise emerging, high-demand fields, and also provide reskilling and upskilling opportunities for graduates in excess supply fields. This strategy will ensure that individuals are equipped with the relevant skills to contribute to various sectors of the economy, leading to increased productivity, competitiveness, and overall economic development.

Table 3.2: Definition of Human Resource Gaps

Colour theme	Nomenclature	Description
	Acute Shortages	Acute shortages are those education and skills fields for which the country faces critical shortages, and there is limited or no training available in the country. The demand for such educational qualifications and skills exceeds the current supply, and in some cases, the demand is projected to rise sharply
	Moderate Shortages	Moderate shortages are those education and skills fields for which training is available in the country, but supply is less than the current and projected Human Resource needs. The demand for such skills exists and is increasing, but the current and projected supply may not be adequate to meet future demands.
	Excess Supply	The Excess Supplies are education and skills fields which are relevant to national development, but the current and projected supply exceeds the current and projected demand. The country has an overabundance of workers with such qualifications/skills relative to the demand in the labour market.

Source: NPA, 2024

3.6.10 Promote empowerment and livelihood programmes for special interest groups

67. **Inclusive development is a cornerstone for a peaceful and progressive society.** Special interest groups (youth, women, children, elder persons, and People with Disabilities (PWDs)) require affirmative action to increase access to social services and economic opportunities. The focus is on increasing access to economic resources and social protection by special interest groups. Additionally, the strategy emphasises mainstreaming and implementing gender, equity, disability, climate change, and other inclusion aspects in all policy, legal & institutional mechanisms, programmes, and projects. This will ensure that these groups are

provided with the necessary tools, opportunities, and support systems to participate meaningfully in decision-making processes, and leadership roles and contribute to socio-economic development.

3.6.11 Promote decent employment opportunities

68. **Decent employment opportunities are very crucial for ensuring inclusive growth, social equity, and enhancing individual welfare.** Jobs that provide adequate social protection and opportunities for personal & professional development significantly contribute to reducing poverty levels and enhancing economic stability. The focus is on strengthening the implementation of existing employment policies, laws & strategies, and enforcement of labour standards.

3.6.12 Leverage the culture and creative economy for employment and domestic resource mobilisation

69. **The culture and creative industry in Uganda has significant potential for job creation and economic growth.** The creative industry entails a wide range of activities, including visual arts, performing arts, literature, music, film, fashion, design, and crafts. The industry offers a diverse range of job opportunities, including but not limited to artists, musicians, writers, designers, actors, filmmakers, fashion designers, and photographers. Uganda's rich cultural heritage has the potential to attract tourists interested in experiencing traditional music, dance, crafts, and other cultural expressions. This can lead to job creation in community tourism, including tour guides, event organisers, and hospitality services. To harness the potential of the culture and creative economy, the strategy focuses on providing a conducive environment (such as the fast-tracking revision and enforcement of the Copyright & Neighbouring Rights Act of 2006 and the enabling infrastructure) for the creative industry to thrive.

3.6.13 Promote games and sports

70. **Games and sports are key in promoting the national image, health, employment & revenue, cohesion, and entertainment.** To harness the potential of games and sports, the focus is on promoting a comprehensive and coordinated approach to investment in sports infrastructure, sponsorship, talent identification & development, capacity enhancement of local coaches, and promotion of sports at all levels. The strategy will leverage the opportunity of hosting international tournaments such as the AFCON 2027 to not only develop the sports infrastructure but also market Uganda as a tourist destination.

3.6.14 Promote nutrition for all

71. **Nutrition security is crucial for human development and socio-economic transformation.** A well-nourished population is less susceptible to health risks, thereby reducing healthcare costs and enhancing productivity and educational attainment. The focus

is on nutritional education, establishment & expansion of social safety nets like food assistance programmes for the vulnerable population, and enhancing consumption of diverse fortified diets while ensuring reliable access to safe and nutritious food.

3.6.15 Reduce the cost of doing business

72. **Reducing the cost of doing business is vital for Uganda's competitiveness.** The lower cost of doing business not only attracts foreign investment but also fosters a vibrant small and medium enterprise sector, which is crucial for employment creation. The focus is on improving the transport infrastructure (in particular railway), reducing the cost of credit by capitalising UDB, UDC, and other public banks, improving the regulatory environment, and reducing energy tariffs.

3.6.16 Promote local content, particularly for MSMEs

73. **Promoting local content enhances skills and expertise, technology transfer, and job creation.** Fostering local content supports the growth of indigenous industries and businesses by providing them with stable markets and opportunities to expand, thereby contributing to a more diversified and resilient economy. The focus will be on fast-tracking local content legislation and building the capacity of local firms to meaningfully participate in public procurement and contractual undertakings, particularly in transport, energy, and extractives.

3.6.17 Increase competitiveness in regional and international markets

74. **Improving the competitiveness will enable the country to access new and exploit existing markets, leading to more foreign exchange earnings and improved terms of trade.** Access to new and diverse markets will provide insurance against economic shocks. Improving the competitiveness of Ugandan exports will result in higher-quality products, more efficient production processes, and lower costs. The focus is on enhancing value-addition processes, adopting advanced technologies, and strengthening infrastructure such as transport and digital connectivity to smooth trade and reduce the cost of doing business. In addition, the country will leverage regional integration (EAC and AfCFTA), and economic and commercial diplomacy to negotiate targeted markets.

3.6.18 Strengthen public-private partnerships

75. **Public-private partnerships attract additional funding to facilitate faster accumulation of development infrastructure.** In addition, strengthening public-private partnerships brings innovation, modern technologies, and expertise to public projects; leads to knowledge and skills transfer; builds capacity; and ensures the long-term sustainability of projects. The focus is on providing the right motivation to protect the public interest while allowing investors to meet the return on the investment proportional to the risk they take. In addition, enhance the

capacity and transparency of the public sector in identifying, appraising, negotiating, designing, structuring, contracting and closure of PPPs.

3.6.19 Inculcate the entrepreneurship mindset

76. **Entrepreneurship drives job creation and household incomes.** It also boosts productivity through innovation and competition. Additionally, entrepreneurship facilitates knowledge spill-over from activities of existing firms to new and innovative ones. Promoting entrepreneurship empowers marginalised groups, such as women and youth, fostering social inclusion and self-reliance. The focus is on business development services, financial literacy, innovation hubs, and incubation centres.

3.6.20 Prioritise infrastructure maintenance

77. **Regular maintenance maximises returns on public infrastructure investments.** Neglected infrastructure results in the degradation of assets, leading to the greater cost of reconstruction over time, compromising the safety of users and quality of services. Infrastructure maintenance ensures the longevity and efficiency of the assets in transport, energy, water, ICT, hospitals, and schools. The focus is on prioritising regularly scheduled maintenance of existing infrastructure, building capacity of the local construction industry, and climate-proofing of existing infrastructure.

3.6.21 Develop intermodal and seamless transport infrastructure

78. **Seamless intermodal transport infrastructure is essential for enhancing economic connectivity and efficiency.** It facilitates the efficient movement of goods and passengers between different modes of transport. This integration boosts both domestic and international trade by providing more reliable and faster routes. In addition, it supports regional integration and contributes to social inclusion by connecting remote and underserved areas with urban centres and economic hubs. The focus will be on implementing an integrated multi-modal transport hub consisting of the railway (SGR and MGR), water, air, and road transport.

3.6.22 Increase access to clean, reliable, and affordable energy

79. **Affordable and reliable clean energy is essential for industrialisation, value addition, and competitiveness.** Additionally, it is an essential ingredient for all human activity, including cooking, lighting, health, food production & storage, education, mineral extraction, and transportation. The focus is on ensuring sufficient generation and transmission to support value addition.

3.6.23 Increase access to reliable and affordable ICT services

80. **ICT plays a transformative role in boosting economic development.** Reliable and affordable ICT services enable digital entrepreneurship and improve efficiency in the

productive sectors and the provision of public services. ICT also enhances social inclusion by connecting remote and underserved communities, providing access to information and services and supporting education and skills development. The focus is on increasing coverage & usage of ICT infrastructure & services, integrating ICT in government systems, reducing costs of digital products & services, and supporting ICT innovations (including business process outsourcing).

3.6.24 Leverage urbanisation for socio-economic transformation

81. **Urbanisation leads to substantial productivity gains supported by scale, density, and agglomeration.** The proximity of businesses and industries fosters knowledge spill-overs and collaboration, enhancing efficiency and encouraging the development of new products and services. Dense urban environments provide larger markets and reduce transaction costs, making it easier for firms to access suppliers and customers. Additionally, urbanisation attracts a diverse labour force offering a wide range of skills and expertise that can support various activities. These factors collectively create an environment conducive to economic growth, job creation, and improved living standards. To harness the opportunities presented by urbanisation, the strategy focuses on closing infrastructure, social services, and regulatory gaps in GKMA and strengthening physical planning in other cities.

3.6.25 Strengthen the rule of law

82. The rule of law provides a stable and predictable environment for investment, economic growth, and social progress. It ensures that citizens have equal rights and opportunities and that their rights are protected. It also fosters trust in the government and institutions, which are essential for a functioning democracy. Focus will be on strengthening the judiciary, particularly the commercial court, for the timely disposal of cases to unlock the private capital locked up in the court system.

3.6.26 Consolidate and sustain peace and security

83. **Peace and security ensure an environment where businesses can thrive, and economic activities can expand without disruptions.** A peaceful and secure environment allows for uninterrupted delivery of goods and services, which bolsters steady economic progress and provides certainty for long-term domestic & foreign investment. The focus will be on strengthening the capacity of the armed forces to keep peace, respond to security threats and emergencies, and contribute to national development.

3.6.27 Increase government investment and participation in strategic areas

84. **Public sector investment is crucial in areas of strategic importance which may not be attractive to the private sector.** Besides the provision of public goods, the Government will identify and invest in areas that are productive and strategic for national development. Such

investments will unlock their potential, hence attracting private-sector investments. The focus will be on investment in strategic areas such as the pathogen economy, pharmaceutical industry, automobile industry, extractives, and value addition to agricultural products. In addition, the government will support large-scale innovation and technology transfer in strategic sectors.

3.6.28 Improve capacity and accountability for the implementation of public programmes

85. **Transparency and accountability ensure that public resources are used for the intended purposes and in the most efficient way**. Accountability for results is crucial for ensuring that implementing institutions meet their obligations and deliver the respective programme targets. The focus will be on sustainable procurement; eliminating middlemen from bulk procurement & developing a common price list for goods and services across government; implementing a robust and results-based performance management system; digitisation of government services at all levels; developing, updating, & enforcing service delivery standards; developing & implementing a national payments system to achieve a cashless economy; and developing and utilising community management information systems.

3.6.29 Leverage the capacity of the non-state actors to implement the national plan

86. **Non-state actors, including Non-Governmental Organisations (NGOs), cultural and religious institutions, community-based organisations, private sector entities, and development partners play a key role in national development.** They provide financial and non-financial (such as expertise and innovative technologies) resources that complement national resources during the Plan implementation. Additionally, non-state actors are important in mobilising communities and ensuring that initiatives are locally grounded and sustainable. Collaborating with these organisations diversifies the resource pool and enhances accountability and transparency, leading to more robust and inclusive development outcomes. The focus will be on strengthening the operational mechanism of the National Partnership Forum and partnership in planning, budgeting, implementation, monitoring, & evaluation of development programmes.

3.6.30 Increase civic participation in the development process, decision-making, and democratic governance

87. **Citizen participation in development is essential for ownership and the successful implementation of government programmes.** It enhances the effectiveness and legitimacy of development efforts by incorporating diverse perspectives into the planning and implementation of initiatives. Empowerment of communities will enhance the demand for accountability from and engagement of duty bearers. The focus will be on using the PDM framework to revitalise community accountability platforms (Barazas) & community service schemes *("Bulungi bwa'nsi");* operationalisation of the parish management information system; and the national youth service scheme.

3.6.31 Improve international relations and commercial diplomacy

88. **Commercial diplomacy is crucial for strategically positioning the country to leverage regional and global opportunities.** Effective commercial diplomacy helps promote national interests to access markets, attract FDI, address trade barriers, and navigate regional & international regulatory frameworks. Strong international relations bolster Uganda's credibility and attractiveness as a reliable partner, which encourages sustainable investments and technology transfer. The focus is on the development and implementation of a strategy for commercial diplomacy.

3.6.32 Sustain a stable macroeconomic environment

89. **A stable fiscal, monetary, and regulatory environment provides certainty, which is crucial for steady economic growth**. It promotes competitiveness, which attracts domestic and foreign investors. In addition, it helps safeguard against economic downturns and financial crises by promoting responsible economic management and governance. The focus is on fast-tracking the growth of the economy by maintaining macroeconomic stability through sustainable fiscal and a conducive monetary policy.

3.6.33 Increase domestic resource mobilisation while exploring innovative financing options

90. **To sustainably finance the expenditure requirements for the Plan, there is a need to increase domestic resource mobilisation and explore innovative financing options.** To increase tax revenue, measures will be taken to improve compliance and expand the tax base. Specifically, the Government will explore the untapped segments of commercial agriculture & agribusinesses, mining & mineral enterprises, creative arts, and informal sector enterprises. To improve tax compliance and accuracy in the filed tax returns, the Government will fast-track the rollout of digital technologies to facilitate cashless transactions. The government will also focus on strengthening administrative measures through building tax administration capacity and expanding tax audits. In addition, the Government will rationalise tax expenditure regimes to minimise revenue losses. Besides tax revenue, public institutions are encouraged (coupled with building their capacity) to devise innovative ways to increase Non-Tax Revenue (NTR). To complement the tax and non-tax revenue, the Government will explore innovative financing options such as climate finance, capital markets, and remittances. This will require putting in place an appropriate policy and regulatory framework. Furthermore, measures will be undertaken to attract FDI in the strategic sector. While borrowing will continue to be one of the financing sources, this will be restricted to critical areas so that debt sustainability is not undermined.

3.7 National Development Programmes

91. **Eighteen (18) programmes will be implemented to achieve the goal of the Plan.** These are:

i) Agro-Industrialisation;
ii) Sustainable Extractives Industry Development;
iii) Tourism Development;
iv) Natural Resources, Environment, Climate Change, Land, and Water Management;
v) Private Sector Development;
vi) Manufacturing;
vii) Digital Transformation;
viii) Integrated Transport Infrastructure and Services;
ix) Sustainable Energy Development;
x) Sustainable Urbanisation and Housing;
xi) Human Capital Development;
xii) Innovation, Technology Development and Transfer;
xiii) Regional Development;
xiv) Governance and Security;
xv) Public Sector Transformation;
xvi) Development Plan Implementation;
xvii) Administration of Justice; and
xviii) Legislation, Oversight, and Representation.

92. **The eighteen NDPIV programmes are classified under four broad clusters depending on the development thematic areas they mostly contribute to**. The mapping of the different clusters alongside their respective programmes is presented in Table 3.3.

Table 3.3: Mapping of the NDPIV Programmes by Cluster

Cluster	Programme
Production and Value Addition	1. Agro-industrialisation 2. Sustainable Extractives Industry Development 3. Tourism Development 4. Manufacturing 5. Private Sector Development
Social Development	6. Human Capital Development 7. Sustainable Urbanisation and Housing 8. Regional Development
Enablers	9. Integrated Transport Infrastructure and Services 10. Sustainable Energy Development 11. Digital Transformation 12. Natural Resources, Environment, Climate Change, Land, and Water Management 13. Innovation, Technology Development and Transfer
Governance	14. Legislature, Oversight and Representation 15. Administration of Justice

Cluster	Programme
	16. Development Plan Implementation 17. Governance and Security 18. Public Sector Transformation

Source: NPA, 2024

93. Table 3.4 presents a mapping of the objectives, strategies, and Programmes to deliver the goal of the Plan.

Table 3.4: Mapping of the Goal, Objectives, Strategies, and Programmes

Goal: Achieve Higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation		
Theme: Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation		
Objectives	**Strategies**	**Programmes**
1. Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services	1. Increase production and productivity in agriculture, minerals, oil & gas, tourism, ICT and financial services; and 2. Increase value addition to agriculture, minerals, oil & gas, tourism, ICT and financial services.	1. Agro-Industrialisation 2. Sustainable Extractives Industry Development 3. Tourism Development 4. Manufacturing 5. Innovation, Technology Development and Transfer 6. Natural Resources, Environment, Climate Change, Land and Water Management
2. Enhance human capital development along the entire life cycle	3. Improve access, equity, and quality of education at all levels; 4. Improve access, equity and quality of healthcare at all levels; 5. Rehabilitate, equip and construct health infrastructure at all levels; 6. Enhance access to water, sanitation, and hygiene; 7. Promote community mobilisation and mindset change; 8. Expand social protection safety nets; 9. Institutionalise manpower planning and promote industry-driven skilling and training; 10. Promote empowerment and livelihood programmes for youth, women, children, elder persons, and People with Disabilities (PWDs); 11. Promote decent employment opportunities; 12. Leverage the culture and creative economy for employment and domestic resource mobilization; 13. Promote games and sports; and 14. Promote better nutrition for all.	7. Human Capital Development
3. Support the private sector to drive growth and create jobs	15. Reduce the cost of doing business; 16. Promote local content particularly for MSMEs; 17. Increase market access and competitiveness; 18. Strengthen Public-Private Partnerships; and 19. Inculcate the entrepreneurship mindset and educate the population to invest in productive sectors like agriculture.	8. Private Sector Development

Goal: Achieve Higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation		
Theme: Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation		
Objectives	**Strategies**	**Programmes**
4. Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT	20. Prioritize infrastructure maintenance; 21. Develop inter-modal and seamless transport infrastructure; 22. Increase access to clean, reliable and affordable energy; 23. Increase access to reliable and affordable ICT services; and 24. Leverage urbanisation for socio-economic transformation;	9. Integrated Transport Infrastructure and Services 10. Sustainable Energy Development 11. Digital Transformation 12. Sustainable Urbanisation and Housing
5. Strengthen good governance, security, and the role of the state in development	25. Strengthen the rule of law; 26. Consolidate and sustain peace and security; 27. Increase Government (both central and local government) investment and participation in strategic areas; 28. Improve capacity and accountability for the implementation of public programmes; 29. Leverage the capacity of the non-state actors to implement the national plan; 30. Increase civic participation in the development process, decision-making, democratic governance, and socio-economic development; 31. Improve international relations and diplomacy; and 32. Sustain a suitable fiscal, monetary and regulatory environment.	13. Governance and Security 14. Public Sector Transformation 15. Regional Development 16. Development Plan Implementation 17. Administration of Justice 18. Legislation, Oversight & Representation

Source: NPA, 2024

3.8 Delivery Approaches

94. **The following delivery approaches have been adopted for the Plan implementation period:**

i) **Deepening the programmatic approach**. To strengthen the alignment of plans, budgets, and implementation at the macro, sectoral and local government level, the programme-based approach is the overarching architecture for planning, implementation, monitoring and evaluation. The PIAPs formulation process was decentralised to ensure ownership and timely development of programme strategies, objectives, priorities, results and budgets. In addition, continuous capacity building of programme working group actors at all levels will be undertaken. A change management strategy for the programme approach is going to be fully rolled out, as well as strengthening inter and intra-programme coordination and follow-up;

ii) **Science, Technology and Innovations as well as knowledge** will be leveraged to increase innovation and productivity in all sectors and generate new sources of growth;

iii) **Mainstreaming job creation in all key development actions**. Capacity building of the programme working groups, MDAs, and local governments has been and continues to be undertaken to systematically integrate labour and employment creation in their planning, budgeting and implementation processes. This will be followed up by implementing coordination mechanisms, robust reporting and budgeting systems that account for job creation in all programme interventions;

iv) **Development and enforcement of last-mile physical development plans for effective land use**. The National Physical Development Plan will be actualised through the development and enforcement of district and local-level physical development plans.

v) **Regional development planning**. To capture the peculiarities within the different regions of the country, specific regional development plans will be developed to inform planning at the local government level and to drive the Local Economic Development (LED) agenda;

vi) **Deepening the quasi-market approach**. Beyond the role of providing public goods, the government will also invest in strategic areas to unlock their potential to attract and crowd in private investments, however, the private sector will always be the driver of growth;

vii) **Strengthening risk analysis and mitigation**. A framework for risk mitigation has been developed to guide MDAs and Local Governments in the analysis and mitigation of potential risks to the implementation and the unintended consequences arising from implementing their plans. This will entail investment in training and provision of resources to develop capacity for risk analysis and development of strategies to mitigate the risks included in processes of planning and development. This is meant to minimise potential negative impacts and take advantage of risks on public services, operations, and resources;

viii) **Full operationalisation of the seven pillars of the Parish Development Model (PDM).** The Parish will continue to serve as the lowest planning unit to rally citizens for economic development;

ix) **Integrated Human Resource Development Planning**. All MDAs and LGs shall integrate human resource planning into their strategic plans and LG development plans, aligned to the National Human Resource Development Plan (NHRDP). This aims to inform the development of a critical mass of skilled professionals required to deliver the Plan; and

x) To ensure inclusive sustainable development, the Human Rights Based Approach (HRBA) to planning will continue to be pursued.

3.9 High Impact Projects

95. **The selection of NDPIV High Impact Projects considers the following:**

i) Direct contribution to the delivery of the Plan's priorities, particularly the ATMS and key results;

ii) Have a high multiplier effect on the priorities of NDPIV, particularly the ATMS and full monetisation of the economy;

iii) Require concerted effort of a wide array of stakeholders outside the lead implementing agency/programme for execution and hence place high demands on the need for concerted efforts; and

iv) Have progressed in the appraisal process and finished at least two stages of the Development Committee.

96. Table 3.5 presents projects with high multiplier effects and a direct impact on achieving the Plan's desired results.

Table 3.5: High Impact Projects

No.	Project Title	Project Duration	Total Cost (Shs. Billion)	Funding Source
	Agro-industrialisation			
1.	Coffee Value Chain Development Project	5 years	263.91	Public
2.	Uganda Climate Smart Agricultural Transformation Project (UCSATP)	5 years	1,122.70	Public
3.	Development of injectable Anti-Tick Vaccines	5 years	125.0	Public
4.	Solar-powered irrigation systems	5 years	490.19	Public
	Tourism Development			
5.	Development of the Source of The Nile Project (Phase II)	5 years	90.55	PPP
6.	Mt. Rwenzori Cable Car Project	5 years	555.70	PPP
7.	Development of Water-Based Eco Adventure Parks (Geothermal Spas and Resorts)	5 years	87.0	Public
	Private Sector Development			
8.	Capitalisation of UDB and Public banks (Postbank, Pride Microfinance, and Housing Finance)	5 years	1,583	Public
	Sustainable Extractives Industry Development			
9.	Hoima Oil Refinery	5 years	4,000.0	Public/PPP
10.	Iron and Steel Plant	5 years	1,852.0	PPP/Private
11.	East Africa Crude Oil Pipeline (EACOP)	5 years	18,526.0	Public
12.	Midstream Petroleum Infrastructure Development Project Phase II	5 years	240.4	Public
13.	Moroto Nadunget Limestone (Cement and Clinker) Plant	5 years	1,111	PPP
	Knowledge economy (STI) including ICT			
14.	Biosciences Park (Pathogen Economy)	5 years	365.7	Public
15.	Mobility Industrial and Technology Park	5 years	2,078.6	Public
16.	Kiira Motors Vehicle Plant	5 years	524.0	Public
17.	4 Regional Agro-Industrial Parks (Pathogen Economy)	5 years	100	Public
18.	Veterinary Vaccine Institute (Pathogen Economy)	5 years	-	Public
19.	Uganda Digital Acceleration Programme	5 years	735.9	Public
	Integrated Transport Infrastructure and Services			
20.	Rehabilitation Jinja – Iganga – Malaba - Busia Expressway (144km)	3 years	432.0	PPP
21.	Kampala - Malaba Standard Gauge Railway Project (Eastern Route)	6 years	9,171.0	Public
22.	Kampala – Kasese SGR	4 years	1,800.0	Public
23.	Supply of Electricity to Standard Gauge Railway (SGR) Project	5 years	0.173	Public
24.	Capitalisation of Uganda Airlines	8 years	5,188.8	Public
25.	Greater Kampala Metropolitan Area Urban Development Programme (GKMA-UDP)	5 years	2,134.87	Public
26.	Busega - Mpigi Expressway	5 years	547.5	Public
27.	Kibuye - Busega Expressway	5 years	1,110	PPP
28.	Kampala - Jinja Expressway	3 years	2,300.0	PPP
29.	Kampala - Southern Bypass	5 years	928.7	PPP
30.	Kampala Outer Belt Way	5 years	300.0	PPP
31.	Upgrading of Mpigi – Kasanje – Buwaya, Nateete – Nakawuka – Kisubi and Connecting Roads (71.15km) to Paved Standard	4 years	263.26	Public
32.	Improvement of Traffic Control in Kampala City Project	4 years	95.0	Public
33.	Kidepo International Airport and related infrastructure (5-Star hotels)	5 years	370.0	PPP
34.	Development of Bukasa Port	5 years	1,390	Public
	Sustainable Energy Development			
35.	Kiba Hydro Power Plant	15 years	8,103.0	Public

No.	Project Title	Project Duration	Total Cost (Shs. Billion)	Funding Source
36.	Oriang Hydro Power Plant	15 years	6,275.2	Public
37.	Ayago Hydro Power Plant	15 years	5,790.5	Public
38.	Nuclear Energy Plant	15 years	137,188.9	Public
39.	Rehabilitation and Optimisation of Nalubaale and Kiira (380 Mw) Hydro Power Plants	5 years	908.26	Public
40.	Construction of 400kv Karuma-Tororo Transmission Line and 132kv Ntinda Substation	5 years	1,130.16	Public
41.	Hoima - Kinyara – Kafu 220kv Transmission Line and Associated Substations Project	4 years	406.1	Public
42.	Mirama- Kikagati- Nsongezi 132kv Transmission Line and Associated Substations	5 years	162.22	Public
43.	Masaka-Mwanza 400kv Transmission Line Project and Associated Substations (Uganda Part)	4 years	168.48	Public
44.	132kv Mbale – Bulambuli – Kween Transmission Line and Associated Substations Construction Project	5 years	309.55	Public
45.	Olwiyo – Nimule (Uganda) –Juba (Sudan) 400kv Transmission Line Project	4 years	541.75	Public
46.	Nkenda (Uganda) – Beni – Bunia (D.R. Congo) 220kv Transmission Line Project and Associated Substations	4 years	106.4	Public
47.	Upgrade of Mutundwe – Buloba – Kabulasoke – Masaka and Kabulasoke – Nkonge – Rugonjo – Nkenda 132kv Transmission Line and Associated Substation Works	5 years	793.80	Public
	Manufacturing			
48.	Development of Industrial Parks Phase II	5 years	927.3	Public
	Human Capital Development			
49.	Rehabilitation of Regional Referral Hospitals	5 years	130.0	Public
50.	Establishment of Regional Oncology and Diagnostic Centres in Arua, Mbale and Mbarara	5 years	245.5	Public
51.	Uganda Heart Institute Infrastructure Development Project	5 years	266.0	Public
52.	Strengthening Health Systems for Primary Health Care	5 years	740	Public
53.	Uganda Health Services Transformation Project (UHSTP)	5 years	1,124	Public
54.	Construction of New Health Units in 132 Sub-counties, Town Councils and Divisions	5 years	66.0	Public
55.	Establishment of Primary Schools in 1818 Parishes	5 years	1,473.29	Public
56.	Secondary Schools Project for Sub-counties without	5 years	581.4	Public
57.	Basic Requirements and Minimum Standards (BRMS) for primary and secondary education institutions	5 years	-	Public
	Sustainable Urbanisation and Housing			
58.	Waste Management for GKMA	5 years	444.9	PPP
59.	Uganda Cities and Municipalities Infrastructure Development Project (UCMID)	5 years	2,797.5	Public
	Full monetisation of the economy			
60.	Full operationalisation of Parish Development Model (PDM) and EMYOOGA	5 years	1,594.0	Public
	Cultural & creative industry and sports			
61.	Establishment of Two (02) International stadia (Hoima and Akii-Bua) and Refurbishment of Namboole International stadia	5 years	3,861	PPP
62.	Establishment of Four (04) Regional Sports Stadia and Fourteen (14) District Sports Grounds in the Traditional Sub-Regions of Uganda	5 years	44.61	Public
63.	One-Stop Centre State of the Art Production Facility (Culture and Creative Arts)	5 years	183.9	PPP

Source: Integrated Bank of Projects (IBP) Database, MOFPED

CHAPTER 4: MACROECONOMIC STRATEGY

4.1 Introduction

97. **The ambition to grow the economy by double digits is underpinned by a stable macroeconomic environment.** This strategy seeks to sustainably grow the economy by double digits, maintain macroeconomic stability, create more jobs, and raise resources to address the critical infrastructure deficit and social expenditures. It also aims to competitively position Uganda to fully tap into regional, continental, and global market opportunities. The strategy highlights the NDPIV sources of growth, monetary & fiscal strategies, expected key development outcomes, interventions, and resources required to achieve the expected socio-economic outcomes.

98. **The specific objectives underpinning the overall macroeconomic strategy are to:**

    i) Reduce poverty to 12.9% in FY2029/30 from 16.9% in FY2023/24;
    ii) Attain double-digit growth of 10.1% in FY2029/30 from 6.1% in FY2023/24;
    iii) Create an average of 884,962 jobs annually over the NDPIV period;
    iv) Maintain price stability marked by single-digit inflation within the target band of 5% +/-3;
    v) Contain the debt to GDP ratio and fiscal deficit below 50% in present value terms and 3%, respectively, in FY2029/30, consistent with regional and domestic fiscal policy rules; and
    vi) Attain an increase in the revenue to GDP ratio of 18.3% in FY2029/30 from 13.7% in FY2023/24.

99. **The key selected economic and financial indicators are as shown in Table 4.1.**

Table 4.1: Selected Economic and Financial Indicators, FY 2025/26-2029/30

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
GDP and Prices (percent change)							
Real GDP	6.1	6.6	7.3	9.0	9.8	10.4	10.1
Core Inflation (average)	3	7.0	7.0	7.0	7.0	7.0	7.0
Savings and Investments Gap (percent of GDP)							
Gross Domestic Savings	19.2	17.7	18.5	19.7	19.9	21.3	22.7
Public	4.0	-1.0	-3.3	-1.2	0.3	2.1	3.9
Private	15.2	18.7	21.7	20.9	19.7	19.2	18.8
Domestic Investments	26.3	24.1	24.1	24.0	24.1	25.6	26.6
Public	8.5	4.7	4.5	4.2	4.1	4.3	4.3
Private	17.8	19.4	19.6	19.8	20.0	21.3	22.3
Government budget and debt (percent of GDP)							
Revenues and Grants	14.5	15.6	17.0	17.6	17.9	18.2	18.7
Revenues	13.7	14.3	16.1	16.9	17.4	17.8	18.3
Grants	0.8	1.3	0.9	0.7	0.5	0.5	0.4
Expenditures and net lending	19.0	21.3	24.7	23.0	21.8	20.4	19.1
Overall balance (including grants)	-4.5	-5.7	-7.7	-5.4	-3.9	-2.1	-0.4
Overall balance (excluding grants)	-5.3	-7.0	-8.7	-6.1	-4.4	-2.6	-0.8
Net Domestic borrowing	3.9	3.5	1.2	1.2	0.8	0.4	0.0
Public Gross Nominal Debt	46.9	49.0	51.0	51.9	52.4	52.3	52.4
Domestic	19.6	23.3	26.7	28.5	29.7	30.9	31.9
External	27.3	25.7	24.3	23.4	22.7	21.4	20.5
External Sector (percent of GDP)							
Current Account (including grants)	-7.1	-6.4	-5.6	-4.3	-4.2	-4.3	-3.9
Current Account (excluding grants)	-7.5	-6.8	-5.9	-4.6	-4.5	-4.5	-4.1
Trade balance	-7.1	-6.2	-5.3	-4.7	-3.8	-4.3	-4.1
Money and credit (percent change)							
Broad money (M3)	16.3	16.9	14.7	16.0	16.7	18.6	18.2
Private sector credit	14.70	8.62	7.15	8.62	11.48	11.36	16.12
Memorandum Items							
Nominal GDP (UG Shs Billions)	202,725	238,189	273,562	319,017	374,773	442,786	521,662
GDP Per Capita (USD)	1,154	1,379	1,571	1,824	2,133	2,509	2,942
Nominal GDP (USD Millions)	53,652	65,266	76,488	91,018	109,107	131,539	158,133

Source: NPA and MOFPED, 2024

4.2 Economic Growth Strategy

100. **The economic growth strategy is based on the 10-fold growth strategy, which aims to accelerate economic growth over the next 15 years.** The goal of this strategy is doubling GDP every five years over the period FY2025/26-2039/40. The targets include a six-fold increase in per capita GDP by 2040 and a 3-fold increase in the annual growth rate of GDP per capita from 4% to 12%. To attain the above targets, the Government plans to double the level of savings to meet the necessary investment levels, stimulate foreign direct investment (FDI), as well as rapidly increase exports and reduce imports and the accumulation of human and physical capital.

101. **Attainment of a 10-fold growth strategy will require investment in five key growth areas to drive the economy towards a new and higher economic frontier.** These areas are: agro-industry; tourism; minerals, oil & gas development; knowledge economy driven by STI and ICT; and finance. This Plan prioritises the above areas together with enablers such as human capital and infrastructure development.

102. **In line with the priority areas, the Plan identifies key growth-enhancing projects that are ready for implementation.** The growth-enhancing projects of the Plan have at least undergone a pre-feasibility study and are properly sequenced. With proper sequencing and timely implementation of the projects, the economy is expected to grow at an average of 9.3% during the Plan period.

103. **The anticipated growth will be driven by the strong momentum of services, with industry and agriculture also expected to accelerate on account of investment towards the key growth areas, including value addition in the anchor sectors.** The contribution of the industry sector to GDP growth will increase from 1.72% in FY 2024/25 to 3.17% in FY 2029/30, while the agriculture, forestry & fishing sector contribution will increase from 1.1% to 1.81% over the same period. The increased contribution of the industry sector will be driven by agro-processing and mineral exploration and beneficiation, largely from iron ore and phosphates, whereas the increase in agriculture sector contribution will be driven by food crops, cash crops, and fishing. Similarly, the services sector contribution will increase to 5.15% from 3.79% during this period on account of the increased contribution of wholesale & retail trade and tourism activities such as accommodation & food services, creative arts, entertainment, and recreation. In particular, tourism-related activities' contribution to growth is expected to increase to 0.4% in FY 2029/30 from 0.2% in FY 2024/25, while the provision of social services and infrastructure projects will contribute 3% to GDP growth over the Plan period.

104. **The expansion is also driven by oil-related production, as construction activities conclude and production begins.** Value addition to crude oil is expected to contribute 0.8%, with oil revenues expected to range from 1% of GDP at the start of production and peak at 3% of GDP. Table 4.2 provides the decomposition of the various sources of growth. Therefore, the Annual Budgetary allocations to finance the underlying interventions will contribute to the attainment of the planned growth.

Table 4.2: Contribution to Growth by Sectors, FY2025/26-FY2029/30

	24/25	25/26	26/27	27/28	28/29	29/30
Real GDP	**6.60**	**7.35**	**9.05**	**9.82**	**10.35**	**10.13**
Agriculture, forestry & fishing	**1.10**	**1.39**	**1.73**	**1.82**	**1.76**	**1.81**
of which:						
Cash crops	0.01	0.17	0.27	0.21	0.12	0.23
Dairy farming	0.00	0.00	0.04	0.03	0.01	0.02
Food crops	0.54	0.54	0.66	0.73	0.77	0.71
Fishing	0.13	0.16	0.21	0.23	0.22	0.24
Livestock	0.13	0.15	0.17	0.18	0.19	0.18
Other	0.31	0.36	0.41	0.46	0.47	0.46
Industry	**1.72**	**2.45**	**2.88**	**3.01**	**2.87**	**3.17**
of which:						
Agro-processing	0.68	0.79	1.30	1.34	1.15	1.33
Construction	0.45	0.81	0.55	0.61	0.71	0.69
Electricity and water	0.24	0.24	0.29	0.34	0.36	0.36
Mining & Quarrying	0.08	0.14	0.15	0.15	0.14	0.16

	24/25	25/26	26/27	27/28	28/29	29/30
Other Manufacturing	0.27	0.48	0.59	0.57	0.51	0.63
Services	**3.79**	**3.50**	**4.44**	**4.99**	**5.72**	**5.15**
of which:						
Transport services	0.18	0.17	0.26	0.27	0.26	0.28
Wholesale and retail trade	0.51	0.69	0.82	0.89	0.86	0.89
Telecommunications-ICT	0.13	0.13	0.18	0.19	0.21	0.20
Financial services	0.26	0.22	0.28	0.31	0.37	0.32
Health	0.16	0.18	0.22	0.27	0.28	0.28
Public Administration	0.15	0.18	0.23	0.25	0.82	0.30
Accommodation & Food Services	0.22	0.22	0.27	0.34	0.37	0.35
Other services	2.17	1.71	2.18	2.48	2.55	2.51

Source: NPA and MoFPED, 2024

4.3 Growth and Employment Creation Strategy

105. **Employment prospects will remain buoyant as output expands, supported by sustained demand for services and additional investment in industries.** The investments in the priority areas will translate into the expansion of economic output, which is a necessary condition for job creation. The Plan adopts a four-pronged approach to job growth: expanding the industrial base; ensuring productivity gains across all sectors; diversifying economic activities to generate job opportunities; and expanding household investment opportunities through the PDM and other wealth creation funds. Particularly, the Plan aims to strengthen the private sector as a driver of jobs by ensuring a higher survival rate of new business start-ups and growth of existing ones. This will translate into the creation of 4.4 million new jobs with an annual average of 884,962 during the Plan period (Table 4.3).

Table 4.3: Stock of new Jobs created over the NDPIV period

Employment Industry	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
Agriculture, forestry & fishing	**208,409**	**466,761**	**421,909**	**257,716**	**247,504**
Industry	**137,116**	**124,837**	**129,922**	**135,748**	**169,404**
Mining	12,049	10,965	9,880	9,053	16,124
Manufacturing	51,482	78,862	79,767	69,826	78,956
Electricity & Water	938	968	1,308	1,737	1,324
Construction	72,648	34,041	38,967	55,132	72,999
Services	**327,068**	**391,797**	**439,326**	**503,788**	**463,508**
Trade and Repairs	168,230	164,990	177,584	177,188	191,516
Transport & Storage	22,489	33,413	34,801	41,869	35,017
Accommodation & Food Service Activities	16,330	18,631	26,879	34,328	31,267
Information & Communication	2,202	3,510	4,025	5,734	3,487
Financial and Insurance Activities	2,252	2,943	3,370	5,294	3,279
Real Estate Activities	953	1,010	1,409	1,771	1,521
Professional, Scientific & Technical Activities	8,055	9,453	9,475	11,739	11,236
Education	37,480	40,196	46,063	52,615	48,369
Human Health & Social Work Activities	8,585	9,133	12,118	14,991	13,218
Arts, Entertainment & Recreation	3,426	4,525	6,366	7,231	7,115
Other Services	57,064	103,994	117,237	151,026	117,483
Overall Total	**672,594**	**983,396**	**991,157**	**897,252**	**880,416**

Source: NPA, 2024

106. **Job creation is primarily projected to occur in the services sector, serving as an enabler for other sectors.** Within the services sector, job creation is expected to be concentrated in trade and repairs, which is projected to account for an average of 20.1% of jobs created. Additional jobs in the services sector will be created in transport & storage (3.8%), accommodation & food services (2.9%), and education (5.1%). The industry sector will contribute on average 16.1% of the new jobs, mainly in mining (1.3%), manufacturing (8.1%), and construction (6.5%). Agriculture, fisheries, and forestry are projected to contribute 35.6% of the new jobs. However, the overall contribution to employment is expected to decrease to 53.2% in FY 2029/30 from 60.3% in FY 2023/24, largely due to increasing efficiency gains from quality inputs, mechanisation, value addition, and the growing adoption of commercial agriculture. Consequently, labour in agriculture is expected to shift toward other sectors. (Table 4.4).

Table 4.4: Proportion of new Jobs created over the NDPIV period (%)

	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
Agriculture, forestry & fishing	**31.0**	**47.5**	**42.6**	**28.7**	**28.1**
Industry	**20.4**	**12.7**	**13.1**	**15.1**	**19.2**
Mining	1.8	1.1	1.0	1.0	1.8
Manufacturing	7.7	8.0	8.0	7.8	9.0
Electricity & Water	0.1	0.1	0.1	0.2	0.2
Construction	10.8	3.5	3.9	6.1	8.3
Services	**48.6**	**39.8**	**44.3**	**56.1**	**52.6**
Trade and Repairs	25.0	16.8	17.9	19.7	21.8
Transport & Storage	3.3	3.4	3.5	4.7	4.0
Accommodation & Food Service Activities	2.4	1.9	2.7	3.8	3.6
Information & Communication	0.3	0.4	0.4	0.6	0.4
Financial and Insurance Activities	0.3	0.3	0.3	0.6	0.4
Real Estate Activities	0.1	0.1	0.1	0.2	0.2
Professional, Scientific & Technical Activities	1.2	1.0	1.0	1.3	1.3
Education	5.6	4.1	4.6	5.9	5.5
Human Health & Social Work Activities	1.3	0.9	1.2	1.7	1.5
Arts, Entertainment & Recreation	0.5	0.5	0.6	0.8	0.8
Other Services	8.5	10.6	11.8	16.8	13.3
Overall Total	100	100	100	100	100

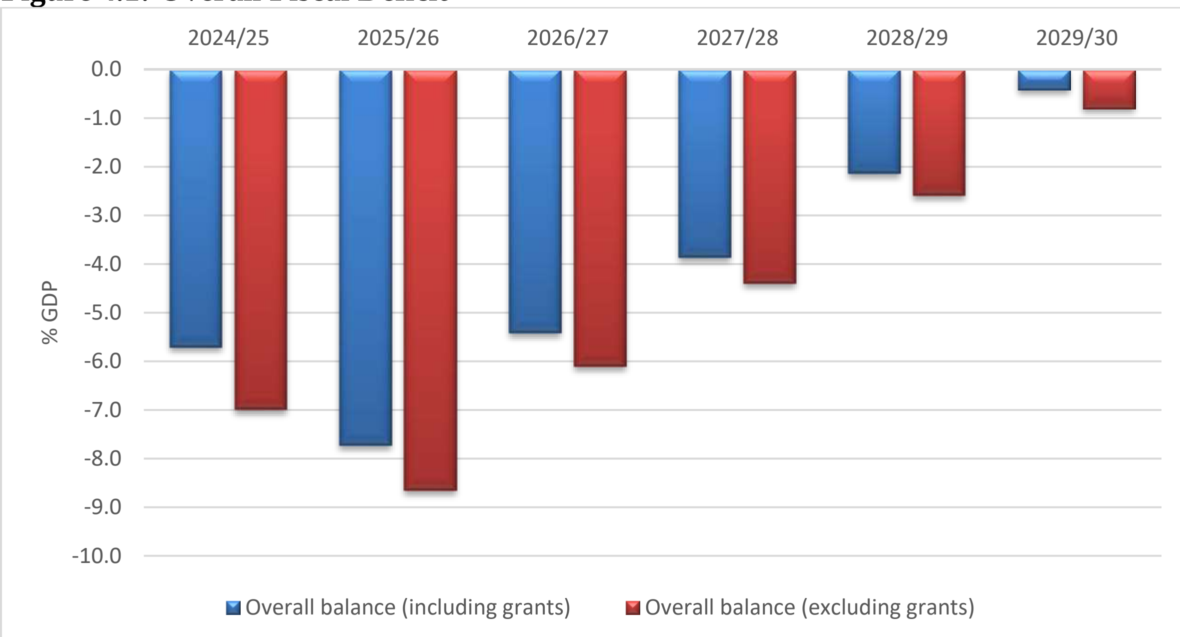
Source: NPA, 2024

4.4 Fiscal Strategy

107. **The fiscal strategy of the NDPIV is underpinned by the need to maintain fiscal sustainability while investing in key growth areas to double the size of the economy and increase its competitiveness in the medium to long term.** To this end, the strategy aims at sustaining fiscal consolidation efforts through the collection of more revenue, acquisition of low-cost & low-risk financing, and achieving budget allocative efficiency by repurposing the resources in the annual budgets to focus on the priority areas. Additionally, the strategy strives to improve the efficiency of public investment management.

108. **While the expenditure requirements for achieving the 10-fold strategy are large, the fiscal strategy ensures that the fiscal deficit remains within sustainable levels over the medium to long term.** In this regard, the NDPIV macroeconomic framework adopts a fiscal path that ensures the debt-to-GDP ratio remains sustainable. The revenue-to-GDP ratio is expected to grow by 0.5 percentage points annually, rising to 18.3% by FY 2029/30, while the expenditure-to-GDP ratio will decline from 24.7% to 19.1% throughout the Plan period. Consequently, the fiscal deficit is expected to gradually decline to less than 3% by FY 2029/30 in line with the EAC Convergence criteria. Figure 4.1 shows the NDP IV fiscal path.

Figure 4.1: Overall Fiscal Deficit



Source: NPA and MoFPED, 2024

4.4.1 Revenue Strategy

109. **Financing the Plan will require substantial resources, therefore expanding the size of the economy and the tax base, as well as improving tax administration.** More revenue will be generated from the untapped segments of commercial agriculture & agribusinesses, mining & mineral enterprises, creative arts, and informal sector enterprises. In addition, the Government will fast-track the rolling out of digital technologies to facilitate cashless transactions and improve accuracy in the filed tax returns and compliance. Government will also focus on strengthening administrative efforts through building the tax administration capacity of URA in minerals, oil & gas, and e-commerce; as well as expand tax audits in targeted industries in mining, oil & gas, telecommunications, and professional service providers to increase compliance. Furthermore, the Government will adopt a performance-based tax expenditure (tax incentive) regime to minimise revenue losses. Overall, it is expected that these interventions will lead to an increase in total revenues, and grants will

increase to 18.7% of GDP by FY2029/30 from 14.5% in FY2023/24, of which oil revenues contribute 0.5% (Table 4.5).

Table 4.5: Sources of Revenues (% of GDP)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Revenues and Grants	14.5%	15.6%	17.0%	17.6%	17.9%	18.2%	18.7%
Total Oil and Non-Oil Revenues	13.7%	14.3%	16.1%	16.9%	17.4%	17.8%	18.3%
Non-Oil Tax Revenues	13.7%	14.3%	15.8%	16.3%	16.8%	17.3%	17.8%
Oil revenues	0.0%	0.0%	0.3%	0.6%	0.6%	0.5%	0.5%
Grants	0.8%	1.3%	0.9%	0.7%	0.5%	0.5%	0.4%
Budget Support	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Project Support	1.3%	1.3%	0.9%	0.7%	0.5%	0.4%	0.4%

Source: NPA and MoFPED, 2024

4.4.2 Expenditure Strategy

110. **The expenditure strategy prioritises investments in the key development opportunities of the Plan that will drive the attainment of the desired double-digit growth.** To achieve the objectives of the NDPIV, the Government will spend the newly mobilised resources averaging 2.1% of GDP over the Plan period on the key growth and priority investment areas in line with the 10-fold growth strategy including agro-industrialisation, minerals, oil & gas, STI, tourism, emerging opportunities of AFCON, GKMA urban development, road maintenance, investment in railway, and the petrochemical industry.

111. **Expenditure to GDP ratio will peak in the initial years but decline gradually in the latter years with expansion in output.** The overall average spending is expected to amount to 21.8% of GDP, with a peak of 24.7% in the FY2025/26 and consolidation of spending by the end of the Plan to 19.1% of GDP. This pattern is largely driven by the required spending levels on the key projects identified to enhance the desired growth. The initial increase in the overall spending is largely attributed to huge investments in priority areas and sustaining the multi-year commitments. As key infrastructure projects, especially in energy, wind up coupled with the rapid increase in GDP, the expenditure to GDP ratio is projected to decline towards the end of the Plan period.

112. **The Government will ensure efficient allocation and use of resources by strengthening public investment management reforms.** These reforms aim at improving project planning, execution of development projects, reduction of procurement delays, and ensuring timely project completion. Additionally, fiscal discipline will be key to reducing the frequent use of supplementary and ad-hoc budget practices.

4.4.3 Deficit Financing and Debt Sustainability

113. **The mobilised revenue will not be sufficient to finance the necessary expenditure to achieve 10-fold growth. Financing this deficit will therefore require debt acquisition**

(Table 4.5). While revenue is expected to increase to 18.7% of GDP in FY 2029/30 from 14.5% in FY 2023/24, this is not sufficient to finance the development needs. Public debt to GDP ratio is therefore expected to increase to 52.5% in FY 2029/30 from 46.9% in FY 2023/24. Nonetheless, the debt remains sustainable in line with the debt sustainability analysis.

114. **The major risk to debt sustainability is failure to attain the envisaged growth outcomes, implying that any shock affecting growth would lead to a high risk of debt distress.** Other risks include the increased debt service burden on revenues due to the high cost of domestic debt and commercial loans, which reduces development expenditure. The Government will therefore minimise domestic borrowing, invest in export development, attract FDI, and scale up domestic revenue mobilisation to increase resources to finance development needs.

Table 4.6: Sources of financing–Percent of GDP

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Overall Deficit (including grants)	-4.5%	-5.7%	-7.7%	-5.4%	-3.9%	-2.1%	-0.4%
Overall Deficit (excluding grants)	-5.3%	-7.0%	-8.7%	-6.1%	-4.4%	-2.6%	-0.8%
Financing	4.5%	5.7%	7.7%	5.4%	3.9%	2.1%	0.4%
External financing	0.0%	2.2%	6.6%	4.2%	3.1%	1.8%	0.4%
Budget support	2.1%	0.6%	0%	0%	0%	0%	0%
Concessional loans	0.5%	1.6%	5.1%	3.2%	1.5%	0.8%	0.0%
Non-concessional borrowing (HPPs)	0.1%	0.1%	1.5%	1.0%	1.6%	1.0%	0.4%
Non-concessional borrowing (Others)	0.4%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic financing (net)	3.9%	3.5%	1.2%	1.2%	0.8%	0.4%	0.0%
Bank financing	2.2%	1.5%	0.6%	0.6%	0.5%	0.2%	0.0%
Bank of Uganda	-4%	-5.9%	0.0%	0.0%	0.0%	0.0%	0.0%
Commercial Banks	6.2%	7.4%	0.6%	0.6%	0.5%	0.2%	0.0%
Non-bank financing	1.7%	2.0%	0.6%	0.6%	0.3%	0.2%	0.0%

Source: NPA and MoFPED, 2024

115. **External financing will continue to have a significant role in financing development (Table 4.6).** However, given the tightened monetary conditions and graduation to middle-income status, access to concessional financing will decline. Consequently, more non-concessional external financing will be sourced to finance public investments, with external financing increasing to 6.6% of GDP in 2025/26. Domestic financing, although rising as well, will be reduced to less than 1% of GDP by the end of the Plan to prevent crowding out of private sector investment.

4.5 Price and Monetary Developments

116. **Monetary policy will be underpinned by the desire to maintain price stability.** The target of core inflation for NDPIV will be within single digits but maintained between the band of 5% and 10%. Inflation targeting through the use of interest rates will remain the operational tool used to control inflation. The central bank will need to strike a balance between

controlling inflation and supporting growth, particularly by managing high interest rates that could curb the expansion of private sector credit. While inflation targeting has proved to be successful in maintaining macroeconomic stability, there is a challenge of market interest rates adjusting in tandem with the CBR owing to the high banking overhead costs and shallow financial markets, which limit the banks to achieve economies of scale. In addition to overhead costs, bank activities are impeded by a poor institutional environment characterised by a slow and inefficient legal system, problems of land titling, and unreliable valuation of properties. The inflation targeting framework will, therefore, have to be supported by measures that can address the challenges in the banking system so that market interest rates fully adjust to the CBR. It is hence expected that private sector credit will continue to grow at a rate averaging about 11%, and thereby support the overall GDP growth and creation of jobs.

4.5.1 Monetary Policy Stance and Inflation

117. **The Bank of Uganda (BoU) will continue to implement a monetary policy framework that will ensure price stability and a conducive environment for attaining economic growth over the NDPIV period.** The Bank of Uganda has implemented an inflation-targeting monetary policy framework since July 2011. The Bank of Uganda uses the Central Bank Rate (CBR) to influence interbank money market rates, ensuring they move in tandem with changes in the CBR. This, in turn, should influence other retail interest rates, both short-term and long-term, throughout the economy.

118. The inflation outlook will be largely dependent on changes in domestic food prices, exchange rates, and international commodity prices. During the NDPIV period, the objective is to keep annual inflation low and stable, assuming no major shocks to the economy and a stable global environment.

4.5.2 Exchange-Rate Policy

119. Notwithstanding the recent developments in the foreign exchange market, the Government's exchange rate policy will continue to be market-determined and will largely be driven by developments in the balance of payments.

4.5.3 Private Sector Credit Growth

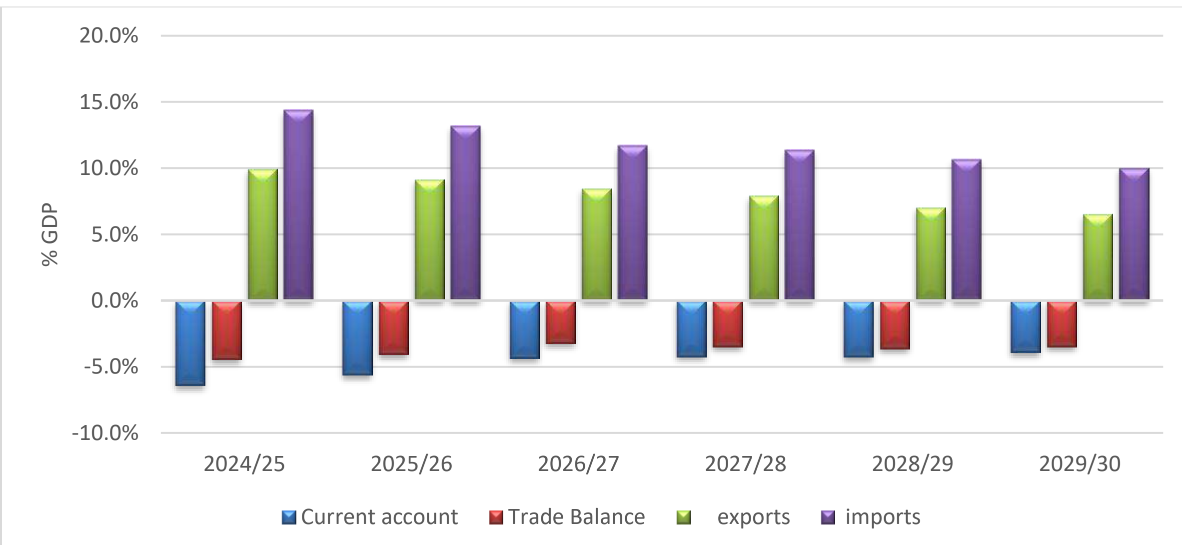
120. **A gradual reduction of Government domestic borrowing over the NDPIV period will support the growth of private-sector credit.** Net domestic Government borrowing will decline to 0.1% by 2029/30 from 3.5% in FY 2024/25 (Table 4.6). In the same period, private sector credit is expected to grow at an average of 11%. The government has implemented several reforms over the years to bring down the lending rates. Despite these reforms, commercial bank lending rates remain prohibitively high and keep borrowers away from the credit markets, which is in part attributed to the Government's excessive borrowing from the domestic market and the high operational costs of financial intermediation. To address these

challenges, the Government will scale down domestic borrowing and encourage financial institutions to adopt digitalisation to reduce the cost of operation.

4.6 External Sector Developments

121. **The external sector will be positively impacted by the Government's investments in productive sectors, combined with productivity gains across various sectors.** Improvements are expected in the current account deficit, to 3.9% from 5.6% during the same period, on account of the expected increase in project financing. The current account will partly be financed by an increase in foreign direct investments and increased government borrowing, which will largely be used to finance projects that will spur the anticipated growth. Similarly, with an improvement in productivity of the exportable sectors, the overall level of the trade balance deficit is expected to improve to 3.5% of GDP in FY2029/30 from 4.5% of GDP in FY2024/25 and average at about 3.6% during the NDPIV period (Figure 4.2).

Figure 4.2: External Sector Developments



Source: NPA and MoFPED, 2024

4.7 Risks and Mitigation Measures to the Attainment of the Macroeconomic Strategy Targets

122. **The medium-term forecast for economic growth is optimistic, although uncertainties remain due to risks from external and domestic sources.** These include global and domestic economic conditions, climate change-induced disasters, and sectoral imbalances.

123. **The attainment of the macroeconomic strategy targets is subject to external shocks, which could affect the achievement of the double-digit growth targets.** Subdued global growth could limit external demand for exports, challenging the attainment of the 10-fold growth target. Additionally, geopolitical tensions, especially in the Middle East, could disrupt

global trade and energy prices, impacting Uganda's balance of payments and inflation. Trade fragmentation and rising protectionism may also reduce export opportunities and increase costs for imported inputs, while climate-related disasters could harm agricultural productivity, affecting economic stability and infrastructure development.

124. **To enhance economic resilience, the government will maintain foreign reserves covering at least 3.4 months of imports, actively diversify export markets through bilateral and multilateral trade agreements, and prioritise investment in critical infrastructure like transportation and energy.** Additionally, expanding climate-smart agricultural practices and implementing the national disaster risk management framework will bolster climate resilience, while promoting local industries and supporting small and medium-sized enterprises (SMEs) will reduce reliance on imports and strengthen the domestic economy.

125. **The anticipated increase in the public debt to GDP ratio introduces fiscal and debt sustainability risks.** The primary concern is the ability to manage this rising debt without compromising fiscal stability. Increased debt servicing costs could divert resources away from critical investments and social services, particularly if revenue growth does not meet projections or if economic growth falls short of expectations. Moreover, reliance on external financing to cover the deficit poses risks related to currency fluctuations and global financial conditions, which could affect debt servicing and repayment. Additionally, the heightened appetite for domestic debt issuance to finance Government spending is likely to crowd out private sector investments and pose debt repayment risks given the short-term nature and higher interest rates of domestic debt.

126. **To ensure debt sustainability, the government will focus on improving efficiency in budget execution while prioritising concessional and semi-concessional loans from bilateral and multilateral agencies for external debt.** The government is also committed to reducing domestic borrowing to less than 1% of GDP by the end of the planning period. Additionally, the financing strategy will explore alternative and innovative sources of funding to complement traditional financing methods, thereby enhancing overall fiscal resilience.

127. **Revenue shortfalls pose a risk to the implementation of the Plan.** Meeting the revenue targets requires significant improvements in tax administration, including curtailing corruption and expanding the tax base, particularly in sectors like mining and oil, as well as enhancing compliance across the board. If these improvements do not materialise as planned, revenue targets might not be met, jeopardising the ability to finance key investments and maintain fiscal sustainability. Additionally, the performance-based tax expenditure regime and enhanced digital tax administration might face implementation challenges, such as resistance from businesses, which could further impact revenue collection. Furthermore, a delay in the arrival of significant revenue from oil due to the slow implementation of oil projects may lead to revenue shortfalls.

128. **The Plan provides strategies to ensure higher revenue generation through the effective implementation of the Domestic Revenue Mobilisation Strategy.** Particularly, addressing tax evasion and smuggling, broadening the tax base, implementing digital technologies for cashless transactions and enhancing the capacity of the Uganda Revenue Authority (URA). Non-tax revenue (NTR) collections will also be improved by establishing real-time reporting systems, setting key performance indicators for revenue agencies, and regularly reviewing fees.

129. **The commencement of oil production poses exchange rate risks to the economy.** Failure to manage the inflows of foreign exchange and adherence to the established fiscal rules may result in the appreciation of the shilling against major currencies.

130. **The Government will mitigate the risk of the Dutch disease through the implementation of the Public Finance Management Act Cap.171. (PFMA) provisions for petroleum management.** The act provides for a petroleum fund to which the oil revenues are to be remitted and a Petroleum Revenue Investment Reserve (PRIR) with rules for investments which indicate that investments must be made in a manner that does not jeopardise the macroeconomic stability of the country. Additionally, the Government provides fiscal rules for the appropriation of oil revenue including the transfer of a maximum of petroleum revenue worth 0.8% of the preceding year's estimated non-oil GDP outturn from the Petroleum Fund to the Consolidated Fund for budget operations, and the remainder of the petroleum revenues shall be transferred to the PRIR.

131. **The actual employment growth may fall short of the projected 884,962 jobs annually due to sectoral imbalances or slower-than-expected expansion in key areas such as agro-processing, tourism, and manufacturing.** The anticipated growth in employment heavily relies on the successful implementation of both public and private investments and projects. However, delays or inefficiencies in project execution could undermine job creation efforts. Additionally, structural issues in the labour market, such as skills mismatches or regional disparities, could affect the ability to generate the projected number of jobs.

132. **To address the risks of falling short of the projected annual jobs created, the government will implement several key strategies, including prioritising targeted investments in high-growth areas such as agro-processing, tourism, and manufacturing, while streamlining project execution to minimise delays.** The human capital programme has planned for the development of vocational training programmes to align workforce skills with industry needs, while the Private sector development Programme provides strategies for the promotion of entrepreneurship through support programmes to encourage job growth.

CHAPTER 5: FINANCING THE PLAN

5.1 Introduction

133. **Finance serves both as a business and an enabler of development which makes it pivotal in socioeconomic transformation.** It provides viable avenues to foster accelerated and sustainable economic growth through the accumulation of capital by mobilising and pooling savings, resulting in capital that is required for productive investment. A developed domestic financial system enables governments and businesses to fund development projects, including infrastructure, health, education, ICT, and agriculture. Through the provision of capital for business start-ups, expansion, innovation, trade facilitation, and job creation, finance drives economic activities. A developed financial sector has the potential to reduce poverty and inequality by: fostering financial inclusion through broadening access to finance by the poor and vulnerable groups; facilitating risk management by reducing vulnerability to shocks; and increasing investment and productivity, thus resulting in higher income generation. Innovative financing such as environment-indexed financing is critical in supporting climate adaptation and mitigation, which enhances environmental sustainability, which is critical in sustainable development.

134. **The potential of Uganda's financial sector to thrive as a business and drive development is relatively untapped. The sector is constrained by:** a relatively shallow financial sector; largely foreign-owned banking and non-banking financial institutions; limited appropriate financial products; a low level of financial savings characterised by underdeveloped insurance and retirement benefits; limited financial inclusion; low levels of financial literacy; and underdeveloped capital markets. This is further constrained by capacity gaps at the provider and regulator level; information asymmetry; a weak financial sector infrastructure; operational inefficiencies; bureaucratic government regulations; and weak corporate governance within State-owned Enterprises (SOEs). As a result, Uganda's financial sector is characterised by costly finance and the largely nonexistence of long-term finance. In addition, there is limited capacity to tap innovative financing.

5.2 Situational Analysis

135. **There has been progress in mobilising resources to finance development, however, the financial system is unable to meet the financial needs of both the public and private sectors.** The public sector is constrained by limited fiscal space as the need to fund development needs outstrips domestic resource mobilization amidst constrained debt situation. There has been growth in domestic revenue averaging at 12-13% of GDP between 2019 and 2024, however, this has been sluggish largely due to a narrow tax base and weaknesses in tax administration. The narrow tax base is attributed to the low household incomes, high prevalence of subsistence economic activities, tax evasion, widespread informality, and poor implementation of tax exemptions, which constrains revenue

collections. For instance, in FY2023/24 revenue amounting to 1.8% of GDP was foregone through tax exemptions. Additionally, non-tax revenue also remains minimal, contributing only about 1% of GDP, despite recent nominal increases due to a policy reform to directly remit the taxes to the consolidated fund. Furthermore, a decline in external financing has led to reliance on domestic borrowing to finance the budget deficits. This situation poses risks of crowding out private investment and increasing the national debt burden, as much of this borrowing is short-term and subject to higher interest rates. This is exacerbated by a shallow money market, which limits the availability of long-term financing instruments. As a result, the largest share of domestic revenue is allocated for debt service obligations further constraining the fiscal space.

136. **The private sector credit is too low to drive the desired 10-fold economic growth.** At 14% of GDP private sector credit is below the sub-Saharan Africa average of 30%. This low private sector credit is insufficient to fund the private sector. The low credit is due to insufficient financial solutions that fit Uganda’s private sector (largely micro, informal and risky in nature). Further, low and shallow financial inclusion due to limited knowledge of customer needs and low risk appetite of financial institutions, for instance, a segment of Ugandans are excluded due to undeveloped Islamic finance solutions. Limited financial literacy also increases the riskiness of Uganda’s average private sector making it uncreditworthy.

137. **The domestic financing market is dominated by short term and costly credit as patient capital for both the private and public sector is largely missing**. Efforts have been made to provide low-cost long-term credit through the capitalisation of the Uganda Development Bank. However, despite the rise of its asset base to Shs.1.7 trillion in FY2023/24, the average cost of borrowing from the Bank has remained relatively high at about 12%-14% per annum, with some appraised projects remaining unfunded. Further, UDB’s effectiveness and operational efficiency require strengthening as it balances profitability and national development.

138. **The pension sector is funding public expenditure, however, it is still inadequate to develop adequate patient capital and its shallow, dominated by NSSF.** Assets under management grew by 18%, reaching Shs. 25.4 trillion in FY 2023/24 compared to Shs. 21.4 trillion in FY 2022/23. However, this has not been exploited for long-term public investment. The sector heavily relies on fixed-income investments, which limits returns. For instance, over 80% of National Social Security Fund (NSSF) assets are concentrated in government securities, resulting in low returns and reduced growth potential. This sector, which could drive long-term public and private sector investments through the provision of patient capital is therefore underutilised. The lack of diversification poses risks associated with overconcentration and yields low returns, making the pension schemes less attractive and limiting their potential to contribute meaningfully to economic productivity. Additionally, the sector too concentrated and shallow. NSSF dominates, controlling over 80% of the market

share in the collection and management of mandatory contributions within the retirement benefits industry.

139. **As a result of the shallow pension sector, although savings are increasing they are still too low to develop the required patient capital pool**. Currently, 60% of Ugandans save, though most do so sporadically, with only 39% saving to meet regular expenses and just 14% setting aside funds for emergencies. This limited approach leaves many vulnerable to financial shocks and undermines their ability to achieve long-term financial goals. However, the average monthly savings per person has increased to Shs. 258,848, in 2023 amounting to an estimated annual savings of Shs. 40 trillion (23% of GDP). This marks a significant improvement from 2018 when over 80% of individuals saved less than Shs.150,000 during their last saving instance. In addition, the use of commercial banks and SACCOs for savings has grown to 13% and 15%, respectively, alongside notable increases in mobile money savings and the number of individuals keeping money at home. Despite these advancements, Village Savings and Loans Associations (47%), saving at home (44%), and mobile money (42%) remain the dominant savings channels, reflecting limited engagement with the formal banking system. Most Ugandans (58%) save primarily for short-term needs and emergencies, but there is a gradual shift toward long-term goals, such as investing in business, agriculture, land, and housing. The pension sector that should drive long term savings does not capture the larger population that is in the informal sector and its concentrated.

140. **The legal and institutional framework for public-private partnerships as a financing model has been established; however, its potential has not been fully exploited.** With a strong legal and institutional framework already in place, Public-Private Partnerships (PPPs) are increasingly recognised as a viable alternative financing mechanism for infrastructure development in Uganda; however, their full potential is hindered by capacity gaps in preparation, negotiation and structuring of PPP Projects**.** With significant infrastructure deficits and constrained public financing, the Ugandan government has adopted PPPs to stimulate growth in key sectors such as transport, energy, and public utilities.

141. **Capital markets have shown positive growth but remain underdeveloped, significantly limiting their potential to drive economic transformation**. The domestic market capitalisation to GDP ratio has grown to 5.4% in FY2023/24 from 4.5% in FY2017/18, largely driven by the increased market value of the listing of new companies especially from the telecommunication sector. However, the market continues to grapple with low liquidity, a limited number of local companies, failure to accommodate SMEs on the securities exchange, low investor participation, inadequate technological infrastructure and unfriendly fiscal regime, such as a flat 30% capital gains tax that discourages equity investment. In addition, the lack of specialised expertise, complex regulatory frameworks, and a narrow institutional investor base further constrain capital market development.

142. **The potential of insurance as a source of long-term financial security and finance for public investments is constrained by low uptake.** There has been an increase in formal insurance uptake to 2% in FY2023/24 from 1% in FY2017/18; however, this is relatively low. This low penetration stems from several interconnected challenges, including low levels of financial literacy, limited public awareness of insurance products, the inadequacy of appropriate insurance products, complex and lengthy claims processes, and public mistrust in the insurance sector. This is worsened by the negative perceptions linked to past unfair market practices, a low claim-settlement ratio, and inadequate sensitisation/mobilisation of the general public. Additionally, the microinsurance sub-sector remains underdeveloped, with only 5% of Ugandan adults holding any form of formal insurance. Further, microinsurance products often disproportionately burden low-income groups through regressive pricing structures.

143. **The banking sector is growing however, it is highly concentrated in urban areas, and largely foreign-dominated with limited regard to development policy direction.** As of June 2022, total banking sector assets stood at Shs. 45.8 trillion (which is 24.4% of GDP), of which commercial banks accounted for 97.4%, with 58.6% of the market share held by the five commercial banks; ABSA Bank, Centenary Rural Development Bank, DFCU Bank, Stanbic Bank, and Standard Chartered Bank as of the end of June 2022. The Government-owned banking institutions' market share is among the lowest in the sector. Generally, the increase in banks' assets is mainly due to investments in Government securities. In addition, the banking sector is ill-equipped to address the diverse needs of all participants due to rigidities in offering loan products that align with the cash flow cycles and business models of sectors like agriculture and small enterprises. This has led to higher default rates and increased risk aversion among lenders. This has driven many businesses to informal lenders, who often charge exorbitant interest rates, deepening financial exclusion and stifling growth. The fragmentation between formal and informal financial systems further isolates the informal economy, limiting access to affordable credit for underserved groups. Additionally, operational inefficiencies in credit assessment, loan administration, and recovery, coupled with high administrative costs, make borrowing prohibitively expensive, particularly for SMEs lacking proper documentation or collateral.

144. **Wealth creation initiatives including the PDM and EMYOOGA aimed at supporting Ugandans outside the money economy have been rolled out albeit with some implementation challenges**. Since FY 2021/22, the government committed to capitalize the PDM revolving fund to a tune of approximately shs.1.05 trillion annually for onward lending to PDM SACCOs. By November 2023, half of the UGX 2.3 trillion allocated to the programme had been disbursed, with each PDM SACCO receiving at least UGX 100 million for onward lending, particularly to support farmers in acquiring inputs. Similarly, by June 2022, Micro Finance Support Center had disbursed UGX 248 billion to 6,634 SACCOs, with UGX 210 billion reaching over 58,700 parish associations under the EMYOOGA programme.

Despite the progress registered, the programs' efficiency is affected by inadequate financial literacy among beneficiaries, limited technical capacity at the local level, delayed or inefficient fund absorption, and politicization of the wealth creation initiatives which undermine the sustainability and long-term impact of these transformative initiatives.

145. **The Savings and Credit Cooperative Organisations (SACCOs) and private money lenders provide alternative access to credit; however, they charge high interest rates, which limit their effectiveness in financing development.** Commercial banks charge average annual rates of 18% as of FY2023/24, but Tier IV institutions like SACCOs demand rates around 48%, and money lenders charge exorbitant rates averaging 120%. These elevated rates are partly due to the higher risks associated with lending to vulnerable borrowers, limited access to low-cost capital, and reliance on member deposits or expensive funding sources. SACCOs, despite being regulated, face less stringent oversight compared to commercial banks, leading to inconsistencies in lending practices. Similarly, competition among money lenders often inflates rates, particularly as they cater to urgent cash needs. The short-term nature of loans further exacerbates the problem, as lenders prioritise rapid cost recovery and profit generation. Despite these challenges, these institutions remain critical for providing credit to underserved populations, highlighting the need for targeted reforms to reduce costs and improve access.

146. **There exists a robust regulatory framework for the financial sector; however, there are capacity gaps and policy inconsistencies**. Institutions such as the Bank of Uganda (BoU), Capital Markets Authority (CMA), Uganda Retirement Benefits Regulatory Authority (URBRA), Uganda Microfinance Regulatory Authority (UMRA), and others were established to maintain financial stability and provide oversight to the financial sector. However, inconsistencies in coordination, resource constraints, and varying levels of institutional capacity hinder effective and cohesive regulation. For example, there are overlaps in mandates of UMRA as a regulator of tier IV financial institutions and money lenders with other regulators such as the Ministry of Trade, Industry and Cooperatives (MTIC), the regulator of SACCOs. There are also capacity gaps in the regulation of emerging digital financial platforms and currencies such as cryptocurrencies. The aforementioned regulatory gaps compromise the sector's ability to respond effectively to emerging risks thereby reducing investor confidence.

147. **State-owned enterprises (SOEs) play a critical role in development; however, their ability to generate enough revenue for self-sustenance and pay dividends to the government is constrained.** The functionality of SOEs such as Uganda Broadcasting Corporation (UBC), Uganda Property Holdings Limited (UPHL), the Vision Group, UNOC, IRA, NWSC, UETCL, UEGCL, UEDCL, National Housing and Construction Company (NHCC), Housing Finance Bank (HFB), and Uganda Airlines as fully commercial enterprises is limited by operational inefficiencies, complex bureaucratic procedures, and weak corporate

governance. The inefficiencies in these institutions have increased their dependence on consolidated funds and limited their ability to generate revenue and borrow against their balance sheet. This has reduced their overall contribution to financing for development.

148. **A series of reforms and innovations geared at deepening the financial sector through the introduction of new financial products and services have been undertaken but with varying degrees of success.** First, the Financial Institutions (Amendment) Act 2016 facilitated the introduction of new financial products and services, including Agent Banking, Bancassurance, Credit Reference Bureau services, reforms in the Deposit Protection Fund, and the introduction of Islamic Banking; and second, the Security Interest in Movable Property Act, 2019 allowed for the use of movable assets as collateral. As a consequence, the uptake of formal financial services has slightly improved from 58% in 2018 to 68% in 2023. Nevertheless, Islamic banking has not been fully embraced owing to regulatory glitches, limited awareness by the population, limited expertise by the financial actors and complexities of Islamic financial products. In regard to the use of movable assets as securities, tier 1 financial institutions are yet to adopt its usage in their credit markets.

149. **Significant progress has been made towards financial inclusion; however, a large proportion of the population remains financially excluded or relies on informal financial services such as savings groups to access financial services.** Financial inclusion has risen steadily, increasing to 81% in 2023 from 77% in 2018. Formal financial inclusion has been the primary driver of this growth, surging by 10 percentage points to 68% in 2023 from 58% in 2018. Informal financial inclusion has also seen a modest rise, growing to 52% in 2023 from 50% in 2018. However, a significant portion of the population remains excluded, with 77% of financially excluded individuals citing insufficient funds as a barrier to opening accounts. High costs of formal financial services deter 51% of financially excluded adults, while others lack trust in financial institutions. In addition, limited economic activity exacerbates financial exclusion, reducing the perceived need for financial services.

150. **Innovative financial services and products are on the rise, particularly, mobile money services although the level of both financial and digital literacy is low.** Transactions via mobile money and digital banking have played a transformative role in increasing financial inclusion. In addition, fintechs and digital platforms have been evolving, focusing on providing payment systems, financial inclusion, lending, and investment, leveraging technology to provide more accessible, efficient, and inclusive financial services. However, there is low adoption of innovative financial services and products, especially among the vulnerable customer segments, partly due to low financial and digital literacy.

151. **There has been progress in expanding financial services in Uganda, however, uptake of financial products and services is low partly due to low levels of financial literacy**. A significant 60% of Ugandans are unaware of key financial concepts such as budgeting, credit,

and investment, which limits their ability to make informed financial decisions. This lack of financial awareness undermines efforts to promote formal savings and restricts access to essential financial products. It also contributes to over-indebtedness, as individuals with limited knowledge of credit management often take on multiple loans without understanding the associated risks. In addition, many Ugandans are not informed of their consumer rights, leaving them vulnerable to financial scams and exploitation by unscrupulous individuals. Further, some financial institutions provide poor-quality services and lack transparency in their operations, offering complex products with hidden fees that consumers struggle to understand.

152. **There is hope and expectation that Islamic banking can provide finance to an excluded segment of Ugandans that do not aspire to the conventional financing**. However, there are institutional and operational challenges that are likely to be confronted in the process of implementing Islamic banking operation in the country. The institutional challenges include; i) inappropriate institutional framework, ii) inadequate Legal framework iii) lack of equity institution iv) inappropriate supervisory framework v) disparity in accounting standard vi) lack of short-term financial instruments and institutions and vii) absence of secondary financial market. The operational challenges include; i) religious and cultural differences ii) lack of profit-sharing instruments iii) shariah related issues iv) inadequate human resources and, v) inadequate awareness.

153. **Philanthropy is a major source of financing in Uganda, particularly in health, education, and food security; however, its full potential is hindered by coordination and regulatory challenges.** International philanthropic organisations contributed an estimated cumulative funding of USD 514.6 million between 2009 and 2018. However, the absence of formal coordination with national systems, minimal partnership engagement, a lack of specific philanthropy laws, and an unstructured approach to Corporate Social Responsibility (CSR) limit its effectiveness and predictability in supporting public investment.

5.3 Strategies for Improving the Performance of the Financial Sector

154. **Develop and leverage the pension sector to provide a sustainable source of long-term (patient) financing through:**

i) Turning the public service pension from a non-contributory to a contributory scheme by establishing the public service pension fund (PSPF) as an irrevocable trust governed by a board of trustees;
ii) Diversifying investment options to include infrastructure bonds to directly link pension funds to public projects;
iii) Expanding pension coverage to include informal sector workers;
iv) Strengthening enforcement of mandatory participation in retirement savings schemes for all formal employees; and

v) Establishing multiple public pension funds to foster competition and market efficiency.

155. **Develop Capital Markets.** This is through facilitating the listing of State-Owned Enterprises on the Security Exchange; introducing fixed-income products such as local government bonds; developing retail bonds, cooperate bonds and equity markets; introducing futures contracts for soft (agricultural) and hard (mineral) commodities to diversify the capital markets; strengthening the regulatory frameworks to building investor confidence; and promoting Collective Investment Schemes (CIS) including digital securities, crowdfunding platforms, and Islamic financing to diversify investment options and attract a broader range of investors.

156. **Harness insurance for development financing.** This is through: expansion of agricultural insurance; developing tailored insurance products; increasing financial literacy; improving transparency; promoting bancassurance; and redefining third-party motor insurance to ensure it serves its intended purpose more effectively.

157. **Support DFIs (such as the Uganda Development Bank (UDB) and Uganda Development Corporation (UDC)) to improve their effectiveness, operational efficiency and development focus and capitalise them to enable them to fulfil their mandates.** The government will fully implement approved capital increases (e.g., raising UDB's capitalisation to Shs 5 trillion) and provide special guarantee funds to DFIs to mitigate risks in high-risk sectors, enabling them to support more long-term, high-impact projects. However, the DFIs should align their financing towards the development needs of the country to ensure impact, improve their effectiveness, and operational efficiency.

158. **Leverage private capital, expertise and innovation in project financing and implementation** by optimising Public-Private Partnerships (PPPs) across social and commercial sectors of the economy, including transport infrastructure, energy, healthcare, and water supply systems.

159. **Support public banking institutions (such as Post Bank, Pride Microfinance, Tropical Bank and Housing Finance Bank) to improve their effectiveness, operational efficiency and development focus and capitalise them to achieve a market share of 20%.** Public banks will pioneer lending to the majority at affordable rates and to critical planned priority areas, and implicitly influence pricing and behaviour in the financial sector. In addition, upgrade Post Bank to Tier 1 status to expand its market share, while Pride Microfinance will focus on group lending products (SACCO and VSLA loans) to reduce interest rates by increasing customer reach. Increasingly utilise the public banks to deliver government wealth creation interventions and payments. Tropical Bank with its expertise in Islamic financing should drive Government's Islamic financing policy.

160. **Rollout a National Financial Literacy Training Program as a government initiative for derisking Uganda's population, and make financial literacy training a prerequisite for applying for loans**. In the long run this will improve the loan quality profile of all banks and informal institutions, and reduce the cost of credit through reduced lending interest rates.

161. **Improve the efficiency and competitiveness of State-Owned Enterprises (SOEs) with commercial objectives by enabling them to operate without government-related constraints**. This will enable them to generate revenue for public financing in the form of dividends/profits, taxes, and fees/royalties due to the Government. Therefore, a framework for tracking and reporting on the corporate governance and financial performance of SoEs will be developed.

162. **Leverage innovative financing mechanisms including environment-indexed finance, private remittances and diaspora bonds** by establishing an enabling policy and regulatory framework to support specific innovative financing options; strengthening the technical capacity of national institutions to structure viable projects that attract innovative financing; simplifying application procedures for multilateral funds; and providing de-risking instruments, such as guarantees and insurance.

163. **Attract Foreign Direct Investment (FDI) by improving sovereign credit rating through:** ensuring sound fiscal management, macroeconomic stability, and diversified economic growth; providing accurate data and engaging proactively with credit rating agencies to ensure fair assessments of Uganda's creditworthiness. Additionally, strengthening corporate governance practices to increase company credibility and stability and establishing an International Finance Centre (IFC) to offer a platform to engage with global investors while providing a mechanism to channel capital into critical infrastructure and development sectors.

164. **Intensify exploration and development of oil and gas reserves to generate revenue that will be reinvested in various sectors of the economy**. In addition, other minerals such as gold, copper, iron ore and rare earth elements will be prioritised for development revenue and royalties. Likewise, efforts will be made to form conglomerates around government-owned mineral reserves and assets and facilitate the attraction of private capital through public share offerings.

165. **Leverage in-situ minerals including copper, gold, cobalt, limestone, and rare earth elements. to create tradable financial instruments that generate funds for public investment.** This approach mobilises capital from financial markets by using the potential value of untapped mineral resources.

166. **Incentivise the commercial banks to lend to planned priority areas, and vulnerable segments of the population** (including the creative industry, low-income earners, women, youths, and rural residents), and design national performance measures and systems for tracking compliance.

167. **Support competitiveness and portfolio growth by reviewing tier restrictions that limit bank agent recruitment by microfinance deposit-taking institutions (MDIs).** Additionally, a digital wallet sub-tier with controlled transaction limits will be established to improve financial inclusion. This will be integrated with commercial banks to facilitate seamless fund transfers and broaden access to savings accounts, loans, and insurance products. Partnerships with Savings and Credit Cooperative Organisations (SACCOs) will be strengthened to extend financial services to underserved populations.

168. **Enhance credit risk bureaus to expand credit reporting to cover all financial institutions, SACCOs, mobile money lenders and utility payments.** Also, mandate comprehensive credit scoring, which should bias banks from collateral lending to risk-based lending. Further, integrate the National ID system with financial transactions to ensure better tracking of borrower creditworthiness and reduce fraud and multiple borrowing.

169. **Introduce sector-specific government-backed partial credit guarantees for SMEs, agriculture, creative industry, tourism, and manufacturing to encourage lending while sharing risks.** In addition, de-risk long-term financing by providing interest rate subsidies or risk-sharing mechanisms to commercial banks offering long-term financing for infrastructure, industrialisation and climate-resilient projects.

170. **Address inefficiencies in tax administration, tax evasion, smuggling, and corruption-related leakages within revenue collection systems** to increase domestic revenue collection. In addition, the tax base will be broadened by identifying and tapping into new sources of revenue. Besides, the use of digital technologies for cashless transactions will be implemented. Further, Non-Tax Revenue (NTR) collections will be enhanced by establishing real-time reporting systems, setting key performance indicators for revenue agencies, and regularly reviewing fees to keep pace with economic conditions. Also, tax exemptions will be reviewed to ensure that they are fit for purpose.

171. **Cash in on public indiscipline by instituting instant fines for violation of laws and regulations including**; traffic violations; environmental breaches and health code violations; public safety violations, including breaches of building codes; tax penalties; fines for digital offences like cyberbullying and data breaches; and civil fines for minor offences, such as littering or noise pollution. This will not only provide an alternative source of revenue but also promote compliance with laws and regulations.

PART III: DEVELOPMENT PROGRAMMES

CHAPTER 6: AGRO-INDUSTRIALISATION PROGRAMME

6.1 Introduction

172. **Agro-industrialisation is vital for transforming agricultural products through value addition, thereby increasing their market value.** It provides opportunities to increase production, food & nutritional security, employment, and household incomes and stimulates rural development. It also encourages the adoption of modern farming techniques and technologies, improving overall agricultural productivity. Additionally, agro-industrialisation promotes export diversification, reducing reliance on primary agricultural exports and increasing foreign exchange earnings.

173. **The Agro-industrialisation programme is central to achieving the aspirations of the Plan.** Agriculture provides essential raw materials to drive the value-addition agenda, bolstered by the application of STI. These raw materials are leveraged by STI to generate new sources of growth. Agro-industry development is vital for optimising investment in value addition to infrastructure (special agro-processing zones, storage facilities, and reliable energy) and cost-efficient transport such as the railway. This programme ensures the realisation of the PDM by increasing production, storage, processing, and marketing for small-scale farmers. Agro-industrialisation plays a pivotal role by acting as a key off-taker for agricultural produce, stimulating rural development and ensuring food security for growing urban populations. Transforming the food systems ensures a steady supply of high-quality, safe, and nutritious food to the growing urban population. Agro-industry will also contribute to revenue generation through the sale of agricultural technologies, issuance of permits, and production of inputs, among others.

174. **The programme is essential for the attainment of global, regional, and national development aspirations.** Agenda 2030 (SDG 2) aspires to end hunger, achieve food security & improved nutrition, and promote sustainable agriculture. Towards this, in 2021, the Food Systems Approach was launched in partnership with FAO. Agenda 2063 (Goal 5) calls for modernising agriculture through increased production, productivity, and value addition. The EAC Vision 2050 (Pillar 2) seeks to increase investment and enhance agricultural productivity for food security and the transformation of the rural economy. The Uganda Vision 2040 prioritises value addition in agriculture through agro-processing.

175. **The potential of agro-industrialisation to enhance value addition and increase the market value of agricultural products is hindered by:** failure to prioritise agricultural value chains; insufficient value addition infrastructure; the disconnect between value addition and the production side; poor harvest & post-harvest handling; inability to sustain existing and new markets with the required volumes and quality of products; knowledge & skills gap;

failure to organise farmers into cooperatives; limited access to agriculture finance; the slow pace of de-risking agriculture especially from the adverse effects of climate change; proliferation of counterfeit and low quality agro-inputs; undeveloped commercial farming to support industrial value chains; limited fertilizer use; human resource capacity gaps; and weak coordination, legal, and institutional framework.

176. **The goal of this programme is increased value addition in agricultural products.**

6.2 Situation Analysis

177. **There have been efforts to prioritise key agricultural commodities; however, these are many and highly variant, hindering sufficient development of the value chains.** In addition to the NDPIII 10 prioritised agricultural commodities, several other priorities have since come up, including banana, sugar, grains, fruits & vegetables, poultry meat, flowers, Irish potatoes, Hass avocado, shea nut, cashew nut, and macadamia. There are also commodities prioritised along the agro-ecological zones, some of which are different from the aforementioned. Even within these zones, interventions are not focused on the selected commodities. The lack of focus has complicated the development of specific high-impact value chains. Whereas there have been efforts to develop value chains for selected commodities such as dairy, oilseed, and sugar, the lack of prioritisation has led to spreading investments thinly, thereby constraining the attainment of the desired impact.

178. **There have been investments in agricultural value-addition infrastructure; however, these are inadequate and the facilities are not fully optimised.** Over 2,263 Agro-Processing Facilities (APFs) have been established across the country, including the zonal industrial hubs & industrial parks and urban markets. APFs like rice hullers and maize mills have positively impacted local communities by improving the quality of processed products and enhancing access to markets, which has led to better household incomes. However, 40% of the APFs are non-functional, while over 50% are performing below capacity, signifying wasted resources. On average, all tea factories are operating below 60% capacity, the largest 9 dairy processing firms are operating at 57%; most of the coffee processing is at 40%; maize mills at 46%; fish at less than 30%; while some major abattoirs such as Bombo abattoir are operating at less than 30% of their capacity. This is partly attributed to a lack of synergies along the value chains, poor management, limited working capital, insufficient supply & quality raw materials, poor community road infrastructure, unreliable & high costs of power, and lack of clarity of ownership.

179. **In particular, there is a disconnect between value addition infrastructure and the production side, which further impedes value addition.** For some infrastructure, such as the Soroti fruit factory and Bombo abattoir, there is a mismatch between the quality and quantity of the locally produced raw materials with those required by the established infrastructure. This is attributed to a lack of thorough feasibility studies that would otherwise

inform the right machinery to be installed based on the current quality of locally produced raw materials, or inform the production of better quality/required varieties, as plans to establish the infrastructure are ongoing. Consequently, the established infrastructure faces operational challenges due to the inadequacy of the right raw material. Also, some APFs have been installed in areas where there is no raw material base to support them. For example, the establishment of an ultra-modern milk cooling facility in Bukwo.

180. **There has been an improvement in harvest, post-harvest handling and storage facilities, mainly in the grain and dairy industries; however, there is limited aggregation, adherence to standards, and use of inappropriate technology.** A cumulative storage capacity for grains has increased to 1,236,219 MT in FY2022/23 from 550,000 MT in FY2017/18. The increase in storage capacity is attributed to support to farmer groups from the Government and partners to establish storage facilities across the country. This has contributed to a reduction in post-harvest losses for grain from 37% in the year 2017/18 to about 18.2% in FY2022/23. Similarly, storage capacity for dairy products has increased to 3 million litres in FY2022/23 from 2.7 million in FY2017/18. This is due to Government investment in several bulking and milk collection centres and training to increase farmer awareness of post-harvest losses. However, there is poor harvest and post-harvest handling, especially among smallholder and medium farmers, due to inappropriate technology, storage facilities, and cold chain infrastructure, transportation, & inadequate bulking centres. In addition, adherence to national and international standards is low due to a lack of accreditation and traceability systems.

181. **There have been efforts to explore regional and international markets for agricultural products; however, there are challenges of market penetration, diversification and sustainability.** The agriculture exports to total exports increased to USD 1.53 billion in 2022/23 from USD 0.93 billion in 2017/18, mainly due to growing export volumes of coffee, tea, maize, cocoa, fruits and vegetables, and vanilla. However, the exports remain concentrated in the EAC region, accounting for 42% of the exports, with limited exploitation of the opportunities offered by other markets such as AfCFTA. In addition, the majority of these are primary products, fetching lower values. Further, there have been challenges in sustaining some of the international markets, such as flowers & fish to the EU, beef to China and livestock & its products to the UAE. The failure to sustain these markets has been due to the inconsistencies in the production volumes, low compliance with standards & quality requirements.

182. **There has been an improvement in the delivery of extension services; however, knowledge gaps among farmers persist, undermining productivity and value addition.** The proportion of households with access to agricultural extension services increased to 49% in FY2021/22 from 11.7% in FY2017/18. However, the majority of these extension workers lack training tailored to the dominant value chains in their area of operation and lack adequate

logistical support to cover the entire area of jurisdiction. This is partly attributed to ineffective & unsustainable extension approaches, and limited adoption of modern technologies, with only 20% of farmers utilising modern agricultural technologies. Whereas ICT presents an opportunity for quick and cost-effective provision of extension services, for example, taking advantage of the 62% access to information by the population through radio and 49% mobile phone usage, there is still low adoption of ICT-enabled agricultural extension applications partly due to low internet coverage (at 12%).

183. **More farmers have been organised through cooperatives; however, the intended benefits of cooperation have not been realised.** The number of cooperatives in Uganda has grown over the years to 31,733 in FY2021/22 from 15,583 in FY2015/16. However, the majority of cooperatives are Savings and Credit Cooperatives (SACCOs), with few production-oriented and marketing-oriented cooperatives. The over-dominance of SACCOs within the cooperative sector poses a significant challenge to the value-addition agenda. While SACCOs play a crucial role in providing financial services to their members, their focus is primarily on savings and credit rather than production enhancement and market access. This imbalance results in a lack of support structures for production scaling, processing, and marketing within the cooperative framework. Consequently, farmers and agricultural producers often remain stuck in a cycle of primary production with minimal opportunities for value addition or product differentiation. The limited focus on establishing and supporting production and market-oriented cooperatives means that there is insufficient infrastructure and expertise available to help farmers process raw materials into finished products, thus missing out on potential income enhancements and more stable market positions.

184. **Progress has been made in the provision of agricultural finance; however, there are gaps.** One of the major successes in agricultural finance in Uganda has been the expansion of financial services to rural areas through the Agricultural Credit Facility (ACF), Uganda Development Bank (UDB), and SACCOs. The loan portfolio to agriculture increased from Shs. 1,127 billion in FY2020/21 to Shs. 1,699 billion in FY2022/23. The introduction of innovative financing mechanisms like mobile money and digital platforms has also significantly increased financial inclusion among farmers. The government can annually contribute Shs. 5 billion as a premium towards agriculture insurance. However, there is no framework to regulate agriculture finance in the country, which limits access to affordable credit for smallholder farmers. Furthermore, there are no appropriate finance and insurance packages available for the different value chain actors. Interest rates for agricultural loans remain prohibitively high, making repayment difficult. High default rates, estimated at around 30% by the Bank of Uganda in 2019, have deterred financial institutions from extending more credit to the agricultural sector. As a result, only about 10% of smallholder farmers have access to formal financial services. Moreover, the agricultural insurance market in Uganda remains underdeveloped, with less than 1% of farmers having access to crop or livestock insurance, which exposes them to significant risks.

185. **Uganda has made important strides in de-risking its agricultural sector; however, climate change and the low uptake of insurance pose significant challenges**. Climate-smart agriculture (CSA) practices have been promoted to reduce the risks associated with climate change, with over 50,000 farmers trained in CSA practices, including water conservation, drought-resistant crops, and agroforestry. However, vulnerability to climate change in the agricultural sector is high. To de-risk agriculture in Uganda, agricultural insurance was introduced. The Government, in partnership with private insurers, launched the Uganda Agricultural Insurance Scheme (UAIS) in 2016, contributing premiums worth Shs. 5 bn annually, which has since grown to Shs. 19.8 bn in 2021. By FY2022/23, the scheme had insured over 687,608 farmers and covered approximately 130,000 hectares of crops. The insurance has provided farmers with protection against risks such as droughts, floods, and pests, and it has helped mitigate losses during adverse weather conditions. The government's subsidy, which covers 30-50% of the premium cost, has made insurance more affordable for smallholder farmers. However, there is low penetration of insurance products, particularly in rural areas, due to limited awareness among farmers about the benefits of insurance and how it functions.

186. **Efforts have been made to increase fertilizer use; however, uptake is low**. Initiatives have been made to establish phosphate fertilizer production from the Sukulu hills in Tororo district, but production has never kicked off due to management challenges. The government has attracted investments into a green hydrogen-based fertilizer plant to reduce dependency on costly fertilizer imports and provide more affordable and locally produced fertilizers. However, the availability and affordability of fertilizers to the end users are a challenge limiting fertilizer application. The fertilizer consumption rates range between 0.23 to 1.5 kg per hectare, which is significantly below the sub-Saharan Africa average of 8 kg per hectare. Only 10% of agricultural households in Uganda use artificial fertilizers, partly due to a lack of knowledge and limited extension services specifically focussed on fertilizer use (including soil testing to guide fertilizer application). In addition, there is a proliferation of counterfeits.

187. **The country faces the challenge of the proliferation of counterfeits of agricultural inputs in the form of seeds & planting materials, herbicides, and fertilizers, resulting in low production and productivity.** Counterfeit inputs are estimated to comprise up to 30% of the agro-inputs market, with farmers continuing to suffer losses resulting from counterfeits and banned substances that are harmful to crops, and animal & human health. This is compounded by inefficient regulation and limited means of verification due to the limited availability of laboratory tests. The counterfeits not only lead to low yields and quality but also cause severe economic losses for farmers who invest in these ineffective inputs. The environmental impact is equally detrimental, with potential soil degradation and water pollution from harmful chemicals. In addition, counterfeits pose health risks to both humans and livestock due to exposure to toxic substances. Further, counterfeits undermine market trust, complicating the adoption of new agricultural technologies and modern agro-practices.

188. **The dominance of smallholder and subsistence farming poses significant challenges to the country's agro-industrialisation agenda.** Only about 18% of farmers in Uganda are involved in commercial agriculture, leaving 80% of Uganda's Agriculture standing on the shoulders of smallholders who are subsistence in nature. These peasants are characterised by high poverty levels and vulnerability to shocks related to weather and disease epidemics. The farmers are characterised by traditional seed systems, traditional and inferior genetics, and heavily rely on rainfed agriculture and minimally use fertilizers. Over-reliance on nature means that over 60% of the farmers are vulnerable within the agriculture system and as well resort to coping strategies that destroy the environment. This persistent problem means that there are insufficient agricultural volumes to feed into the industry for value addition because farmers are primarily producing for consumption with less or no surplus for value addition and markets.

189. **Strides have been made in strengthening governance and regulation of the agro-industry; however, there are significant gaps in the legal, regulatory, and coordination framework**. These gaps are evident in the notable duplications of mandates across various institutions within the programme, which lead to inefficiencies and overlapping responsibilities. Understaffing in key agencies further hinders the effective implementation and enforcement of policies, while data gaps and outdated laws limit informed decision-making and sectoral advancement. Additionally, coordination between actors is weak, with the production component failing to effectively communicate with the industry component, resulting in fragmented efforts. Moreover, the programme suffers from inadequate monitoring and evaluation, largely due to vague and poorly defined performance indicators. This lack of clarity makes it difficult to measure progress accurately and hold agro-industrialisation stakeholders accountable. The absence of clear metrics undermines efforts to assess the impact of policies and programmes, leading to inconsistent policy application and gaps in implementation. Compounding these issues are policy inconsistencies and the absence of necessary policies in certain critical areas, such as the maintenance of the tractors distributed. The programme working group, which is essential for cohesive planning and execution, inconsistently meets, further exacerbating the disconnect between the various components of the agro-industry.

190. **To achieve the agro-industrialisation agenda, the programme prioritises six agricultural industrial value chains and selected priority crops based on agro-ecological zones.** A fully developed agricultural industrial value chain should have developed primary, secondary, and tertiary industrial products. Despite all the investments made in agriculture over the years, the country boasts only two fairly developed agricultural industrial value chains: dairy and sugar. The Plan targets to develop another four, including coffee, vegetable oils, cassava, and fish. The choice for coffee is based on the fact that it is widely grown, and a major contributor to export earnings, while vegetable oil has broad industrial applications in food processing, cosmetics, animal feeds, and biofuels, making it highly strategic for industrial development.

It also has great potential to increase household incomes, employment, and wealth creation. Cassava, on the other hand, contributes to food security as a staple for the majority of people across the country. It is also vital for industrial growth, providing raw materials such as flour, starch, ethanol, and other products used in diverse industries, including pharmaceuticals. This generates household incomes and supports import replacement. Uganda has four large cassava-based industries, and with a supportive policy environment, there is high potential for more such factories. Regarding fish, the global demand for fish products, especially Nile Perch and Tilapia, is highly driven by the health-conscious consumer trend towards white meat and omega-rich oils. Development of the fish value chains with processing industries will greatly enhance export revenue. In addition, priority commodities based on agroecological zones will be prioritised for offtake PDM commodities. In particular, poultry presents numerous opportunities to off-take production from PDM farmers. It generates revenue through the sale and export of poultry meat and egg products, but it also has the potential to offtake other PDM products, particularly cereals for feed processing.

191. **Uganda has made strides in developing the human resources necessary for enhancing agricultural productivity and value addition, although notable gaps persist in certain areas.** Over the past five years, institutions such as Makerere University, Busitema University, Bukalasa Agricultural College, and Nyabyeya Forestry College, along with various technical and vocational education and training (TVET) centres, have collectively produced more than 8,500 graduates, including agronomists, agricultural technicians, and extension officers. Despite this progress, the demand for skilled professionals in the agro-industrialisation value chain is outpacing supply. The Agro-industrialisation programme anticipates a need for about 15,000 agricultural extension officers by 2030, while only 8,000 are currently available. Furthermore, the anticipated demand for agricultural engineers is 1,650 far exceeding the current supply of 960 revealing a critical skills gap in this field. Other acute shortages are particularly noticeable in specialised fields like agricultural risk management and finance, while programmes like the Presidential Initiative on Agro-Industrialisation for Local Economic Development (AGRI-LED) have trained over 1,000 extension officers. Moderate shortages exist in agronomy, agroforestry, and livestock nutrition, with available training programmes inadequate to meet demand. Meanwhile, there is an oversupply of labour in lower-skilled roles, such as subsistence farming, where many workers lack formal education. Addressing these gaps is essential for meeting the sector's evolving needs. For details, refer to the annex on programme human resource requirements.

192. **To enhance value addition to agricultural products, this programme focusses on:** developing and operationalising value addition infrastructure; strengthening harvest and post-harvest handling; enhancing production and competitiveness of agricultural products for domestic, regional, and international markets; strengthening specialised extension services; strengthening the adoption and integration of STI in agriculture; strengthening farmers field schools and cooperatives; de-risking agro-industry; eliminating counterfeits & low quality

agro-inputs; and strengthening coordination, legal, and institutional framework for agro-industry.

6.3 Programme Objectives

193. **The objectives of this Programme are, to:**

i) Sustainably increase production and productivity in agriculture;
ii) Improve harvest & post-harvest handling and storage;
iii) Develop, operationalise, and optimise value-addition infrastructure;
iv) Increase market access and competitiveness of agricultural products in domestic and international markets;
v) Increase access to agricultural finance and insurance; and
vi) Strengthen coordination, legal, and institutional framework for agro-industry.

6.4 Programme Results

194. **The desired high-level Programme results by the year FY2029/30 are:**

i) Increased agriculture sector growth rate from 5.14% in FY2023/24 to 8%;
ii) Increased export value of priority commodities and their processed products from USD 2.5 billion in FY2023/24 to USD 4.8 billion;
iii) Reduced import value of agro-based products from USD1096 million in FY2023/24 to USD 600 million;
iv) Increased yield of priority agricultural commodities by 50%;
v) At least 60,000 jobs created by agro-processing industries/factories annually;
vi) Increased food and Nutrition security from 71% in FY2023/24 to 85%; and
vii) Increased share of agricultural financing to total financing from 11.3% in FY2023/24 to 15%.

6.5 Interventions

195. To achieve the above results, the following interventions (Table 6.1) have been prioritised under this Programme.

Table 6.1: Programme Interventions

Interventions	Actors
Objective 1: Sustainably increase production and productivity in agriculture	
1. Produce, multiply, and distribute quality seed and inputs, particularly for priority commodities a. Establish the National Seed Company; b. Conserve Indigenous plant and animal genetic resources; and c. Equip the National Seed Testing Laboratory (NSTL) to optimal operation.	MAAIF, NAGRC&DB, NARO, MoLG, LGs
2. Increase the uptake of fertilizers	MAAIF, NAGRC&DB,

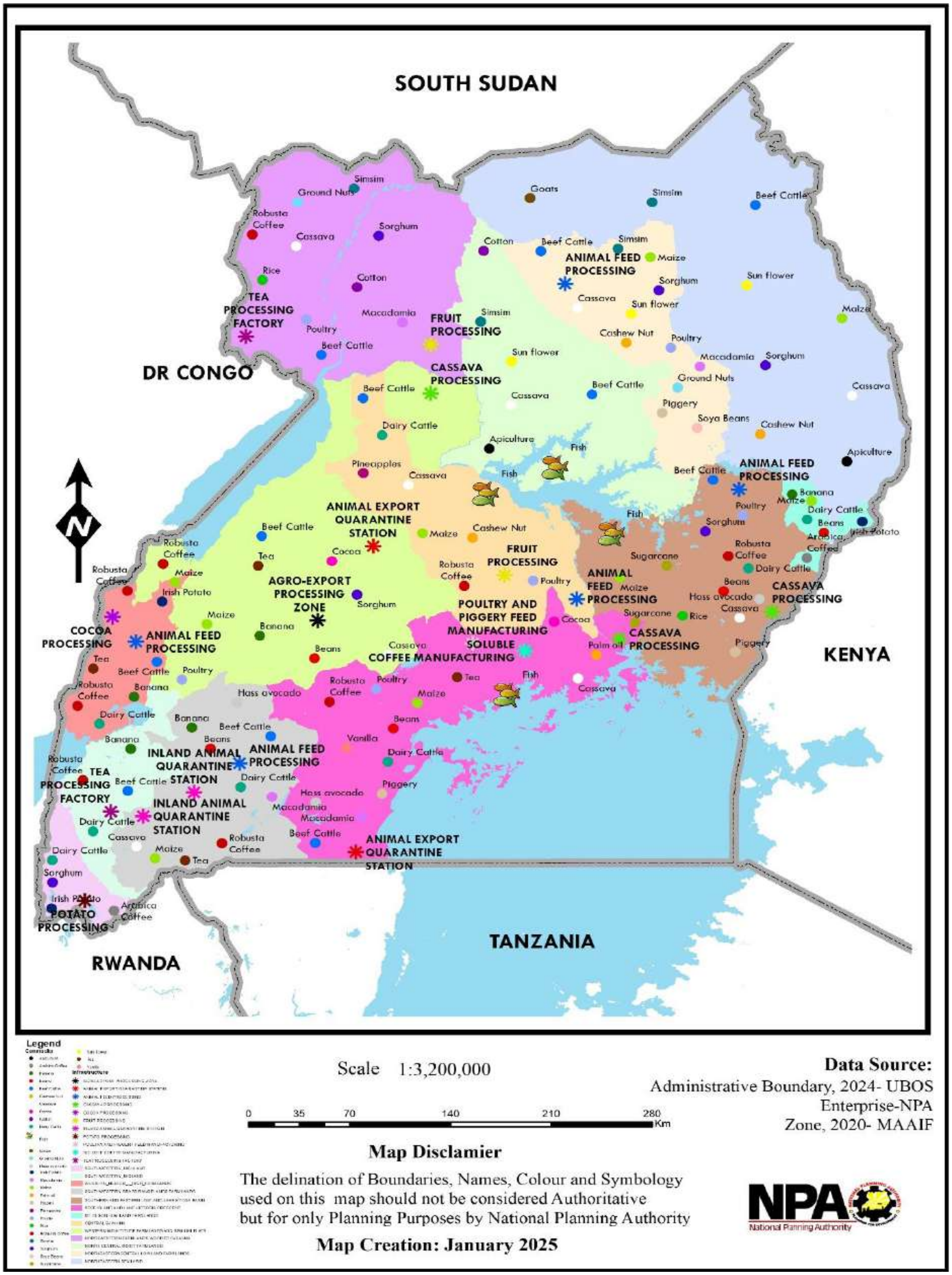
Interventions	Actors
a. Establish partnerships with the private sector to allow mass production of fertilizers and soil testing kits; b. Provide subsidies to farmers to access fertilizers; and c. Register fertilizers, fertilizer dealers, and premises to foster standards enforcement	LGs, OWC
3. Strategically invest in the fisheries sub-sector and aquaculture development a. Accredit the Uganda Fisheries Laboratory to international standards; b. Assess, acquire, and restock understocked water bodies; c. Conduct surveillance and certification of fish processors, register and license fishers; d. Construct/improve zonal aquaculture indoor hatchery and cage culture facilities for massive fingerling production; e. Establish aqua parks, each with 150 ponds, a hatchery, a mini fish feed mill, and an artificial wetland; f. Establish fish quarantine centres at border posts; and g. Support national and regional feed processors to produce quality fish feed, with feed processing equipment.	MAAIF, NARO, MoLG, MoFPED
4. Support to large-scale commercial farming entities a. Profile and support Government institutions to produce seed and animal feed for PDM farmers; and b. Support large-scale commercial farmers with production enhancement equipment e.g., tractors, irrigation infrastructure, processing, and post-harvest handling equipment.	MAAIF, NAGRC&DB, NARO, OWC
5. Undertake and support appropriate research and genetics improvement and uptake a. Update 15 soil sheets from a scale of 1:250,000 to a scale of 1:50,000 and promote soil testing services; b. Construct agricultural research support facilities (laboratories, screen houses, incubation centres, technology demonstration centres, livestock handling structures, fish handling facilities, etc.); c. Disseminate and promote technologies for food and nutrition to Technology Uptake Pathways; d. Produce semen, breeder seed, and Early Generation Seed (EGS) for priority commodities to support private sector business development and PDM; and e. Design, construct, and equip laboratories to enhance agricultural technology generation.	NARO, NAGRC&DB, MAAIF, LGs
6. Increase access to appropriate agricultural mechanisation and farm power a. Acquire sets of walking tractors and implements to support the PDM enterprise groups; b. Acquire sets of heavy earth-moving equipment; c. Establish zonal Agricultural mechanisation centres to improve access, train, demonstrate, and test appropriate agricultural mechanisation technologies and equipment; and d. Set up and equip Regional Farm Service Centres in different agro-ecological zones.	MAAIF, NAGRC&DB, LGs, OWC
7. Increase access to and use of water for agricultural production a. Establish appropriate farm water reticulation systems, solar-powered irrigation systems, deep production wells, multi-purpose bulk water infrastructure, groundwater extraction and community watering points, gravity flow irrigation schemes, micro-irrigation systems for farmer groups; and b. Provide water for production, particularly for the Karamoja region.	MAAIF, MWE, NAGRC&DB, MLHUD, OPM, MTIC, MGLSD, NPA, NEMA, OPM
8. Strengthen farmer organisations and cooperatives ecosystems a. Acquire enterprise-specific equipment for PDM SACCOs (animal feed processing equipment, post-harvest handling and value addition equipment, water harvesting equipment, production enhancement equipment);	MAAIF, NAGRC&DB, NARO, MTIC, MoLG, LGs,

Interventions	Actors
b. Build capacity of farmer groups, MSMEs, and cooperatives in post-harvest handling and value addition, enterprise selection, and profiling; c. Identify and build the capacity of higher-level farmer organisations for production and collective marketing of produce; and d. Inspect and regularly audit farmer cooperatives.	
9. Strengthen pest, vector, and disease management and control a. Acquire and through a cost-sharing mechanism between the Government and farmers, distribute livestock vaccines (FMD, LSD, CBPP, PPR, Anthrax, Brucellosis) and leverage the private sector for the provision of other livestock vaccines; b. Acquire and distribute key pest, vector, and disease control equipment for PDM SACCOs; c. Build capacity of Extension staff in Integrated Pest, Vector, and disease control; d. Construct a national agricultural diagnostic laboratory and support centre (Biosafety Level 3 Lab) and Zonal laboratories and compliance centres (Biosafety Level 2 Lab); e. Develop ICT applications to digitise animal disease field case-based diagnosis, surveillance, and reporting; f. Establish and equip 2 inland quarantine stations and animal and plant laboratories at border districts; and g. Undertake regular crop/livestock/fisheries pests and disease surveillance to establish the pest status and demonstration of control technologies.	MAAIF, LGs, Private sector, KCCA
10. Strengthen the agricultural extension system a. Leverage the private sector and the cooperative framework to support out-grower/smallholder farmers e.g., nucleus farmers; b. Roll out and upgrade the ICT-enabled extension system to all Local Governments; c. Conduct specialised training programs for extension workers on specific value chains within their jurisdictions; d. Equip and facilitate extension workers to provide extension services to farmers at the parish level to support the PDM; and e. Recruit extension staff for every sub-county.	MAAIF, Uganda Prisons, MWE, NAGRC&DB, Private sector
11. Promote climate adaptation and mitigation practices a. Generate agricultural climate smart (drought tolerance, disease and pest tolerance, water use efficiency, early warning systems, and environmentally friendly) technologies for livestock, crop, fish, and forestry; b. Promote agroforestry on Government ranches and farms; c. Train farmers in animal waste utilisation and management (biogas & composting), pasture feed production and conservation, and set up pasture demonstration gardens; and d. Develop and disseminate carbon farming strategic plans and guidelines.	NEMA, MAAIF, NPA, NARO, NAGRC&DB
Objective 2: Improve harvest, post-harvest handling, and storage	
1. Establish and operationalise appropriate post-harvest handling and storage facilities and infrastructure a. Establish and stock 2 national food and seed reserve facilities; b. Construct cold rooms in markets and acquire regional meat (beef and poultry) cold chain transportation trucks; c. Establish animal feed storage facilities on NAGRC ranches and farms; d. Rehabilitate 10 dilapidated milk collection centres and hand them over to Dairy cooperatives to manage; and e. Construct milk collection centres, install milk coolers, and acquire mobile Milk Collection centres for the Karamoja region	MAAIF, KKCA, MTIC, NAGRC&DB, OPM, MoLG, LGs, OWC
2. Provide appropriate harvest, post-harvest handling, and storage technologies a. Provide farmers with appropriate post-harvest handling technologies for priority and emerging high-value agro-commodities; and	NARO, MAAIF, MTIC, UIRI, LGs

Interventions	Actors
b. Develop and disseminate novel postharvest management and value-addition technologies (biological, biochemical, and agro-mechanical)	
3. Ensure compliance with standards at harvesting, post-harvest handling and storage a. Conduct training of value chain actors in harvest, post-harvest handling and storage, quality control, and compliance standards; b. Undertake inspections and conformity assessments to warehouse standards; and c. Undertake refurbishment of warehouse facilities.	UNBS, MAAIF, MTIC, LGs
Objective 3: Develop, operationalise, and optimise value-addition infrastructure	
1. Establish appropriate value-addition infrastructure a. Acquire, distribute, and subsidise value addition and agro-processing equipment (roasters, millers, crushers, chippers, packaging & grading equipment) for farmer organisations; b. Assess and evaluate the performance of agro-processing facilities in LGs for improved functionality; c. Equip, repair, and revamp non-functional agro-processing facilities in LGs to optimal functionality; d. Designate and develop agro-export processing zones in Kumi or Mubende; e. Establish a coffee soluble plant, 10 mini dairy processing plants, a cocoa processing factory, cassava processing industries, animal feed processing plants, floating fish feed plant, potato processing factory, grain processing factory, tea processing plant, meat processing factory, etc., through PPP arrangement; and f. Establish a farmers' sugar mill in Busoga.	MAAIF, MTIC, UDC, UWEP, MoLG, MoFPED, MoFA, NPA, NAGRC&DB
2. Invest in appropriate agro-processing and value-addition technologies a. Skill youth and women in dairy value addition; and b. Train value chain actors in agro-processing and value-addition techniques.	MAAIF, UIA, MTIC, MoES
3. Establish and ensure compliance to requisite standards a. Develop and enforce food and feed agro-processing standards; b. Enforce compliance with food fortification standards for recommended food vehicles; and c. Train agro-processors in quality management systems (HACCP, ISO).	LGs, MAAIF, UNBS, MTIC
Objective 4: Increase market access and competitiveness of agricultural products in domestic, regional and international markets	
1. Promote market penetration for agro-based products a. Coordinate and support export-ready SMEs/companies to participate in trade-related events such as world EXPOS, trade fairs, and exhibitions regional and international; b. Negotiate and secure market for priority agricultural products; c. Promote product differentiation through profiling Geographical Indications for agricultural products for registration; d. Update and roll out the Uganda Market Information System; and e. Create business and market linkages through commodity platforms.	MAAIF, MTIC, URSB, NEMA, MoFA
2. Strengthen compliance with product quality requirements and standards (National, Regional, and International) a. Construct a national and 5 regional coffee analytical laboratories (Mbale, Mbarara, Gulu, Masaka, and Hoima); b. Develop and promote sustainable mycotoxin management technologies; c. Identify and train MSMEs involved in the production of sanitary and phytosanitary standards; d. Inspect and certify commercial farms and animal product processing establishments, feed processing establishments, animals, and animal products for conformity to requisite standards; and e. Ensure compliance with food safety standards across the food systems for market access for priority commodities.	MAAIF, MTIC, NARO, NAGRC&DB, UNBS,

Interventions	Actors
3. Establish and maintain appropriate market infrastructure a. Develop traceability systems for priority commodities, including coffee and livestock and integrate them into the Geospatial registry system; b. Construct and equip slaughter facilities and livestock markets; c. Construct 2 export animal quarantine holding grounds, a National Agricultural Food Safety Laboratory & Support Centre (Biosafety Level 3 Lab); and d. Establish a national sanitary and phytosanitary export training and demonstration facility at Namalere.	MAAIF, LGs, MoFPED, MoPS, MoWT
Objective 5: Increase access to agricultural finance and insurance	
1. Promote affordable agricultural financing mechanisms a. Finalise and enforce the National Agriculture Finance and Insurance Policy; b. Develop and pre-test warehouse receipt financial products with various financial institutions; c. Establish a cooperative bank; d. Provide financial support to agro-based enterprises through ACF, UDB, and MSC; and e. Provide subsidies for the purchase and hire of tractors and assorted farm implements.	MoFPED, BOU, UDB, MTIC, MAAIF, LGs
2. Scale up agricultural insurance a. Provide affordable agriculture insurance packages; and b. Sensitise farmers on agricultural insurance.	IRA, MAAIF, LGs
Objective 6: Strengthen coordination, legal, and institutional framework for agro-industry	
1. Improve policy, legal, and institutional framework in agro-industry a. Undertake Regulatory Impact Assessments and stakeholder consultations, and draft Cabinet principles for all the planned policy and law reviews; b. Develop and review Strategies (Agricultural Chemical (control) Act Cap. 35 and develop relevant regulations, Review the Pesticide residual monitoring plan, Develop/ review laws, regulations, and policies for Fisheries and Aquaculture management and development); c. Harmonise EAC legal frameworks related to Agro-industry to remove NTBs; d. Conduct software upgrade, maintenance, connectivity, and servicing of ICT infrastructure Equipment; e. Mainstream gender and other cross-cutting issues across agro-industry; and f. Review and update client charter and communication strategy.	MAAIF, MTIC NAGRC&DB NARO, OPM, MWE, KCCA, MoPS, MoJCA, MoWT, MLHUD, NPA, MEMD, MEACA
2. Improve administrative infrastructure and human resources a. Undertake staff capacity building (mentoring, training, coaching, performance management); b. Construct Coffee Hubs to skill youths on coffee in activities in selected universities of Mbarara, Gulu, and Busitema; c. Equip existing agricultural research laboratories with requisite equipment for 16 PARIs; d. Train agricultural staff to enhance performance at various levels (PhD, Masters, Research and Professional courses); and e. Construct new and rehabilitate administrative infrastructure (Offices, training halls, repair, equip and furnish premises).	MAAIF, MTIC NAGRC&DB NARO, OPM, MWE, KCCA, MoPS, MoWT, MLHUD, NPA, MEMD
3. Strengthen planning, coordination, monitoring, and evaluation a. Conduct the Joint Agro-Industrialisation Programme Annual Review (JAPAR); b. Convene Programme Working Group meetings and Coordinate Programme Working Group activities, including coordination meetings on the implementation of the Uganda food systems pathway; c. Develop, roll out, and maintain an Agro-Industrialisation Management Information System; and d. Undertake programme, project, and PDM activity monitoring and evaluation.	MAAIF, MTIC NAGRC&DB NARO, OPM, MWE, KCCA, MoPS, NPA

Figure 6.1: Mapping of Priority Commodities by Agro-ecological Zones and Agro-processing Facilities for Establishment During NDPIV Implementation



6.6 Implementation Reforms

196. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years.**

i) Government to adopt a business model in the multiplication and distribution of quality seed through the establishment of a national seed company; and

ii) Adoption of a cost-sharing mechanism between the Government and farmers in the acquisition and distribution of livestock vaccines and establishment of a revolving fund that will sustain continued vaccine purchases.

6.7 Programme Risk and Mitigation

197. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Climate change and extreme weather conditions.** Climate change is a persistent and high-likelihood risk that leads to extreme weather conditions like prolonged droughts or floods. These extremes can severely reduce agricultural production and productivity, particularly in rain-fed agricultural systems. If not mitigated, these may destabilise agro-industrial supply chains and create financial losses for farmers and agro-processors. Climate-smart agriculture practices, coupled with irrigation and water management systems are, therefore, crucial to mitigating these effects and sustaining production during adverse weather conditions;

ii) **The declining Official Development Assistance.** The majority (80%) of AGI funding is through donor support. The declining Official Development Assistance poses implementation risks including halting and disruption of major projects. This is a potentially high risk to the sustainability of the AGI programme, as insufficient funding would lead to delays or incomplete project execution. To mitigate this, the programme will ensure the timely completion of the projects to free up resources for other projects, increase allocative efficiency, and attract diverse funding such as climate-smart agriculture financing;

iii) **Sudden unfavourable policy changes.** Unexpected policy changes, such as the EU deforestation regulation (EUDR), are to present non-tariff barriers, that will affect agricultural incomes from coffee and other agricultural products. These changes can make market access difficult, both locally and internationally, reducing the competitiveness of Uganda's agricultural products. The impact can be significant, especially for SMEs trying to penetrate regional and global markets. The mitigation approach involves leveraging commercial diplomacy and maintaining active engagement in regional and international trade dialogues to stabilise policies and minimize the impact of such sudden changes;

iv) **Dependence on smallholder farmers.** Smallholder farmers are the backbone of Uganda's agricultural sector, but their vulnerability to climate, market, and financial shocks poses a high-likelihood risk. Dependence on these farmers for industrial raw materials can lead to supply disruptions, particularly during periods of low productivity or crises. The impact on agro-industrialisation is severe, as consistent raw material supply is critical for processing industries. To mitigate this, the programme will support commercial farmers with the capacity to ameliorate the impacts of climate, market and financial shocks, as well as ensure a sustainable supply of produce. In addition, smallholder farmers will be supported with improved access to inputs, technology, and financial services to build their resilience and ensure a stable supply chain;

v) **Counterfeit agricultural inputs pose a significant risk to agro-industrialisation programme.** The use of fake seeds, fertilizers, and agrochemicals can severely undermine agricultural productivity and economic growth. The likelihood of counterfeit inputs entering the supply chain is high, given the weak regulatory enforcement and widespread informal markets. Farmers may inadvertently purchase substandard or fake products, especially in rural areas where quality control measures are less stringent. The impact of counterfeit inputs is far-reaching: poor-quality seeds lead to low germination rates and reduced yields, fake fertilizers fail to provide essential nutrients, and ineffective or harmful agrochemicals can damage crops or soil health. This may result in significant financial losses for farmers, reduced income, and compromised food security. On a broader scale, counterfeit inputs erode trust in the agricultural input supply system which discourages investment. Ultimately, the cost includes reduced productivity and lost export opportunities. To mitigate this risk, the programme will strengthen regulatory enforcement by increasing inspections, conducting random testing, and implementing stricter penalties for counterfeiters. Introducing digital traceability systems, such as QR codes or blockchain, would enable farmers to verify the authenticity of inputs. Enhancing farmer education through training and extension services can raise awareness about identifying genuine products. Supporting certified agro-dealers and promoting cooperative procurement will increase the availability of authentic inputs; and

vi) **High costs of transition from small-scale agriculture to modern and commercial agriculture**. The transition to modern commercial, high-input industrial and market-led agriculture will impose high costs on the smallholder farmers. There is a need to support farmers to participate in and benefit from more sustainable agriculture.

CHAPTER 7: SUSTAINABLE EXTRACTIVES INDUSTRY DEVELOPMENT PROGRAMME

7.1 Introduction

198. **The extractives industry is a major source of revenue, infrastructure development, and economic diversification**. The exploitation of extractives provides raw materials for resource-based industrialisation and generates substantial revenue through taxes, royalties, and export earnings, which can be reinvested in key areas such as education, healthcare, and infrastructure. The extractives industry stimulates the development of related industries, such as energy, manufacturing, and transportation, and fosters economic diversification. Additionally, by generating employment opportunities and promoting skills transfer, the industry contributes to human capital development and poverty reduction.

199. **The extractives industry is central to achieving the aspirations of the Plan.** It provides essential raw materials to drive the value-addition agenda, bolstered by the application of STI. value addition to the extractives through beneficiation and refining can transform the economy by building primary, secondary, and tertiary industries such as petrochemicals which will create new sources of growth. It also provides raw materials that will be essential for the development and maintenance of priority infrastructure such as the SGR & MGR lines, GKMA roads, stadia for AFCON, STI parks, and industrial zones. The programme will contribute to revenue generation through taxes and royalties which can be reinvested in other priorities. It will facilitate the implementation of EMYOOGA by supporting the artisanal and small-scale miners.

200. **The extractives industry contributes to the realisation of the global, regional, and national development agenda**. SDG (Goal 12.2) and Africa Agenda 2063 (Goal 7) seek to achieve the sustainable management and efficient use of natural resources; and (SDG 7): targets to achieve affordable and clean energy through optimally exploiting resources. The EAC Vision 2050 (Pillar 4) seeks to invest in the effective and sustainable use of natural resources to enhance value addition and management. The Uganda Vision 2040 aims to commercialise oil and gas feasibly and sustainably and promote mineral beneficiation through value addition.

201. **The potential of extractive industry to drive resource-based industrialisation is hindered by:** inadequate value addition, transportation & storage infrastructure; rudimentary mining methods & informality in the mining industry; inadequate human & institutional capacity to carry out exploration, monitoring, quantification, & classification activities; limited local capacity to participate in the extractives industry; and weak legal, coordination & regulatory framework.

202. **The goal of this programme is sustainable exploitation, value addition, and commercialisation of extractives for resource-based industrialisation.**

7.2 Situation Analysis

203. **There has been progress in establishing value addition, transportation, and storage infrastructure for minerals; however, it is inadequate, underutilised, and dilapidated.** Value addition infrastructure in the form of cement and ceramics factories (marble, limestone, pozzolana, feldspars, and kaolin), refineries for gold, and smelting plants for iron ore and tin have been established. Two beneficiation centres have been established in the Ntungamo and Kabarole districts to support value addition. The establishment of minerals analysis laboratories is ongoing to cover all the mineral resources in the country. However, these are yet to be accredited by the International Organisation for Standarisation (ISO) and lack analytical techniques for some minerals. The processing of iron ore is hampered by the high cost of importation of coal as a reducing agent and inadequate infrastructure specifically transport and energy. In regards to phosphates the established infrastructure is not operational due to internal litigation challenges. Copper mining and processing is hampered by dilapidated infrastructure.

204. **Similarly, there has been progress in establishing value addition, transportation, and storage infrastructure for petroleum; however, it is inadequate.** There has been the construction of support infrastructure such as roads, an international airport, and water transport infrastructure. In addition, there is significant progress in the development of the East African Crude Oil Pipeline (EACOP), such as land acquisition, resettlement of affected persons, and commencement of construction. Land for the construction of the refinery has been acquired. A feasibility study consultant for the natural gas pipeline has been procured. However, there have been delays in the construction of the refinery and its attendant infrastructure which is the basis for the development of the downstream petrochemical industry. The pipeline for importation of refined products through the port of Dar es Salaam and a natural gas pipeline from Tanzania are yet to be constructed. There is limited petroleum storage capacity in the country.

205. **There have been efforts to reduce informality and increase the adoption of appropriate technologies in the mining industry; however, the use of rudimentary methods and informality persist.** Two mineral beneficiation centres to train and skill miners in the best mining equipment use and practices have been established. The artisanal miners are being organised, registered, and licensed to undertake mining activities. Between FY2020/21 and FY2023/24, 4,400 small-scale miners were registered and 24 associations have been formed. However, the mining industry is muddled with rudimentary mining methods that have a negative implication on the environment and the safety of miners. Mining is majorly informal and dominated by artisanal miners making it hard to regulate the industry. These artisanal miners lack modern equipment, skills, and technology to exploit the minerals.

206. **There have been efforts to increase the stock of skilled human capital for the extractives industry; however, these are inadequate and with skills gaps.** Uganda Petroleum Institute-Kigumba has been equipped to provide internationally certified training programmes in petroleum. In addition, several other public and private institutions are providing training in geosciences and engineering courses. Through partnerships with private and development partners, 11,021 Ugandans have been trained, in both technical and vocational aspects of the petroleum industry between 2017 and 2022, with 940 attaining industry certifications. However, there are scarcities in the disciplines of geologists, geochemists, geophysicists, mining engineers, metallurgists, and entry-level & mid-level technicians & technologists. In addition, many of those trained lack internationally recognised certifications which are essential for employment in the industry.

207. **There have been efforts to increase local participation in the extractives industry; however, the capacity of locals to effectively participate is limited.** Enterprise capacity-building programmes have been undertaken with over 200 MSMEs trained in business development. In addition, knowledge transfer programmes through joint ventures have enabled local companies to participate in the petroleum industry. The number of local companies on the National Supplier Database (NSD) for oil and gas increased to 1,627 in FY2021/22 from 513 in FY2017/18. Uganda companies are estimated to have supplied goods and services worth USD 1.04 billion (25%) out of the total investment in the sector by the end of December 2023, up from USD 524 million in September 2022. Local companies made USD 1.7 billion (25%) through direct tier 1 contracting and USD 758 million through tier 2 subcontracting from international companies by the end of December 2023. However, the limited training, financial capacity, and access to opportunities hinder the effective participation of local enterprises. The National Local Content Fund, which was intended to ease the financial constraint of local firms is not yet operational.

208. **The legal, regulatory, and institutional capacity of the extractive industry has improved; however, gaps exist and enforcement is hindered by inadequate regulations.** The Mining and Minerals Act, Cap. 159 makes provisions for the establishment of the National Mining Company which is expected to increase national participation, optimise exploration, exploitation, and commercialisation of minerals, as well as formalisation and strengthening regulation of miners. The petroleum policy has been reviewed to cater for the entire petroleum value chain; however, there is no enabling legislation to establish and operationalise the local content fund. In addition, regulation of the downstream petroleum and mining industries is inadequate due to a lack of coordination between the central and local governments. Further, the National Mining Company is yet to be fully operationalised and capitalised.

209. **Progress has been made in building the human resource capacity needed for sustainable exploitation, value addition and commercialisation of extractives, though substantial gaps persist.** Institutions like Makerere University, Kyambogo University, the Uganda

Petroleum Institute Kigumba (UPIK), and many technical and vocational education and training (TVET) centres have collectively produced over 5,000 graduates in fields related to the extractives industry over the past five years, including petroleum engineers, geologists, and environmental scientists. However, the expansion of Uganda's oil and gas, as well as mineral sectors, has outpaced the current supply of skilled professionals. For instance, the programme projects that by 2030, Uganda will need approximately 960 petroleum engineers, but currently only about 417 are available. Acute and moderate shortages are particularly evident in fields such as geophysicists, pipeline engineers, petroleum lawyers, environmental scientists, and refinery technicians. Conversely, there is an oversupply of labour in areas such as artisanal miners, mineral processing workers, and quarry labourers. These gaps indicate a significant misalignment between the current supply of labour and the projected demand, which is critical to fulfilling Uganda's sustainable extractives development goal. For details, refer to the annex on programme human resource requirements.

210. **To ensure sustainable exploitation, value addition, and commercialisation of extractives, the programme focusses on:** increasing value addition, transportation & storage infrastructure; increasing the adoption of appropriate mining technologies & practices; formalising the mining industry; enhancing human and local enterprise capacity to participate in and develop the extractives industry; and strengthening the policy, legal, institutional & regulatory framework.

7.3 Programme Objectives

211. **The objectives of this Programme are to:**

i) Increase exploration and quantification of the extractives;
ii) Increase production and commercialisation of the extractives;
iii) Increase investment in extractive value addition;
iv) Enhance human and local enterprise capacity to participate in and develop the extractives industry; and
v) Strengthen governance, coordination, and innovation for the extractives industry.

7.4 Programme Results

212. **The desired high-level Programme results by the year 2029/30 are:**

i) Increased national storage for refined petroleum products from 99.1 million litres in FY2023/24 to 150 million litres;
ii) Increased oil and gas revenue from Shs. 184 Bn in FY2023/24 to Shs. 6,475 Bn;
iii) Increased mineral revenue from Shs. 180 Bn in FY2023/24 to Shs. 750 Bn;
iv) Increased number of Ugandans employed in the minerals industry by 80,000 jobs per year;

v) Increased contribution of the extractives industry to GDP from 1.9% in FY2023/24 to 7.9%;
vi) Increased value of investment in value addition for selected minerals from Shs. 200 Bn in FY2023/24 to Shs. 1,850 Bn;
vii) Improved extractives industry governance effectiveness index from 78.5% in FY2023/24 to 90.0%; and
viii) Increased programme performance from 65% in 2022/23 to 85%.

7.5 Interventions

213. To achieve the above results, the following interventions (Table 7.1) have been prioritised under this Programme.

Table 7.1: Interventions under this Programme and respective actor

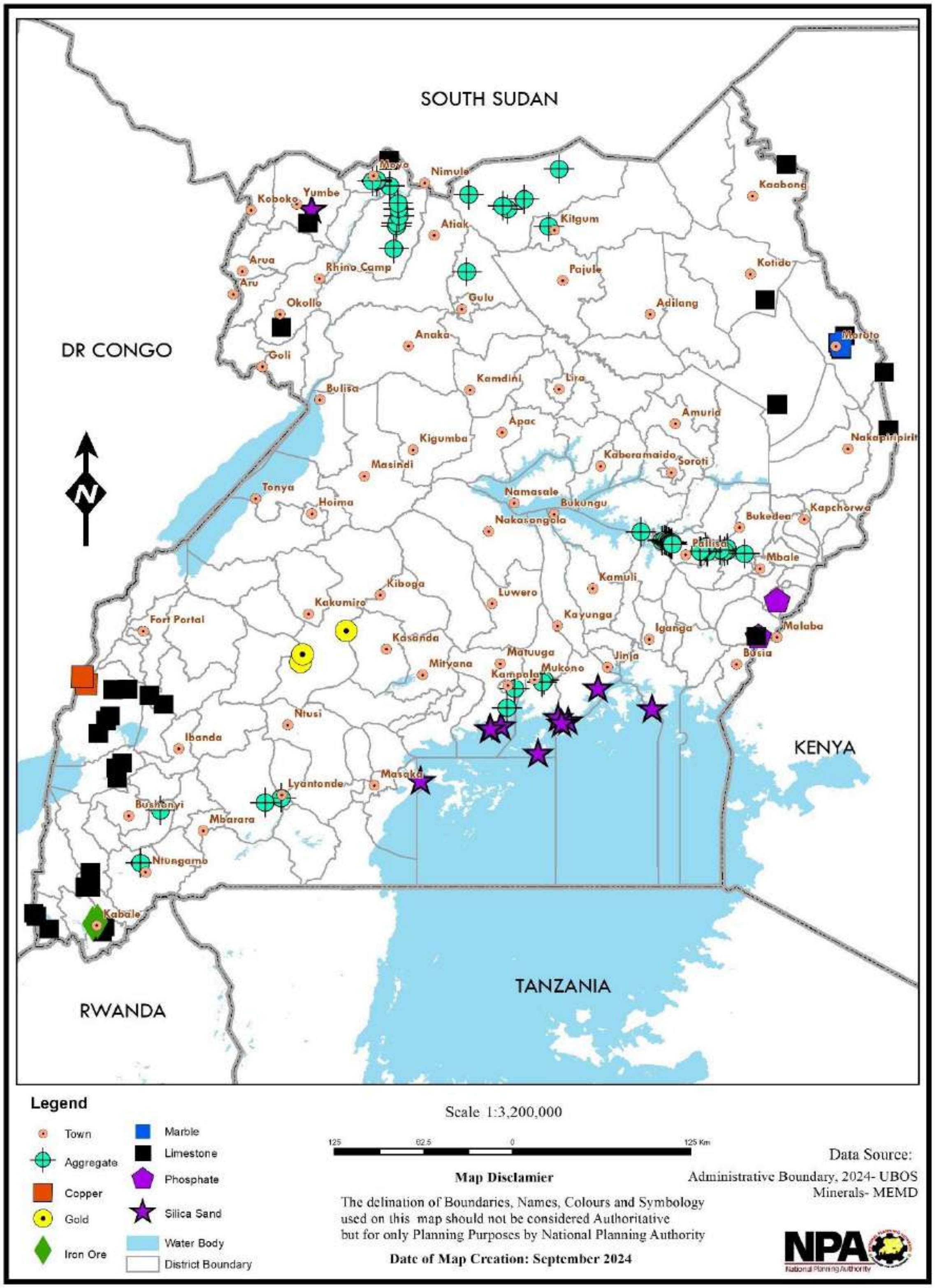
Interventions	Actors
Objective 1: Increase sustainable exploration and quantification of extractives	
1. Enhance the country's extractive resource potential a. Undertake exploration and quantification of gold, copper, iron ore, limestone/marble, rare earth elements, and phosphate using internationally acceptable standards.	MEMD, MoFPED, PAU, UNOC, UNMC, NEMA, OP, Parliament, LGs, Joint Venture Partners
2. Undertake licencing, regulation, and monitoring of the operations in the extractives industry	MEMD, MoFPED, Parliament, MoJCA, OP, MoWT, UCAA, MoLHUD, PAU, MWE, MoFPED, UNOC, MoICT&NG, LGs
Objective 2: Increase sustainable production and commercialisation of extractives	
1. Increase the production of the country's extractive resources; a. Establish and functionalise a laboratory network for extractives; b. Complete the development of upstream petroleum facilities, i.e., Tilenga and Kingfisher projects; c. Increase production of gold, copper, iron ore, limestone/marble, rare earth elements, and phosphate; d. Develop mining fields and processing plants for the priority minerals; and e. Construct, regulate, and monitor the refinery and pipelines (EACOP).	MEMD, MoFPED, PAU, UNOC, UNMC, NEMA, OP, parliament, LGs, Joint Venture Partners
2. Improve the stability in the supply of petroleum products a. Upgrade/Expand Jinja Storage Terminal infrastructure; b. Develop Kampala Storage Terminal to support bulk trading operations; c. Implement project readiness activities for the regional strategic storage terminals (Hoima, Mbarara, Gulu, Arua, Mbale, Soroti); and d. Secure supply of petroleum products	MEMD, MoFPED, PAU, UNOC, UNMC, NEMA, OP, parliament, LGs, Joint Venture Partners, MoDVA, UPF
3. Capitalise UNOC to fully participate in petroleum activities, including a. License, regulate, and monitor the downstream petroleum industry; b. Bio-fuel blend; c. Transport and storage infrastructure; d. Regional refined petroleum products and natural gas pipelines; e. East African Crude Oil Pipeline (EACOP); and f. LPG storage and bulk filling plant.	MEMD, MoFPED, UNOC
4. Capitalise Uganda National Mining Company (UNMC) to fully participate in the mining industry	MEMD, MoFPED, UNMC

Interventions	Actors
Objective 3: Increase investment in extractive value addition	
1. Construct, regulate, and monitor the development of extractive infrastructure a. Oil refinery; b. Kabalega Petrochemical-Based Industrial Park; c. Mineral markets and buying centres; d. Mineral Beneficiation and Training Centres; e. Geothermal Direct Use Facilities; f. Minerals Analytical Laboratory; and g. Computerised weighbridges.	MEMD, PAU, UNOC, UNMC, Joint Venture Partners
Objective 4: Enhance human and local enterprise capacity to participate in and develop the extractives industry.	
1. Strengthen local capacity to participate in the extractives industry a. Standardise and accredit Uganda's local goods and services to ensure increased competition and consumption in the oil and gas sector; b. Facilitate the participation of Uganda's private sector and increase the employment of Ugandans in the extractives industry; and c. Support the Industry Enhancement Centre to develop the skills of SMEs and technology transfer.	MEMD, PAU, UNOC, UNMC
Objective 5: Strengthen governance, coordination, and innovation for the extractives industry	
Interventions	
1. Strengthen the extractives industry policy and regulatory framework a. Review and amend laws (Building substance, Earth Science registration, National Content Fund, Petroleum Supply Act Cap.163 as amended, The Petroleum (Refining, Conversion, Transmission and midstream storage) Act Cap.162; b. Review and amend laws (Building substance, Earth Science registration, National Content fund, Petroleum Supply Act 2003 as amended, Petroleum Upstream and Midstream Act 2013); c. Inspect, monitor, and enforce regulations (artisanal mining; geoscientific services; mineral beneficiation; mine health, safety, and environment; geothermal direct use; national content and community engagement; liquefied petroleum gas); and d. Review and update policies (Mining & Minerals Policy 2018 and Oil & Gas Policy 2008).	MEMD, MoPS, OP, Parliament, PAU, MoJCA, MoFPED, UNBS
2. Strengthen the extractives industry research and innovation ecosystem a. Construct a national geological specimen repository; b. Equip Petroleum Data Repository; c. Refurbish the Geological Museum; d. Establish a national seismological and geohazard monitoring network; and e. Establish a resource centre for extractives.	MEMD, MoES, MoICT, PAU, MoLHUD, STI Secretariat, Academia, Private Sector, Development Partners
3. Strengthen extractives industry planning, monitoring, coordination, and management a. Risk management system; b. Monitoring and Evaluation System; c. National Petroleum Information System; d. Mining Cadaster; e. Geological Management Information System; and f. Programme working group secretariat services.	MEMD, MoPS, MoFPED, OPM, PAU, UNMC, UNOC, OP, UBOS, Parliament, Private sector
4. Strengthen investment promotion, mobilisation, and coordination through: a. Develop and implement monitoring and control systems for extractive industry activities; and	MEMD, MoFPED, MOFA, UIA,

b. Develop and implement an extractive risk management framework for the extractive industry.	Development Partners, Private Sector
5. Enforce quality, health, safety, security, environment, and social safeguards	MEMD, MoWE, PAU, NEMA, MoGLSD
6. Strengthen governance and accountability systems in the extractives industry a. Enforce compliance with the Extractives Industry Transparency Initiative.	MEMD, OP, MoJCA, MoFPED, UBOS, OAG, ERA, Parliament
7. Strengthen the human and institutional capacity in the extractives industry a. Establish the National Extractives Industry Workforce Training Program; and b. Support artisanal and small-scale miners' associations.	MEMD, MoPS, MoES, Academia
8. Foster and leverage local, regional, and international partnerships	MEMD, MoFA, MEACA, Development Partners, Private Sector, CSOs.
9. Acquire land for extractives industry infrastructure development projects a. Natural gas pipeline; b. LPG Storage terminals; c. Minerals Data Repository; and d. Refined products pipeline.	MEMD, MoGLSD, MoLHUD, MoFPED, LGs, UNOC, UNMC, Development Partners

Source: Programme Secretariat, 2024

Figure 7.1: Mapping of Priority Minerals During the NDPIV Implementation



7.6 Implementation Reforms

214. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years:**

   i) Establish a minerals revenue management fund to ensure proper management of revenue from extractives.

7.7 Programme Risk and Mitigation

215. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

   i) **Disputes from Project Affected Persons (PAPs) regarding compensation values**. Continuous disputes from Project Affected Persons (PAPs) regarding compensation values approved by the Chief Government Valuer can delay land acquisition and the implementation of the extractive projects. The likelihood of occurrence of these disputes is high, and the Government needs to gazette, collaborate and intensify sensitisation campaigns on the surveying activities, collaborating with district and local leaders, to educate them about government roles in carrying out geological, geophysical, and geochemical (GGG) surveys. Additionally, the Government shall enhance engagement efforts with PAPs to ensure equitable benefits and promote project acceptance;

   ii) **Negative publicity against the Oil and Gas sector**. The oil and gas sector in Uganda, particularly the East African Crude Oil Pipeline (EACOP) project and the crude oil refinery project, faces significant negative publicity, driven by narratives against investment in fossil fuels and unrealistic project expectations. This is highly likely to occur and poses a negative impact on investment, thus delaying critical project financing. To mitigate this risk, a comprehensive and proactive communication strategy should be activated to counter misinformation and provide accurate, transparent updates on project progress, benefits, and regulatory compliance. In addition, to meet the strict timelines for the delivery of the crude oil refinery, there ought to be strict adherence to project artefacts. Engaging key stakeholders, including local communities, media, and international partners, will be essential in managing public perception and ensuring continued support for sector development;

   iii) **Insecurity in the Karamoja region**. The Karamoja subregion faces significant security threats due to cross-border and ethnic cattle rustling, and conflicts over water, pasture, and minerals. This insecurity is highly likely to prevail and poses a high risk to the timely acquisition of geological, geophysical, and geochemical data, which is crucial for mineral resource exploration and development. To mitigate this risk, the Government shall intensify sensitisation campaigns on extractive surveys, engaging district and local leaders, as well as community groups to enhance understanding of the government's role in these activities; and

iv) **Reliance on a single supplier.** The dependence on a single supplier for petroleum products may lead to severe fuel shortages and poor-quality fuel for consumers due to disruptions in the supplier's operations, delays in fuel cargo deliveries, and contamination of products. This is highly likely to occur and has a significant negative impact on economic activities. To mitigate this risk, the Government shall promote private sector participation in bulk petroleum products transportation and storage, invest in adequate fuel storage to maintain over 30 days of national stock for emergency restocking from alternative sources, and secure sufficient product storage at the port to address logistical delays, contamination, or off-specification products.

CHAPTER 8: TOURISM DEVELOPMENT PROGRAMME

8.1 Introduction

216. **Tourism plays a vital role in economic development by generating significant revenue, creating jobs, and stimulating infrastructure development**. As a major source of foreign exchange earnings, tourism boosts a country's balance of payments and fosters economic diversification. It drives employment not only within the tourism sector itself, such as in hotels, restaurants, and travel agencies, but also in related industries, including transportation, retail, and agriculture, which supply goods and services to tourists. Further, tourism encourages investment in infrastructure such as roads, airports, and ICT. It also promotes the preservation and conservation of cultural and natural heritage. By promoting local economic development and creating opportunities for small and medium-sized enterprises, tourism contributes to broader economic stability and growth, enhancing the overall quality of life.

217. **Sustainable tourism is key to the realisation of the priorities of the Plan**. Investment in the quality of tourism products and services contributes to the value-addition agenda. This is enhanced by supportive infrastructure, connectivity to the tourist sites, and maintenance of standards. This enhances tourist experiences, attracting high-value tourists, and increasing the length of stay & spending, thereby increasing revenue. Effective marketing of Uganda as a preferred tourism destination is key to attracting international visitors during the AFCON tournament. By acting as a key off-taker for agricultural products, the tourism industry is a catalyst for increased production, which is critical for the success of PDM. The establishment of tourism circuits within GKMA will drive investments in local amenities, such as hotels, restaurants, and entertainment venues, boosting the local economy and providing better services and job opportunities for urban residents.

218. **Tourism development is critical for the realisation of global and regional development aspirations**. Agenda 2030 (SDG 8.9, 11.4) emphasises the need to promote sustainable tourism for job creation, and the promotion and conservation of culture & products. Africa Agenda 2063 (Goal 4) targets increasing the contribution of tourism to GDP. The EAC Vision 2050 advocates for joint interventions in highly competitive and high-return tourism activities, including issuance of an East African Visa, joint marketing of tourism in EAC, and standardised joint classification of hotels. The Uganda Vision 2040 identifies tourism as one of the opportunities to be harnessed for socio-economic transformation.

219. **The potential of tourism to generate revenue and create jobs is hindered by**: inadequate research and data usage; under-developed tourism products; narrow product range; inadequate tourism infrastructure; tourism skills gaps; insufficient marketing & promotion of Uganda as a preferred destination; weak enforcement of standards and regulations; and insufficient conservation and protection of natural resources.

220. **The goal of this programme is Uganda as a preferred tourist destination.**

8.2 Situation Analysis

221. **Tourism is the leading foreign exchange earner and contributes significantly to employment; however, its potential has not been fully exploited.** Tourism foreign exchange earnings have increased to USD 1.0 billion in FY2023/24 from USD 0.4 billion in 2020/21; however, this is below the pre-COVID level of USD 1.5 billion in FY2018/19. Similarly, the direct employment in the tourism industry increased to 610,806 in FY2022/23 from 489,000 in 2020/21, which is also below the pre-COVID level of 671,000. The full potential of the tourism industry is hindered by several factors, as highlighted below.

222. **Existing tourism attractions have not been fully developed, limiting their potential to generate revenue and employment**. There has been notable investment in key tourism sites. For instance: there has been improvement in trails, affordable climbing gear, and accommodation facilities in Mountain Rwenzori; commencement of the construction of the Kidepo International Airport and hot air balloon services at Kidepo Valley National Park; upgrading the roads, botanical gardens, and hiking trails at Bwindi Impenetrable Forest; and docking piers at the Source of the Nile. However, there are inadequacies in terms of accommodation facilities, transport connectivity, electricity, ICT, water, and safety & rescue infrastructure.

223. **The country's product range is narrow and biased toward wildlife and nature, partly due to a lack of profiling of tourist sites**. The tourism offerings have been heavily focussed on wildlife and nature tourism, which accounts for more than 75% of all tourists. Murchison Falls National Park accounts for 40%, followed by Queen Elizabeth National Park at 26% and Bwindi Impenetrable Forest at 9%. The potential of other products such as Meetings, Incentives, Conferences and Events (MICE), culture, and faith-based tourism is not fully exploited. Despite attempts to profile the country's tourism potential by regions, this was incomplete, limiting the identification, promotion, conservation, and preservation of regional tourist sites.

224. **There have been notable investments to increase the quantity of tourism infrastructure; however, they are inadequate and with quality gaps.** Over the NDPIII period, 6 tourism roads (251.5km) have been completed, leading to Murchison Falls, Queen Elizabeth, and Bwindi Impenetrable National Parks. However, the last-mile connectivity to these and other tourist attractions is a challenge. Domestic flight connectivity and water transport to the various sites are a challenge. High-end accommodation is limited, and there is a lack of luxury accommodation. In addition, only 35 hotels are graded, which compromises the quality of accommodation services. The country has few international standard conference centres, which lack exhibition halls. There have been efforts to extend electricity to tourism sites; however, some sites, including Kidepo, are not yet connected and rely on generators. ICT

connectivity is also a challenge for several tourism sites. There have been efforts to extend ICT connectivity to tourist sites such as Bwindi and Murchison Falls, however, other sites such as Mt. Rwenzori are unconnected.

225. **There have been efforts to increase the stock of skilled personnel in the tourism industry; however, skill gaps persist.** Progress has been made in building human resource capacity for tourism in Uganda. Over 4,000 graduates in tourism-related fields over the past five years, including hospitality management, tour guiding, and wildlife conservation, have been trained. However, the growth of Uganda's tourism sector has outpaced the supply of skilled professionals. For instance, projections indicate that by 2030, Uganda will need approximately 19,500 trained professionals, but about 8,800 are currently available, leaving a shortfall of more than 10,000. Acute shortages are evident in roles such as tour operators, conservation specialists, and hospitality managers, though there is an oversupply of labour in lower-skilled roles like casual tour guides and entry-level hospitality positions. Efforts have been made to address these gaps, including investments in refurbishing key institutions like UHTTI and the Uganda Wildlife Research Training Institute. However, these institutions have limited capacity, with UHTTI admitting only 1,000 students annually. Worse still, the private sector has capacity constraints pointing to skills shortages with far-reaching effects. For details, see the annex on programme human resource requirements.

226. **There are efforts in research and use of data; however, these are inadequate, undermining proper targeting of markets and product development.** Through annual visitors' satisfaction, accommodation, animal count, and student tracer surveys, efforts have been made to capture data to support evidence-based tourism planning. However, there are gaps in terms of data on tourists' behaviour and preferences, which hinders targeted promotion and marketing. A lack of synchronisation between the Tourism Information Management Systems and other systems such as Education Management Information Systems, Local Government-Based Management Systems, Labour Management Information Systems, and Private Sector Information Management Systems further undermines data capture and management. There is also limited effort to study the changing global market trends.

227. **Efforts have been made to strengthen Uganda's brand in key destination markets; however, marketing and promotion efforts are limited, ad hoc, and disjointed**. Initiatives such as Destination Market Representatives (DMR), domestic and international media campaigns, development of the *"Explore Uganda, The Pearl of Africa,"* participation in International Tourism Expos, and digital marketing have been undertaken to increase Uganda's visibility. However, these efforts have not adequately showcased Uganda's tourism potential due to a lack of consistency and the limited scope of global consumer campaigns. In addition, digital technology has not been adequately leveraged to market the destination. Despite the existence of the tourism marketing strategy, efforts are spread across different agencies (MOFA, UTB, MTWA) and are not in line with the national marketing strategy.

Furthermore, inconsistent communication where negative news is amplified more than positive news undermines marketing efforts.

228. **Efforts have been made towards the conservation of natural and cultural heritage; however, challenges exist.** There has been identification and protection of cultural sites**,** construction and equipping of regional museums, gazetting of protected areas and construction of barriers around national parks/protected areas, controlling invasive species, sensitising communities on the importance of conservation and enforcing the anti-poaching law. Despite these efforts, challenges of encroachment, evasive species and degradation of ecosystem habitat, human-wildlife conflicts, disease transmission from wildlife to humans, and poaching persist.

229. **There have been efforts to strengthen the enforcement of standards and regulations; however, capacity is limited.** Initiatives such as the operationalisation of the Uganda Wildlife Act Cap. 315, 2019, and enactment of the Museums and Monuments Act, Cap. 149, inspection, registration, and licensing of accommodation facilities have not yielded the desired results. The weak coordination between the centre and local governments poses additional challenges. Some local governments do not have tourism officers to enforce the regulations. In addition, the licensing of tourist operators is still centrally managed. Only 35 hotels in the country were inspected and certified for FY2024/25 in the country.

230. **Progress has been made in building human resource capacity for promoting, conserving and diversifying tourism in Uganda, although significant gaps exist.** Institutions such as Makerere University, the Uganda Hotel and Tourism Training Institute (UHTTI), the East African Institute of Hospitality and Tourism, Uganda Martyrs University, and various technical and vocational education and training (TVET) centres have over the past five years produced more than 4,000 graduates in tourism-related fields, including hospitality management, tour guiding, and wildlife conservation. However, the growth of Uganda's tourism sector has outpaced the supply of skilled professionals. For instance, the programme projects that by 2030, Uganda will need approximately 19,500 trained professionals, but only about 8,800 are currently available, leaving a shortfall of more than 10,000. Acute shortages are evident in roles such as tour operators, conservation specialists, and hospitality managers. On the other hand, there is an oversupply of labour in low-skilled roles like casual tour guides and entry-level hospitality positions. These discrepancies between supply and demand are critical and need to be addressed for Uganda to achieve its tourism development goals. For details, refer to the annex on programme human resource requirements.

231. **To harness the potential of tourism for revenue generation and job creation, this programme focusses on**: increasing tourism-related research and uptake; development, improvement, and diversification of tourism products; improving tourism infrastructure (transport, trails, electricity, ICT, accommodation, and MICE); reducing the tourism skills

gaps; strengthening and harmonising marketing & promotion of Uganda as a preferred destination; strengthening enforcement of tourism standards and regulations; and strengthening conservation and protection of natural resources.

8.3 Programme Objectives

232. **The objectives of this programme are to:**

i) Promote inbound and domestic tourism;
ii) Improve the stock and quality of tourism infrastructure;
iii) Conserve, develop, improve, and diversify tourism products;
iv) Develop skilled personnel along the tourism value chain; and
v) Strengthen the coordination, legal, and institutional framework for the tourism industry.

8.4 Programme Results

233. **The key high-level results by FY2029/30 are:**

i) Increased foreign exchange earnings from USD 1.0 billion in FY2023/24 to USD 10.0 billion;
ii) Increased tourists' length of stay (nights) from 7.6 in FY2023/24 to 14;
iii) Increased average inbound expenditure per leisure tourist from USD 1,550 in FY2023/24 to USD 3,100;
iv) Improved the level of tourist satisfaction from 79% in FY2023/24 to 85%;
v) Increased domestic tourism expenditure from Shs. 3,675.24 billion in FY2023/24 to Shs. 7350.0 billion; and
vi) Improved Programme performance from 57.7% in FY2023/24 to 70%.

8.5 Interventions

234. To achieve the above objectives, NDPIV will prioritise the following interventions under this programme:

Table 8.1: Programme interventions and respective actors

Interventions	Actors
Objective 1: Promote inbound and domestic tourism	
1. Market and promote Uganda's tourist attractions in domestic and key source markets (Americas, Europe, Africa, China, Japan, and Asia) a. Hire market destination representative firms in key source markets; b. Undertake aggressive marketing and promotion (media advertising and Roadshows) in Key source markets; and c. Participate in expos/activations, including media activations.	UTB, MTWA, MOFA
2. Invest in Uganda's image and the "Pearl of Africa" destination brand and roll it out in key tourist source markets a. Develop and implement an elaborate communication strategy in partnership with main and non-mainstream media;	UTB, MOFA, KCCA, MoICT&NG, UTB, MTWA

Interventions	Actors
b. Carry out brand marketing campaigns; c. Brand foreign missions in key source markets; and d. Facilitate participation of Uganda's creators at international festivals, exhibitions, fashion weeks, and trade fairs to showcase Uganda's creative products.	
3. Invest in MICE promotion, facilities, and bidding for major international conferences and events	UCB, UTB
4. Undertake and improve uptake of tourism-related research and market intelligence a. Invest in tourism data capture, management, and utilization	UTB, Academia and Research institutions, MTWA, UBOS
Objective 2: Improve the stock and quality of tourism infrastructure	
1. Develop and improve tourism infrastructure (hotels, airstrips, roads, ICT, safety & rescue, water transport & ports, and electricity)	MTWA, UWA, MoWT, KCCA, LGs, MEMD, MoICT&NG, Private Sector.
2. Develop infrastructure and facilities to operationalise the GKMA tourism circuit: a. Maintain and revamp tourism sites in the GKMA Heartland circuit 1 Start/End station at National Theatre; and b. Operationalise GKMA Heartland Circuit 1 (tours, signages, rest points).	MTWA, UTB, KCCA, Private sector UTB, KCCCA, LGs.
3. Develop tourism recreational zones a. Map out, gazette, and provide the framework for the establishment of Tourism Recreational Zones and waterfronts; and b. Engage the relevant authorities to provide amenities (Water, Electricity, and ICT) to Tourism Recreational Zones.	Uganda Export and Free Zones Authority
4. Harness STI and ICT for increased tourism productivity a. Install ICT infrastructure to ensure the reliability of internet services in priority tourism sites; b. Develop, equip, and operationalize the tourism visualization centre; and c. Upgrade the tourism information management system (TIMS).	MoICT&NG, NITA-U, MTWA, UWA, UTB, Private sector
Objective 3: Conserve, develop, improve, and diversify tourism products	
1. Conserve Uganda's natural and cultural heritage, including wildlife-protected areas (National Parks & Wildlife Reserves) and cultural sites a. Undertake protected area boundary maintenance, including establishing markers; boundary reaffirmation; buffers; wildlife deterrent measures, UWA ranger force deployment, and operations; b. Combat poaching, illegal trade, and trafficking of wildlife and wildlife products; and c. Conserve and promote religious and cultural heritage sites.	MTWA, UWA, MWE, UWA, UPF, MTWA, Religious & Cultural Institutions, Private Sector.
2. Invest in the Country's major tourism products (Rwenzori Mountains, Mountain Gorillas, Source of Nile, Kidepo Valley National Park, Geothermal Hotsprings and Spas, MICE, sports, Namugongo Martyrs Shrine and cultural heritage) sustainably a. Establish Road access to priority tourism attraction sites; b. Develop facilities and infrastructure for primate tourism (gorilla, chimpanzee, golden monkey); c. Complete the Modern Pier; d. Develop the Rwenzori Mountain Cable cars; and e. Develop Tororo Rock, Kagulu Hill, and Elgon tourism circuit.	MWoT, MTWA, UWA, MoWT, MTWA, Private sector MTWA MTWA, Private sector MTWA, MoWT, LG, Private sector

Interventions	Actors
Objective 4: Develop skilled personnel along the tourism value chain	
1. Address skills and capacity gaps in the tourism and hospitality industry a. Upscale training in line with the international tourism training standards; and b. Roll out apprenticeship and exchange programs with internationally acclaimed tourism institutions.	MTWA, UHTTI, UWRTI, UHTTI
2. Strengthen the capacity of UHTTI and UWRTI: a. Develop appropriate ICT infrastructure, Classrooms, and Labs; b. Upgrade Crested Crane Hotel at UHTTI to enhance training and achieve a higher star rating; c. Construct accommodation facilities; and d. Provide appropriate training machinery and equipment.	MTWA, MFPED, UHTTI, UWRTI, MTWA, UHTTI, UWRTI, MTWA
Objective 5: Strengthen coordination, legal, and institutional framework for the tourism industry.	
1. Enhance institutional capacity, policy, and regulatory framework a. Develop regulations, standards, and guidelines for the existing legal frameworks; b. Review Tourism Policy (2015) to consider emerging trends including sustainable tourism development; c. Decentralize Tourism management to promote inclusivity and local economic development. and d. Organise the Tourism Development Programme Working Group Secretariat.	MTWA, MoWT, MoFPED, MTWA
2. Enforce standards for tourism products and services a. Establish quality marks/standards for grading of tourism-related facilities; b. Expand the capacity of UTB quality assurance staffing; design and conduct training in quality assurance; and c. Scale up registration of tour operators, guides, and facility owners.	UTB, MTWA, UNBS MTWA, MFPED UTB
3. Sustain security and safety of tourists and tourist attractions a. Create and equip a tourism-healthy emergency and evacuation response around priority protected attractions; b. Undertake measures to ensure a malaria-free tourist destination; standards, guidelines, campaigns, etc.; and c. Operationalise Tourism Police in protected areas.	LG, MOH, UWA UTB, MOH UWA, UPF, UPDF, MTWA, LG
4. Operationalise a tourism levy by charging a minimum of 5% on every ticket purchased by international visitors	MTWA, MFPED
5. Provide standard stopover points on all road designs along highways through a PPP arrangement	MTWA, MoWT

Source: Programme Secretariat, 2024

8.6 Implementation Reforms

235. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years:**

i) Operationalise a tourism levy by charging a minimum of 5% on every ticket purchased by international visitors; and

ii) All road designs should provide for standard stopover points along the highways. These should include a petrol station, restaurants, washrooms, a pharmacy, prayer rooms, and supermarkets, among others, to be developed by the private sector in a PPP arrangement.

8.7 Programme Risks and Mitigation

236. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **External Shocks**: The tourism sector is highly vulnerable to global and regional crises such as epidemics (COVID-19, Ebola, Monkeypox, Cholera), global conflicts, and economic shocks. In particular, the epidemics are pronounced in areas with key tourist attractions, thereby scaring off potential tourists. This would lead to a decline in tourist arrivals and earnings as well as a shift to alternative tourist destinations. To mitigate against these risks, the country will adopt and strictly enforce health protocols and establish emergency response systems at key tourist sites; work with regional and international organisations for timely and effective crisis management; and diversify tourism offerings to include domestic tourism and areas less affected by crises; and

ii) **Political Instability in the neighbouring countries**: Uganda is generally stable; however, security concerns in the neighbouring countries may affect the perception of the region as a safe destination. Although the likelihood of these occurrences is moderate, their occurrence will negatively affect the achievement of the programme results, given that the industry is highly sensitive. The potential impact includes a decline in tourist arrivals and revenue, as security is a top concern for international travellers. This will be mitigated by continued investment in national security, enhanced intelligence, surveillance, and playing a pacification role in the region, as well as promoting Uganda as a safe tourist destination.

CHAPTER 9: INNOVATION, TECHNOLOGY DEVELOPMENT, AND TRANSFER PROGRAMME

9.1 Introduction

237. **Investing in Science, Technology, and Innovation (STI) is critical for knowledge expansion and unlocking new potentials for growth.** STI enables advancement in new fields and the creation of cutting-edge tools, devices, and systems that drive productivity and competitiveness, accelerating the transition from a resource-dependent to a knowledge-based economy. STI unlocks new industries, improves efficiency across sectors, and creates high-value, resilient jobs.

238. **Science, Technology, and Innovation has a high potential to generate new sources of growth and improve efficiency in other sectors, which is essential for the realisation of the Plan's results.** The Innovation, Technology Development, and Transfer (ITDT) Programme provides specialised human capital, precision tools, industrial components, and the requisite STI infrastructure, including engineering development centres, innovation, technology, and R&D centres, which are all essential for value-addition in the priority areas. The programme advances the knowledge economy by facilitating the growth of the mobility industry, pathogen economy, industry 4.0+, and infrastructure innovations, as well as aeronautics and space science. The programme contributes to revenue generation through the sale of knowledge-based products and services. It also supports the cost-effective delivery of social services by providing diagnostics, therapeutics, and vaccines as well as specialised technologies for skilling and human capital development. Furthermore, it will enhance mobility in GKMA by providing sustainable mass public transportation solutions, which will also be essential during AFCON.

239. **The programme contributes to the realisation of global, regional, and national development aspirations.** Agenda 2030 (SDG 9) emphasises building resilient infrastructure, promoting inclusive and sustainable industrialisation, and fostering innovation. The Africa Agenda 2063 (Goal 2) underscores the need for a skills revolution underpinned by science, technology, and innovation. The EAC Vision 2050 (Education Pillar) advocates for centres of excellence, research, technology development, and STI. The Uganda Vision 2040 stresses the need for the establishment of STI parks, engineering centres, and technology & business incubation centres that meet international standards.

240. **The contribution of STI to the achievement of the priorities of the Plan is constrained by:** limited STI infrastructure; the black box effect; inadequate STI human capital; an underdeveloped STI ecosystem; and an inadequate regulatory environment.

241. **The goal of the Programme is increased commercialisation of STI products and services.**

9.2 Situation Analysis

242. **Strides have been made towards the establishment of modern STI infrastructure; however, gaps still exist in the areas of equipment and capacity to ensure a vibrant innovation ecosystem with equitable access.** Achievements include the establishment of two bio-banks at Makerere University Biomedical Research Centre and Uganda Cancer Institute, which are vital for research in developing vaccines, therapeutics, and diagnostics. Additionally, two square miles of land have been acquired in Kayunga for the mobility industrial and technology park, which aims to boost the local automotive industry, targeting 65% local content by 2030 and a production capacity of 150,000 vehicles annually. In the area of biosciences, 152 acres have been secured in Nakasongola for a Biosciences Park, with committed funding for utilities and key facilities like a pilot diagnostics and vaccine manufacturing plant, a national biobank, and a Nuclear Magnetic Resonance Spectroscopy (NMR) unit. Other achievements include: a functional Ground Satellite Station and R&D infrastructure for space science at Mpoma and the completion of two centres for engineering development and innovation at Rwebitete, Kiruhura district, and Namanve under the Engineering Development & Innovation Centre (EDIC). However, there are deficiencies in equipment and capacity to ensure equitable access to STI resources across the country. This includes the completion and operationalisation of the facilities already initiated, as well as the expansion of incubation centres and functional science laboratories, which are essential for supporting a vibrant and inclusive innovation ecosystem.

243. **Limited exposure to and understanding of value addition in the product development process, often referred to as the "black box" effect, significantly hinders innovation and technology development.** This phenomenon describes a situation where the processes involved in transforming raw research into commercially viable products are opaque and poorly understood as a result of the education system focussing on the production of raw materials and consumption rather than value addition. Critical stages in the value-addition process, such as scaling production, optimising manufacturing techniques, and integrating market feedback, are not effectively addressed. This lack of clarity and insight prevents effective problem-solving and adaptation, leading to inefficiencies and delays in bringing innovations to market. Consequently, several innovations remain in the pilot phase without reaching full-scale production, value-addition initiatives lack necessary support & investment, and there is often a disconnect between research outputs & market needs. Nevertheless, there has been progress in analysing priority value chains to enable the translation of ideas into commercial products. Notable developments include: the establishment of the Kiira Vehicle Plant, which has produced 27 electric buses and 8 diesel coaches, and support of 4 electric motorcycle producers who have made over 3,000 units; supportive infrastructure such as 14 DC Fast Chargers and 149 battery swapping stations. In addition, the Banana Production Pilot Plant now processes 14 MT of matooke daily, producing 17 Tooke products. Further, progress has been made in Vaccines, Diagnostics, and Therapeutics (VDTs) research, including three

human vaccines due for clinical trials, a clinical trials platform for natural therapeutics, commercialisation of molecular and rapid diagnostic tests, and commercialisation of the COVIDEX medicine.

244. **There have been efforts to produce a highly skilled, diverse, and globally competitive workforce for the STI; however, these are inadequate, and their retention in the country is a challenge.** Engineering development centres have been established in Rwebitete and Namanve, aimed at rapidly building the country's engineering capacity. In terms of specialised training, various specialists have been trained in fields such as industrial development (700), E-bus operations (215), bus manufacturing (56), and food processing (415). In addition, under the aerospace programme, 25 engineers have been trained in China, and 21 specialists in aerospace at Kyutech-3 in Japan. However, there is a shortage of high-level R&D personnel, and the ratio of STEM to humanities graduates has stagnated at 2:5. There is also a significant mismatch between the skills developed at formal institutions and the needs of the STI sector. Further, the pass rate of science subjects at the O-level is less than 50%, leading to low enrollment in related disciplines at higher levels.

245. **Efforts to enhance the STI ecosystem are ongoing; however, it is incomplete, scattered, and disjointed.** The national STI ecosystem has been defined and the key actors identified. The e-mobility ecosystem has been mobilised with 80 value chain actors in six clusters. In addition, eleven strategic partnerships for technology development and eight think tanks have been established. Further, the National Research and Innovation Programme (NRIP) has supported 55 projects, while the Presidential Scientific Initiative on Epidemics (PRESIDE) has funded 45 projects. However, the level of appreciation among actors in ecosystem actors is low, coordination between academia, industry, and Government is inadequate, and networking & collaboration are insufficient. Furthermore, weak management and enforcement of Intellectual Property Rights (IPR) have constrained technology transfer, development, commercialisation, and access to external markets. Investors in STI are deterred by perceived risks and uncertain returns associated with innovative products, making it difficult for innovation-driven enterprises to access necessary capital. Relatedly, the high cost of research, development, and commercialisation poses significant barriers.

246. **Strides have been made in enhancing human resource capacity to advance the country's innovation agenda and bolster technology development, but challenges exist.** Key institutions, such as Makerere University, MUBs, and the Uganda Industrial Research Institute (UIRI), alongside various technology hubs, have played crucial roles in training professionals in vital areas such as innovation management, research and development (R&D), and technology transfer. However, despite these advancements, there are still considerable gaps in the availability of highly skilled professionals essential for fostering and scaling innovation across critical sectors. The most pressing shortages are found in high-tech fields like artificial intelligence (AI), biotechnology, robotics, nanotechnology, and advanced

manufacturing. These skills are crucial for developing and applying new technologies, especially in sectors with high growth potential, such as agriculture, energy, and manufacturing. Furthermore, there is an urgent need for specialists in Big Data analysis, intellectual property (IP) management, technology commercialisation, and product development to ensure that innovations transition efficiently from research to market, enabling Uganda to leverage its burgeoning innovation pipeline. In the digital technology sector, the demand for software developers, systems engineers, data scientists, and cybersecurity experts is acute. These professionals are instrumental in driving digital innovation, constructing secure infrastructures, and facilitating the implementation of technology solutions across various sectors. Additionally, the need for R&D specialists in critical areas like renewable energy, agritech, and industrial development is growing, as these fields are essential for enhancing productivity and ensuring sustainable growth. Conversely, there is an oversupply of general technical personnel in lower-level ICT roles, such as IT support technicians and computer operators. While these positions are important for routine operations, this oversupply highlights a misalignment between the workforce and the specialised demands of Uganda's rapidly evolving innovation landscape. Addressing these human resource gaps is vital for accelerating Uganda's transition to a knowledge-based economy, fostering a vibrant ecosystem where technology and innovation can drive sustainable economic growth and enhance global competitiveness. For details, refer to the annex on programme human resource requirements.

247. **There are efforts to strengthen the policy, legal, and regulatory framework for STIs; however, there are gaps.** The Copyright and Neighbouring Rights Act Cap.222, the Trademarks Act Cap.225, the Industrial Property Act Cap.224, and the National Science, Technology, and Innovation Policy (2009) have provided a framework for the development of the STI ecosystem. However, the STI policy is outdated, thereby not addressing the new and emerging issues in the sector. In addition, challenges persist in the enforcement of the policy and awareness of the Intellectual Property Rights (IPRs). Furthermore, the governing laws for the Uganda National Council for Science and Technology (UNCST) and Uganda Industrial Research Institute (UIRI) need to be re-aligned to the new policy framework for STI in the nation.

248. **To increase the commercialisation of STI products and services, this programme focusses on:** developing requisite STI infrastructure; increasing the stock of specialised STI human capital; developing the STI ecosystem; and strengthening the regulatory environment

9.3 Programme Objectives

249. **The objectives of this Programme are to:**

i) Develop an STI ecosystem for technology development, transfer, industrialisation, and commercialisation;

ii) Increase the requisite STI Infrastructure;
iii) Increase the stock of specialised STI human capital; and
iv) Strengthen the policy, legal, institutional, and coordination framework facilitative of the STI idea-to-market journey.

9.4 Programme Results

250. **The Programme thus aims to achieve the following key results by the end of FY2029/30:**

i) Increased investment by the Government and private sector in technology development, transfer, industrialisation, and commercialisation to at least USD 500 million annually;
ii) 50 Ugandan Innovation Driven Enterprises (IDEs) created, with at least 10 having a presence on the export market;
iii) Increased contribution of STI to GDP to at least USD 10 billion; and
iv) Increased productive STI human capital to at least 500,000.

9.5 Interventions

251. To achieve the above results, the following interventions (Table 9.1) have been prioritised under this Programme.

Table 9.1: Interventions under the ITDT Programme and respective actors

Interventions	**Actors**
Objective 1: To increase the requisite STI Infrastructure	
1. Establish science and technology parks a. Biosciences Park in Nakasongola; b. Automotive Industrial and Technology Park in Kayunga; and c. Regional Agro-Industrial Science and Technology Parks (East, North, West, West Nile, Central).	STI-OP, MWE, MEMD, MLG, MWT, MAAIF, MTIC, UIA, NDA, KMC, NITA-U, PIBID
2. Establish materials research facilities a. Forge and foundry facility; b. Packaging facilities; c. Pyro-technology facilities; and d. Semiconductor and microelectronics facility.	STI-OP, MTIC, MEMD, MICT, NEMA, UNBS, NPA, UMA, EDIC, UIRI, UCC, Academia
3. Establish and provide STI-specialised common user facilities	EDIC, UIRI, UNCST, STI-OP, MTAC, Academia
4. Expand the capacity of STI incubation	STI-OP, MLHUD, MoLG, MoFPED, MEMD, MTIC, MoGLSD, UIRI, UNCST, EDIC, Academia, Private Sector, Development Partners
5. Equip selected R&D institutions with specialised equipment	STI-OP, UNCST, NARO, UVRI, UIRI, Academia, Private Sector
6. Establish mobility Infrastructure a. EV charging infrastructure; b. E-Bus transit hubs; and c. Distribution centres.	KMC, MTIC, MLG, MFPED, MoWT, MEMD, MOLG, STI-OP, UDB, KCCA, NPA, Private Sector, Development Partners

Interventions	**Actors**
Objective 2: Increase the stock of specialised STI human capital	
1. Accelerated conversion of the Ugandan workforce through specialised industrial STI capacity development programs	UIRI, MoWT, EDIC, STI-OP, URSB, KMC, PIBID, EDIC, UNCST, Academia, Private Sector
2. Develop strategies for the attraction of skilled Ugandan experts and industrial scientists from the diaspora	STI-OP, MoFA, MoFPED, MoJCA, Parliament
3. Create professional fraternities for scientists to ensure quality, professionalism, and accountability in the execution of work	UNCST, MGLSD, MJCA, STI-OP,
4. Update the curriculum and support STI Industrial Human Capital Development	STI-OP, MoES, NCDC, Academia
Objective 3: Develop an STI ecosystem for technology development, transfer, industrialisation, and commercialisation	
1. Support Technology Development, Transfer, Industrialisation, and Commercialisation in the prioritised Industrial Value Chains a. Mobility industry; b. Pathogen economy; c. Industry 4.0+; d. Infrastructure innovations; e. Aeronautics and space science; and f. Agro-value addition.	UIRI, MoWT, MEMD, MFPED, MTIC, MICT&NG, MAAIF, UIA, EDIC, STI-OP, URSB, KMC, NPA, PIBID, UIRI, EDIC, UNCST, UCC, UCAA, NARO, Academia, Private Sector
2. Nurture STI in the young generation	STI-OP, MoES, MoLG, MGLSD, MTIC, URSB, UIRI, Academia, Private Sector
3. Provide incubation services for STI enterprises	UIRI, MTIC, STI-OP, EDIC, PIBID, KMC, Academia, Private Sector
4. Establish STI collaboration platforms a. National STI Exhibitions; b. Inter-sectoral collaboration programme; and c. Operationalise STI Strategic Advisory Council and Think Tanks.	STI-OP, MICT&NG, MoLG, Media, NITA-U
5. Strengthen STI information and knowledge management	UNCST, URSB, STI-OP, NPA
6. Enhance international cooperation for technology development and markets a. JVS, Partnership Agreements, and Offtake Agreements; and b. Establish Technology Transfer System	STI-OP, MOFA, MoJCA, MEACA
7. Secure offtake for locally developed STI products a. Engage Government MDAs to procure locally developed STI products (KMC buses, Pharma products, Diagnostics, Geospatial products, software solutions, etc.)	STI-OP, OPM, MoFPED, MJCA, OP, Parliament, LGs, Private Sector, PPDA, Development Partners, Ministry of Health
8. Strengthen the Intellectual Property (IP) value chain management a. Support the Registration, Management and Commercialisation of Strategic Intellectual Property Rights (patents, industrial designs and utility models); and b. Create awareness in IPRs.	URSB, STI-OP, UNCST, Private Sector
9. Mobilise innovative financing for the idea-to-market journey a. Build capacity of Innovation Driven Enterprises (IDEs) to attract investment; b. Establish and implement innovative financing mechanisms for IDEs; c. Develop an Investment Strategy for IDEs; and d. Implement the National Research and Innovation Fund.	STI-OP, MoFPED, MTIC, UDB, UDC, URSB, UIA, Private Sector

Interventions	Actors
Objective 4: Strengthen the policy, legal, institutional, and coordination framework facilitative of the STI idea-to-market journey	
1. Develop and enforce policies, laws, and regulations that govern and facilitate the national STI system a. Update the National STI Policy 2009; b. STI law and regulations; c. Amend the Uganda Industrial Research Institute Act Cap. 209 (UIRI) and Uganda National Council for Science and Technology Act Cap. 211 (UNCST); d. Bio-safety and Bio-security Bill; e. Indigenous knowledge, mobility, industry 4+, aeronautics and space science, pathogen economy; and f. National research framework and agenda.	STI-OP, MoFPED, UDB, UIA, NPA, UIRI, Private Sector, Development Partners
2. Develop and enforce standards and guidelines for prioritized industrial value chains	STI-OP, MoFPED, MWE, Parliament, Cabinet Secretariat, UDB, UIA, UMA, UNBS, Private Sector, Development Partners
3. Strengthen the STI fund management system for enhanced transparency and accountability	STI-OP, MoFPED, OP, MoJCA, Cabinet Secretariat, NPA
4. Strengthen the planning, supervision, monitoring, evaluation, coordination, and human resource capacity of the ITDT Programme.	STI-OP, UNCST, UIRI, EDIC, MoFA, URSB, KMC, MoPS, UVRI, OPM, PIBID, NPA

Source: Programme Secretariat, 2024

9.6 Implementation Reforms

252. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Regulatory and Legal Reforms to strengthen intellectual property (IP) rights protection, reduce bureaucratic barriers and create a business-friendly environment are crucial;
ii) Regulatory and Legal Reforms that incentivise local manufacturing and innovation-driven enterprise development; and
iii) Ring-fencing funds to the STI interventions and activities to ensure that they are not affected by budget cuts. Most STI activities are cumulative and, if started, can be derailed by shortages, changes, or late release of funds.

9.7 Programme Risk and Mitigation

253. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Weak intellectual property (IP) rights protection can deter innovation and investment.** Businesses may avoid engaging in R&D activities due to concerns over potential IP theft or inability to patent their innovations. This risk is considered to have a medium impact and a high likelihood, resulting in a significant overall risk level.

Planned interventions include IPR management training and awareness programs to address this issue;

ii) **Regulatory barriers, such as complicated or ambiguous regulations in scientific research and technology, can impede innovation.** These hurdles might include excessive bureaucracy, unclear technology transfer laws, or complex startup licencing procedures. This risk is rated as having a medium impact and a high likelihood, creating a significant risk level. Mitigation efforts include actions to streamline the regulatory environment and create a supportive framework;

iii) **Restricted access to global markets can disrupt local innovations, as trade agreements, tariffs, and geopolitical barriers can stifle international research collaborations and prevent STI products from reaching international customers.** This reduces potential revenue and growth opportunities. The risk is medium to high in terms of impact and medium in likelihood, resulting in a significant risk level. Mitigation plans focus on forming global partnerships, building the capacity of local innovators, and enhancing infrastructure to make products globally competitive;

iv) **Dependence on imported technology hinders the growth of domestic STI capabilities.** Over-reliance on technology transfer from foreign partners can stifle local technological development and reduce the incentive to invest in indigenous innovation. This risk is rated as medium impact with high likelihood, giving it a significant overall risk level. Planned actions include raising a skilled workforce, supporting domestic technology development, and emphasising reverse engineering to build domestic capabilities;

v) **A poor domestic investment culture or climate, particularly the lack of diverse funding mechanisms, limits the ability of innovators to scale new technologies.** This is compounded by the scarcity of patient capital and other funding options ideal for innovation and technology development, especially compared to developed economies. The impact is medium to high, with a medium likelihood, leading to a significant risk level. Measures include lobbying the government for funding, attracting private and foreign investment, building innovation-driven enterprises (IDEs), and commercialising innovations for reinvestment;

vi) **Unreliable utility infrastructure, such as inconsistent electricity or limited access to high-speed internet, hampers research and innovation efforts.** This issue is particularly critical for research institutions and industries reliant on such utilities. The risk has a medium to high impact and a high likelihood, leading to a significant to critical risk level. Planned mitigation includes ensuring adequate utility services for industrial parks and STI facilities, along with backup solutions for power, water, and other essential utilities;

vii) **Redundant STI facilities may occur due to a lack of awareness or inadequate infrastructure that fails to meet the needs of innovators, scientists, and IDEs.** This risk is rated as medium impact with a medium likelihood, resulting in a manageable to significant risk level. Planned actions focus on increasing necessary STI infrastructure, aligning with priority industrial value chains, and creating common user facilities;

viii) **Low private sector participation in STI, particularly in terms of R&D investments, can slow down technological progress.** When innovation depends mainly on government support, the STI ecosystem becomes underdeveloped. This risk is considered to have a medium impact and medium likelihood, creating a manageable to significant risk level. Mitigation efforts include promoting STI's potential for returns on investment and fostering ecosystem development to boost private sector participation in STI;

ix) **Brain drain, which entails talented individuals leaving the country in search for better opportunities abroad, weakens the domestic STI sector.** The migration of skilled scientists, engineers, and innovators results in a loss of intellectual capital. This risk is rated as having a high impact and a medium to high likelihood, resulting in a significant to critical risk level. Mitigation actions focus on attracting and retaining specialised human resources while continuously training to fill existing skill gaps;

x) **Cultural and societal barriers, including societal attitudes that discourage innovation or risk-taking, can hinder STI development.** Cultural resistance to adopting new technologies or products made in Uganda also presents challenges. This risk has a medium impact and a medium likelihood, creating a manageable risk level. Planned interventions include awareness campaigns, promoting the global competitiveness of IDEs, and developing domestic markets to increase the uptake of locally made products;

xi) **Climate change and environmental risks can divert resources away from STI development or cause disruptions to infrastructure.** Natural disasters or environmental challenges can damage research facilities and tech industries. This risk is rated as low impact and low likelihood, leading to a manageable to concerning risk level. Planned actions include developing solutions such as e-mobility and climate technology to address these environmental challenges; and

xii) **Supply chain disruptions, caused by external shocks such as pandemics, natural disasters, foreign exchange fluctuations, or geopolitical tensions, can increase costs for innovators and reduce productivity.** This risk is rated as high impact and medium likelihood, leading to a significant to manageable risk level. Mitigation strategies include localising supply chains and fostering partnerships within the STI ecosystem to improve efficiency and minimise disruptions.

CHAPTER 10: PRIVATE SECTOR DEVELOPMENT PROGRAMME

10.1 Introduction

254. **The private sector contributes significantly to economic development.** It drives demand for goods and services, which propels investments, domestic and external trade, job creation, and innovation. By investing in diverse sectors, private enterprises enhance productivity and competitiveness, leading to increased economic output and higher standards of living. They foster innovation by investing in research and development, bringing in new technologies and solutions to the market. Additionally, the private sector contributes significantly to government revenues through taxes, which can be reinvested in public services and infrastructure. By creating employment opportunities, the private sector increases household incomes, thus stimulating consumer spending, savings, and investment, further fueling economic development.

255. **The private sector is key to realising the NDPIV aspirations by driving growth and creating jobs.** With access to affordable, reliable, and long-term financing, the private sector will spur the necessary investment, technology, and expertise for value addition in the key growth areas. As off-takers of agro-produce, the private sector is crucial for optimising the returns from wealth creation initiatives like PDM, and EMYOOGA by providing a market and integrating grassroots farmers into the value chains. The private sector facilitates technology exchange and innovation by supporting high-tech startups and the diffusion of ICTs in business processes. In addition, the private sector develops and facilitates the uptake of innovative financial products and collaborates with the regulators to sustain financial stability. Through job creation and investment, the private sector significantly contributes to revenue generation. A private sector with a strong capacity to deliver on public investment is crucial for increasing the returns in the economy.

256. **This programme contributes to the realisation of the global, regional, and national development agenda**. SDGs 8 and 9 seek to promote inclusive and sustainable economic growth by supporting productive activities, decent job creation, entrepreneurship, creativity, and innovation. In addition, it seeks to promote the formalisation and growth of MSMEs through access to financial services. The Africa Agenda 2063 (Aspiration 1) seeks to achieve a prosperous Africa based on inclusive growth and sustainable development through prudent policies that foster competitive private sector-led growth. The EAC Vision 2050 (Pillar 3) provides for improved intraregional and global trade, enhancing trade in goods and other services within the EAC and with the rest of the world. The Uganda Vision 2040 directs investment towards strategic areas to stimulate the economy and facilitate private sector growth.

257. **Despite its contribution, Uganda's private sector faces several challenges ranging from:** low survival and transition of MSMEs; high cost of doing business; limited capacity to access

and sustain presence in key markets; a large informal sector; limited capacity of the private sector to maximise benefit from public investment opportunities; high domestic arrears owed to the private sector; limited uptake of STI; limited entrepreneurial skills and business knowledge; and weak organisation & institutional capacity of the private sector.

258. **The goal of this programme is increased survival and transition of private enterprises**.

10.2 Situation Analysis

259. **Uganda's private sector is dominated by Micro, Small, and Medium Enterprises (MSMEs); however, these are struggling with the transition to the next level.** These MSMEs collectively represent around 90% of the private sector, contribute over 80% of manufactured output, and account for approximately 75% of the gross domestic product (GDP). Moreover, they employ more than 2.5 million people, constituting 90% of total non-farm sector employment, and comprise approximately 1,100,000 enterprises, making them significant contributors to employment in the country. The majority of these enterprises are micro (93.5%), with a smaller proportion being small (4.1%) and medium-sized (2.4%). While the informal sector is predominantly composed of micro and small enterprises, the formal sector tends to have more small and medium-sized enterprises. However, these are struggling with survival and transition to the next level. The state of the private sector is underpinned by several factors as discussed below.

260. **Uganda is one of the most entrepreneurial countries in the world; however, the survival and transition of MSMEs to the next level is low.** Despite the efforts by many private individuals to set up businesses, many of these fail within their first year of operation. The survival rate of business enterprises is 4.8 years, with over 60% of enterprises not being able to survive beyond 5 years. Over 50% of Uganda's entrepreneurship is classified as 'necessity-driven' rather than 'opportunity-driven', meaning that many Ugandans start a business because they cannot find a suitable role in the world of work. This has serious implications for the nature of businesses and the level of firm survival. The lower level of firm survival and transition is attributed to: (i) the inability to manage growth; (ii) inadequate capital and access to finance; (iii) demand side constraints; (iv) financial indiscipline largely characterised by financial cashflow mismanagement leading to chronic cash shortages especially for micro and small enterprises; (v) absence of sound business plans to give direction to the business (vi) limited management skills; (vii) failure to prioritise sound corporate governance practices (viii) policy contradictions and unresponsive policy environment (ix) unsupportive standards enforcement regime; among others. Whereas attempts have been made to roll out the business development services targeting various entrepreneurial groups such as PDM SACCOs, EMYOOGA groups, and MSMEs, there is a general lack of coordination by the service providers, which leads to little impact in nurturing the entrepreneurs.

261. **The private sector is constrained by the high cost of doing business, which affects its growth.** The high cost of doing business is attributed to the high cost of finance, high cost, and unreliable electricity, lack of cost-efficient transport infrastructure, inadequate logistical infrastructure, and high cost of ICT services. There has been a reduction in the average lending rates to 18.6% in FY2022/23 from 20.3% in FY2017/18, however, this remains high relative to our regional counterparts (Kenya 15%, Tanzania 17%, and Rwanda 17%). This is largely due to the high operational costs that contribute 61% of the interest rate spreads, human capital costs, and branch-related costs, among others. Besides costs, MSMEs face significant bureaucratic hurdles in accessing credit, including complex, stringent documentation requirements and high collateral demands. In addition, there is underdevelopment of and underutilisation of non-bank finance instruments such as insurance schemes, pension funds, equity finance, and venture capital in financing private investments.

262. **The private sector struggles to access affordable and reliable electricity, which is a key input for industrialisation and value addition.** The Government has made efforts to lower electricity rates in designated industrial parks; extra-large industrial users benefit from a subsidised rate of 5 cents per kWh, however, medium-scale and small-scale commercial and industrial consumers still face much higher rates, which are around 16-17 cents per kWh, which is considerably high. In addition, the private sector is affected by frequent power outages, insufficient voltage for large consumers, and delays & high connection charges. This deters both domestic and foreign investment, which undermines Uganda's attractiveness as an industrial hub.

263. **The high cost of the internet hinders the digitalisation of business transactions.** The cost of internet has reduced to USD 35 per Mbps per month in FY2023/24 from USD 70 in FY2017/18, however, this is still high, thereby affecting the uptake of digital technologies and services by MSMEs. Similarly, a lack of ICT-relevant skills among many MSMEs hampers their ability to leverage ICT for efficiency and productivity gains. Additionally, the prevailing ICT fiscal regime is stifling private sector growth and technological advancement by burdening businesses with multiple levies, hindering their ability to innovate and offer affordable digital services to consumers. For instance, a 12% excise tax applies to both prepaid and post-paid airtime and value-added services, along with an 18% VAT on all ICT items. Additionally, a 10% withholding tax is imposed on commissions for airtime distribution and mobile money services. Moreover, ICT products face a 10% import charge while corporate tax is fixed at 30%; these collectively drive up costs from services to devices, hardware, and software and therefore the general cost of doing business.

264. **A poorly developed transport and logistics services sector curtails private sector growth.** The transport and logistics value chains consist of many activities, including transport, storage, handling, sorting, packaging, loading, clearing, and forwarding, which are central in facilitating the movement of merchandise. Uganda’s transport and logistics sector is

inefficient, costing the country Shs. 3 trillion annually. At the firm level, transport and automobile expenses alone account for 17.4 % of the firms' costs. The transport and logistics sector is largely informal; the providers are small-scale, fragmented, unsophisticated, and offer only one service. For instance, if an MSME has goods to transport, it must lease a container, a truck, and different clearing agents at different points if the goods have to cross borders. This fragmentation of the sector leads to unwarranted costly expenses for the users (private sector) of the logistics services. Cost-efficient rail and water transport modes are underdeveloped, forcing business entities to rely on road transport. The road infrastructure, particularly in urban areas (GKMA), is highly congested, leading to longer travel times.

265. **The Logistics Performance Index (LPI), a global performance measure of a country's logistics industry, ranked Uganda 58 out of 160 countries.** The index reflects perceptions of a country's logistics based on the efficiency of the customs clearance process, quality of trade- and transport-related infrastructure, ease of arranging competitively priced shipments, quality of logistics services, ability to track and trace consignments, and frequency with which shipments reach the consignee within the scheduled time. Among the key logistical indicators, Uganda's worst performance relates to poor transport infrastructure. Almost all firms (99 %) use road transport to deliver the imported goods from the border points to their establishments. Road transport from Mombasa to Kampala and other points in Uganda is considered inefficient in terms of costs of transport, safety, and protection of the environment. In Uganda, road transport is plagued with bottlenecks and inefficiencies, including the poor state of roads, traffic congestion along the key transport corridors leading to the GKMA region, and checkpoints, which increase the time and cost of logistics. In addition, there is a shortage of skilled manpower in various activities of the logistics supply chain. The biggest shortage was reported to be drivers of heavy goods vehicles, cold storage managers, heavy equipment operators, and warehouse managers. Besides, the level of informality in the operations of the logistics sector is also alarming, which perpetuates inefficiencies.

266. **Limited private sector capacity to maximise benefits from public investment opportunities, worsened by government arrears to local suppliers.** Despite the high number of contracts awarded to local providers, these are generally of low value, with significant contracts often going to foreign companies due to the limited financial and product quality capacities of local firms. For instance, in FY 2022/23, the proportion of procurement value awarded to local contractors reduced to 48% from 61% in FY2021/22. The Government has implemented several initiatives to bolster local firms' involvement in public investment programmes, including a local content implementation strategy and the Buy Uganda Build Uganda (BUBU) policy, and support from the Uganda Investment Authority (UIA), such as funding and stimulus packages, aims to support local enterprises in competing domestically and internationally; however, these have not yielded the intended results within the sector. Delayed payments from government entities further strain local businesses, affecting their ability to reinvest and grow.

267. **Uganda has been unable to fully tap the external market opportunities that are available to it.** It exports low-value commodities, primarily unprocessed agricultural goods, that lack sophistication and are vulnerable to global price fluctuations, which make volumes and value highly volatile. The limited product range narrows Uganda's export profile, with the Middle East and Africa, particularly the EAC trade bloc, being the primary markets. These regions accounted for 72.8% (USD 10,351.3 million) of total exports between FY2020/21 and FY2022/23. This consistent concentration indicates that overall export growth has not been accompanied by a broadening of the export base. Similarly, Uganda's product standards and regulatory enforcement are weak, resulting in the prevalence of substandard products with issues related to traceability, safety, and health, which results in rejections and limits penetration to new markets. The country struggles to meet international sanitary and phytosanitary standards, especially for animal and vegetable exports, largely due to poor agronomic practices and poor harvest and post-harvest handling. Similarly, the high cost of certification, for instance, micro and small enterprises are charged Shs. 500,000 while medium and large enterprises are charged Shs. 1,000,000 per permit issued to a commodity or product and per brand. Poor packaging and blending further limit market access.

268. **The domestic market is characterised by a narrow and fragmented structure.** The domestic market has a growing population of 45.9 million, which offers a potential boost in domestic demand. However, this is limited due to demographic challenges, low purchasing power, and underutilised market opportunities. Uganda has a high age dependence ratio of 83.8, low household incomes (16.9% of the population below the poverty line), 33.1% engaged in a subsistence economy, and 84.9% in the informal sector. These conditions increase household vulnerability to economic shocks and create uncertainty in demand due to weak disposable incomes.

269. **Market fragmentation has undermined product distribution and competitiveness.** Inadequate market infrastructure, limited bulking and warehousing facilities, and information asymmetry remain a challenge. Similarly, there is unfair competition among traders from subsidised foreign products, counterfeit goods, and foreign traders with access to cheaper capital from their home countries, which reduces the competitiveness of locally produced commodities. This is made worse by poor infrastructure such as feeder roads, railways, and ICT networks, especially in rural areas, which hampers the efficient distribution and availability of goods. This results in disruptions of domestic supply, which limits the market's ability to meet potential demand. As a result of the low local production capacity, low-skilled labour, minimal value addition, and a negative perception of locally produced goods, the market relies heavily on imports, particularly intermediate inputs including machinery, petroleum, minerals, chemical products, and base metals, which account for 71.2% of the import bill, or USD 6,067 million. High import dependence places vulnerabilities in the balance of payments and currency stability.

270. **The large informal sector in Uganda negatively impacts the economy.** The informal economy in Uganda encompasses not only unregistered businesses but also informal activities within formally recognised entities. For instance, many professionals and employees engage in additional commercial activities, such as consultancies or operating commercial vehicles, which are not officially reported or taxed. This dual nature of informality within the formal sector contributes to the low productivity, survival, and growth of enterprises, as well as limiting the effectiveness of government policy incentives. The informal sector employs 13.3 million people out of the 15.5 million working population, representing about 85% of total employment. This implies that a large number of the working population is susceptible to labour exploitation.

271. **Organisations that mobilise private sector players, including cooperatives, are essential to Uganda's economic growth, but they face challenges in addressing sector challenges such as collective bargaining and market access.** These organisations face obstacles like complex regulations, policy instability, and ineffective leadership within cooperatives. Issues such as inadequate capitalisation, insufficient member patronage, limited market access, and poor infrastructure also undermine their effectiveness. Fragmentation among numerous small-scale entities further dilutes efforts and efficiency. To improve outcomes, strategies should include streamlining regulations, enhancing leadership and governance, increasing financial stability, improving market access, investing in infrastructure, combating fraud, educating members, and fostering collaboration among organisations.

272. **Uganda's business environment faces significant legal and regulatory challenges that hinder the full potential of the private sector.** Private sector organisations face several challenges, such as navigating a bureaucratic regulatory environment that hampers efficiency and deters investment and frequent policy changes that create uncertainty. Fraud, lack of transparency, and fragmented efforts among the private sector member organisations and associations further diminish their impact to mobilise and advocate for common interests. Specifically, cooperatives face additional hurdles such as poor corporate governance, inadequate capitalisation, and limited member education, which undermine their competitiveness. In addition, weak market linkages and inadequate infrastructure for storage, handling, and processing add to these difficulties, restricting access to competitive markets and limiting the growth of cooperatives.

273. **The private sector remains the largest employer in the country, absorbing the majority of labour market entrants, but the persistent skills mismatches constrain its growth and expansion.** Many graduates enter the labour market lacking the essential skills required by employers, resulting in prolonged transition periods into productive employment and an inadequate supply of qualified professionals in critical fields. Despite these challenges, Uganda has made notable strides in enhancing its human resource capacity to foster entrepreneurship, innovation, and overall economic growth. Annually, Uganda's higher

education institutions produce a considerable number of graduates, significantly contributing to the labour market and the private sector's workforce needs. For instance, Makerere University graduates approximately 12,000 to 14,000 students each year, while other key institutions like Kyambogo University and Uganda Christian University collectively add another 11,000 to 13,000 graduates. However, disparities persist between the skills imparted by the education system and the actual needs of the private sector. Graduates often find themselves inadequately prepared for the realities of modern employment, particularly in areas such as project management, financial analysis, and digital marketing. This hampers the growth and competitiveness of private-sector enterprises. Therefore, increased investment in technical and vocational education, along with more robust partnerships between education providers and the private sector, is crucial for addressing these human resource and skills gaps to promote sustainable private sector development in Uganda.

274. **To ensure a competitive private sector that drives inclusive growth and creates jobs, this programme focusses on:** reducing the cost of doing business; ensuring market access and competitiveness of goods and services; strengthening the capacity of local firms to tap into public investment opportunities; enhancing survival and growth of private enterprises; and strengthening the private sector organisational and institutional capacity.

10.3 Programme Objectives

275. **The objectives of this Programme are to:**

i) Sustainably lower the cost of financing;
ii) Increase market access, presence, and competitiveness of Ugandan goods and services;
iii) Support capacity development of private sector institutions and organisations; and
iv) Enhance institutional coordination for MDAs and other stakeholders under the private sector development programme.

10.4 Programme Results

276. **The desired high-level Programme results by FY2029/30 are:**

i) Increased average life of businesses from 6 years in 2017/18 to 10 years;
ii) Reduced average lending rates of:
   a) Commercial banks from 18.0% in FY2023/24 to 14.9%;
   b) Tier 4 financial institutions from 48% in FY2023/24 to 38%;
   c) Money lenders from 120% in FY2023/24 to 60%; and
   d) DFI lending rates from 12% in FY 2023/24 to 8%.
iii) Reduced informal sector from 54.5% in FY2023/24 to 41.5%;
iv) Increased value of exports (goods and services) from USD 10.2 billion in FY2023/24 to USD 19.0 billion; and

v) Increased proportion of public contracts and sub-contracts awarded to local firms, from 64% in FY2023/24 to 70% in FY2029/30.

10.5 Interventions

277. To achieve the above results, the following interventions (Table 10.1) have been prioritised under this Programme

Table 10.1: Interventions under this Programme and respective actors

Interventions	Actors
Objective 1: To sustainably lower the cost of financing	
1. Increase access and affordability of financial services a. Grow capital market assets by promoting initiatives that attract more issuers; b. Strengthen regulatory frameworks that will enhance investor confidence and ensure fair market practices in capital markets; c. License microinsurance players in the insurance industry; d. Promote usage of the SIMPO system to facilitate prudent borrowing using movable property; and e. Increase access to efficient and convenient financial services by promoting shared digital infrastructure to improve interoperability and connectivity, increase competition, and reduce costs of financial services.	BOU, MoFPED, CMA, IRA, MSC, UIA, URSB, UDB, UDC, Banks, FinTechs
2. Capitalise and strengthen UDB and UDC to provide low-interest loans and to increase investment in the strategic areas, respectively	MOFPED, UDB, UDC
3. Capitalise public banks to provide low-interest loans and mobilise savings a. Capitalise Post Bank towards making it the biggest commercial bank; b. Capitalise Pride Microfinance towards making it the biggest microfinance-taking bank; c. Support the growth of the balance sheets of government financial institutions; d. Develop start-up-friendly loan products with favourable terms; e. Develop and increase the range of financial products and services for youth and women; and f. Channel Government business transactions through Post Bank Ltd (including transactions for schools, hospitals, PDM, GROW, EMYOOGA)	MOFPED, UDB, UDC, Post Bank, Pride Microfinance, and Housing Finance Bank, Government MDAs
4. Implement financial literacy programmes a. Increase public awareness and understanding of capital markets, insurance, and other financial services by conducting financial literacy programs; b. Design and implement a retirement literacy strategy to increase public awareness of the importance of savings for retirement; and c. Prepare, organise and partner with other institutions to conduct insurance training programs for clients.	BOU, MoFPED, CMA, IRA, MSC, URBRA, ITC, ENT UG
5. Promote the integration of environmental, social, and governance (ESG) criteria in financial services a. Formulate, disseminate, and adopt Comprehensive ESG Policies, Guidelines, and Framework for capital markets and insurance investments; b. Develop, roll out, and implement green financing programs; and	MOFPED, CMA, IRA.MSC, MoFPED, Private Sector players

Interventions	**Actors**
c. Develop frameworks that support the incorporation of ESG criteria and standards in the financial sector.	
6. Strengthen the financial inclusion pillar of PDM a. Annual capitalisation of the Parish Revolving Fund; b. Disbursement of funds to last-mile beneficiaries; c. Improving 'PDM' Information systems; d. Roll out digital platforms to access PDM funds such as 'Wendi'; and e. Partner with parishes to conduct financial literacy and insurance training for PDMs.	MoFPED, MoICT, LGs, ITC
7. Promote the use of security interest in movable assets in MSMEs a. Popularise the usage of the SIMPO system to facilitate prudent borrowing using movable property in Uganda	URSB
8. Support the retirement scheme for non-salaried/micro-pension scheme to mobilise financing for the private sector a. Develop an operational strategy for shared governance and administration of ICT infrastructure for the informal sector Saving Scheme; b. Develop a Technology-driven informal sector Saving Scheme (Micro pension scheme); and c. Develop ICT infrastructure for informal sector insurance schemes	URBRA, ITC
9. Implement strong consumer protection measures, including regulations, dispute resolution mechanisms, and awareness campaigns to ensure the fair and responsible provision of financial services	IRA, MoFPED
10. Leverage the use of technology in delivering financial services a. Facilitative guidelines for a regulatory sandbox that will provide a testing environment for innovations; b. Training and building capacity for Tier 4 institutions on the UMRA online licensing and regulatory reporting system; c. Leverage technology platforms to promote participation of the informal sector in retirement benefit schemes; and d. Enhance the insurance platforms to reach the micro public.	MoFPED, UDC, IRA, URBRA, CMA, ITC, Private sector players
11. Develop and implement credit information systems and synchronise with other information management systems to facilitate responsible lending and borrowing, promoting financial stability a. Develop and roll out a Tier 4 credit information-sharing mechanism to minimize information asymmetry in lending; and b. Integration of SIMPO with NIRA system, OBRS, and IPAS.	URSB, MOFPED, NIRA
Objective 2: To increase market access, presence, and competitiveness of Ugandan goods and services	
1. Establish modern packaging and branding industries and services to support marketing exports a. Promote registration of trademarks, copyrights, and industrial designs; b. Operationalisation of the Institute of Packaging Partners of Uganda; and c. Identify, profile, and target investors in the packaging industry.	UIA, URSB, MTIC, UNBS, Private sector players
2. Promote certification for MSMEs for market access a. Establish cottages and artisanal workspaces; b. Support cottages and artisanal entrepreneurs to certify their products; c. Accrediting private certifiers; and	UIA, KCCA, MTIC, UNBS, ENT-UG, Private Sector players

Interventions	Actors
d. Operationalise and strengthen the Global Standards Barcoding System (GS 1 Uganda).	
3. Support the access and enforcement of standards to provide decentralised services to the private sector a. Improve certification, laboratory testing, and equipment calibration and verification services to the private sector in all regions; b. Increase laboratories under the UNBS inter-laboratory recognition scheme; c. Develop, disseminate, and popularise standards to the private sector; and d. Provide standards, conformity assessment, and equipment calibration services.	UNBS
4. Establish logistical centres and services such as storage and distribution to support value addition in key external markets a. Construction of integrated market workspaces and abattoirs; b. Establish and operationalise border export zones in Katuna, Lwakhakha, Busia, and Elegu; and c. Provide equipment calibration and verification services to logistical centres to minimise losses.	MTIC, UIA, UNBS, LGs, KCCA, cities and Municipalities, Private sector players
5. Support the development of free zones and special economic zones. a. Completion of Civil Works at Entebbe International Airport Free Zone; b. Develop Public SEZ/Free Zones with the required infrastructure; c. Collaborate with EAC, COMESA, and AfCFTA countries to streamline the policy environment for Free Zones; and d. Undertake export-readiness Programmes.	MTIC
6. Implement trade facilitation strategies a. Establish the National Marketing Commodity platform; b. Establish working relations (MoUs) with strategic trade and business development organisations in target markets (Export promotion agencies, Chambers of Commerce, Industry associations, etc.); c. Improve the country's brand/image in target export markets; d. Build the capacity of investee companies to produce goods that meet foreign market standards; and e. Partner with other Government agencies to identify markets for UDC Investee Companies' produce in foreign markets.	MEACA, MoFA, MTIC, UIA, MOFPED, MOGLSD, Private sector players
7. Undertake strategic investments to de-risk trade in volatile markets like South Sudan, DRC a. Establish Export Insurance Credit Guarantee Fund; b. Create a database to key market intelligence information points in volatile markets; and c. Undertake continuous risk assessments in volatile markets in the EAC and AfCFTA.	MEACA, MoFA, MTIC, MOFPED
8. Strengthen gender mainstreaming mechanisms in private sector enterprises to improve equality and equity in market access and competitiveness.	MoGLSD, Private Sector players
9. Leverage economic and commercial diplomacy to negotiate targeted markets for the country's exports, prioritising EAC, COMESA, and AfCFTA a. Undertake Economic and Commercial Diplomacy activities involving promoting global awareness of Investment opportunities in Uganda;	MEACA, MoFA and Missions Abroad, UIA, and Private Sector Players

Interventions	Actors
b. Organise Private Sector Linkages between the Ugandan private sector and their counterparts abroad; c. Formalise business relationships with IBAs; d. Organise trade missions to target markets to showcase Uganda's export potential and build relationships with key stakeholders; and e. Develop a Diaspora Policy.	
10. Implement digitalisation strategies a. Implement an Integrated One Stop Centre EBiz Investment Management System and interface it with other GoU PFM Reforms ICT Systems, e.g., Land Management System; b. Automate URSB processes and integrate with Government systems; c. Implement the Business Licencing Reform processes; d. Develop and implement an e-commerce Policy; and e. Develop and operationalise an e-commerce platform for local products.	MOFPED, CMA, URBRA, URSB, MTIC, UIA, IRA
11. Undertake investment promotion a. Investment Promotion Strategy developed and implemented; b. Outward and Inward missions facilitated; and c. Undertake feasibility studies to inform NDP Private sector investments.	UIA
12. Expand the sectors under the reservation schemes (action) a. Maintenance, registration of new providers, and renewal of the existing ones	PPDA, ENT UG
13. Build and strengthen the capacity of local contractors and companies a. Review the policy and legal framework; b. Develop and launch the national local content framework; c. Develop the National Local Content Strategy; and d. Develop and implement the BUBU Policy M&E System.	PPDA, URSB, MoFPED, MTIC, UIA
14. Eliminate anti-trade practices a. Enact and implement Consumer Protection Law; and b. Develop and implement Trade Remedies Law.	MTIC
15. Increase distribution of local products a. Review and Implement the BUBU Policy	MTIC
16. Undertake enforcement and compliance with the local content policy in free zones and industrial parks a. Develop and disseminate the local content strategy for investment; and b. Train and sensitise Free Zones on Local Content.	MTIC, UIA
17. Enhance utilisation of local inputs in production in priority sectors a. Profile input sources and local producers; and b. Develop a comprehensive program to support linkages.	MTIC
18. Increase local firms' access and usage of free zones and special economic zones. a. Identify and profile local suppliers of goods and services to Free Zones	MTIC
19. Provide decentralised government services to the private sector through the one-stop centre a. Acquire land, implement, retool, furnish, and operationalise Regional One-Stop Centres for Investment; b. Develop and implement the Client Charter Services of MDAs at Investment One-Stop-Centre; and c. Incorporate the ESG framework in the One-Stop-Centres.	URSB and UIA

Interventions	Actors
Objective 3: Support capacity development of private sector institutions and organisations	
1. Roll out business development services (BDS) to support small and micro-industrialists and business establishments. a. Implement and Operationalise the National BDS Framework; b. Operationalise the BDS Centre of Excellence; c. Conduct corporate governance sensitisation campaigns; and d. Support institutional Strengthening and capacity building of the Public and Private BDS Ecosystem.	MSC, MTIC, ENT-UG, UIA, MOFPED, UIRI, UDB, and private-sector players
2. Strengthen insolvency and corporate rescue frameworks a. Automating Insolvency procedures; and b. Create public awareness of insolvency services	URSB, MoFPED
3. Continuously assess the effectiveness of entrepreneurship development programmes a. Track and study the jobs created in the economy annually; b. Undertake strategic studies on private sector emerging issues; and c. Publish an Annual State of Entrepreneurship Report.	MTIC, MEACA, NPA, MoFPED, ENT UG
4. Increased functionality of business associations a. Build the capacity of the Confederation to promote, protect, represent, and develop the private sector; b. Improve the functionality of the Chamber of Commerce; and c. Improving mechanisms for public and Private Dialogue.	MoTIC, UMA, USSIA, UNCCI, PSFU, KACITA, FSME and Private sector players
5. Foster partnerships between universities, research institutions, and private enterprises to encourage innovation	UIA, UIRI, ENT UG, MoFPED, MTIC
6. Establish and support start-up and business incubators and accelerators that provide entrepreneurs with resources, mentoring, and workspace	UIRI, UNCST, URSB,
7. Promote formalisation and business registration a. Promote registration of businesses in Uganda; b. Establish decentralised service centres to scale up registration services; and c. Setting up an Arts Trust Fund to support cultural and creative enterprises' formalisation.	URSB, MTIC, PSFU, MoGLSD
8. Strengthen partnerships between local governments, MDAs (URA, URSB) and the private sector to streamline formalisation regimes a. Harmonise and integrate business registration systems at all levels of Government (Central and Local Government).	MoLG, URSB, LGs
9. Develop and implement an incentive framework to support local manufacturers and MSMEs to survive and grow	MoFPED, MoTIC, UIA
Objective 4: Strengthen Institutional Coordination for private sector development	
1. Improve, policy, legal, and institutional framework for private sector development a. Harmonise and integrate business registration systems at all levels of Government (Central and Local Government) 2. Improve administrative infrastructure 3. Strengthen planning, coordination, monitoring, and evaluation for improved service delivery	All PSD MDAs and Private sector players

Source: Programme secretariat, 2024

10.6 Implementation Reforms

278. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are**:

i) Adopt the use of National IDs instead of Financial Cards for accessing financial services; and
ii) Revise the Capital Markets Authority Act to enhance the listing of companies on the Securities Exchange Market.

10.7 Programme Risk and Mitigation

279. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Unpredictable economic and political conditions, such as disruption in domestic and global markets due to war, could disrupt business operations and deter investment.** This instability may impact the stable and supportive business environment, thus increasing the cost of doing business. As a mitigation measure, the government has adopted prudent fiscal and monetary policies to stabilise the economy and maintain inflation targets, alongside efforts to build foreign reserves to buffer the economy against shocks;

ii) **Global Market Volatility due to changes in global trade dynamics, such as rising protectionism, can impact efforts to boost exports and integrate MSMEs into global value chains.** To address this, the Government is working to diversify its export markets and strengthen trade relations through agreements such as the African Continental Free Trade Area (AfCFTA);

iii) **Inefficiency, bureaucracy, and corruption in Government may lead to delays and increased costs of doing business.** The mitigation measures include implementing reforms aimed at enhancing transparency and accountability. Initiatives include the introduction of e-government systems to streamline processes and reduce red tape, as well as the facilitation of anti-corruption agencies to monitor and address corrupt practices;

iv) **Poor and inadequate infrastructure in transportation, energy, and ICT due to slow implementation of Government infrastructure projects can limit businesses' ability to operate efficiently and access key markets.** To address the challenges posed by inadequate infrastructure, the government is prioritising infrastructure development projects through increased public investment and strategic partnerships with private sector stakeholders. The Plan includes specific targets for infrastructure improvements, and efforts to expedite project implementation and ensure timely project execution through better project management practices, planning, and funding mechanisms;

v) **A persistently large informal sector may undermine efforts to plan and provide services to SMEs as well as expand the tax base.** To reduce the informal sector, the Government is working on policies aimed at formalising informal businesses. This includes simplifying registration processes and providing incentives for informal businesses to transition to the formal economy. Additionally, outreach programmes are being developed to educate informal sector operators on the processes and benefits of formalisation;

vi) **The accumulation of arrears by the government poses a significant risk to private sector development by tying up essential operational capital.** Delayed payments can create liquidity constraints for businesses, thereby limiting their ability to invest. The government is enhancing public financial management and implementing a public debt management framework that includes strategies to eliminate domestic arrears. Additionally, the Government developed a strategy to clear and prevent domestic arrears in 2021 that includes strategies to ensure a phased clearance of the existing stock of arrears in the medium term, as well as management control measures to stop the accumulation of new arrears; and

vii) **Crowding out of private sector investment due to increased domestic borrowing by the government is a key risk to private sector development as it drives up interest rates and makes loans less accessible for businesses.** To mitigate this risk, the Government is prioritising fiscal discipline by reducing borrowing from the domestic market to less than 1% by the end of FY 2029/30. Additionally, the Government is exploring alternative financing options, such as public-private partnerships, climate finance, blended financing, and utilisation of pension funds.

CHAPTER 11: MANUFACTURING PROGRAMME

11.1 Introduction

280. **Manufacturing catalyses industrialisation through secondary and tertiary value addition, fostering innovation, and creating sustainable economic opportunities.** By transforming primary and semi-processed raw materials into higher-level products, manufacturing improves competitiveness, diversifies the economy, enhances self-sufficiency & economic resilience, and enhances export revenues and job creation. Due to agglomeration, manufacturing potentially promotes clusters of businesses that benefit from shared resources, specialised labour markets, and efficient supply chains. It also creates backward and forward linkages with other sectors such as urbanisation, infrastructure, social services in education and health, science and technology, among others. In addition, the development of the manufacturing sub-sector has been proven to be the main contributor to structural transformation.

281. **This programme is vital for accelerating growth towards the realization of the results of the Plan.** It enhances the industrial value chains by building on primary value addition in agriculture and minerals to develop secondary and tertiary industries. By leveraging science, technology, and innovation, manufacturing provides new industries and sources of growth**.** Development of the manufacturing sector is vital for optimising investment in other infrastructure like energy, railways, industrial parks, and ICT. In addition, manufacturers attract and offer social services such as education, health, urbanisation, and commercial services.

282. **Manufacturing is essential in the pursuit of the aspiration of Agenda 2030, the Africa Agenda 2063, EAC Vision 2050, and the Uganda Vision 2040.** SDG 9 emphasises the need to promote inclusive and sustainable industrialisation and to foster innovation. Aspiration 1 of the Africa Agenda 2063 aims to transform Africa's economies through the beneficiation of natural resources, manufacturing, industrialisation, and value addition. The EAC Vision 2050 advocates for leveraging industrialisation for structural transformation and improved intra-regional and global trade. The Uganda Vision 2040 emphasises the need to develop industries that utilise the local potential, establish economic lifeline industries, and invest in strategic industries.

283. **The potential of manufacturing to catalyse industrialisation is hindered by:** inadequate infrastructure for manufacturing; limited capacity to sustainably supply quality raw materials and intermediate inputs; limited adoption and integration of STI in manufacturing; high cost of manufacturing; low capacity utilisation due to low demand for manufactured products; inadequate skills; dumping & counterfeit products; anti-competitive practices; disconnect between industry, academia, and research institutions; low compliance with standards; and weak policy, legal & institutional framework.

284. **The goal of this programme is increased secondary and tertiary manufacturing.**

11.2 Situation Analysis

285. **The manufacturing sub-sector is dominated by light and small-sized industries that are struggling to transition to medium and heavy industries.** The light and small-sized industries account for over 80% of the total number of industries. Most of these industries are mainly engaged in primary and secondary processing, such as food processing, textiles and garment production, mineral processing, petrochemicals, plastics, and footwear. However, these industries are constrained by several factors which hinder their transition.

286. **There has been investment in the establishment of industrial parks and free zones; however, they still do not fully meet the approved guidelines for developing Uganda's industrial parks and free zones.** Of the planned 25 industrial parks countrywide, only 6 are operational, and none fully meet the guidelines. However, the guidelines were developed after some of the existing parks were already in place. These have affected the competitiveness of the parks in attracting investors and the manufacturers themselves. Additionally, the functional free zone in Entebbe is currently undergoing completion, with sites in Kaweweta and Arua identified for development, but they lack detailed plans and land titles.

287. **Progress has been made in the backward integration of some manufacturing chains; however, the local supply chain is underdeveloped, leading to overreliance on imported intermediate inputs.** By leveraging STI, some value chains such as iron and steel, phosphates & fertilizers, and sugar have made inroads in the development of intermediate inputs. The proportion of intermediate inputs in total imports has reduced to 52.6% in FY2021/22 from 57.4% in FY2019/20; however, this is high. The reliance on imports of intermediate inputs is due to limited exploitation of the primary raw materials, especially mineral ores such as iron ore, copper, gold, carbonates, silica, phosphates, and cobalt. Additionally, agro-processing in Uganda is hampered by inadequate quantities and inconsistent quality of locally sourced raw materials. This shortage impacts the production capabilities and limits the growth of these industries, thereby further driving the need for imports. Import of intermediate inputs weakens the connection between manufacturers and local suppliers, limiting domestic economic benefits, stifling innovation and skill development, reducing job creation, and preventing the full development of the local supply chain.

288. **There is some progress in the adoption of STIs in manufacturing; however, uptake and transfer are low.** Industries such as steel, pharmaceuticals, sugar, dairy, cassava, and automotive have leveraged STI to diversify their product range and competitiveness. For instance, some of the leading fast-moving consumer goods (FMCG) manufacturers have streamlined their production processes, reduced downtime, and improved product quality through the automation of their production lines. Similarly, the steel industry has integrated cutting-edge machinery for steel rolling and fabrication, which has increased its production

capacity and reduced waste. The beverage industry has also embraced modern technologies and automated packaging systems, which have boosted production efficiency and product consistency. However, the level of technology uptake and transfer is still low, hindering the production of medium and high-value manufactured products, which have stagnated at 11% for the past 10 years. As a result, high-technology exports (as a % of manufactured exports) are low at 2.3%. The low adoption of STI is partly attributed to limited technology transfer support structures, limited absorptive capacities for knowledge and technology in firms and industries, and few technology and incubation centres. Further to this, very limited research output is patented or commercialised and yet these can be game changers and further improve efficiencies, product diversification, as well as competitiveness.

289. **Imports are dominated by products in which there are either commercially viable raw materials, activity in primary manufacturing, or several MSMEs operating in them.** With 60% of Uganda's enterprises being MSMEs and contributing to 80% of GDP, the anchor programme industries must be concentrated on supporting them. The key import drivers include: iron & steel products, copper & copper products, textile & garments, clinker &cement, starch & pharmaceutical products, and refined sugar & confectionery, which industries already exist at different stages of development based on available raw materials and actors. The automotive industry and petrochemical industries show promise after heavy investment and interest by the state through Uganda National Oil Company and Kiira Motors Corporation, and a significant number of private sector actors. With 70% of the economy being agriculture-dependent, coupled with low productivity from agriculture, the phosphate deposits in Sukulu would support consistent production of raw materials. With 60% of manufacturing being agro-based, there are insufficient quality packaging options available to allow longer shelf life and market branding requirements to meet sophisticated market branding requirements.

290. The low levels of electrification and increase in investment in electronics like motors, pumps, transformers, and conductors would require investment in the copper value chain to provide inputs that are wholly imported despite the presence of copper deposits in Kasese. About 20% of the pharmaceutical products are fully locally manufactured, especially syrups. The key ingredients are glucose, pharmaceutical starch, and some active ingredients whose local production can be supported.

291. **Efforts have been made to reduce the cost of manufacturing; however, it is below the targeted 5 cents.** Despite efforts to reduce manufacturing costs, electricity remains expensive, still above the targeted 5 cents per kWh. The Government introduced a declining block tariff for large industrial consumers and a pilot special tariff for industrial parks, which showed promising results. However, industry consumption has not reached the necessary threshold to unlock the full benefit of lower tariffs. Currently, qualifying customers pay US cents 5.70/kWh during shoulder and off-peak periods (18 hours) and US cents 6.85/kWh

during peak periods (6 hours), making electricity costs a significant burden for manufacturers. While manufacturers who meet the consumption threshold can benefit, many still struggle with high costs. Additionally, although customs clearance times have improved significantly, from 18-21 days in 2014 to just 2-4 days in 2023, thanks to one-stop border points, transportation costs remain high due to underdeveloped rail and water transport systems. Access to long-term capital has improved through the Uganda Development Bank (UDB), giving interests at 12%, and Uganda Development Corporation (UDC) acquiring equity in strategic industries, but high interest rates, averaging 17% in other commercial banks, continue to undermine competitiveness in the manufacturing sector.

292. **There has been investment in skills development; however, certified skills for manufacturing are inadequate.** Besides Universities and Technical and Vocational Training (TVET) Institutions, there have been investments in other skills development initiatives, such as the Presidential skilling hubs, to increase the stock of skills relevant to the industrial sector. However, the training programmes are not satisfactorily responding to the needs of manufacturing. Only 14% of the labour force in manufacturing has formal training in technical and vocational skills necessary for advanced manufacturing processes. This deficiency results in a limited pool of skilled workers capable of operating modern machinery and employing contemporary production techniques, leading to lower productivity and stifling innovation. This lack of expertise increases dependency on foreign professionals, raises production costs, and reduces competitiveness.

293. **There is a legal and institutional framework to support fair competition; however, dumping and counterfeit products persist, undermining the competitiveness of the local manufacturers.** Despite the existence of the Competition Act Cap. 66, their enforcement has been low. Consequently, local manufacturers continue to face competition from low-priced foreign dumped and counterfeit products, especially in the textile and agricultural sectors.

294. **The low compliance with standards further undermines competitiveness in domestic and international markets.** Despite having standards, low compliance with standards in the manufacturing sub-sector presents a significant challenge stemming from weak enforcement mechanisms and systemic inefficiencies. There is an evident need to improve the capacity of both the regulators and the industrialists to increase the quality of manufactured output.

295. **The disconnect between industry, academia, and research institutions impedes innovation and growth.** In the manufacturing sub-sector, a significant disconnect exists between industry, academia, and research, impeding innovation and growth. Industries often face challenges in accessing the latest research and technological advancements due to weak collaboration with academic institutions and research bodies. Over 500 research papers related to manufacturing are published annually by Ugandan universities, but less than 20% are utilised by industry. Over 70% of research and innovation outputs from universities and

research institutions do not translate into commercial applications, as there are limited channels for effective knowledge transfer and commercialisation. This gap hinders the development of homegrown solutions to local manufacturing challenges and slows down the adoption of cutting-edge technologies that could boost productivity and competitiveness in the sector.

296. **Low-capacity utilisation due to low demand for manufactured products.** Despite Uganda's progress in increasing exports, the proportion of high-value-added manufactured goods remains low. In 2023, Uganda's total exports reached approximately USD 6.87 billion, yet manufactured goods accounted for only about 21.4% of this total. High value-added products, which include items like processed foods, machinery, and electronics, made up an even smaller fraction, reflecting a reliance on primary commodities such as coffee, fish, and minerals, which together constituted around 70% of exports. This low proportion of high-value manufactured goods highlights the need for greater investment in industrialisation and value addition to enhance Uganda's export competitiveness and drive sustainable economic growth.

297. **There exists a policy, legal, and regulatory environment coupled with a structured institutional framework to support manufacturing and trade; however, some gaps in implementation and enforcement exist.** The Industrial Licencing Act Cap.73 needs to be amended, with proper licencing of industries affected; the Accreditation Services Act Cap.194, and the Competition Act Cap. 66, were enacted to address technical barriers to trade and enhance market fairness but are yet to be suitably enforced, with the development of their respective regulations still pending; Other sector-specific laws like the Sugar Act amendment bill, the Alcoholic Drinks Control Bill, Scrap Metal Bill, Consumer Protection Bill, Trade Remedies Bill, Local Content Bill, etc., have faced multiple revisions and still need to be pushed through. Furthermore, the institutional capacities of the Ministry of Trade, Industry and Cooperatives, Uganda National Bureau of Standards, Uganda Industrial Research Institute, and Management Training and Advisory Centre need to be augmented for effective policy implementation and support to both new and already existing industrialists, while ensuring that support from Uganda Development Corporation, Uganda Development Bank and all other private banking institutions is readily accessed by manufacturers.

298. **There are notable strides in enhancing HR capacity to drive industrialisation and economic growth, notwithstanding considerable skills mismatches.** Specialised institutions such as the Makerere University, Uganda Industrial Research Institute (UIRI), National College of Industrial Training, and various technical and vocational education and training (TVET) centres have produced more than 2,800 graduates in manufacturing-related fields in the past five years, including industrial engineers, production technicians, and quality control experts, contributing to the growing demand for qualified workers in the manufacturing sector. However, the rapid growth of the manufacturing sector has led to acute

and moderate shortages in several critical fields. The program anticipates that Uganda will need 700 industrial engineers, but only about 500 are currently available, leaving a shortfall of about 200. Acute shortages are also seen in specialised fields like mechatronics engineers, industrial designers, plant maintenance technicians, advanced manufacturing techniques, automation, and modern production processes. On the contrary, there is an oversupply of labour in lower-skilled roles such as machine operators and packaging workers. For details, refer to the annex on programme human resource requirements.

299. **To increase secondary and tertiary manufacturing, this programme focusses on:** strengthening the capacity of industry to advance secondary and tertiary manufacturing; accelerating the development and use of research innovations and adoption of appropriate technologies for secondary and tertiary value addition; strengthening collaboration between industry, academia, and research institutions; ensuring market access and competitiveness of Uganda's manufactured products; and strengthening the policy, legal & institutional framework for manufacturing.

11.3 Programme Objectives

300. **The objectives of the Manufacturing programme are to:**

i) Develop the requisite infrastructure to support secondary and tertiary manufacturing;
ii) Enhance sustainable secondary and tertiary value addition in priority areas;
iii) Enhance the adoption of appropriate technologies for secondary and tertiary value addition;
iv) Support market access and development for manufactured products; and
v) Strengthen the policy, legal & institutional, and coordination framework to support manufacturing.

11.4 Programme Results

301. **The desired high-level programme results by FY2029/30 are:**

i) Increased Manufacturing Value Added as a percentage of GDP from 16% in FY2023/24 to 20%;
ii) Increased production capacity utilisation of industries from 30% in FY2023/24 to 60%;
iii) Increased ratio of the value of manufactured products to the value of the investment in manufacturing from 5% in FY2023/24 to 15%;
iv) Increased market share of manufactured products from 26% in FY2023/24 to 40%;
v) Increased value of exports of manufactured products from 10.6% in FY2023/24 to 13.5%; and
vi) Increased rate of entry into the manufacturing sector from 1% in FY2023/24 to 4%.

11.5 Interventions

302. To achieve the above results, the following interventions (Table 11.1) have been prioritised under this Programme

Table 11.1: Manufacturing programme interventions and respective actors

Interventions	Actors
Objective 1: Develop the requisite infrastructure to support secondary and tertiary manufacturing	
1. Develop and maintain infrastructure in free zones and industrial parks a. Reliable electricity towards the implementation of the US$ 0.05 per unit kWh; b. Transport infrastructure estimated at 120 km for the 4 serviced regional industrial parks and free zones; c. Water for industrial production at a minimum of 500 M^3/day per production unit for 4 serviced regional industrial parks; d. ICT coverage estimated at 120km for 4 serviced regional industrial parks and free zones; and e. Waste management infrastructure for 4 serviced regional industrial parks and free zones.	UIA, MTIC, MEMD, MoWT, NEMA, MoICT, MWE, NPA, LGs
2. Promote private sector investment in the development of manufacturing infrastructure through support towards infrastructure development in energy, ICT, water and roads, capacity building, and marketing	UIA, MTIC, MEMD, MoWT, MoLG, NEMA, NPA, MoICT, MWE, UNBS, LGs, Private Sector
Objective 2: Enhance sustainable secondary and tertiary value addition in priority areas	
1. Strengthen backward and forward linkages for primary and semi-processed products by facilitating the development of required standards for inputs in the required quantities and necessary storage infrastructure	UIA, MTIC, MEMD, MAAIF, UNBS, LGs, Private Sector
2. Support production efficiency and environmental sustainability of priority areas a. Promote resource-efficient and cleaner production through modern systems and processes; and b. Support access to innovative green financing schemes	MTIC, UIA, MEMD, MAAIF, UNBS, LGs, MFPED, MWE, Private Sector, CSOs, Development partners
3. Support industry to mitigate greenhouse gas emissions from manufacturing processes a. Develop and implement greenhouse gas emissions measurement and tracking systems in industries	MTIC, MWE, NEMA
Objective 3: Enhance the adoption of appropriate technologies for secondary and tertiary value addition.	
1. Promote the acquisition and use of appropriate technology in collaboration with research institutions and academia	MTIC, UIA, UIRI, MTAC, MEMD, MAAIF, Academia, UNBS, LGs, Private Sector, MTAC, NPA
2. Incentivise an on-the-job training programme for critical skills.	MTIC, MoFA, MoES, UMA, MTAC
3. Support a technology acquisition for manufacturing in strategic areas to enhance production efficiency and productivity.	UDB, MoFPED, MTIC, STI-OP, UIPE
4. Support linkages in the automobile, pharmaceutical, and other priority industries supporting auxiliary industries	STI-OP, MTIC, NPA, Academia, UMA, UPMA, UIPE
5. Support the operationalisation of a productivity centre for manufacturing	MTIC, NPA, STI-OP, MTAC, MoFA
6. Develop a highly skilled and diverse workforce capable of driving innovation and competitiveness in the manufacturing sector	MTIC, MTAC, and UBTEB

Interventions	Actors
Objective 4: Support market access and development for manufactured products	
1. Facilitate access to manufactured goods to regional and continental markets, prioritising EAC, COMESA, and AfCFTA a. Expand the range of and enforce manufacturing standards, specifications, guidelines, and codes of practice; b. Support the national conformity assessment system to attain accreditation; c. Promote e-commerce to facilitate digital trade and cashless transactions; and d. Continuously engage and exploit available markets by implementing innovative penetration and maintenance of negotiated markets.	MTIC, Private Sector, UNBS, MoH, MoFA, MEMD, MAAIF, MEACA, UGANAS, MoICT, Development partners
2. Facilitate manufacturers to access and sustain a diverse range of export destinations	MTIC, UEPFA, UNBS, UGANAS
3. Support the development and functionality of special economic zones for domestic, regional, and global market access	MTIC, UNBS, MoFPED, MoLG, URA
4. Promote consumption of locally produced goods and meet market preference	Private Sector, UNBS, MTIC, UGANAS, MoICT and National Guidance, MTIC
5. Support manufacturing for infrastructure development in the oil & gas industry by handholding manufacturers to meet the standards of materials and products needed in the industry a. Facilitate the establishment of industries in the Kabalega Industrial Park	MTIC, NPA, UMA, MEMD, PAU, UNOC, Academia, UNBS, UIA, MEMD
Objective 5: Strengthen the policy, legal & institutional, and coordination framework to support manufacturing	
1. Review, develop, and enforce policies and laws to support manufacturing	MTIC, MoJCA, OP, MoIA, MEACA, Private Sectors, CSOs
2. Strengthen planning, monitoring, coordination, and management of manufactured products	MTIC, UMA, NPA
3. Promote health, environment, and social safeguards	MTIC, MoGLSD, Private sector
4. Strengthen the human and institutional capacity for manufacturing	MTAC, MTIC, Academia, STI-OP
5. Foster and leverage local, regional, and international partnerships	MoFA, MEACA, Development partners

Source: Programme Secretariat, 2024

11.6 Programme Risk and Mitigation

303. Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:

i) **Unreliable Electricity Supply:** The risk of unreliable and low-quality electricity remains high despite increased generation capacity. This poses significant challenges to industries by hindering the use of advanced technologies and preventing economies of scale. The impact of this risk is substantial as it reduces industrial productivity and competitiveness. To mitigate this, increased investment in transmission and distribution infrastructure is essential to ensure a consistent and reliable electricity supply;

ii) **Inadequate Skilled Manpower:** The shortage of skilled manpower is a medium-likelihood risk that has a high impact on industrial efficiency and productivity. This challenge affects operational performance and the ability of industries to innovate and compete. Mitigation measures include implementing staff development programmes, ensuring competitive recruitment and retention plans, collaborating with professional bodies and experts, and providing Occupational Health and Safety (OHS) training. Regular safety monitoring and adherence to international standards further address OHS-related risks;

iii) **Climate Change Enhancing Risks:** Manufacturing activities contribute to environmental pollution, land degradation, and excessive use of extractive resources, which pose a high likelihood of accelerating climate change. The impact is significant, as pollution and environmental degradation harm public health, ecosystems, and industry sustainability. Mitigation measures include conducting Environmental Impact Assessments (EIAs), enforcing robust waste management strategies, and ensuring compliance with environmental regulations to reduce pollution and safeguard sustainability;

iv) **Limited Access to Markets:** Limited market access and high market volatility are high-likelihood risks that pose a severe threat to industrial profitability. The impact is considerable, as it affects revenue streams and reduces competitiveness in both local and regional markets. To mitigate these risks, industries need to diversify their markets, invest in quality infrastructure, promote value-added products, and establish linkages with regional and global value chains to reduce reliance on volatile markets; and

v) **Policy and Regulatory Risks:** The business environment is affected by disjointed policies, weak enforcement, and unpredictable tax policies, which present medium-likelihood but high-impact risks. These issues create uncertainty for investors and disrupt industrial operations. Mitigation measures include continuous stakeholder engagement, implementation of the existing policies, regular regulatory assessments, and maintaining dialogue with government agencies to ensure better policy coherence and predictability, thereby fostering a more favourable business environment.

CHAPTER 12: NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND, AND WATER MANAGEMENT PROGRAMME

12.1 Introduction

304. **Sustainable management and use of natural resources, land, water, & environment and effective response to climate change are essential for boosting productivity and value addition.** This ensures that resources such as land, water, forests, and wetlands are efficiently used, increasing their longevity and productivity. Environmental management and effective climate change response preserve the natural ecosystems and biodiversity and reduce the adverse effects of climate change to ensure stable conditions to support sustainable production, productivity, and value addition. Effective response to climate change, management, and use of natural resources contribute to the achievement of a balanced, resilient, and sustainable development trajectory.

305. **The quantity, quality, and productivity of natural resources, land, and water, as well as effective environment management and response to climate change, are central to realising the results of this Plan.** Natural resources such as land and water are critical for ensuring a sustained supply of raw materials for value addition. Effective management and planned use of Uganda's diverse land resource, featuring fertile volcanic soils, wetlands, forests, and semi-arid regions supports a wide range of uses including agriculture, forestry, tourism, mining, access to the right of way for infrastructure development, such as industrial parks, transport, energy, and human settlement. The availability of adequate and reliable water for different uses, including domestic, industrial, agriculture, energy, tourism, and extractives, will drive inclusive socio-economic growth, employment, and wealth creation. Processing and transforming raw forest materials into higher-value products such as furniture, paper, and bioenergy, value addition to forest products creates new income streams, increases employment opportunities, and stimulates local economies. Effective management of wetlands, the environment, and forests is crucial for creating green cities, especially GKMA, with reduced pollution, improved livability, and attractive tourist destinations. Appropriate climate change response efforts can minimise operational disruptions and destruction of infrastructure due to extreme weather events, reducing development and maintenance costs. Climate change response offers an opportunity for revenue by tapping innovative climate finance options such as carbon credits.

306. **Sustainable management and use of natural resources, land, water & environment, and effective response to climate change are essential for the attainment of global, regional, and national development aspirations.** Uganda signed and ratified the United Nations Framework on Climate Change (UNFCC), aimed at reducing greenhouse gas emissions and preventing dangerous human interference. Agenda 2030 (SDGs 6, 12, 13, 14, and 15) sets targets for combating the effects of climate change and sustainable management of water

resources, land, terrestrial ecosystems, forests and the environment. Aspiration 1, Goal 7 of the Africa Agenda 2063 calls on member states to put in place measures to sustainably manage the continent's rich biodiversity, forests, land, and waters and use mainly adaptive measures to address climate change risks. The EAC Vision 2050, pillar 3.4 targets sustainable utilisation of natural resources, environment management, and conservation with enhanced value addition. This programme draws from the Uganda Vision 2040, which aspires to attain a green and clean environment with no water and air pollution while conserving flora and fauna and restoring and adding value to the ecosystem.

307. **The potential of land, natural resources, and the environment to drive growth is hindered by:** weak land administration and management; reduction in wetland & forest cover; vulnerability to climate change; high pollution levels; limited application of STI; limited value addition in forestry and wetlands; limited capacity to tap climate finance; undervaluation of natural resources; and weak institutional coordination, enforcement, and implementation of policies & laws.

308. **The goal of this programme is sustainable management and utilisation of land, environment & natural resources and effective response to climate change and other disasters.**

12.2 Situation Analysis

309. **Some progress has been made in land management and administration; however, this is insufficient to support the country's development agenda.** The percentage of titled/registered land has increased to 30% in FY2023/24 from 21% in FY2017/18, although this is low. Unresolved land conflicts reduced to 41.9% in FY2022/23 from 45.8% in FY2021/22. There has been increased digitalisation of land management with the establishment of an integrated data processing centre and online public portal for the Land Information System linked to the Judiciary, URA, and Building Review Board information systems However, the land sub-sector is still constrained by land ownership challenges due to land injustices that have created land conflicts & unlawful evictions and inadequate land use planning & weak enforcement of land use plans. In addition, the land market is highly speculative, leading to mispricing. The Land Fund, which was created to settle land matters, is not only under-resourced but mismanaged. Complex land ownership structures where a significant portion of land is held under customary tenure make formal acquisition processes of land cumbersome and contentious, resulting in delays in securing rights of way for infrastructure projects resulting in delays. These are compounded by inadequate land use planning and weak enforcement of land use plans, leading to ineffective land use and the acquisition of right of way for key public projects.

310. **Efforts have been made to declare the entire country a planning area, and the first National Physical Development Plan (NPDP) to provide the overall national development spatial framework has been developed**. However, the lower-level physical development plans that are meant to actualise the NPDP are largely lacking. At the regional level, only 2 regional physical development plans, i.e., the Albertine Graben Physical Development Plan and Northern Uganda Economic Corridor Physical Development Plan, have been developed. The regional physical development plans that align with the NPDP can only be actualised through the development and implementation of district, urban, and local physical development plans. Contrarily, only seven out of 135 districts, three out of 11 cities, 14 out of 31 municipalities, 45 out of 580 town councils, and 23 out of 1,485 sub-counties have physical development plans. Moreover, the jurisdictions with physical development plans have not been able to develop, implement and enforce the attendant detailed physical development plans and hence the observable disorderly land use development and encroachment on ecologically fragile ecosystems in both urban and rural areas limiting the natural resources potential and contributing to adverse climate change effects and associated environmental, social and economic losses.

311. **Uganda's wood industry has made significant strides in value addition; however, the majority of commercial forest resources are untapped**. The past decade was marked by a shift from exporting raw wood to producing higher-value products. Export revenues from wood products have grown substantially to USD 143.4 million in 2023 from USD 17 million in 2014. This is attributed to an increase in the production and export of value-added items such as plywood, blockboards, veneer, kiln-dried timber, fibreboards, pellets, briquettes, rosin, turpentine, and particleboards, among others. Veneer has emerged as the most exported value-added product, especially driven by demand from China. Despite this progress, the majority of Uganda's wood-processing industries remain underdeveloped, providing low off-take and thus offering inadequate returns to growers. They consume only 25% of the current wood supply of 15 cubic metres, with the main constraints being: limited access to affordable and appropriate capital; policy & regulatory uncertainty; lack of a timber legality assessment and traceability system; prevalence of unscrupulous manufacturers; and shortage of skilled local workers.

312. **Efforts to recover forest and wetland cover are yielding positive results; however, the pace of recovery is less than desired.** The forest cover has gradually increased to 13.3% in FY 2021/22 from 10.7% in FY 2010/11. However, the natural forest cover has reduced from 4.93 million hectares (24% of land mass) in 1990 to 2.46 million hectares (12% of land mass) in 2021. Most of the loss in forest cover happened on private and communal land as well as central and local forest reserves, resulting in pressure on national parks and forest reserves. However, Uganda's commercial forestry sector has experienced significant growth over the last 30 years, with forest plantation areas expanding from 35,066 hectares in 1990 to 338,555 hectares by 2021. Despite efforts of the private sector in driving commercial forestry, the

potential of forests as a source of income, including timber harvesting, non-timber forest products, eco-tourism, and value addition, has not been fully exploited. The slow pace of forest recovery will increase the deficit of wood products whose demand is projected to double in the next 20 years. The carbon capture and storage functions, which are important for climate change regulation, are threatened by the decline in forest cover. Forest management is constrained by deforestation and forest degradation driven by unsustainable agricultural practices, illegal logging, charcoal production, and weak enforcement of forestry regulations.

313. **Similarly, the pace of recovery of wetlands is slow.** Wetlands cover increased to 9.3% in FY2022/23 from 8.9% in FY2017/18, which is below the 1994 level of 15.6% of total land area. The wetland restoration and conservation efforts are constrained by weak enforcement of policies and laws, limited viable alternative livelihood options, and increased encroachment attributed to unplanned urban developments and unsustainable agricultural practices.

314. **Uganda is vulnerable to the effects of climate change, with a low ability to convert investments into adaptation actions**. The over-reliance on rainfed agriculture, which is sensitive to changes in weather patterns, puts Uganda at risk of food insecurity, loss of livelihood, and shortage of raw materials for value addition. The degradation of forests and wetlands has reduced natural resilience to climate change effects. There has been some progress in reducing climate vulnerability owing to an improvement in the accuracy of meteorological information to 77% in FY2022/23 from 60% in FY2017/18. However, the frequency and intensity of extreme events such as floods, droughts, and landslides have increased, which has disrupted the integrity and functionality of key ecosystems, leading to loss of lives and biodiversity. Efforts to reduce vulnerability to climate change are constrained by inadequate technical capacity for climate change mainstreaming and a lack of climate-reliable data.

315. **There is some progress in terms of air and water quality; however, the levels of pollution are high.** There has been improvement in compliance with drinking water quality standards for point water sources at 55% in FY2023/24 from 41% in FY2017/18, piped water at 71% in FY2023/24 from 60% in FY2017/18, and wastewater standards at 47% in FY2023/24 from 30% in FY2017/18. However, over 80% of urban water sources are contaminated, exacerbated by increasing discharges of untreated wastes and indiscriminate disposal of plastics, high levels of heavy metal detected in localised areas of Lake Victoria, and a proliferation of dangerous invasive water weeds such as Water Hyacinth and Kariba weed. Uganda's Air Quality Index (AQI) ranking has improved to 100 in FY2020/21 from 147 in FY2017/18, due to increased compliance with ESIA conditions, which has doubled to 80% between FY2017/18 and FY2021/22. Nonetheless, air pollution levels in urban areas, particularly in the GKMA, with particulate matter (PM2.5) concentrations averaging about 40 µg/m3 per year, which is five times higher than the safe levels of 10 µg/m3 recommended by the World Health Organisation (WHO). These trends indicate a pressing need for comprehensive

environmental policies and effective pollution control measures to safeguard public health and the environment, especially as the country prepares to host the African Cup of Nations (AFCON) tournament.

316. **The availability of adequate and reliable water for different uses is derailed by the depletion and degradation of the available water resources.** Compliance with groundwater and surface water abstraction permit conditions increased to 78.7% and 78.6%, respectively, by the end of FY2023/24 from 76% and 78% in FY2017/18. However, the total Renewable Surface Water Resources (TRSWR) declined by 34% to 43.3 billion cubic metres in 2011 from 66.6 billion cubic metres in 1995. In addition, the available water resources per person per annum have reduced to about 1,000 cubic metres in 2011 from 2,400 cubic metres in 1995, indicating that the country is moving from a situation of water abundance to a situation of water scarcity. Water resources management efforts have been constrained by: the continued degradation of water catchments and the general environment; inadequate protection and maintenance of water bodies, including river banks and lake shores; inadequate hydrological data to inform the needs for various uses; and inadequate human capacity to operate the network of water resources monitoring stations.

317. **Limited application of STI for sustainable management and use of land, natural resources, and the environment.** The government, along with academic institutions and private sector partners, is promoting the use of advanced technologies such as Geographic Information Systems (GIS) for land management, precision agriculture to optimise resource use, and renewable energy technologies to reduce environmental impact. With an additional 116 extra weather stations installed, the percentage of automation of the weather and climate network has improved to 62% in FY2022/23 from 30% in FY2017/18. However, the full potential of STI in achieving sustainable land, natural resources, and environmental management is hindered by inadequate infrastructure and skilled professionals, among others.

318. **Limited utilisation of the climate change financing windows.** Some efforts have been made to secure funds from the Green Climate Fund (GCF), the Global Environment Facility (GEF), and the Adaptation Fund for various projects such as sustainable land management, renewable energy, and climate-resilient agriculture. The government, in collaboration with various stakeholders, is enhancing institutional frameworks and building capacity to better access and utilise these funds. Despite these efforts, challenges remain, including capacity constraints and the need for co-financing.

319. **There is persistent undervaluation of critical natural resources, particularly forests and wetlands.** The undervaluing of forests and wetlands stems from a focus on short-term economic gains at the expense of long-term sustainability benefits such as carbon sequestration, water regulation, nature-based tourism, biomass energy supply, water catchment, and biodiversity conservation. The depletion of these resources has severe

consequences, including soil erosion, reduced water quality, and loss of wildlife habitats, which in turn negatively impact agriculture, tourism, and local livelihoods. For instance, the undervaluation of forests, such as Mabira, Bugoma, and Budongo, has led to their over-exploitation for timber, charcoal production, and agricultural expansion. The failure to adequately value these resources not only threatens environmental stability but also undermines the potential for sustainable economic growth, leaving future generations to bear the cost of today's exploitation.

320. **The policy, legal, and regulatory framework for natural resources, climate change, land, water, and environmental management is adequate; however, enforcement is a challenge.** Several policies, laws, and regulations that support the efficient management of the environment, land, water resources, forests, wetlands, disaster preparedness & management, and response to climate change have been developed. However, some gaps still exist. The revised National Environment Act Cap.181 is not yet fully operationalised. Revisions of the Water Act Cap.164 and the Wetland policy to address emerging issues are yet to be finalised. The Regulations for catchment-based water resources management, which will operationalise the provisions in the Water Policy, are yet to be formulated. The government has put in place an enabling institutional arrangement for the sustainable management of the environment, land, and natural resources, as well as climate change response. However, there exists coordination gaps among implementing agencies, which undermine effective management of the environment, land, and natural resources. Furthermore, compliance with and enforcement of laws is low, as evident from the continued issuance of illegal land titles in wetlands and forest reserves.

321. **Uganda has, through this programme, made substantial progress in enhancing the HR capacity necessary for the sustainable management of the country's natural resources despite some challenges**. Institutions, such as Makerere University, the Uganda Management Institute (UMI), Mbarara University of Science and Technology (MUST), Nkumba University, Busitema University, and Uganda Martyrs University, have been instrumental in training professionals in fields like environmental science, water resource management, climate change adaptation, and land use planning. Over the past five years, Makerere University alone has graduated about 400 students annually in environmental science and management. However, the growing demand for skilled professionals in these sectors greatly outpaces supply. The programme anticipates a demand of nearly 15,000 trained professionals by 2030, but currently, only about 3,500 are available, resulting in a shortfall of more than 11,000. Acute shortages are particularly evident in fields such as climate change specialists, environmental engineers, and land use planners. Conversely, there is an oversupply of labour in low-skilled roles, such as unskilled labourers in environmental conservation and forestry workers. Additionally, many graduates lack practical experience due to limited access to modern training facilities and real-world applications. These gaps present significant challenges to achieving Uganda's goals in sustainable resource management and

environmental conservation. For details, refer to the annex on programme human resource requirements.

322. **To ensure sustainable management and use of natural resources, land, water, & environment and effective response to climate change to support the value addition & industrialisation agenda and harness economic opportunities**, this programme focusses on: strengthening land administration and management; restoring and adding value to wetlands & forests; reducing the country's vulnerability to climate change; reduction of air and water pollution levels; increasing research and application of STI; strengthening capacity to tap climate finance; value addition to forests & other natural resources; and strengthening institutional coordination, enforcement & implementation of policies & laws.

12.3 Programme Objectives

323. **The objectives of this programme are to:**

i) Ensure a clean, healthy, and productive environment;
ii) Protect, restore, and add value to forests and wetlands;
iii) Reduce vulnerability to the effects of climate change and natural disasters;
iv) Ensure the availability of adequate and reliable water for different uses;
v) Strengthen land use and management; and
vi) Strengthen policy, legal, regulatory, and coordination framework.

12.4 Programme Results

324. **The desired high-level Programme results by FY2029/30 are:**

i) Reduced annual average air pollution level in the GKMA from 40 µg/m3 in FY2023/24 to 25 µg/m3;
ii) Increased percentage of water bodies with ambient water quality from 78% in FY2023/24 to 85%;
iii) Increased number of green jobs from 210,000 in FY2023/24 to 650,000;
iv) Increased protected area coverage from 18% in FY2023/24 to 30%;
v) Increased percentage area of land covered by forests from 12% in FY2023/24 to 15.5%;
vi) Increased export value of wood products from USD 143.4 million in FY2023/24 to USD 500 million;
vii) Increased percentage area of land covered by wetlands from 9.3% in FY2023/24 to 10.2%;
viii) Reduced climate change vulnerability index from 0.69 in FY2023/24 to 0.57;
ix) Increased accuracy of meteorological information from 77% in FY2022/23 to 85%;
x) Reduced annual percentage of the population exposed to disasters from 16.4% in FY2021/22 to 13.6%;

xi) Increased compliance with water abstraction permit conditions from 78.8% and 78.6% in FY2023/24 for ground and surface water to 82% and 84%, respectively;

xii) Increased compliance with wastewater discharge permit conditions from 66% in FY2023/24 to 70%;

xiii) Increased freshwater withdrawals as a proportion of available water resources (Billion cubic metres/year) from 1.5 in FY2023/24 to 7.5;

xiv) Improved land tenure security through;

a) Increased proportion of the total adult population with secure tenure rights to land, with legally recognised documentation from 5.7% in FY2023/24 to 10%;

b) Increased percentage of land surveyed from 32% in FY2023/24 to 45%;

c) Reduced average turnaround time for land titling from 15 days in FY2023/24 to 7; and

d) Increased percentage of land registered from 30% in FY2023/24 to 33.

xv) Efficient land use planning through;

a) Increased proportion of LGs with approved physical development plans from 4.2% in FY2023/24 to 10.3%;

b) Increased level of compliance with physical development plans from 15% in FY2023/24 to 50%; and

c) Increased level of compliance with to land use regulatory framework from FY2023/24 in 58.5% to 75%.

xvi) Improved programme performance from 55% in FY2023/24 to 70%; and

xvii) Improved programme budget compliance to the plans from 68.5% in FY2023/24 to 85%.

12.5 Interventions

325. To achieve the above results, the following interventions (Table 12.1) have been prioritised under this Programme:

Table 12.1: Interventions and actors under the natural resources, environment, climate change, land, and water management programme

Interventions	Actors
Objective 1: To ensure the availability of adequate and reliable water for different uses.	
1. Strengthen regulation and enforcement against water pollution and degradation through; a. Issue permits, monitor, and enforce compliance with effluent water discharge standards; and b. Finalise catchment-based water resources regulations; c. Revision of the Water Act Cap. 164.	MWE, KCCA, NWSC, NEMA, MoES, CSOs, and LGs
2. Strengthen sustainable water resources management through; a. Development and implementation of a blue economy master plan; b. Construct and equip the National Water Quality Reference Laboratory and related facilities;	MWE, MoFPED, DPs, NEMA, Academia, MOH, LGs, MEMD, UNBS, MoES, UEGCL, MAAIF, MoFA, MEACA, OPM

Interventions	Actors
c. Construct wastewater treatment facilities and a landing Jetty for water quality vessels; d. Maintain major natural water bodies and Reservoirs; e. Establish and operationalize an early warning system and infrastructure for flood and drought management; f. Upgrade, maintain, and operate hydrological information systems; and g. Undertake Hydraulic surveys for river channel sections, hydrological analysis and modelling,	
3. Implement ecosystem and catchment management practices. a. Develop and implement catchment management plans that include restoration of the degraded catchments; and b. Implement catchment management plans that include restoration of the degraded catchments.	MWE, LGs, CSOs, MAAIF, MoLHUD, MAAIF.
Objective 2: To reduce emissions and vulnerability from the effects of extreme weather events, climate change, and disasters.	
1. Improve meteorological services and early warning signaling to mitigate risks through: a. Install, replace, and repair weather stations across the country; b. Synergize meteorological data management systems; and c. Improve the dissemination of early warning information.	MWE, UCAA, LGs, OPM, Media
2. Promote continuous mainstreaming of Climate Change and disaster risk screening in projects, programme investments, planning, implementation, management, and reporting through a. Assess Climate Change responsiveness in programmes for compliance; b. Operationalise the National Climate Change Information System; c. Establish centres for climate change innovation; and d. Finalise bilateral and multilateral agreements in Favor of Uganda's Interests.	MWE, MAAIF, MEMD, MoWT, OPM, MoGLSD, MoLHUD, NEMA, UWA, NPA
Objective 3: Protect, restore, and add value to forests and wetlands.	
1. Increase forest and wetland cover for socio-economic and ecological benefits a. Strengthen law enforcement surveillance and forest patrols; b. Implement forest management plans and enrichment planting in central forest reserves; c. Development of urban forestry/greening of cities and urban areas; d. Establish agroforestry systems; and e. Undertake research in propagation, cultivation, and conservation of tree species suitable for forestry.	KCCA, MWE MLHUD, NARO, and LGs
2. Upscale commercial forestry, including bamboo, and fully exploit value chain opportunities to maximise economic benefits and enhance climate resilience. a. Establish commercial forests within Central Forest Reserves and private land, and support access to high-quality planting materials; b. Implement industrial policy action to enhance local investment, skills development, and technological advancement to access regional and international markets for wood products; c. Support woodlot establishment on private land;	MWE, MTIC, UIA, CSOs, LGs, Academia, DPs, and private sector

Interventions	Actors
d. Incentivize value-addition and marketing activities for wood and nonwood forest-based products; e. Establish tree growers' associations to facilitate market access and equipment affordability; and f. Equip Forestry-based institutions with modern wood processing tools and equipment to produce skilled graduates.	
3. Protect and increase the wetland cover a. Promote and support wetland alternative livelihood options; b. Survey and demarcate Wetland boundaries; c. Develop and implement grievance redress mechanisms; and d. Map and update wetlands across the country and the National Wetland Inventory.	MWE, MLHUD, CSO, LGs
4. Undertake natural resource valuation and accounting to establish existing stocks, ecosystem values, and future demands. a. Assess the carbon stock and greenhouse gases in peatlands and other wetlands; b. Develop Natural Capital Accounts (NCA) for wetlands; and c. Support research studies to strengthen value addition to wetland products.	MFPED, UBOS, NPA, NEMA, MWE, Academia, MoJCA,
5. Promote biodiversity conservation a. Designate and manage Ramsar sites and wetland reserves; b. Undertake wetland biodiversity-based assessments; c. Establish and manage wetland biodiversity resource centres; and d. Promote and support the establishment of wetland ecotourism.	MWE, NEMA, MoJCA, LGs, CSOs, MoFA, NGOs, MoTWA
Objective 4: To ensure a clean, healthy, and productive environment.	
1. Promote circular economy. a. Facilitate the development and innovation of technology; b. Develop green certification standards and guidelines; and c. Install solid waste sorting equipment in pilot areas.	NEMA, MWE, KCCA, UNCST, UBOS, LGs, Private sector, CSOs, Media, Academia
2. Promote sustainable biodiversity management within and outside protected areas. a. Coordinate stakeholders on biodiversity conservation and management; b. Demarcate, restore, and protect fragile ecosystems; c. Implement economic instruments to support the environment and natural resources; d. Develop and promote programmes to manage and control invasive species; and e. Gazette fragile ecosystems as special conservation areas.	NEMA, MWE, NPA, KCCA, UNCST, UBOS, LGs, Private sector, CSOs, Media, Academia
Objective 5: Strengthen integrated land use and management	
1. Undertake Land Tenure Security Enhancement Programs a. Densify the Uganda Geodetic Reference Framework (UGRF) and establish Continuously Operating Reference Stations (CORS); b. Establish the Land Information System (LIS) in Local Governments; c. Roll out and implement the Land Valuation Management Information System (LaVMIS) to MZOs; d. Survey and title Government Land, including protected areas;	MLHUD, ULC, MOLG, LGs

Interventions	Actors
e. Implement inclusive and Systematic Land Adjudication and Certification; and f. Survey and affirm international and inter-district borders.	
2. Promote land consolidation, titling, and banking a. Undertake a comprehensive inventory of Government land; b. Acquire land for infrastructure/utility corridors; and c. Sensitize the public on the benefits of land consolidation.	MLHUD, ULC, MOLG, LGs
3. Develop lower-level PDPs to operationalise the National Physical Development Plan a. Develop and implement integrated regional physical development plans; b. Support continuous capacity building for physical planning; c. Undertake physical planning dialogues at different levels; d. Consider and resolve physical planning appeals, complaints, and matters; e. Develop, review, and update the physical development planning guidelines and criteria for urban area upgrade and declaration; f. Review and update the National Physical Development Plan; g. Mainstream green growth initiatives in PDPs; and h. Undertake periodic physical development plan compliance, performance assessments, research, and evaluation.	NPA, MOLG, LGs
Objective 6: To strengthen policy, legal, regulatory, and coordination frameworks.	
1. Strengthen programme coordination and management for efficient service delivery through a. Undertaking programme performance reviews; b. Coordination of programme working group activities; c. Programme monitoring and Evaluation; d. Development of resource mobilisation initiatives; e. Support programme MDAs to conduct programme and project appraisals; and f. Review and update of sectoral policies and laws.	UBOS, MAAIF, MEMD, MoWT, OPM, MoGLSD, MoLHUD, MOH, MoES, NPA, NEMA, MoFPED, Academia, Private sector, CSOs, NPA, Private Sector.
2. Strengthen policy, legal, and institutional coordination for effective implementation of the NRCCLWM programme through: a. Fast-track the development of the land acquisition, rehabilitation, and resettlement policy; b. Review and amend the Land Acquisition Act; c. Development of a Disaster Preparedness and Management law; d. Development of an integrated disaster information management system; e. Update of the Risk, Vulnerability, and capacity profile of the Government; and f. Amend the national policy for disaster preparedness and management.	OPM, MOJCA, OP, MWE, MAAIF, MEMD MOH, MLHUD, MOWT, MOES, Parliament, Academia, Media, DPs, CSOs, LGs, Private Sector
3. Strengthen implementation of legal and policy frameworks for climate change action a. Develop regulations, standards, and guidelines for Climate Change Action; and b. Operationalise the climate change coordination committees.	MWE, MoJCA, MAAIF, MEMD, MoWT, OPM, MoGLSD, MoLHUD, NEMA, UWA, LGs, MDAs, CSOs, NGOs, Private Sector

Interventions	Actors
4. Strengthen Climate change adaptation, mitigation, and carbon markets planning and implementation a. Develop the relevant policy, legal, and institutional framework to tap into climate financing; b. Develop and update a functional Green House Gas (GHG) inventory and digital GHG registry; c. Develop, update, and maintain the digital carbon register; and d. Develop adaptation and mitigation studies and action plans.	MWE, MAAIF, MEMD, MoWT, OPM, MoGLSD, MoLHUD, NEMA, LGs, MDAs, NGOs, Private Sector.
5. Strengthen policy, legal and institutional coordination for effective disaster risk reduction a. Development of a Disaster Preparedness and Management law; b. Development of an integrated disaster information management system; c. Update of the Risk, Vulnerability and capacity profile of the Government; and d. Amend the national policy for disaster preparedness and management.	OPM, MOJCA, OP, MWE, MAAIF, MEMD MOH, MLHUD, MOWT, MOES, Parliament, Academia, Media, UN Agencies and partners (CSOs, NGOs, URCS), DLGs, Private Sector)
6. Strengthen institutional disaster preparedness capacity for effective response and recovery a. Establish a national disaster preparedness and response plan; b. Establish a well-functioning national storage and relief system; c. Provide emergency relief to affected communities; and d. Resettle disaster-affected households.	OPM, DPs, NGOs, CSOs
7. Strengthen regulation and enforcement against environmental pollution and degradation. a. Thematic forestry guidelines and standards developed and implemented; b. National Forestry and Tree Planting Act Cap. 160 amended, and regulations updated; c. Review and implement the National Wetlands Policy; d. Develop a wetlands-specific law; e. Develop and implement the Wetlands Gazette Implementation Strategy and Guidelines; f. Update and review of the National Biodiversity Strategy and Action Plan II (NBSAP II) for Uganda. Review Environment assessment reports (ToRs, ESIAs, and SEAs); g. Undertake Environmental monitoring, compliance inspections, and audits; h. Recruit and train Environment Protection Force (EPF) personnel; i. Develop EPF training curriculum; and j. Review and update the national action plan for the sound management of chemicals and waste.	MWE, MoFPED, LGs, CSOs, NEMA, MoJCA, Private Sector, KCCA, UPF

Source: Programme Secretariat, 2024

12.6 Implementation Reforms

326. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) **Establish environment courts within the judicial system.** The backlog in courts derails judgments on environmental crimes, which require swift conclusions to avert irreversible cumulative environmental degradation effects that continue to occur in the face of slow court processes;

ii) **Establish district focal points for Meteorology to enhance the dissemination of meteorological climate information in the local governments.** Currently, this responsibility falls on the district natural resource and environmental officers who already have a wide range of tasks, and this approach has proven ineffective over the years; and

iii) **Revision of the National Water Policy of 1999 to include emerging issues that were not included by the time of its development.** These include aspects of aligning with regional water management structures, facilitating the implementation of regulations on water utilities, catchment-based water resources, accommodating multipurpose use of water, controlling flooding, providing for the role of the water institute and facilitating the shift of rural water supply from water points to large schemes. The National Forestry Policy of 2003, the National Policy for the Conservation and Management of Wetland Resources 1995, and the National Environment Management Policy of 1994 make provisions for emerging issues and challenges arising from oil and gas, climate change, and peat.

12.7 Programme Risk and Mitigation

327. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Geo-political challenges, for example, insecurity given the transboundary nature of natural resources.** Conflicts may affect the management of shared resources such as water, forests, wetlands, and other ecosystems and other transboundary projects being implemented across borders. This can be mitigated by strengthening regional coordination and developing regional plans for shared ecosystems;

ii) **Weak enforcement due to high levels of impunity undermines enforcement of laws, regulations, and policies.** This can be mitigated by implementing and enforcing environmental penalties and strengthening institutional accountability of the resources under their control. Empower Civil Society and media to hold public officials accountable;

iii) **Contradictory policies both within and across sectors, as well as across countries that share transboundary natural resources, are a major risk.** This constrains the effective enforcement of policies, laws, and regulations on natural resources. This can be mitigated through harmonisation of policies and strengthening coordination among MDAs to align national policies with regional frameworks;

iv) **Invasion of ecosystems by invasive and alien species reduces biodiversity and undermines efforts in environmental sustainability.** This can be addressed by enforcing bio-safety and bio-security regulations. Enforce strict quarantine on the introduction of invasive species and policy control measures. Enhance monitoring, surveillance, and early warning systems;

v) **Refugee influx puts pressure on natural resources.** The risk can be mitigated through strengthening partnerships with international organisations such as the International Organisation for Migration (IOM), to ensure funding and resettlement of refugees. Upscale restoration efforts in the refugee hosting districts;

vi) **Adverse impacts of climate change**. Extreme weather events such as droughts and floods may result in loss of biodiversity, and natural resources productivity and worsen environmental degradation, causing reduced volumes of groundwater aquifers. These can be mitigated against by strengthening early warning systems and disaster preparedness;

vii) **Procurement-related risk may result in persistent delays in project execution, inefficiencies, and cost overruns.** Build capacity in procurement planning and contract management; and

viii) **Land tenure systems may result in natural resource conflicts, which may limit access, effective utilisation, and productivity of natural resources.** Land tenure reforms to enforce the cancellation of titles in affected ecosystems. Strengthen conflict resolution mechanisms in natural resources.

CHAPTER 13: INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES PROGRAMME

13.1 Introduction

328. **Seamless intermodal transport infrastructure and services are essential for enhancing economic connectivity and efficiency.** It facilitates the efficient movement of goods and passengers between different modes of transport. This integration boosts both domestic and international trade by providing more reliable and faster routes. In addition, it supports regional integration and contributes to social inclusion by connecting remote and underserved areas with urban centres and economic hubs. Improved connectivity, especially through railway and water transport, is crucial for reducing the cost of doing business and enhancing competitiveness, thereby attracting foreign and domestic investments.

329. **Efficient transport infrastructure and services are crucial for realising the results of this Plan.** The infrastructure facilitates the movement of raw materials to production centres and finished goods to markets, supporting industrialisation and value addition. Investment in safe and reliable railways and corresponding water infrastructure are crucial for reducing the cost of transportation, which is a key factor in the cost of doing business. Increasing the stock and quality of GKMA transport infrastructure will enable the country to harness the opportunities presented by hosting the AFCON tournament, raise urban productivity, and improve experiences and impressions of inbound tourists. Maintenance and rehabilitation of existing infrastructure, including roads, railways, airports, and water transport facilities, will extend their lifespan and enhance safety. Efficient transport management can also be an avenue for raising additional revenue through innovative infrastructure financing strategies.

330. **Transport infrastructure and services are essential in the attainment of global, regional, and national development aspirations.** Agenda 2030 (SDG9), Africa Agenda 2063 (Goal 2.10), and the EAC Vision 2050 (infrastructure pillar) emphasise the need to develop modern, fast, and affordable infrastructure that is essential for the economic development and well-being of the population. This programme draws from the Uganda Vision 2040, which aspires to have a highly interconnected transport network and services that optimise the use of rail, road, water, and air transport modes.

331. **The potential of transport infrastructure and services to drive growth is hindered by**: limited interoperability of the transport modes; a bias towards road transport; inadequate maintenance and rehabilitation of the existing transport infrastructure; lack of a mass public transport system especially in the GKMA; inadequate infrastructure systems and services to support AFCON; inadequate policy, legal, regulatory, institutional and financing framework for transport infrastructure and services; high cost of infrastructure development and maintenance.

332. **The goal of this programme is a seamless, safe, inclusive, and sustainable multi-modal transport system**.

13.2 Situation Analysis

333. **The transport infrastructure stock is biased towards roads, leading to a high cost of freight, increased depreciation of stock, increased travel time, and limited interoperability.** Over 95% of freight and passenger transport is by road. Progress has been made in building the stock of road networks. The stock of paved national roads increased to 6,199 km in 2023/24 from 3,264 km in 2010/11. This stock of national paved roads compares well with regional counterparts, apart from Kenya. The stock of urban paved roads has increased to 2,282 km (12%) in FY2023/24 from 1,230 km (6.2%) in FY2018/19. However, overreliance on the road network has led to accelerated deterioration, higher maintenance costs, and traffic congestion. Over 81% of the entire road network is currently in poor condition. Of these, 14% national roads, 43% KCCA roads, 74.2% secondary city roads, 85.7% district roads, 86.2% municipal roads; and 95.2% town council roads are in poor condition.

334. **Railway transport, which is more efficient and cost-effective in the transportation of cargo, is underdeveloped to reduce the burden on roads.** Uganda has a Meter Gauge Railway (MGR) network of 1,266 km, of which only 21.2% (270 km) is operational, that is, Malaba-Tororo-Kampala, Kampala-Port-Bell, and Mbale-Tororo routes. However, the operational sections are constrained by low handling capacity and low speed. The SGR, which is expected to reduce transportation costs and lead time, is non-existent.

335. **Further, the maritime transport infrastructure, which should leverage Uganda's abundant water bodies to reduce the burden on the roads, is underdeveloped.** Uganda has not leveraged the potential of Lake Victoria as a critical transportation hub to unlock the regional and international markets. Only two regional routes are operational on Lake Victoria; Port Bell-Mwanza and Port Bell-Kisumu, which connect to the rail network, with two vessels, MV Kaawa and MV Pamba, that are operational. The development of Bukasa port, which is meant to handle international cargo from the ports of Kisumu and Mwanza, is way behind schedule. However, there is progress as regards inland water transport, with 13 ferries and 1 vessel that link national roads to strategic locations currently operational. Nonetheless, the inland water transport system is still constrained by the dominance of the informal sector, characterised by small motorised and non-motorised boats.

336. **Air transport, which is crucial for Uganda's trade and tourism, needs strengthening.** Uganda's air transport sector has made notable strides, particularly with the ongoing expansion and rehabilitation of Entebbe International Airport (EIA), which has significantly increased commercial and domestic aircraft movements and boosted international passenger traffic. Additionally, the near completion (98%) of Kabalega International Airport in Hoima

is set to bolster the tourism, oil, and gas sectors. The national carrier currently has a fleet of 7 aircraft and offers 14 routes. However, Uganda Airlines has not optimised its operations due to a lack of mid-range aircraft and cargo freighters to complement the existing fleet. Internal connectivity via air transport is limited. Furthermore, the existing 13 publicly operated aerodromes are in dire condition.

337. **The cost of transport infrastructure development and maintenance is high.** The unit cost (per km) of upgrading roads to paved standards has increased to Shs. 3.7 billion in FY2023/24 from Shs. 3.1 billion in FY2017/18, and that of rehabilitation of paved roads has increased to Shs. 1.96 billion from Shs. 1.8 billion over the same period. The average unit cost for the construction of an unpaved/gravel road has increased to Shs. 60 million from Shs. 40 million over the same period. This high unit cost undermines the scale of infrastructure expansions and maintenance, given the resource constraint. It is therefore imperative for Uganda to seek cost-effective construction methods to ensure that the necessary expansion and maintenance of its transport infrastructure can proceed without compromising national development goals.

338. **The high cost of infrastructure provision is partly explained by the high costs of acquiring the project Right-of-Way.** Compensating Project Affected Persons (PAPs) is increasingly becoming more costly for the government. The situation is exacerbated by speculators who buy or develop properties along anticipated transport infrastructure routes, expecting substantial compensation payouts from the government. This has considerably driven up the costs of infrastructure projects and led to delays in their completion. The rising cost of fuel is bound to lead to further increases in the cost of infrastructure projects. It is therefore essential for the government to implement robust policy measures that regulate land acquisition and manage compensation in a way that is both fair and economically sustainable. These measures will be crucial in controlling costs and ensuring the timely completion of infrastructure projects, even as external factors like increasing fuel prices continue to pose challenges.

339. **Uganda's public transport system is generally weak, fragmented, and under-regulated.** The current public transport system in urban centres is dominated by low-capacity passenger service vehicles and boda-bodas operated by the private sector. The public transport system has not kept pace with the needs of public transportation in the country, especially in the GKMA. This inefficient system has led to traffic congestion, which imposes a considerable social and economic cost. For instance, it is estimated that the daily cost of congestion in GKMA is USD 1.5 million (approximately Shs. 5.6 billion), equivalent to 4.2% of GKMA's daily GDP. The public transport system is not accommodating non-motorised transport, which is the dominant mode of transport (48%) in GKMA. Addressing the inefficiencies in public transport, especially in GKMA, will be critical as Uganda prepares to host the AFCON tournament.

340. **Uganda's transport industry faces several policy and regulatory gaps that hinder its effectiveness.** The Road Tolling Policy, 2017, and the Roads Act, Cap.346, cannot be fully operationalised without a comprehensive Roads Policy and accompanying regulations, leaving the Road Fund as a mere conduit for funds rather than a functional entity. The National Construction Industry Policy of 2010 aims to boost local content in public procurement, but existing guidelines limit the scope of work for local industries, hindering their capacity development. Additionally, the proposed Uganda Construction Industry Commission (UCICO) to regulate the construction sector was not established due to government rationalisation policies, affecting the industry's growth. The Civil Aviation (Amendment) 2024 fails to separate regulatory and implementation roles within the Uganda Civil Aviation Authority (UCAA), leading to conflicts of interest. The transport industry is also constrained by weak enforcement of existing laws and regulations, which has compromised safety.

341. **Progress has been made in building Uganda's human resource capacity in the design, construction, and maintenance of transport infrastructure, though gaps remain.** Institutions such as Makerere University, Kyambogo University, Uganda Technical Colleges (UTCs), and various technical and vocational education and training (TVET) centres have produced more than 3,500 graduates in related fields over the past five years, including civil engineers, logistics experts, and infrastructure specialists. These graduates have contributed to various national infrastructure projects, including roads, railways, and airports, providing a growing pool of skilled professionals. However, Uganda's drive for transport infrastructure development and services has outpaced the current supply of skilled professionals. There are evident human resources shortages, especially for specialised expertise in areas like urban transport planning, traffic engineering, and advanced railway technologies. This is further exacerbated by the limited availability of continuous professional development and practical training in modern infrastructure technologies. By FY2029/30, the programme expects to demand an additional 1,950 civil engineers and transport planners, but currently, only about 1,190 are available. Acute shortages are also evident in fields such as road safety experts, railway engineers, and Hydroelectric Plant Engineers. Conversely, there is an oversupply of labour in areas such as general construction workers, Machinery Operators, Track Maintenance Technicians, and Vehicle Painters. For details, refer to the annex on programme human resource requirements.

342. **To ensure an efficient multi-modal transport system necessary to support value addition and industrialisation agenda and harness economic opportunities, this programme focusses on**: diversification of the transport infrastructure by fast-tracking railway and water transport investments; maintenance of existing transport infrastructure; investment in mass public transport especially in GKMA; cost-effective ways of infrastructure development and maintenance; diversification of financing and revenue generation for infrastructure development; and strengthen policy, legal and regulatory framework.

13.3 Programme Objectives

343. **The objectives of this Programme are to:**

i) Develop an inter-modal and seamless transport infrastructure and services;
ii) Strengthen transport asset management;
iii) Strengthen governance and management of integrated transport infrastructure and services; and
iv) Reduce the cost of transport infrastructure development and maintenance.

13.4 Programme Results

344. **The desired high-level programme results by the year 2029/30 are:**

i) Reduced average travel time within GKMA from 4.1 min/km in FY2023/24 to 3.5 min/km;
ii) Reduced average travel time on national roads from 3.75 min/km in FY2023/24 to 1.0 min/km;
iii) Reduced average travel time for inland water transport -Mwanza-Port Bell (in Hrs.) from 20 hours in FY2023/24 to 18 hours;
iv) Reduced average travel time for Passenger rail services from 3.75 min/km in FY2023/24 to 3 min/km;
v) Increased proportion of paved national road network to total national network from 29.5% of FY 2023/24 to 33%;
vi) Increased proportion of paved urban roads to total urban roads from 11% of FY 2023/24 to 16%;
vii) Increased proportion of the functional railway network from 21 in FY2023/24 to 51 by;
viii) Increased volume of international air passenger traffic from 1,932,094 passengers in FY2023/34 to 3,011,942;
ix) Increased volume of domestic passenger traffic from 23,019 passengers in FY2023/34 to 45,361 passengers;
x) Increased volume of international air cargo traffic (loaded) from 40,911 tons in FY2023/24 to 49,710 tons;
xi) Increased unloaded international air cargo traffic (unloaded) from 18,161 tons in FY2023/24 to 22,067 tons;
xii) Increased proportion of cargo transported by rail from 3% of FY2023/24 to 20%;
xiii) Improved condition of the paved national road network from 95.7% in FY2023/24 to 98%;
xiv) Improved condition of the unpaved national road network in fair to good condition from 73 in FY2023/24 to 90;
xv) Improved proportion of district road network in fair to good condition from 69 in FY2023/24 to 83;

xvi) Reduced unit cost of upgrading roads to paved standard from the cost of 3.7 Bn/Km in FY 2023/24 to 3.1 Bn/Km;

xvii) Reduced unit cost of rehabilitation/ reconstruction of paved roads from 2.02 Bn/Km in FY2023/24 to 1.8 Bn/Km;

xviii) Reduced average cost for construction of unpaved/ gravel road from the cost of 60mn of FY 2023/24 to 40mn;

xix) Reduced unit cost of rehabilitation of Metre Gauge Railway from the cost of 5 Bn/Km in FY2023/24 to 2.7 Bn/Km;

xx) Reduced fatalities per 100,000 persons on Road transport from 9.1 in FY 2023/24 to 6.18; and

xxi) Reduced total number of fatalities on water transport from 243 in FY 2023/24 to 143.

13.5 Interventions

345. To achieve the above results, the following interventions (Table 13.1) have been prioritised under this Programme

Table 13.1: Interventions and respective actors under the ITIS programme

Interventions	Actors
Objective 1: To develop an inter-modal and seamless transport infrastructure and services	
1. Construct and upgrade strategic transport infrastructure a. Construct Kampala-Malaba Standard Gauge Railway (SGR); b. Rehabilitate Tororo- Gulu Railway, and Kampala-Malaba Metre Gauge Railway (MGR) sections; c. Complete ongoing transport projects including: Bukasa Port, completion and operationalisation of Kabalega International Airport, Upgrade of Entebbe International Airport, and Construction and Upgrade of Several National Roads, among others; d. Critical GKMA transport infrastructure will include: Kampala Flyover Construction and Road Upgrading Project Lot-2; upgrading of Kira-Matugga road and improvement of 5 No. junctions (21km); Nakiwongo bridge; Kampala-Jinja Expressway; Busega - Mpigi Expressway; Kisubi-Nakawuka-Natete/Nakawuka-Kasanje-Mpigi/Nakawuka-Mawugulu-Nanziga-Maya/Kasanje- Buwaya; Upgrading of Najjanakumbi–Busabala Road (11km), Munyonyo Spur Interchange and Service Roads (17km); Kampala–Mukono; Zana-Kajansi-Bwebajja Government Campus; and Bwaise - Kawempe–Matugga; e. Rehabilitate and upgrade Strategic infrastructure, including regional aerodromes (Arua, Gulu, Pakuba, Kidepo, Kisoro, Kabale, and Kasese) to support tourism, and improve road access to mineral and oil & gas-rich areas; and f. Design and implement climate-resilient road infrastructure for the DUCAR roads.	URC, UCAA, MoWT, MLHUD, MoJCA, Uganda Airlines, PPDA, MEMD, UEDCL, MoICT&NG, MWE, MoLG, MoTWA, LGs, MoFPED, DPs

Interventions	Actors
2. Increase the capacity of existing transport infrastructure and services a. Construct and enhance passenger/logistics multimodal hubs and terminals (including BRT, LRT, and Cable Cars, among others).	MoWT, MTIC, MoGLSD, Uganda Airlines, EACAA, URC, UCAA, MLHUD, MoJCA, PPDA, MEMD, MoLG, MoTWA, LGs, MOFPED, MoICT&NG, MWE, NITA-U, DPs
3. Enhance transport safety a. Conduct transport safety inspections; b. Train staff and stakeholders on transport safety; c. Develop search and rescue procedure manuals; d. Conduct sensitisation campaigns;	MoWT, DPs, CSOs, UPF
4. Strengthen transport system resilience to climate change and natural disasters with compliance with environmental and social safeguards	URC, UCAA, Uganda Airlines, MoWT
Objective 2: To strengthen transport asset management	
1. Rehabilitate and maintain transport infrastructure a. Maintenance of the GKMA, National, and DUCAR Network; and b. Maintenance of the functional Metre Gauge Railway (sections).	KCCA, LGs, MoLG, URC, UCAA, Uganda Airlines, MoWT, MLHUD, PPDA
2. Enforce loading limits	URC, UCAA, MoWT, KCCA, LGs, MoLG, UPF
3. Develop and maintain transport infrastructure and services management information systems	URC, UCAA, MoWT
4. Strengthen mechanical engineering services	MoWT
Objective 3: To reduce the cost of transport infrastructure development and maintenance	
1. Adopt and implement cost-efficient technologies for the provision of transport infrastructure and services a. Use Cost-efficient technologies such as low-cost seals and Probase for road construction and maintenance; b. Cost-efficient technologies for bridge development; and c. Establish Roads Cost Estimation and Monitoring System (CEMS).	URF, KCCA, LGs, MoLG, URC, UCAA, MoWT, MLHUD, PPDA
2. Strengthen local construction capacity a. Set up local raw material deposits; b. Construct and equip laboratories in every region; and c. Implement the contractor preference scheme.	MoWT, PPDA, MOFPED
3. Strengthen partnerships for research, training, development, adoption, and popularisation of innovative low-cost construction materials and technologies a. Develop and implement innovative infrastructure financing modalities; b. Update and maintain the integrated and data-driven National Transport Model; and c. Categorize NDPIV Proposed Roads by Traffic Volume (i.e., High Traffic, Medium Traffic, & Low Traffic	KCCA, LGs, MoLG, URC, UCAA, MoWT, MLHUD, PPDA, UPDF, Academia, technical colleges
Objective 4: To strengthen governance and management of the Programme	
1. Develop, review, update, and disseminate transport infrastructure and services policies, plans, regulations and standards, and laws a. Develop a Transport Act; b. Review the current CAA and URC Acts; c. Develop and implement an aviation master plan;	MoWT, Uganda Airlines, URC, UCAA, Parliament

Interventions	Actors
d. Develop and implement a railway master plan; e. Develop and implement a water transport master plan; f. Develop a national bridge construction master plan; g. Develop, review, and update design manuals, standards, and specifications for innovations; h. Develop and implement a cost estimation manual for various categories of road works; and i. Establish a centralized mechanism for the supervision of infrastructure works across Ministries and Local Governments.	
2. Enforce Programme policy, legal, regulatory, and institutional frameworks	UPF, Parliament, MoWT, URC, URA, UCAA
3. Decouple the Aviation Industry regulatory function from the management and operations of airports. a. The Ministry in charge of Transport and/ UCAA should remain as a regulator for the Aviation industry and create independent management and operations of Airports in line with the best practices.	UCAA, MoWT
4. Strengthen and operationalize governance and coordination structures of the Programme	OPM, MoWT, NPA, MOFPED
5. Strengthen the planning, supervision, monitoring, evaluation, coordination, and human resource capacity of the Programme	OPM, MoWT, NPA, MOFPED, Uganda Airlines, URC, UCAA
6. Integrate land use and transport planning	MoWT, Uganda Airlines, URC, UCAA, MoLHUD, NPA, LGs
7. Construct the ITIS Programme supportive infrastructure	MoWT, NBRB, UEDCL, MEMD, MWE, NITA-U

Source: Programme Secretariat, 2024

Figure 13.1: Key Intermodal Transport Infrastructure

13.6 Implementation Reforms

346. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years:**

i) In a bid to reduce the cost of road construction and maintenance, designs for sealing roads, except for GKMA and cross-border roads, should be in line with traffic and axle loads instead of using the current practice of one standard high-traffic volume design. As such, road seal designs will be in 3 categories:
   a) Low traffic volume design (less than 300 vehicles per day) category. This will use cost-efficient technologies such as low-cost seal, cobblestone, pro-base, double-bituminous surface treatment, surface dressing, etc. The cost estimations for these technologies are USD 300,000 per km.
   b) Medium traffic volume designs (with vehicles between 300-3000 per day) category. These should be designed to use medium-traffic seal technologies such as Pro-base. The cost estimations for these technologies are USD 600,000 per km.
   c) High traffic volume designs (over 3000 vehicles per day) category. Stronger surfaces, such as Asphalt concrete and asphalt overlays, among others, will only be restricted to this design level.

ii) **Decouple the Aviation Industry regulatory function from the management and operations of airports.** In particular, the Ministry in charge of Transport and or UCAA should remain as a regulator for the Aviation industry and create independent management and operations of airports in line with the best practices;

iii) To reduce congestion and improve safety within Kampala City, the programme should cordon off commercial motorcycles *("bodabodas")* and tri-cycles from accessing the Central Business District (CBD); and

iv) The Ministry of Local Government, through the implementation of the Parish Development Model, and cultural institutions, should sensitise, allocate and implement routine road maintenance works to every household within the village/parish as was formerly done under *"Bulungi Bwansi"*. Designate every Saturday for community service.

13.7 Programme Risk and Mitigation

347. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Low implementation of NDPIV planned projects.** There is a high likelihood that few of the planned projects will be implemented, and this will hinder the achievement of the anticipated results. Previous experience, for example from the certificate of compliance to the budget of FY 2023/24 report indicates that; a total of 48 National Road Projects were carried forward from NDPII to NDPIII as ongoing projects; out of which only 22 (46%) projects were completed by the time of the assessment, 14 projects (29.1%) were under implementation, while the remaining 12 projects (25%) had not yet commenced. Of the 86 NDPIII new proposed national road projects, only 6 projects (0.7%) had commenced implementation. To minimise this risk, only projects whose feasibility studies have been conducted should be included in NDPIV;

ii) **Insufficient engineering designs.** Major technical gaps in engineering designs cause a critical risk to project implementation since changes in design often result in exorbitant costs, more project duration, and scope. For instance, the Government is struggling to raise funding for the completion of the Busega-Mpigi Expressway and the rehabilitation of the Tororo-Gulu Metre Guage Railway, where designs were altered in both cases. To mitigate this, the Ministry of Works and Transport, through the Engineer in Chief, should take on their mandate of approving engineering designs before the implementation of commencement of projects;

iii) **Delays in land acquisition (right of way).** This is a major hindrance to the timely implementation of transport infrastructure projects. It results in high project costs and delayed completion of projects. This could be minimised through prior and joint acquisition of land for infrastructure construction (infrastructure corridors);

iv) **Delayed and inadequate funding for the project during implementation.** Whereas projects are scheduled based on the assumption that they will be implemented within five years. The NDPII and NDPIII implementation certificate of compliance assessment experience has indicated that over 95% of the transport projects are usually behind schedule, one of the reasons being low funding releases. The mitigation for this would be to prioritise the implementation of a few critical projects;

v) **Adverse climatic changes.** Adverse weather vagaries such as prolonged seasons of heavy rainfall significantly affect transport infrastructure since they may lead to increased water levels, flooding of infrastructure sections, wash away of bridges. The result is high construction and maintenance. This should be mitigated by preparing and implementing climate-resilient transport infrastructure designs; and

vi) **Occurrence of disasters.** Disasters such as COVID-19 affect project implementation time, hence stalling completion. This can be mitigated by planning and facilitating the project to deliver it ahead of schedule so that interruptions may cause minimal impacts on the initial schedule.

CHAPTER 14: SUSTAINABLE ENERGY DEVELOPMENT PROGRAMME

14.1 Introduction

348. **Affordable, reliable, clean, and modern energy services (sustainable energy) facilitate industrialisation, value addition, competitiveness, and improved quality of life.** Access to affordable, reliable, and clean energy enhances commercial, industrial, and agricultural productivity, supports technological advancements, and stimulates economic growth by enabling efficient business operations. It facilitates educational, health, and quality water supply services, contributing to human capital development for socio-economic transformation. Energy infrastructure creates job opportunities and fosters investment, thereby reducing poverty and promoting social and gender equity. Sustainable energy facilitates modern communication services, safety, and security, mitigates environmental impacts, and fosters resilience against climate change, which is crucial for long-term socioeconomic stability.

349. **Affordable, reliable, clean, and modern energy services are essential for the realisation of the priorities of the Plan.** Access to sustainable energy plays a significant role in facilitating economic diversification, wealth creation, value addition, and industrialisation. Sustainable energy enhances agricultural productivity through mechanisation, irrigation, and minimising post-harvest losses, which are crucial for the sustained supply of raw materials. Sustainable energy supports efficient extraction, beneficiation, and transportation of minerals, oil, and gas. It enhances the quality of service and experience at tourist destinations by powering amenities, thereby improving tourists' experiences and boosting tourism. Particularly, hosting events such as the AFCON tournament requires substantial and reliable energy to power stadiums and associated infrastructure, ensuring a seamless experience for fans. Investments in energy infrastructure and services are crucial for the construction and efficient operation of the SGR. Urban areas require sufficient energy to support residential, commercial, and industrial activities. With the effective application of demand-side management interventions, STI and advanced energy solutions will be leveraged.

350. **The Programme seeks to increase access to and consumption of sustainable energy in line with Agenda 2030 (SDG 7), Africa Agenda 2063 (Aspiration 1), the EAC Vision 2050 (Pillar 1), and the Vision 2040.** Agenda 2030 aims to ensure universal access to affordable, reliable, sustainable, and modern energy for all by leveraging abundant renewable energy sources. The Africa Agenda 2063 goals 6 and 7 emphasise sustainable energy development for climate-resilient economies and communities. This Programme also contributes to the realisation of the Uganda Vision 2040, which aspires to develop and generate sustainable energy to drive the industry and services sector. By promoting clean energy consumption, the Programme will contribute to poverty reduction, better health, education, gender equality, economic growth, and climate action.

351. **The potential of sustainable energy to spur economic growth and development is largely hindered by potentially inadequate energy generation and limited access, unreliability & costly power**. If the suppressed demand is addressed, the current generation capacity is inadequate. Unreliability is caused by limited investments, outdated technologies, and ageing electricity generation, transmission, and distribution infrastructure. This is further constrained by the high cost of electricity for industrialisation, limited coverage by grid and off-grid options, limited synergies among the stakeholders, low adoption of innovations, inadequate digital transformation of the electricity grid, limited access to modern energy supply services, and limited awareness and access to modern energy cooking systems.

352. **The goal of this programme is increased access to and consumption of reliable, affordable, clean, and modern energy services.**

14.2 Situation Analysis

353. **Electricity has a direct impact on poverty reduction; however, there is limited access to sustainable energy and its productive utilisation.** Communities with access to electricity reduced their poverty rates by 10.2%. Access to electricity, as measured by the proportion of households connected to either grid or off-grid technology, has increased to 58% in FY2023/24 from 24% in FY2017/18. This is mainly driven by the increased uptake of off-grid technologies (38%) such as mini-grids, stand-alone solar systems, and solar home kits. As such, electricity consumption per capita has increased to 218 kWh from 100 kWh in FY2017/18. However, this is below what is required to significantly reduce poverty. Even where electricity access has been provided, consumption has been low largely due to limited integration of productive use of energy, affordability, reliability, and coverage concerns. In addition, while the pattern of human settlement across the country favours off-grid electrification, the technology deployment systems are not well developed to support the penetration and proliferation of off-grid electricity solutions. There is a lack of a coherent and clear regulatory framework to foster and catalyse the growth of electrification solutions. Unclear tax regulations, inadequate coordination, human capacity gaps, financing barriers, and rural supply chain limitations hinder the potential to scale.

354. **The inadequate distribution network has led to a high suppressed demand.** The reliability and quality of power supplied are poor in multiple areas due to ageing and dilapidated distribution infrastructure, vandalism, inadequate technical network monitoring, and inadequate reinvestment in operations and maintenance among other operational challenges. Consequently, suppressed demand was estimated at 2,420 MW in 2022. To effectively address the suppressed demand, about 97,000 km of low voltage, 60,000 km of medium voltage, and 8,000 MVA in addition to investment in generation and transmission are required. In addition, the current grid availability at distribution is 75% with a loss of 18.7%.

355. **Transmission of power to key load centres and regional markets is constrained by the coverage, capacity, and non-optimisation of the existing grid.** The transmission network coverage has increased to 4,518.7 km in FY2023/24 from 2,354 km in FY2017/18; however, several key load centres and markets remain unconnected. In addition, the coverage is dominated by the low capacity 132 kV lines, which are constraining evacuation of power to key load centres such as cities and some industrial parks, limiting exploitation of potential markets and resulting in higher transmission losses. Even in areas with higher capacity lines, operations are at a lower voltage due to constraints at substations. Additionally, the consumption at several industrial parks is way below the attendant substation capacities. The current transformative capacity of 6,605 MVA is inadequate to support the country's 10-fold growth strategy and evacuation of the planned nuclear power generation capacity. Expansion of the transmission network is also derailed by vandalism, protracted land acquisition processes, and insufficient redundancy at major substations.

356. **The electricity generation capacity has improved however, it is inadequate if the suppressed demand already discussed is addressed**. Electricity generation installed capacity increased to 2005 MW in FY2023/24 from 984 MW in FY2017/18. This is a result of the completion of the flagship 600 MW Karuma HPP, the 183 MW Isimba HPP, and several privately owned power plants with an installed capacity of over 200 MW. This is below the requirement for the industrialisation and value-addition agenda of the country, including e-mobility, STI, and transportation.

357. **The country's electricity generation mix is skewed towards hydropower.** While the mix is diversified to include over 80 MW from grid-connected solar PV and over 100 MW from co-generation, hydro contributes 85% despite an ageing fleet of base plants. These plants are located along the Nile cascade, which exposes them to climate change risks, hence the need to diversify the source of base power.

358. **There have been efforts to diversify the generation mix with the development of nuclear energy; however, this has yet to take off.** The development of the country's nuclear energy programme entered a critical development phase with the signing of six cooperative frameworks to support the development of the Centre for Nuclear Science and Technology at Soroti University and the development of nuclear power plants. The site evaluation, environmental and social impact assessment, resettlement action plan, and detailed designs for the proposed 8400 MW Buyende nuclear power plant have commenced. In addition, an appraisal of the country's uranium prospects as a sustainable fueling mechanism for the nuclear power development programme has been undertaken. However, the appropriate legal framework and institutional capacity for nuclear development are inadequate.

359. **The country's electricity system has limited deployment of digital and novel innovations to optimise operation and maintenance**. In generation, excess generation often goes

unutilised due to a lack of demand and grid-scale energy storage systems. Existing hydro and thermal power plants will also require hybridisation with solar PV and gas to meet the greening aspirations of the country. The transmission and distribution networks have insufficient smart grid technologies, automatic generation control, live line maintenance, remote transformer monitoring, data concentrator units, net metering, and grid forming technologies, among others. These technologies are not only critical in improving the quality of power supply but also in the reduction of losses.

360. **The use of traditional biomass for cooking has reduced; however, it remains the major source of cooking energy**. There has been a reduction in the use of traditional biomass for cooking to 75% in FY2022/23 from 85% in FY2017/18. However, the technologies used are rudimentary and highly inefficient, mostly characterised by open fires and basic stoves. This has led to dire consequences for health, gender inequality, climate, and the environment. Unsustainable use of biomass resources continues to aggravate energy poverty, with households spending a significant portion of their resources (30-50% of discretionary income and more than five hours daily) on cooking and fuel collection. At the same time, access to clean cooking alternatives faces several barriers, such as inadequate requisite infrastructure; relatively high upfront and going-fuel costs for consumers; limited availability and accessibility of technologies and fuels; entrenched cultural norms and preferences as cooking is deeply ingrained in culture; and inadequate awareness, public sensitisation and adaptation programmes.

361. **The country is highly dependent on fossil fuels for the transport sector and other industries**. In FY2022/23, approximately one billion litres of Premium Motor Spirit (PMS) and 900 million litres of Automotive Gas Oil (AGO) were imported. The comprehensive legal and regulatory framework for the production, storage, and transportation of biofuels was developed; however, it has not been fully operationalised. In addition, plans to blend biofuels are in advanced stages. This is in line with global trends towards clean energy, with the emergence of biofuels as a viable alternative to traditional fossil fuels.

362. **Inefficient use of energy costs the country significant energy and financial resources**. In FY2022/23, Total Primary Energy Supply (24,159 TOE), 25.7% was wasted due to inappropriate user behaviour, unregulated use of energy-consuming technologies, poor workmanship, and low adoption of energy-efficient systems. The insufficient access to sustainable energy for households, businesses, and social institutions, coupled with the inefficient utilisation of energy, not only prohibits energy demand growth but also increases the cost of doing business due to the high energy bills. Low public awareness and knowledge have also constrained the utilisation of clean energy and efficient technologies across the country.

363. **There have been efforts to strengthen the policy, legal, institutional, and co-ordinational framework; however, gaps exist which hinder effective operation and regulation.** In addition to the infrastructure deficiencies, the energy industry's institutional framework is characterised by regulatory gaps and inadequate capacity within key agencies, leading to slow implementation, oversight, investment, research, and innovation. Furthermore, weak coordination among the key actors, including civil society and the private sector, impedes the effective operation of the industry. The absence of a joint partnerships' accountability framework among the development partners in the programme leads to duplication and financing of non-priority interventions.

364. **Progress has been made in building human resource capacity to harness Uganda's energy, but significant gaps exist in key areas.** Institutions like Makerere University, Kyambogo University, Uganda Petroleum Institute Kigumba (UPIK), and various technical and vocational education and training (TVET) centres have contributed significantly by producing graduates in electrical engineering, energy systems management, and petroleum studies. These institutions have, over the past five years, collectively produced more than 2,500 in energy-related fields such as power generation, renewable energy, and oil and gas. These graduates have been instrumental in supporting large-scale energy projects such as the Karuma and Isimba hydropower dams, and Uganda's emerging oil and gas sector. However, the growing demand for skilled professionals in the energy sector outpaces the current supply. There is a shortage of highly specialised professionals in areas like renewable energy technologies, advanced grid management, and energy efficiency systems. Additionally, while renewable energy is becoming a focus, there is still insufficient emphasis on training for solar, wind, and other emerging energy technologies. Acute shortages are also evident in specialised fields like power systems engineers, renewable energy specialists, and hydroelectric plant technicians. In contrast, there is an oversupply of labour in lower-skilled roles, such as electrical installation workers and power line maintenance workers. For details, refer to the annex on programme human resource requirements.

365. **To ensure a sustainable clean energy supply to support value addition and industrialisation agenda and harness economic opportunities, this programme will focus on**: diversification of the energy mix and expansion of the generation capacity; upgrading and expanding the transmission and distribution infrastructure; promoting research and innovation; strengthening governance and coordination of development actors.

14.3 Programme Objectives

366. **The objectives of this Programme are to:**

i) Accelerate the development and diversification of sustainable energy;
ii) Develop and modernise energy supply systems;
iii) Enhance productive and efficient use of energy; and

iv) Strengthen governance, coordination, and innovation for energy security and sustainable development.

14.4 Programme Results

367. **The desired high-level Programme results by the year 2029/30 are:**

i) Increased electricity generation capacity from 2,047 MW in FY2023/24 to 15,420 MW;
ii) Increased high voltage transformative capacity from 6,605 MVA in FY2023/24 to 15,974 MVA;
iii) Increased distribution network transformative capacity from 2,725.8 MVA in FY2023/24 to 6,066 MVA;
iv) Increased electricity access from 58% in FY2023/24 to 70%;
v) Increased per capita electricity consumption from 218 kWh/a in FY2023/24 to 578 kWh/a;
vi) Reduced share of traditional biomass in the energy mix from 75% in FY2023/24 to 50%;
vii) Increased share of clean energy used for cooking from 25% in FY2023/24 to 50%;
viii) Reduced level of energy loss from 25.7% in FY2023/24 to 15%;
ix) Increased safe use of nuclear energy from 5% in FY2023/24 to 45%; and
x) Improved programme performance from 49.7% in FY2022/23 to 80%.

14.5 Interventions

368. To achieve the above results, the following interventions (Table 14.1) have been prioritised under this Programme

Table 14.1: Sustainable energy development programme interventions and respective actors

Interventions	Actors
Objective 1: Accelerate the development and diversification of sustainable energy	
1. Rehabilitate energy generation infrastructure a. Kiira-Nalubale hydropower plant; b. Wind energy systems in Karamoja; c. Bioenergy systems; d. Solar PV mini-grid energy systems; and e. Hybridise the Isimba hydropower plant and convert the Namanve thermal power plant to use alternative fuels.	MEMD, MoFPED, UEGCL, NPA, Private Sector, Development partners, MoES, MOH, UETCL, UEDCL, ERA, MoJCA, MoFA
2. Develop new utility-scale energy generation infrastructure a. Buyende Nuclear Power Plant; b. Kiba hydropower plant; c. Solar power plants; and d. Undertake feasibility studies for Oriang and Ayago HPP.	MEMD, UNNC, UEGCL, UETCL, UEDCL, LGs, ERA, AEC, NPA, Private sector, MoFPED, MoLHUD, MoJCA, MoFA, Development Partners
3. Deploy smart power plant management and optimisation technology.	MEMD, UEGCL, UETCL, UEDCL, ERA, Private sector, MoFPED, MoJCA, MoFA, NPA, Development Partners
4. De-risk and promote the development of nascent renewable energy technologies	MEMD, UIA, NPA, UEGCL, UETCL, LGs, ERA, Private

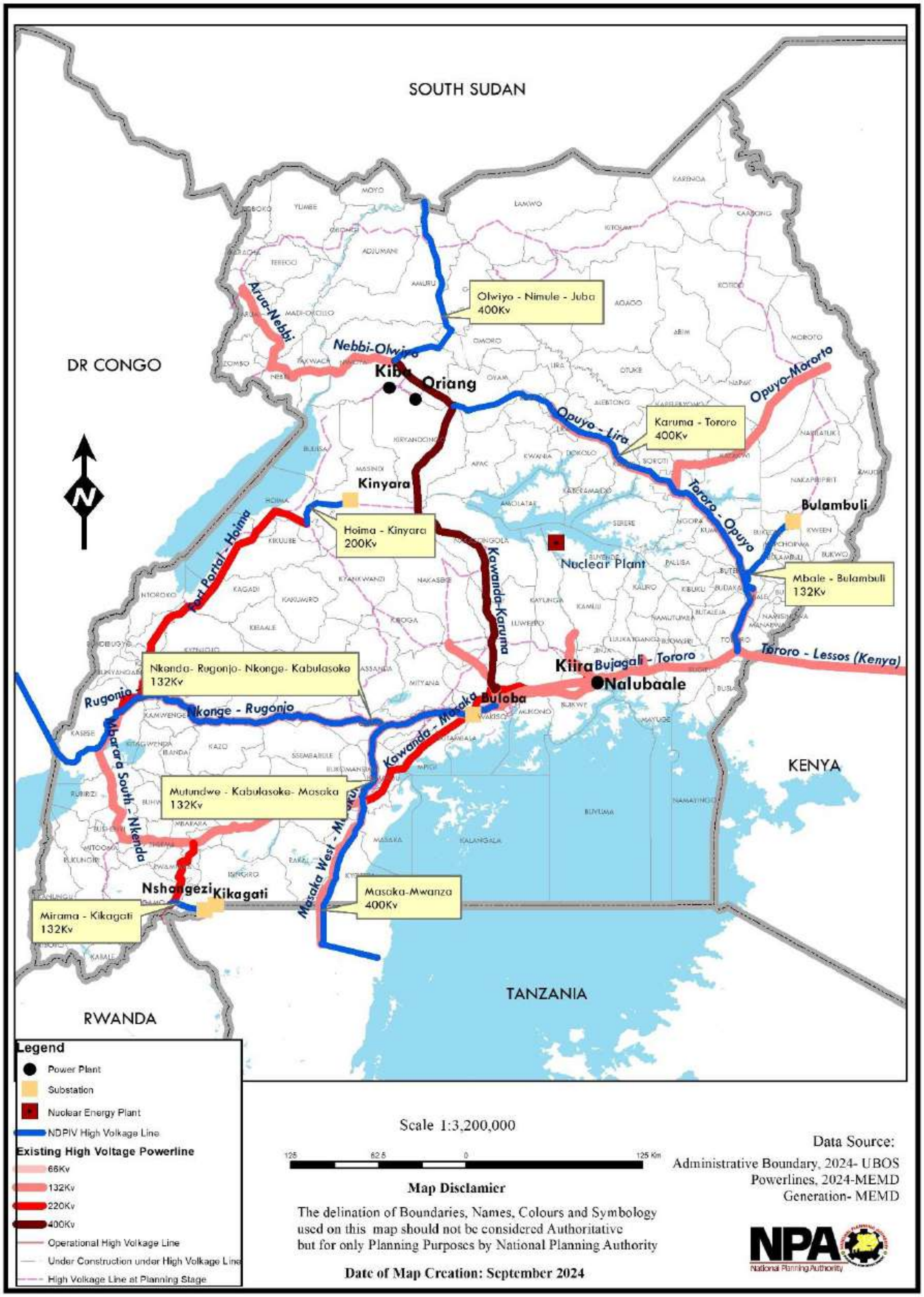
Interventions	Actors
a. Other large hydro projects (Oriang and Ayago) readiness activities; b. De-risk the energy plants by undertaking feasibility studies and procurement of Engineering Procurement Construction firms; c. Wind power plants; d. Waste-to-energy plants in different cities; e. Undertake and update the Hydropower Master Plan and resource potential of HPP projects; and f. Undertake the activities for the development and upgrading of 1.2MW Maziba HPP.	sector, MoFPED, MoLHUD, MoJCA, MoFA, Development Partners
Objective 2: Develop and modernise energy supply systems	
1. Rehabilitate and refurbish the energy distribution and transmission infrastructure a. Upgrade and refurbish 359 km of high voltage transmission lines and 15,000km of distribution network; b. Upgrade and refurbish selected medium substations, one switching station, and distribution transformers; and c. Install power quality correction equipment.	MEMD, UETCL, UEDCL, ERA, Private Sector, Development Partners
2. Expand the energy transmission infrastructure a. Construct 964.8 of high-voltage power lines and associated substations; b. Construct regional interconnection electricity transmission lines of 688.5km to South Sudan, Kenya, D.R. Congo, and Tanzania; c. Deploy electricity transmission smart grid management technologies as guided by studies; d. Promote energy storage systems as guided by studies being undertaken by ERA; and e. Deploy smart grid forming technologies.	MEMD, UNNC, UETCL, ERA, AEC, Private sector, MoFPED, MoLHUD, MoJCA, MoFA, Development Partners, URA, MEACA, NPA
3. Expand the energy distribution infrastructure a. Construct electricity distribution lines and associated infrastructure in cities, urban, peri-urban, and rural areas; b. Implement last-mile connections; c. Develop a central digital sizing, reporting, and monitoring system for off-grid systems; d. Promote and develop mini-grids; e. Promote decentralised energy systems; and f. Deploy distribution smart grid management technologies.	MEMD, UEDCL, ERA, Private sector, MoFPED, MoLHUD, MoJCA, MoFA, Development Partners
Objective 3: Enhance productive and efficient use of energy	
1. Promote modern energy cooking services and technologies a. Develop ethanol micro distilleries for cooking fuel production; b. Support the development of pellet and briquette production facilities; c. Promote electric cooking; and d. Promote alternative cooking fuels and technologies.	MEMD, UDC, MoFPED, UECCC, MoTIC, MAAIF, MoFA, MoWE, UNBS, Development Partners, Private sector
2. Electrify industrial and commercial enterprises a. Industrial users in public and private industrial parks; b. Agro-processors; c. Mining sites; d. Tourism sites; and e. Wealth creation initiatives such as PDM and Emyooga.	MEMD, UETCL, UEDCL LGs, ERA, Private sector, MoFPED, MoLHUD, MoJCA, Development Partners, MAAIF, MoTWA, MoTIC, PAU, UNOC, URA, MEACA
3. Electrify social and public institutions a. Electrify the administrative units and trading centres; b. Support the development and operationalisation of the SGR; and	MEMD, MoH, MoES, Religious and cultural institutions, UEDCL, LGs, ERA, Private sector, MoFPED, MoLHUD,

Interventions	Actors
c. Electrify health centres, cultural and religious areas, libraries, and schools.	MoJCA, CSOs, Development Partners
4. Create connections between people, green jobs, and services a. Support PUE initiatives such as water pumping, irrigation, refrigeration, cooling, milling, drying, and others; b. Integrate surplus captive power from self-generating facilities; c. Promote and invest in energy and demand stimulation schemes such as dedicated clean energy hubs; and d. Strengthen market access and supply chain for PUE Appliances and products.	MEMD, UEDCL, ERA, MoFPED, MoLHUD, MoJCA, MoFA, MoTIC, Private sector, Development Partners, CSOs
5. Develop and implement energy efficiency programmes across the energy value chain	MEMD, UEDCL, ERA, MoFPED, MoLHUD, MoJCA, MoFA, MoTIC, Private sector, Development Partners, CSOs
6. Decarbonise the transport and industry sectors a. Support the development of favourable incentives to promote e-mobility; and b. Promote mandatory fuel blending.	MEMD, MoWT, MoWE, MoTIC, STI Secretariat, MoFPED, Private Sector, Development Partners
Objective 4: Strengthen governance, coordination, and innovation for energy security and sustainable development	
1. Strengthen the energy policy and regulatory framework	MEMD, MoPS, OP, Parliament, AEC, MoJCA, MoFPED, UNBS
2. Strengthen the energy research and innovation ecosystem a. Construct and equip the Centre for Nuclear Science and Technology; b. Strengthen renewable energy and modern energy services development and testing hubs; c. Strengthen the Energy Industry Information and knowledge centers; and d. Strengthen and equip research and academic institutions to deliver relevant knowledge products for the energy industry.	MEMD, MoES, MoTIC, UIA, UNNC, AEC, STI Secretariat, Academia, Private Sector, Development Partners
3. Enhance nuclear safety, security, and safeguards a. Construct and equip the national nuclear regulatory laboratories	MEMD, AEC, OP, Parliament, MoJCA, MoFPED, UNNC, NEMA
4. Strengthen energy planning, monitoring, coordination, and management a. Mainstream energy planning and management at the Local government	MEMD, MoPS, MoICT, MoGLSD, OPM, OP, UBOS, UEGCL, UETCL, UEDCL, AEC, ERA, EDT, UECCC, Development Partners
5. Strengthen energy investment promotion, mobilisation, and coordination a. Capitalise the UEDCL to take over the responsibilities of Umeme Ltd; and b. Incentivise the adoption and scaling of productive utilisation of renewable energy solutions.	MEMD, MoFPED, MOFA, UIA, UECCC, ERA, Development Partners, Private Sector
6. Promote quality, health, safety, security, environment, and social safeguards	MEMD, MoWE, NEMA, NoGLSD
7. Strengthen governance and accountability systems in the energy industry	MEMD, OP, MoJCA, MoFPED, OAG, ERA, Parliament
8. Strengthen the human and institutional capacity in the energy industry a. Establish the National Clean Energy Economy Workforce Training Programme; b. Operationalise the National Energy Training Facility;	MEMD, MoPS, MoES, Academia

Interventions	Actors
c. Operationalise the Uganda National Nuclear Company; and d. Support Financial Institutions and Energy Service Companies to scale renewable energy technology penetration.	
9. Foster and leverage local, regional, and international partnerships	MEMD, MoFA, MEACA, Development Partners, Private Sector, CSOs.
10. Acquire land for the energy infrastructure development projects	MEMD, MoGLSD, MoLHUD, LGs, UEGCL, UETCL, UEDCL, ERA, EDT, UECCC, Development Partners
11. Monitor the implementation of the resettlement action plan	MEMD, MoGLSD, MoLHUD, LGs, UEGCL, UETCL, UEDCL, ERA, EDT, UECCC, DPs

Source: Programme secretariat, 2024

Figure 14.1: Mapping of existing power lines and power projects to be constructed during the NDPIV



14.6 Implementation Reforms

369. **The key implementation reforms required to fully implement this programme and realise expected goals in the next five years are:**

   i) **Constitute a panel of experts with diverse practical experience to oversee and fast-track project implementation and delivery**. This panel will have competence in procurement, finance, engineering, project management, and risk to enhance oversight leading to the delivery of projects within time, cost, and quality expectations.

14.7 Programme Risk and Mitigation

370. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

   i) **Inadequate resources for effective development and implementation of the risk management system.** This risk affects the overall success of the programme by limiting resources needed for long-term goals. It is ranked as a high risk and could impact the strategic objectives of the energy programme. Mitigation involves financing the development of risk management systems for all projects and within the programme;
   ii) **Negative Publicity.** As a high-ranking risk, negative publicity can affect the programme's reputation and stakeholder confidence, influencing strategic alignment and support. Mitigation involves the development and implementation of a comprehensive communication strategy to manage public perception;
   iii) **Limited Implementation and Rollout.** This high-ranked risk affects the strategic rollout of the programme, potentially limiting the programme's ability to achieve its broad goals. Mitigation includes developing business continuity plans for high-impact risks, periodic risk audits, and effective risk monitoring and reporting;
   iv) **Litigation against the programme actors.** Legal challenges present a high strategic risk that can impede the programme through financial, operational, or reputational damage. Mitigation includes sensitisation programmes to ensure legal compliance, protecting the programme from lawsuits that could derail its long-term objectives;
   v) **Security Threats.** Security concerns pose a high strategic risk, as threats to personnel or infrastructure can affect the long-term viability and continuity of the energy development programme. Fast-tracking an integrated security system is proposed to mitigate this risk; and
   vi) **Inadequate financing of the programme.** Considering the constrained fiscal space and delays in securing adequate financing, it becomes a high risk affecting the timely delivery of the objectives. The mitigation strategy involves exploring modern mechanisms by properly packaging the programme to attract green finance bonds, pension funds, private equity, and diaspora funds.

CHAPTER 15: DIGITAL TRANSFORMATION PROGRAMME

15.1 Introduction

371. **Digital transformation is an enabler for all sectors and provides significant opportunities for inclusive economic growth.** By improving connectivity and access to information, ICT enhances efficiency and productivity across all sectors, enables the country to capitalise on emerging technologies, and enhances competitiveness. Digital tools and platforms facilitate better service delivery, increase transparency, and reduce transaction costs & lead time for acquisition of goods & services. In addition, ICT fosters innovation and entrepreneurship, creating new businesses and job opportunities. It also enables micro, small, and medium enterprises (MSMEs) to access new markets and financial services. Through digital transformation, the country can leverage real-time monitoring and instant data exchange made possible by high-speed communication networks, robust computing power, rapid data storage, and vigilant network security.

372. **Digital transformation is key for the realisation of the results of this Plan by making Government and business enterprises more effective, efficient, and competitive.** Digital technologies will be leveraged to optimise business processes in priority areas to enhance value addition. By availing the much-needed information for research and innovations, digital technologies support the growth of the knowledge economy and the creation of new sources of growth. Digital platforms will be leveraged to enhance the impact of wealth creation initiatives (PDM and EMYOOGA) by streamlining resource allocation and monitoring progress. Digital tools and platforms such as AI and cloud computing services provide scalable and cost-effective infrastructure utilisation. By extending broadband connectivity to cities & urban centres, schools, and health centres, digital technologies will enhance the delivery of social services like health and education by providing real-time data and facilitating remote access. Digital marketing and event management solutions will be key for hosting AFCON, while smart city technologies will improve urban planning and delivery of services to the population.

373. **Digital Transformation is essential in the attainment of global, regional, and national development aspirations.** The SDGs, Africa Agenda 2063, and the EAC Vision 2050 seek to harness digital innovation to drive sustainable and inclusive growth. SDG 9 emphasises the need to: increase access to information and communication technologies and provide universal and affordable access to the internet. Africa's Agenda 2063 (Aspiration 1) envisions digitally inclusive growth, focusing on robust ICT infrastructure, innovation, and integration to achieve sustainable development and improved governance. The EAC Vision 2050 (Infrastructure Pillar) emphasises digital transformation to bolster regional integration, enhance ICT capabilities, and create a conducive environment for technology-driven economic activities. The Programme also contributes to the attainment of the Uganda Vision

2040, which aspires to have a robust, ultra-high-speed, pervasive, intelligent, and trusted ICT infrastructure all over the country with the changing technologies.

374. **The potential of Digital Transformation as an enabler for all sectors and a development opportunity is hindered by:** limited connectivity across the country; high cost of end-user devices and digital services; low levels of digital literacy; cybersecurity risks and inadequate data protection and privacy; limited support systems for digital innovations and entrepreneurship; lack of a national spatial data infrastructure; and weak enforcement of policies, legal & regulatory frameworks and institutional coordination.

375. **The goal of this programme is increased ICT penetration and usage of ICT services for efficiency gains and job creation**.

15.2 Situation Analysis

376. **Broadband coverage has improved; however, fixed connectivity, which offers more reliable and high-speed internet, is low.** Broadband coverage has increased to 76%, 72 %, and 55% for 2G, 3G, and 4G, respectively, in FY2023/24 from 74% in FY2017/18 for 2G and 48% and 34% for 3G and 4G, respectively, in FY2019/20. However, broadband access is largely based on mobile broadband, with fixed-line broadband and fibre-optic connections lagging especially in rural areas. The National Backbone Infrastructure (NBI) across the country has increased to 4,387 km in FY2023/24 from 2,424km in FY2017/18, covering 57 districts out of the 135, connecting over 1440 MDA e-government services, and 21 major private telecom and internet service providers. Internet penetration has increased to 63.7% in FY2023/24 from 24.6% in FY2017/18, mainly due to increased private sector provision. However, last-mile connectivity to the NBI is low, affecting the adoption of e-government services.

377. **The high cost of end-user devices and digital services also hinders internet penetration and usage**. The cost of internet access has progressively reduced to USD 35 per megabyte per second (Mbps) in FY2022/23 from USD 70 in FY2017/18. Accordingly, commercial Internet Service Providers (ISPs) have slashed their prices for 1 Mbps/month to an average of USD 85 from USD 237 over the same period; however, this is high. This is one of the reasons why many people are not using the internet and associated services. The average cost of an entry-level smartphone is also high, ranging from Shs. 200,000 to Shs. 500,000.

378. **Significant achievements have been made in building Uganda’s digital skill base; however, the level of digital literacy is low.** The proportion of the population that was digitally skilled in 2021 was estimated at 20%. As of 2023, over 1.5 million Ugandans had received some form of digital training, marking a considerable increase in the country's ICT workforce. This has empowered individuals across various sectors, increasing employability and supporting entrepreneurs by enabling them to effectively leverage online tools and

platforms. However, challenges remain, particularly in ensuring equitable access to digital skills, especially for rural and underserved communities.

379. **There has been an increase in the use of digital services, which has significantly heightened Uganda's cyber risk and exposure.** The push towards remote and online working, accelerated by the COVID-19 pandemic and increased use of artificial intelligence, has further exposed MDAs and their staff to more sophisticated and rampant cyber threats. The incidence of cyber insecurity across MDAs and LGs marginally reduced to 67.9% in FY2022/23 from 71.4% in FY2017/18, underlining the persistent vulnerabilities. In addition, as more services move online, data protection and personal privacy have become paramount for both public and private entities. The Data Protection and Privacy Act, Cap. 97 has already made a significant impact, with the number of registered data processors and controllers increasing from 400 in FY2017/18 to 2,224 in FY2023/24. However, personal data and networks are insecure and susceptible to cybercrime.

380. **There is progress in the provision of support services for digital innovations and entrepreneurship; however, it is inadequate to exploit the opportunities.** The National ICT Innovation Hub at Nakawa supports ICT innovators to nurture ideas towards the development and commercialisation of their products. In addition, there are 15 privately managed ICT hubs such as Hive, Innovation Village, and Outbox located across the country. Ecosystems such as information technology parks to attract anchor companies to the country are being established. However, the interaction between the triple helix (academia, government, and industry) is relatively weak. In particular, there is low government uptake of home-grown digital products and services, thus limiting the growth of start-ups.

381. **The lack of comprehensive national geospatial metadata hinders the utilisation of spatial data for development planning.** Progress has been made in establishing the National Spatial Data Infrastructure, including the development of the geoportal for sharing geospatial datasets and the creation of national parish geodatabases to support decentralised, evidence-based planning. However, there is inadequate geospatial metadata across government agencies, which limits the full operationalisation of the NSDI and its capacity to support sectors like urban planning, agriculture, and disaster management.

382. **Weak enforcement of policies, legal & regulatory frameworks, and institutional coordination, however, there is a need for updated policies that address emerging digital trends and foster innovation to keep pace with technological advancements.** The existing policy, legal, and regulatory frameworks in Uganda provide a solid foundation for implementing digital transformation interventions. Several Acts provide for the use, security, facilitation, and regulation of electronic communications and transactions; to encourage the use of e-government systems, notably, the Computer Misuse Act Cap.96; the Data Protection and Privacy Act Cap.96; and the Electronics Transactions Act Cap.99; The Electronics

Signatures Act Cap.98, The National Information Technology Authority, Uganda Act Cap.200; and Uganda Communications Act Cap. 103. Relatedly, several policies and regulations govern the industry, including the Data Protection and Privacy Regulation, 2020; the Electronics Transactions Regulations, 2013; the National Postcode and Addressing System Policy; the National ICT Policy; the National Broad Band Policy; and the National Information Technology Authority–Uganda (e-Government Regulations), 2014. These frameworks and policies collectively support the Government's digital transformation agenda.

383. **Progress has been made in building human resource capacity to support Uganda's Digital Transformation agenda, but significant challenges remain.** Key institutions such as Uganda Institute of Information and Communications Technology (UICT), Makerere University, Uganda Management Institute, Mbarara University of Science and Technology, and Kampala International University have been instrumental in training professionals in fields like software engineering, cybersecurity, data science, and ICT management. Over the past five years, Makerere University alone has produced over 2,100 graduates in ICT-related fields, which are critical for the country's transition to a digital economy. Programs like the National Backbone Infrastructure (NBI), Uganda Communications Commission (UCC), the growing telecommunication industry, and the Digital Uganda Vision have benefited from this expanding talent pool, supporting projects aimed at improving internet access, e-government services, digital innovation, and communication. However, there is a mismatch between the skills provided by educational institutions and the demands of the rapidly evolving tech industry. The ICT graduates being produced are not yet meeting the demand of the private sector and many of them lack the practical skills and exposure to cutting-edge technologies such as artificial intelligence (AI), blockchain, and cloud computing and specialised talent in areas like cybersecurity, which is critical for safeguarding Uganda's growing digital infrastructure. The demand for skilled professionals in digital transformation far exceeds the current supply. Acute shortages are most evident in critical areas such as software developers, cybersecurity experts, data scientists, and cloud computing specialists. Meanwhile, there is an oversupply of labour in low-skilled ICT roles, such as basic IT support and general ICT technicians, which does not meet the needs of a rapidly evolving digital economy. Another key challenge contributing to this gap is the lack of practical, hands-on experience among graduates who leave school with insufficient exposure to the practical aspects of digital transformation. For details, refer to the annex on programme human resource requirements.

384. **To harness the full potential of digital transformation as an enabler for all sectors and a provider of development opportunities, this programme focusses on:** increasing connectivity across the country; enhancing support systems for digital innovations and entrepreneurship; increasing uptake of end-user devices and digital services; fostering digital skills & literacy; promoting cybersecurity and data protection; strengthening enforcement of policies, laws & regulatory frameworks and institutional coordination.

15.3 Programme Objectives

385. The objectives of this programme are to:

i) Increase internet connectivity across the country;
ii) Improve efficiency in business processes and public service delivery;
iii) Increase uptake of digital products and services;
iv) Increase cybersecurity and data protection & privacy; and
v) Strengthen enforcement of policies, laws & regulatory frameworks, and institutional coordination.

15.4 Programme Results

386. **The desired high-level Programme results by the year 2029/30 are:**

i) Increased national broadband coverage with a minimum speed of 8 Mbps from 65% in FY2023/24 to 70%;
ii) Increased proportion of the population satisfied with e-government services from 22.2% in FY2023/24 to 30%;
iii) Increased Percentage of Parishes with broadband connectivity from 72% in FY2023/24 to 85%;
iv) Improved turnaround time for e-government services:
    a) Building plans from 3 months in FY2023/24 to 1 month; and
    b) Registration of transfers of titles from 10 working days in FY2023/24 to 5;
v) Increased proportion of the population using the Internet from 16.5% in FY2023/24 to 45%;
vi) Increased proportion of local products commercialised (both government and private sector) from 23% in FY2023/24 to 45%;
vii) Increased proportion of the population that is digitally skilled from 26% in FY2023/24 to 36%;
viii) Improved cyber security posture of the country from 50.65% in FY2023/24 to 60.65%;
ix) Improved compliance with the Data Protection and Privacy Act Cap.97 from 6% in FY2023/24 to 30%; and
x) Increased growth in investment in ICT from 1.8% in FY2023/24 to 2.3%.

15.5 Interventions

387. To achieve the above results, the following interventions (Table 15.1) have been prioritised under this Programme.

Table 15.1: Digital Transformation interventions and respective actors

Interventions	Actors
Objective 1: Increase ICT connectivity across the country	
1. Extend broadband ICT infrastructure coverage countrywide a. Extend last-mile connectivity of the NBI by 5,613 km; b. Implement last-mile connectivity with alternative technologies to sites including strategic tourism sites, AFCON facilities, hotspots in the GKMA, etc.; and c. Extend high-speed broadband to schools, tertiary institutions, hospitals, LGs, etc.	NITA-U/UTEL, UTEL, MoICT&NG, NITA-U/UCC
2. Expand the Digital Terrestrial Television/direct-to-home free-to-air Broadcasting network a. Establish additional Digital Terrestrial Transmission sites to 11 sites, including Moroto, Kotido, Kitgum, Kapchorwa, and Tororo districts	UBC/SIGNET
3. Modernise the public broadcaster infrastructure a. Upgrade UBC studios from digital broadcasting to Ultra-high definition and digital video broadcasting (DVB+)	UBC
4. Establish and enhance national common core infrastructure, including data centres, high-power computing centres, and specialised labs	NITA-U
Objective 2: Improve efficiency in Business processes and public service delivery	
1. Digitalise government services a. Support automation of PDM pillars; and b. Develop and roll out integrated enterprise e-government systems;	MoICT&NG, NITA-U
2. Develop intelligent Information systems for traffic, waste, urban planning, and air quality management to support the implementation of smart cities	KCCA, MoLG
3. Automate identified postal services	Posta Uganda
4. Remodal and equip post offices to deliver e-government services a. Refurbish and equip post offices	Posta Uganda
5. Implement the national addressing system	MOICT&NG
6. Develop and integrate a comprehensive geospatial metadata catalog in national spatial planning processes	NPA
Objective 3: Increase uptake of digital products and services	
1. Support local innovation and commercialisation of homegrown products a. Support the development and marketing of homegrown innovations	MOICT&NG, NITA-U, UICT, UCC
2. Develop innovation and incubation Centers in Gulu, Kabarole, and Mbale	MoICT&NG, NITA-U
3. Implement specialised ICT and basic digital skills training programmes, including emerging technologies such as blockchain technology, Artificial Intelligence, Machine Learning (ML), Internet of Things (IoT), Cloud Computing, 5G and Next-Generation Networks, and Robotics.	UICT, UCC, MoICT&NG
4. Develop ICT centres of excellence to support applied research a. Upgrade and expand teaching facilities	UICT, UCC
Objective 4: Increase cyber security and data protection & privacy	
1. Implement and enforce the Data Protection and Privacy Act Cap.97 and its regulations	NITA-U
2. Strengthen cyber security resilience across all sectors of the economy a. Enforce implementation of the national information security framework; b. Enhance the monitoring capacity of the communication sector CERT; and c. Implement the national cybersecurity strategy.	NITA-U, UCC
Objective 5. Strengthen institutional coordination and enforcement of policies, laws, and regulatory frameworks	

Interventions	**Actors**
1. Enforce compliance with ICT policies, laws, and regulations	MoICT&NG, UICT, UCC, NITA-U
2. Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs a. The National ICT Policy 2014; b. The National Broadband Policy 2018; c. National Communication Policy; d. Electronic Waste Management guidelines; and e. National Postal Policy 2012.	MoICT&NG, UCC, NITA-U
3. Strengthen coordination, planning, and implementation a. Functionalize the programme secretariat; b. Improve Administrative Efficiency for the programme; and c. Capacitate programme actors to deliver the programme.	MOICT, UCC, NITA-U

Source: Programme secretariat, 2024

15.6 Implementation Reforms

388. **The key implementation reforms required to fully implement this Programme and realise the expected goals in the next five years are:**

i) Developing a comprehensive national infrastructure integration policy is needed to coordinate the deployment of ICT, telecom, electricity, road, and water infrastructure to enable shared planning, investment, and implementation across these areas.

15.7 Programme Risk and Mitigation

389. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Service disruption due to fibre cuts and destruction of ICT Infrastructure.** The likelihood of fibre cuts and infrastructure damage is high due to uncoordinated construction activities, natural disasters, vandalism, or lack of proper maintenance. This can lead to significant service disruptions for both consumers and businesses. This can be mitigated by:
   a) **Establishing a coordinated physical infrastructure planning and deployment, while mandating private telecommunications providers to ensure redundancy in connectivity.** This includes using alternative routes to connect to the sea backbone, such as satellite or microwave links, which can serve as backups in case of fibre cuts; and
   b) Implementing stronger laws and regulations aimed at protecting ICT infrastructure, with strong punitive measures for individuals found vandalising communication infrastructure.

ii) **Cybersecurity Attacks.** As the country increases its digital footprint, it becomes a more attractive target for cybercriminals. Therefore, the likelihood of cybersecurity attacks is high due to the rise in online services without robust cybersecurity measures. This exposes the country to various cyber threats, including data breaches, ransomware, and identity theft. This can be mitigated by investing in advanced cybersecurity technologies that enhance threat detection and incident response capabilities, including the employment of artificial intelligence and machine learning tools to monitor and identify suspicious activities in real time. In addition, the government should strengthen collaborative partnerships with the private sector, and international cybersecurity organisations to share intelligence, best practices, and resources for managing cyber threats effectively;

iii) **Misaligned Energy Supply for ICT Infrastructure.** The likelihood of the inadequate and unreliable energy supply to disrupt ICT services is high, particularly in rural and underserved areas where access to stable electricity is often limited. This misalignment can affect the operation of data centres, telecommunications equipment, and other digital services. To mitigate this, there is a need for engagement with energy providers to ensure a reliable supply of power to strategic ICT facilities. This could include establishing public-private partnerships to develop renewable energy solutions, such as solar energy, which can provide consistent power to remote areas. In addition, promote the use of alternative energy solutions that are both cost-effective and sustainable, such as solar, wind, and biomass energy, to power ICT infrastructure;

iv) **Poor management of E-Waste.** The rapid growth of digital devices leads to increased electronic waste (e-waste), which creates significant environmental hazards if not managed properly. The likelihood of improper disposal of ICT equipment is high which may lead to soil and water contamination and health complications. There is a need to develop and implement a comprehensive e-waste management strategy that includes recycling programmes, proper disposal methods, and public education on responsible disposal of electronic devices as well as encourage partnerships with NGOs and private companies that specialise in e-waste recycling; and

v) **Weak Laws, Policies, and Regulations.** The rapid pace of technological advancement can outstrip the development and enforcement of relevant laws and policies in Uganda. This creates regulatory gaps that can hinder effective governance of the digital landscape. Therefore, there is a need to establish mechanisms for continuous assessment and updating of ICT policies and regulations to ensure they remain relevant and effective in addressing emerging technologies and challenges. Additionally, stakeholders, including technology experts, civil society, and the private sector, should be engaged in the policy-making process to ensure that new regulations are comprehensive and practical.

CHAPTER 16: SUSTAINABLE URBANISATION AND HOUSING PROGRAMME

16.1 Introduction

390. **Sustainable urbanisation leads to substantial productivity gains supported by scale, density, and agglomeration.** The concentration of people, businesses, industries, and services fosters innovation, knowledge exchange, and economies of scale, leading to higher productivity, investments, enterprise development, market concentration, and job creation. Ultimately, urban centres stimulate economic dynamism, higher income, better social infrastructure, and demand for goods and services that lead to local economic development and improved living conditions. The sustainable housing and construction industry stimulates and sustains employment, house-based enterprises, tax compliance, and health & education outcomes. Effective land management creates a structured environment where urbanisation can thrive by preventing urban sprawl and reducing conflicts over land use.

391. **Planned urbanisation, housing, and land management are crucial for the realisation of the priorities of the Plan.** Planned urbanisation creates efficient logistical centres and provides a market for high-value products and supportive infrastructure such as industrial & ICT innovation parks, which are crucial for value addition. It also offers a conducive environment for the creative industry and sports as a source of jobs and additional revenue. This is crucial for Uganda to harness the opportunities that will come with hosting the AFCON tournament. Investment in GKMA as a major economic and logistical hub for Uganda will increase productivity in all aspects of the economy, including FDI, tourism, efficient public services, and a highly improved quality of life. In addition, improved urban physical planning and enforcement facilitate better targeting and follow-up on wealth creation initiatives such as PDM and EMYOOGA. Planned land use and management in urban areas will address the challenge of access to the right of way for infrastructure development, including industrial parks, transport, energy, and housing infrastructure. This will reduce delays in and the cost of infrastructure development. Housing will provide shelter, create jobs in construction, materials supply, and related industries, and enable urban residents to engage in income-generating activities more effectively.

392. **This programme seeks to make cities and human settlements inclusive, livable, and well-planned environments in line with Agenda 2030 (SDG 11), Agenda 2063 (Goal 1, Aspiration 4), and the EAC Vision 2050**. This is to be achieved through the elimination of slum-like conditions, safe and affordable housing, provision of accessible and affordable transport systems, reduction of urban sprawl, enhancement of cultural and heritage preservation, addressing urban resilience and climate change challenges, among others. This programme also supports the Uganda Vision 2040 aspiration of better urban systems to

enhance productivity, livability, and sustainability while releasing land for commercialising agriculture.

393. **The opportunities for urbanisation and housing in Uganda are undermined by:** unplanned urbanisation; inadequate and dilapidated urban transport, lighting, and housing infrastructure especially in the GKMA; inadequate supportive infrastructure and facilities for the creative industry; poor drainage and waste management system; urban crime; inadequate business development services; complex & costly land acquisition and lack of a public land banking scheme for major urban infrastructure; adverse climate change effects, and weak policy, legal and regulatory gaps.

394. **The goal of this programme is well-planned and productive urban centres with affordable housing.**

16.2 Situation Analysis

395. **The high rate of urbanisation offers immense opportunities that Ugandans can harness if well planned**. At 5.4%, the rate at which Uganda is urbanising is one of the highest in the world. Urban areas contribute 36% of the population, hosting 24% of the population. However, this rate of urbanisation has not been matched by the corresponding rate of physical planning, infrastructure development (including value addition infrastructure), the necessary social services, security, and drainage & water management systems. This section provides the situation analysis on each of these issues.

396. **Uganda's urban centres are largely unplanned, with only 3 of the 11 cities having physical development plans**. Although the National Physical Development Plan (NPDP) 2022-2040 was approved to guide integrated physical and spatial planning, its implementation at lower levels remains low. Uganda's economic and logistic hub, GKMA, has no integrated physical development plan. However, the GKMA Integrated Urban Development Master Plan (GKMA-IUDMP) and Kampala Physical Development Plan (KPDP) are being developed and updated, respectively, with support from JICA. Only 14 out of 31 municipalities and 45 of 580 town councils have Physical Development Plans. Even those with physical development plans have not developed detailed plans to guide and regulate development. On average, less than 25% of the existing physical development plans have been implemented. This unplanned urbanisation limits the realisation of the potential economic, social, and environmental benefits associated with well-planned urbanisation.

397. **Rapid urbanisation has led to high demand for housing outpacing the supply of housing and complementary infrastructure & social amenities**. The percentage of urban dwellers living in slums and informal settlements reduced to 54% in FY2022/23 from 60% in FY2017/18, however, this is still high. The housing deficit increased to 2.5 million from 2.2 million over the same period. The private sector has played a big role in addressing the

housing deficit; however, the houses are not affordable and, in some cases, do not meet the building codes and standards. At a median income of Shs. 190,000 a month in 2020, 96% of Ugandans cannot afford the cheapest typical house, formally constructed by a private developer. The slow pace of affordable housing has led the majority of urban dwellers to live in unplanned neighbourhoods with poor road networks, drainage, sanitation, and waste disposal.

398. **There has been an improvement in urban infrastructure, albeit a maintenance backlog, especially in GKMA**. The stock of urban paved roads has increased to 2,246 km (11% of total urban roads) in FY2022/23 from 1,230 km (6.2%) in FY2018/19. In particular, the paved road network in the KCCA increased to 36.5% in FY2023/24 from 28.997% in FY2020/21. In addition to road infrastructure, there has been an improvement in drainage systems and street lighting in selected municipalities and cities through the Uganda Support to Municipal Infrastructure Development (USMID). Other workplace infrastructures have been developed, such as markets, taxi parks, and open spaces. However, the condition of roads (both paved and unpaved) in the GKMA has continued to deteriorate, with a significant portion of paved roads requiring rehabilitation due to fair or poor conditions. The percentage of paved road networks in good condition reduced to 35.46% in FY2023/24 from 42.64% in FY2020/21.

399. **Additionally, there are efforts to increase transport connectivity in the GKMA, however, these are inadequate, leading to traffic congestion, exacerbated by the lack of a mass public transport system.** In an attempt to improve traffic flow in Kampala, the Northern bypass and the flyover were constructed. However, connectivity within the GKMA is still a challenge. Due to limited connectivity, traffic congestion is high, costing the country approximately 6.7% of the GKMA's GDP annually. Several connecting roads that would have eased congestion are unpaved. This is exacerbated by the lack of a mass transport system, with public transport dominated by privately owned 14-seater taxis and boda-bodas. Further, there is a lack of non-motorised modes of transport (such as cycling and walking) to improve city mobility and the well-being of the urbanites.

400. **Inadequate infrastructure for the creative industry hinders the realisation of the potential of the industry**. Performing arts infrastructure across the country remains limited and unevenly distributed, which limits production. There are only five performing arts theatres, which are located in the central region and 10 functional standard cinemas in Kampala, Entebbe, and Mbarara. Uganda has 42 public libraries, 1 public art gallery, and 1 public museum. Live performance venues, exhibition spaces, and recording studios are also limited, which undermines creativity. Sports facilities that meet international standards are limited, with only two stadia accredited. All Boma grounds are in a poor state and lack facilities to promote sports and talent development.

401. **Progress has been made in solid waste management; however, waste collection, disposal, and recycling are not satisfactory**. There has been an increase in the collection of solid waste to 74.9% in FY2022/23 from 53.6% in FY2020/21 in the 10 cities and 12 municipalities. This is a result of government interventions including training urban managers in solid waste management; provision of solid waste collection trucks to cities and municipalities; and development of solid waste management strategies for the 8 municipal councils of Ntungamo, Busia, Apac, Kitgum, Mubende, Kasese, Lugazi and Kamuli; and development & appraisal of 2 profiles for 2 GKMA solid waste management sites namely: Nkumba under Entebbe municipality and Kiteezi under KCCA. However, there are inadequacies in the stages of waste collection, transportation, recycling, and disposal. Further, waste management in most urban areas in Uganda is characterised by nonseparation of waste at both source and final disposal. The municipal authorities are inadequately equipped and financed to execute their mandate of providing waste management services. The potential of turning waste into a resource has not been fully explored and largely remains ad hoc and at the household level.

402. **There has been progress in the provision of drainage infrastructure in urban areas; however, this is not adequate to address the rainwater runoff**. Through the Kampala Institutional and Infrastructure Development Project (KIDP), critical drainage channels such as Lubigi, Nakamiro, and Nalukolongo were upgraded, and several secondary drains connecting to these primary channels have been rehabilitated. However, encroachment on the natural drainage paths and poor waste disposal, especially plastic bags, have clogged these drainage channels, which is exacerbated by a lack of regular maintenance. The natural ecosystems that would have helped to attenuate the runoff have been heavily encroached.

403. **There have been efforts to establish a street addressing system; however, this is inadequate to aid emergency** responses. Efforts have been made to locate streets/roads, plots, and buildings, some of which have been assigned identification numbers. However, this is limited to the earlier well-planned central business districts (CBDs) and colonial settlements in different urban areas, as well as a few real estates. Unplanned settlements in the urban areas have hindered street addressing, undermining effective emergency response, including security, health, and fire.

404. **There are efforts to streamline the process of land acquisition; however, the process is complex and time-consuming, with a lot of hidden costs and risks involved.** Land record and registration systems have been automated and land registration services decentralised, contributing significantly to the reduction of the number of days of transfer of property. However, the land market is complicated by several factors, including the dual ownership between the Mailo owners and the “bona fide” occupants, which increases the cost of land acquisition due to the numerous compensations; and difficulty in the retrieval of registered transactions for a given physical plot of land under customary tenure. In addition, there is still bureaucracy in obtaining land titles and a lot of informality in land acquisition, which has

contributed to the distortion of the value of land, created artificial title processing costs, and unnecessarily increased the cost of land acquisition. The absence of a public land banking scheme complicates the acquisition of land for foresighted infrastructure projects.

405. **There have been strides toward combating adverse climate change effects in urban areas; however, physical, social, and economic losses due to the effects of climate change persist**. The guidelines for mainstreaming climate change in the Lands, Housing, and Urban Development sector, 2018, the climate change profile for 21 urban councils, 2018, and the Kampala Capital Climate Change Strategy, 2016, among others, were developed. However, climate change-related impacts have continued to cause physical, social, and economic losses, including damages to infrastructure; housing, roads, bridges, & drainage systems, and disruptions in water and energy supply. This has exacerbated the vulnerability of especially poor communities in urban places. The urban poor and other vulnerable groups living in slums and informal settlements bear the biggest brunt of climate change-induced extreme weather events. Unfortunately, many cities and urban areas have very limited capacities to plan, manage, and respond to climate change eventualities, and this in itself undermines the resilience of urban areas to climate change.

406. **There exists an elaborate policy, legal, and institutional framework for urbanisation, housing, and land management; however, there are inconsistencies that limit enforcement**. The Government has introduced policies like the National Urban Policy (2017), National Housing Policy (2016), and National Land Use Policy 2013 to foster sustainable urban development and affordable housing. However, there is no comprehensive legal framework to effectively implement these strategies. Additionally, due to the prevailing circumstances in the commercial banking sector, the Housing Finance Bank has shifted its focus to commercial lending, and the National Housing and Construction Company (NHCC) often provides housing units that are not affordable for many Ugandans. The current legislative framework in Uganda does not adequately support the management of newly created cities and metropolitan areas. The existing Local Government Act Cap.138 lacks specific guidelines and institutional structures for managing new cities and metropolitan areas, treating them only as administrative units rather than as dynamic entities with significant socio-economic potential.

407. **The Programme has made progress in building human resource capacity to support sustainable urban development and housing initiatives across the country, although there are gaps.** Training institutions, including universities and vocational training centres, have contributed significantly to preparing professionals in key areas such as urban planning, architecture, environmental management, and housing development. These educational efforts are crucial in equipping individuals with the necessary skills to address the complexities of urbanisation, including infrastructure development, waste management, and sustainable housing solutions. Despite these achievements, significant challenges in meeting

the human resource requirements for the program exist. There is a critical shortage of professionals in essential fields, such as urban and regional planning, sustainable construction practices, and smart city technologies. These skills are vital for creating resilient urban environments that can accommodate rapid population growth while ensuring sustainability and livability. Additionally, there is an urgent need for specialists in housing finance, real estate development, and community engagement to facilitate inclusive housing policies and ensure that urbanisation benefits all segments of the population. Addressing these shortages is essential for implementing effective housing strategies and improving living conditions in urban areas. On the other hand, an oversupply of personnel in low-skilled roles, such as general labourers in construction and maintenance, has been observed. While these positions are necessary for basic operations, this oversupply indicates a misalignment between the existing workforce and the specialised skills required for sustainable urban development. It is important to address these gaps to ensure a skilled workforce capable of driving sustainable urbanisation initiatives and improving housing conditions across Uganda. For details, refer to the annex on programme human resource requirements.

408. **To ensure well-planned and productive urban centres with affordable housing, this programme focusses on:** enhancing the implementation of the urban plans; developing and maintaining urban transport, lighting, and housing infrastructure; developing and improving supportive infrastructure and facilities for the creative industry; developing appropriate drainage and waste management system; providing business development services; improving the land acquisition process; and strengthening the policy, legal, institution, and coordination frameworks.

16.3 Programme Objectives

409. **The objectives of this Programme are to:**

i) Develop and maintain urban infrastructure in line with physical development plans;
ii) Develop sustainable waste management systems;
iii) Promote decent housing for the different income segments;
iv) Increase economic opportunities in urban areas; and
v) Strengthen the policy, legal, institutional, and coordination frameworks.

16.4 Programme Results

410. **The desired programme results by FY2029/30 are:**

i) Improved mobility and accessibility in urban areas:
   a) Reduced travel time in GKMA (Min/km) from 4.14 in FY2023/24 to 3.5; and
   b) Reduced travel time in other Cities (Min/km) from 4.14 in FY2023/24 to 2.02.

ii) Improved urban infrastructure:
   a) Increased proportion of urban roads paved from 7.7% in FY2023/24 to 11.5%; and
   b) Increased proportion of urban drainage channels constructed from 15.6% in FY2023/24 to 37.6%.

iii) Improved livability and cleanliness of urban areas:
   a) Reduced annual average air pollution level in the GKMA from 40 μg/m3 in FY2023/24 to 25 μg/m3;
   b) Increased proportion of municipal waste disposed of in gazetted areas from 72% in FY2023/24 to 85%;
   c) Improved land tenure security; and
   d) Increased proportion of the adult population with secure tenure rights to land, with legally recognised documentation from 5.7% in FY2023/24 to 10%.

iv) Increased compliance with land use in urban areas:
   a) Level of compliance with physical development plans from 15% in FY2023/24 to 50%; and
   b) Percentage of cities and municipalities with approved physical development plans from 30% in FY2023/24 to 70%.

v) Increased access to affordable and decent housing;
   a) Reduced housing deficit from 2,400,000 in FY2023/24 to 1,900,000 housing units.

vi) Increased business growth in urban areas:
   a) Increased business registration rate from 30% in FY2023/24 to 50%; and
   b) Reduced urban unemployment rate from 12.8% in FY2023/24 to 8.5%.

vii) Improved governance and institutional capacity; and

viii) Improved performance of the SUH programme from 33% in FY2023/24 to 90%.

16.5 Interventions

411. To achieve the above results, the following interventions (Table 16.1) have been prioritised under this Programme.

Table 16.1: Interventions and respective actors under SUHP

Interventions	Actors
Objective 1: Develop and maintain urban infrastructure in line with physical development plans	
1. Develop urban physical development plans to operationalise the National Physical Plan. a. Finalize, disseminate, and follow up on the GKMA integrated urban development master plan;	NPA, MoLG, MoLHUD, KCCA, Urban LGs, DPs

Interventions	Actors
b. Develop and implement city, municipalities, and town council physical development plans; c. Develop and implement detailed physical development plans for selected cities and local governments; and d. Develop satellite cities and waterfront master plans	
2. Invest in GKMA, cities, and other strategic urban areas as Uganda's gateway to the world. a. Construct strategic urban roads; b. Construct primary and secondary drainages in urban areas c. Pilot the Bus Rapid Transit (BRT) in key Corridors; d. Develop intermodal hubs and logistics centres; e. Implement urban greening; f. Install street and traffic lights along key urban roads and public spaces; g. Construct non-motorised transport corridors in urban areas; h. Construct markets in key urban areas; and i. Rehabilitate and maintain urban infrastructure.	MoKCC&MA, MoWT, MoLHUD, NPA, KCCA, LGs
Objective 2: Develop sustainable waste management systems	
1. Develop waste management systems a. Develop and enforce the Waste Management Policy; b. Develop and implement municipal and citywide waste master plans; and c. Implement the '4R' (Reuse, Reduce, Recycle, and Recover) waste model in both residential and commercial settings.	MoLG, MoWE, MoLHUD, NPA, NWSC, NEMA, KCCA, LGs
Objective 3: Promote decent housing for different income segments	
1. Capitalize Housing Finance Bank and NHCC a. Extend credit lines targeting mortgage funding to low-income earners	MoFPED
2. Fast-track the establishment of a mortgage refinancing facility.	MoFPED, BOU
3. Develop and implement affordable housing programmes for priority categories of people, including UPDF, Police, teachers, health workers, entitled public servants in hard-to-reach areas, prisons, and VVIPs.	MLHUD, MoWT
4. Increase access to non-bank housing financing. a. Housing SACCOs; and b. Shelter microfinance facilities.	MoFPED, Micro Finance Support Center (MSC)
5. Develop and implement slum upgrading programmes in urban areas through PPPs	MLHUD, MoWT, LGs
Objective 4: Increase economic opportunities in urban areas	
1. Develop and implement investment profiles for strategic urban areas.	MLHUD, MoLG, LGs
2. Support MSMEs in cities and Municipalities.	MoLG, MoTIC, KCCA, LGs
3. Develop and implement free zones in GKMA and other urban areas.	MoKCC&MA, KCCA
4. Establish export business accelerators for incubation of MSMEs in public free zones.	UFZEPA
5. Establish and operationalise the culture & creative industry and sports facilities.	MoGLSD, KCCA, LGs
Objective 5: Strengthen the policy, legal, institutional, and coordination frameworks	
1. Improve policy, legal, and institutional framework for sustainable urbanisation and housing a. Review and develop urban and housing policies; b. Develop housing and urban laws and frameworks (housing law; real estate law, building maintenance policy, management & maintenance of government buildings, and review the NHCC legal framework);	MLHUD, MoLG, MKCC&MA, KCCA, LGs, NPA, MUK and other Institutions of learning

Interventions	Actors
c. Operationalize the Makerere University Regional Centre for Urban Research Governance and Innovation (MURCURGI); and d. Establish Local Regional Research Centers.	
2. Improve administrative infrastructure	MoLG, MoLHUD, MKCC&MA, KCCA, LGs
3. Strengthen planning, coordination, monitoring, and evaluation for improved service delivery	MoLG, MoLHUD, MKCC&MA, KCCA, LGs, NPA
4. Review the Local Government Act, as amended in 2024, to incorporate Cities and how to effectively operationalise them.	MoLG, MoLHUD, MKCC&MA, KCCA, LGs, NPA
5. Undertake policy reversal to change the status of NHCC from a limited liability into a corporation of the government	MLHUD, MoJCA, MoFPED
6. Fast-track the establishment of a legal and institutional framework to regulate and promote the real estate sector.	MLHUD, MoFPED

Source: Programme secretariat, 2024

16.6 Implementation Reforms

412. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Undertake policy reversal to refocus the National Housing and Construction Company towards its original intention of providing affordable housing to different market segments; and
ii) Undertake policy reversal to refocus the Housing Finance Bank on its original intention of providing mortgage financing facilities.

16.7 Programme Risk and Mitigation

413. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Decline in concessional financing**. Reduction in external financing of the Programme interventions will negatively affect Programme performance. The likelihood of this is high, particularly for the NDPIV pipeline projects. To mitigate this risk, the Government will find alternative sources of financing and ensure resource use efficiency; and
ii) **Vulnerability to adverse climate change effects**. Adverse climate change may lead to the loss of properties & lives and the destruction of urban infrastructure and housing. This is a major risk to the programme and may limit productivity and urbanisation gains. To address this risk, the Government will mainstream climate resilience options in urban infrastructure development.

CHAPTER 17: HUMAN CAPITAL DEVELOPMENT PROGRAMME

17.1 Introduction

415. **Human capital development plays a crucial role in unlocking the full potential of individuals and societies, thereby enhancing productivity and the quality of life**. A healthy, well-educated, and skilled population boosts productivity, innovation, creation, uptake, and diffusion of knowledge and modern technologies in different sectors of the economy. It reduces poverty and inequalities, improves welfare and resilience through social protection, and produces intergenerational benefits. Investment in human capital enhances earnings, increasing effective demand, which supports production. With the right mindset, the dividends of human capital development are amplified.

416. **Targeted investments in human capital development provide a knowledgeable, skilled, healthy, talented population and an ethical labour force, necessary to realise the priorities of the Plan.** This labour force is necessary for value addition in key growth areas and infrastructure development and maintenance. Human capital accumulation in STI enables the development of innovations, research, and technologies to facilitate the growth of the knowledge economy. The appropriately skilled and ethical workforce enables the delivery of cost-effective social services through optimal resource use and service efficiency. Nurturing and developing talents are crucial for harnessing the potential of the culture & creative industry and sports, especially at a time when the country is preparing to host the AFCON. Community mobilisation and mindset change as a component of human capital development is critical to ensure that the citizens maximise the benefits of wealth creation initiatives such as PDM and EMYOOGA. Enhancing the quality of the education system, investment in preventive health care, and specialised health care & WASH value chain will enable the country to save and generate resources.

417. **This programme significantly advances the global, regional, and national development agendas, contributing to multiple goals and targets.** It supports SDGs 1, 2, 3, 4, 5, 6, 8, and10: which provide for poverty reduction and enhancing resilience; ending hunger, achieving food security and improved nutrition; ensuring healthy lives and promoting the well-being; equitable quality education; gender equality; provision of clean water and sanitation; full and productive employment and decent work; and reduced inequality. Africa Agenda 2063 (Aspirations 1,5, and 6), and EAC Vision 2050 (Pillars 8,9, and 10) provide for the attainment of quality life, inclusive growth, job creation, gender equality, youth empowerment, and provision of basic services. The Uganda Vision 2040 aims to develop human capital as a fundamental to exploit opportunities and harness the demographic dividend.

418. **The contribution of human capital to the achievement of the priorities of the Plan is constrained by several challenges**: weak foundation for human capita broad-based

population age structure; knowledge and skills gaps; weak talent development and nurturing; inadequate supportive infrastructure and facilities for the creative industry and sports; inadequate infrastructure and functionality of the health and education systems; limited adoption of preventive health measures; high child labour, child marriages, and teenage pregnancies; food and nutrition security; limited coverage of WASH; insufficient coverage of social protection; gender inequality and inequities; non-developmental mindset; limited institutionalisation and integration of human resource planning and development; and high cost of provision and access to health and education services.

419. **Therefore, the goal of this programme is a healthy, knowledgeable, skilled, ethical, and productive population**.

17.2 Situation Analysis

420. **Uganda's youthful and growing population presents an opportunity to harness a demographic dividend if human capital is effectively developed**. With 73.2% of the population aged between 0-30 years and a projected population increase to 104 million by 2060 from 45.9 million in 2024, the potential for economic growth is substantial if the right investments are made in health, education, and skills development. There has been an improvement in the Human Development Index (HDI) to 0.550 in 2022 from 0.525 in 2021, repositioning the country from the Low Human Development category to the Medium Human Development category. However, human capital remains underdeveloped. The Human Capital Index (HCI) is low at 0.38, indicating that children born today will likely be only 38% as productive as they could be with complete education and full health. The status of the human capital is detailed below.

421. **Uganda has made progress in reducing the population growth rate, yet the population age structure is broad-based and comprises about 44% child dependents.** Increased investments in access to health and education services led to a decline in the population growth rate to 2.9 in 2024 from 3.0 in 2014 and a fertility rate decline to 5.2 children per woman in 2022 from 5.4 in 2016. However, the biggest number of the population is aged 0-14 years, which constituted 16.6 million in 2014 and has increased to 20.1 million in 2024, leading to a high dependency burden.

422. **Uganda has made significant progress in maternal and child health, yet challenges in newborn health issues weaken the foundation for human capital.** Since 2016, the number of mothers dying during childbirth has dropped by 44%, and the death rates for children under five and infants have also decreased (Table 15.1). This success is largely due to increased free prenatal care, with more pregnant women attending check-ups and giving birth in hospitals, rising from 73% to 91%. Health facilities have enhanced their services, with high availability of care during delivery, and emergency obstetric services, including C-sections, and blood transfusions. Despite these improvements, there remains a significant unmet need for family

planning, with 22% of Ugandan women aged 15-49 lacking access and neonatal deaths remain high at 22 per 1000 live births and contributing the highest to infant mortality. This indicates a pressing need for focussed efforts to improve care and outcomes for newborns. There have also been improvements in child nutrition as wasting in children under five dropped to 2.9% from 4%, obesity to 3.4% from 7.5%, and stunting decreased to 26% from 29% between 2016 and 2022; however, poor maternal nutrition and a high prevalence of micronutrient deficiencies persist.

Table 17.1: Performance of health outcomes between FY2016 and FY2022

No.	Indicator	2016	2022
1.	Maternal Mortality Ratio	336/100,000 live births	189/100,000 live births
2.	Under-five Mortality Rate	64/1,000 live births	52/1,000 live births
3.	Infant Mortality Rate	43/1,000 live births	36/1,000 live births
4.	Neonatal Mortality Rate	27/1,000 live births	22/1,000 live births

Source: Uganda Demographic Health Survey (UDHS) 2016 and 2022

423. **Primary school enrollment has increased; however, access to Early Childhood Care and Education (ECCE), especially in rural areas, is low, which weakens the foundation for human capital.** Enrollment in primary school has increased to 10.2 million in 2022 from 8.8 million in 2018; however, 84% of children aged 3-5 are not receiving ECCE. Moreover, the quality of ECCE is often poor, with many centres unlicensed and caregivers unqualified. Although the number of qualified primary school teachers has increased and classroom ratios have improved, around 20% of children aged 6-12 are not in school (UNHS, 2019/20). Even those who attend often register low learning outcomes. Whereas the desired years of learning in Uganda are 11, children are completing 6.8, which equates to only 4 quality-adjusted years. This underscores the need for improving both access and quality of ECCE and primary education to provide a stronger education foundation.

424. **Uganda's human capital is characterised by gaps in knowledge, skills, and attitudes, which limit employability**. Despite numerous skilling programmes to boost youth employment, there is limited alignment between the skills supply and demand. This is attributed to: limited instructors with pedagogical skills and industry experience, limited work-based training, and inadequate training infrastructure & facilities. Furthermore, the absence of a National Qualifications Framework (NQF) and a centralised admission system to align admissions with the national human resource needs, low enrolment in scarce skills like STEM courses (39% of total enrollment), low research capacity and absence of a national research agenda, low staffing levels (averaging 40%) and weak quality assurance system at universities and limited internationalisation & certification of training programmes exacerbate the problem. Whereas the Presidential Industrial Zonal Skilling Hubs have shown significant potential in addressing youth unemployment, with a 75% transition rate from training to entrepreneurship, the hubs face critical challenges. These include underqualified instructors, insufficient funding (currently at Shs. 3,000,000 per student, unchanged since 2016), lack of

start-up kits for graduates, and limited access to common user facilities, which threaten their sustainability and impact. These challenges hinder Uganda's progress in value addition, industrialisation, and the growth of the knowledge economy.

425. **Uganda lacks a proper mechanism for the development and nurturing of talents, which hinders the growth of sports and the culture & creative industry**. Despite the enactment of the Sports Act, Cap.151, and ongoing investments in sports infrastructure for AFCON 2027, challenges persist, such as limited professional sports managers, scouts, and academies; lack of equipment and infrastructure that meet international standards; and few physical education instructors. The culture and creative industry contributes significantly to the economy by providing jobs (386,000), supporting over 12,460 small and medium enterprises, and generating substantial revenue (for example, public entertainment events generated over Shs. 106 billion) in FY2021/22. However, the potential of the industry is constrained by several challenges, including a shortage of supportive infrastructure (theatres, cinemas, museums, studios, galleries, etc.), inadequate skills, and weak regulatory frameworks. These issues collectively impede the identification and development of talent at different levels.

426. **Progress has been made in the provision of health facilities; however, the capacity to provide general services is low, affecting overall health outcomes**. The majority (90%) of the population lives within a 5km radius of a health facility. This notwithstanding, the functionality of the health facilities is low, with only 59% of health facilities ready to provide general services, varying by location at 66% in urban areas, 60% in peri-urban areas, and 55% in rural areas. This is attributed to low staffing levels (74%) and a shortage of essential medicines and supplies (58%), low emergency preparedness, management, & supervision, and inadequate maintenance of infrastructure, which affects the efficiency of the health system.

427. **Notwithstanding the progress realised over the years, there are challenges along the Water, Sanitation, and Hygiene (WASH) value chain**. Access to safe water stands at 72.8% in urban areas and 67% in rural areas, above the Sub-Saharan average of 57%. However, sanitation access is a problem, with only 40% in urban areas and 10% in rural areas having safely managed sanitation. Improved hygiene infrastructure and services remain insufficient, with urban areas at 53% and rural areas at 45%. Schools and healthcare facilities struggle, with 75% of schools having basic sanitation and 55% having safe water, while only 5% of healthcare facilities meet basic sanitation standards. The inadequacy of WASH infrastructure and services contributes to a high disease burden, hence the need to enhance investments.

428. **Progress has been made toward gender equality; however, there are challenges, especially in economic participation.** There has been an achievement in gender equality, for instance, in education at the primary level with the attainment of gender parity at 50%. Women's participation in politics has equally increased to 34% of female representatives in

the 11th Parliament from 33.8% in the 10th Parliament. Notwithstanding, women's participation in employment and decision-making remains low, and access to essential social services, like sexual and reproductive health for adolescents, is limited. Women also face a high burden of unpaid care work, averaging 6.6 hours per day compared to men at 5 hours per day (Time Use Survey, 2017/18). Uganda's gender gap index has worsened from 0.717 in 2020 to 0.706 in 2024, with the country falling from 63rd to 83rd place out of 146 countries. The gender inequality index has not met the target of 0.502, remaining at 0.701. Persistent gender discrimination includes high rates of child marriage (24%) and female genital mutilation (0.3%), alongside significant physical and sexual violence affecting 48% of women and 40% of men aged 15-49. Additionally, Persons with Disabilities (PWD), who make up 12.5% of the population, ethnic minorities, and other vulnerable groups like youths, children, and persons from hard-to-reach areas continue to face challenges in access to social services such as education, employment, and health services, affecting their overall participation in society and sustainable development.

429. **Uganda has made strides in planning for its human resources; however, this is still in its infancy.** The first National Human Resource Development Plan (2020/21-2024/25) was developed to facilitate the identification and bridging of skills gaps in the country, especially in emerging industries such as oil and gas. Although its implementation has been slow, being the first of its kind, several tertiary institutions have started aligning their academic training programmes with the Plan. For example, Makerere University over the past three years has tremendously increased enrollment in Science, Technology, Engineering, and Mathematics (STEM) disciplines, while Kyambogo University has phased out 27 diploma programs to streamline with national priorities. Makerere University has phased out several programmes and has also developed new ones to align with the current national human resource planning agenda. However, there is a continued disparity between the skills acquired through education and training and the actual demands of the labour market, leading to high graduate unemployment, underemployment, and an inadequate supply of qualified professionals in critical fields. Besides, the persistent limited access to quality education at all levels necessitates continuous educational reforms to ensure that the country’s workforce remains competitive domestically, regionally, and internationally. The skills gaps are exacerbated by the limited institutionalisation of human resource planning, with a majority of MDAs and LGs lacking human resource plans. This has resulted in a disjointed approach to workforce development, thereby failing to address specific regional and sectoral human resources needs.

430. **Although Uganda has made strides in addressing labour and employment challenges through various programmes, serious issues exist.** Despite efforts like Apprenticeship, the Green Jobs Programme, and the Graduate Placement Programme, the employment-to-population ratio is low at 47.5%, with a notable gender disparity of 52% for males and 34% for females. Youth unemployment is very high at 16.5%, and 41.1% of youth are not engaged in employment, education, or training (NEETs). Job creation falls short of targets, and

contributing factors include skill mismatches, gender discrimination, a sluggish private sector, and a high level of informal employment, excluding agriculture, constituting 87.9% of the economy and 91.9% including agriculture and often lacking decent work conditions. Additionally, the unemployment rate remains high at 11.9%, and while labour externalisation aids revenue generation, it faces challenges like human trafficking, poor implementation of regulations, and exposure of workers to hazardous conditions.

431. **Notwithstanding progress in food and nutrition outcomes, challenges exist with poor nutrition outcomes like stunting and micronutrient deficiencies.** There has been improvement in nutrition outcomes, particularly for children with stunting (short for their age) in children under 5 years reducing to 26% in 2022 from 29% in 2016, wasting (thin for their height) among children under five reducing to 2.9% in 2022 from 4% in 2016, underweight reducing to 10.2% from 11% in 2016. The prevalence of overweight and obesity in women aged 15-49 has gradually increased to 26% in 2022 from 24% in 2016, for men aged 15-54, stagnated at 9% since 2016, and in children under five, reduced to 2.8% in 2022 from 4% in 2016. Despite this, the current status of nutrition outcomes remains poor, with the prevalence of deficiencies in micronutrients among certain groups, with almost half of children under five and about one-third of women of childbearing age anaemic. Food and nutrition insecurity is driven by composite and interconnected factors, including inadequate nutritious food intake, high food prices, disease, lack of education, and poor sanitation.

432. **There have been efforts to mobilise communities for development; however, responsiveness is low, which undermines the impact of government development programmes**. About 70% of the population was informed about national programmes and 60% of households participated in savings schemes in FY 2022/23, with a notable jump from 15.8% in FY2021/22. Despite the availability of various government programmes such as PDM, EMYOOGA, Universal Primary Education (UPE), Universal Secondary Education (USE), Uganda Women Empowerment Programme (UWEP), Youth Livelihood Programme (YLP), Youth Venture Capital Fund (YVCF), they have not been fully exploited by the targeted population. This is attributed to several challenges such as civic irresponsibility, limited civic engagement, a culture of dependency, harmful social and cultural norms, poor information and health-seeking behaviour, limited or uncoordinated information, an extremely colonised mindset, and weak community mobilisation structures at the grassroots (barazas). Additionally, the implementation of government programmes faces hurdles including illiteracy cycles, poor coordination, financing issues, political patronage, and corruption, which complicate the overall development efforts.

433. **Teenage pregnancies, child marriages, and child labour are high, which significantly impact health, education, and economic outcomes**. Since the Government has intervened through legislation, sensitisation, and provision of sexual and reproductive health services, teenage pregnancy has remained high at 24% since 2011. Teenage pregnancies are more

prevalent in rural areas (25%) compared to urban areas (21%). Child marriage is also a major concern, with 10% of girls married by age 15 and 40% by age 18. Child labour is also prevalent in 47% of children aged 5-17. These issues contribute to low educational attainment, economic disadvantage, and limited opportunities for affected children. The key drivers of teenage pregnancies, child marriages, and child labour include: poverty, domestic violence, negative cultural practices, and weak enforcement of laws, among others.

434. **Progress has been made in building education infrastructure; however, there are gaps and functionality challenges across all levels.** The Pupil Classroom ratio for primary improved to 53:1 in FY2022/23 from 70:1 in FY2015/16. More teaching facilities, workshops and laboratories have been provided to improve teaching for TVET and higher education institutions. However, key infrastructure gaps and challenges persist with institutions below the Basic Requirements and Minimum Standards (BRMS) to achieve functionality. The infrastructure challenges include: limited digital and technological integration, inadequate classroom space, insufficient learning material, lack of proper infrastructure maintenance, and child-friendly hygiene & sanitation facilities. Therefore, addressing these challenges is crucial to improving learning and teaching environments to achieve better educational outcomes for all students. Continued targeted investment interventions and effective policy implementation will be essential to bridge the remaining gaps and promote more equitable and high-quality education outcomes.

435. **High cost of provision and access to health and education services.** There is an increasing cost of providing education and health services due to persistent increases in the cost of inputs, increases in the population, technical and allocative inefficiencies, and private sector dominance amidst weak policy and regulation. As a result, there has been a disproportionate increase in the contribution by parents to education, with nearly 47% contribution by households towards funding education in Uganda. The cost of health service provision also remains high, notwithstanding that over 75% of Uganda's current disease burden is preventable. Despite a reduction in out-of-pocket expenditure for the total health expenditure (THE) to 29% in FY2020/21 from 41% in FY2018/19, out-of-pocket expenditures are a major barrier to access to health services, with less than 3% coverage of health insurance. Therefore, addressing the high cost of provision of and access to health services is crucial to improving human capital development outcomes.

436. **Uganda has made progress in creating policies for social protection, but coverage is limited**. Over time, the proportion of poor people in Uganda has significantly decreased to 16.9% (FY2023/24). However, based on the upper poverty line of USD 1.77 per person per day, the share of Ugandans living in poverty stood at 30.1%, representing 12.3 million poor persons in 2019/20. Nearly 33.8% of the rural population and 19.8% of the urban population were living in poverty. Despite several poverty reduction interventions, progress has been uneven across regions and sub-regions. The Eastern region significantly registered the highest

reduction to 13.2% from 35.3% in FY2019/20. Despite the significant poverty reduction in the Busoga sub-region, the sub-region's contribution to total national poverty remains high at 14% in FY2019/20. In the Northern region, poverty deepened to 11.3% in 2019/20 from 8.9% in 2016/17, and so did the inequality among the poor persons to 4.9% from 3.4% in the same year. Further to note, under the same period, income poverty worsened in the sub-regions of Acholi to 67.7% from 35%, and Lango to 23.4% from 15%, respectively. The worsening poverty in Lango and Acholi sub-regions raises concerns about the effectiveness of the several livelihood programmes implemented by the government and non-state actors in these sub-regions.

437. **The Government has established a policy framework for social protection; however, coverage and scope are too low.** The government has enacted policies and strategies like the National Social Protection Policy (2015) and the new National Social Protection Strategy (2023-2028). However, only 2.8% of the population benefits from any social protection programme, and less than 3% have health insurance. The Social Assistance Grants for Empowerment (SAGE) helps around 304,000 elderly people, the Public Service Pension Scheme (PSPS) has only 388,853 public servants, the National Social Security Fund currently has 2.4 million savers, and 52,948 are on Occupational and Voluntary Individual schemes. In addition, many employees in the private and informal sectors still lack adequate saving schemes. While the National Social Protection Strategy highlights the importance of harnessing social protection across the life cycle, the scope of projects being implemented at scale to achieve this objective is limited, with a large focus on old age and less on the early years and young adult population. However, many employees in the private and informal sectors still lack adequate saving schemes. Major challenges include increasing poverty levels with child poverty at 44% in FY2019/20, limited social insurance schemes at 5% only, vulnerability to risks and shocks due to climate change, natural disasters, disability, and global epidemics; insufficient coverage, fragmented social protection services, poor targeting of social protection efforts, and absence of single registry to monitor social protection programmes.

438. **The programme has made strides in enhancing human resource capacity to support Uganda's development goals, particularly in the education, health, and social protection sectors.** However, there are significant challenges in meeting the demand for skilled professionals, which is essential for driving improvements in human capital and achieving sustainable development. While progress has been made in training teachers, healthcare professionals, and social workers, critical gaps persist in both the quantity and quality of skilled labour across these sectors. The most pressing shortages are seen in specialised fields such as healthcare, where there is a need for more medical doctors, pharmacists, and public health specialists. These professionals are crucial for improving health outcomes, particularly in underserved and rural areas where healthcare access remains limited. Additionally, there is a growing demand for specialists in emerging areas such as mental health, biomedical

sciences, Cardiothoracic Surgery, Advanced Endoscopy and Paediatric Care, and health systems management to address complex health challenges and strengthen Uganda's healthcare system. In the education sector, although there has been an increase in the number of teachers trained, there is a shortfall in the supply of qualified teachers, particularly in science, technology, engineering, and mathematics (STEM) fields. This shortage is exacerbated by the lack of continuous professional development opportunities for educators, which limits their ability to deliver high-quality education. In contrast, there is an oversupply of general administrative personnel in both the health and education sectors. While administrative roles are important, the imbalance between administrative and technical staff highlights a misalignment between workforce supply and the specialised needs of the Programme. Closing these gaps is thus essential for improving the delivery of services, especially in the education, health, and social protection sectors. For details, refer to the annex on programme human resource requirements.

439. **To harness the full potential of human capital as a fundamental to exploit development opportunities, this programme focusses on**: strengthening the foundation for human capital; reducing knowledge and skills gaps; strengthening talent development and nurturing; developing and maintaining supportive infrastructure and facilities for the creative industry, sports, health, and education; increasing adoption of preventive health measures; reducing child labour, child marriages, and teenage pregnancies; improving food and nutrition security; increasing access and coverage of WASH; increase coverage of social protection; reduce gender inequality and inequities; community mobilisation for increased participation in government programmes and wealth creation initiatives; institutionalisation and integration of human resource planning and development; reducing the cost of provision and access to health and education services, and ensuring decent and productive work environment for all.

17.3 Programme Objectives

440. **The objectives of this programme are to:**

i) Improve the foundations for human capital development;
ii) Produce a knowledgeable, skilled, and ethical labour force;
iii) Improve population health, safety and management; access to safe water, sanitation and hygiene services;
iv) Reduce vulnerability, gender inequality and inequity along the lifecycle;
v) Promote sports, recreation, and physical education;
vi) Promote culture and creative industries;
vii) Promote a decent and productive work environment for all;
viii) Mobilise communities for increased participation in national development; and
ix) Strengthen policy, legal, institutional coordination, and regulatory frameworks.

17.4 Programme Results

441. **The desired high-level Programme results by the year 2029/30 are:**

i) Increased employment to population ratio (EPR) from 42.5 in FY2022/23 to 59.8;
ii) Reduced unemployment rate from 11.9 % in FY2022/23 to 8.1%;
iii) Increased labour force participation rate from 48% (58% male and 39% female) in FY2022/23 to 80%;
iv) Increased ratio of Science and Technology graduates to humanities graduates from 2:5 in FY2022/23 to 3:5;
v) Increased average years of schooling from 6.1 in FY2022/23 to 11;
vi) Increased learning adjusted years of schooling from 4.5 in FY2022/23 to 6;
vii) Increased Early Childhood Development (ECD) index score from 56.8% in FY2022/23 to 75%;
viii) Reduced prevalence of under-5 stunting from 26% in FY2022/23 to 23%;
ix) Reduced population growth rate from 2.9% in FY2022/23 to 2.7%;
x) Reduced Total Fertility rate (TFR) from 5.2 in FY2023/24 to 4.4;
xi) Reduced under 5 Mortality Ratio from 46/1,000 in FY2023/24 to 39/1,000 live births;
xii) Reduced Maternal Mortality Ratio from 207/100,000 in FY2023/24 to 140/100,000;
xiii) Reduced Neonatal Mortality from 22/1,000 in FY 2022/23 to 15/1,000 Live Births;
xiv) Reduced mortality due to NCDs from 21% in FY2022/23 to 19%;
xv) Reduced proportion of mortality due to high-risk communicable diseases (Malaria, TB & HIV/AIDS) from 40% in FY2022/23 to 30%;
xvi) Reduced teenage pregnancy rate from 24% in FY2022/23 to 15%;
xvii) Reduced Gender Development Index (GDI) from 0.89 in FY2022/23 to 0.92;
xviii) Reduced Gender Inequality Index (GII) from 0.527 in FY2022/23 to 0.565;
xix) Increased proportion of the population accessing social protection from 5% in FY2022/23 to 7%;
xx) Reduced GBV prevalence from 51% in FY2022/23 to 38.5%;
xxi) Reduced Disability prevalence from 5.7% in FY2022/23 to 4%
xxii) Increased access to safe water supply from 67% in rural and 72.8 % in urban in FY2022/23 to 84% and 78%, respectively;
xxiii) Increased access to basic sanitation (improved toilet) from 32% in FY2022/23 to 48%;
xxiv) Increased access to improved hygiene from 44.7% in rural and 53% in urban in FY2022/23 to 48% and 59%, respectively;
xxv) Increased universal health care coverage index from 49% in FY2022/23 to 58%;
xxvi) Improved world sports ranking in niche sports from 92 in football and 5 in Netball in FY2022/23 to 70 and 4, respectively, and in Athletics by 20%;
xxvii) Increased percentage contribution of culture and creative industries to GDP from 3.1% in FY2022/23 to 5%; and

xxviii) Increased percentage of the population that uptake and engages in development initiatives from 68% in FY2022/23 to 75%.

17.5 Interventions

442. To achieve the above results, the following interventions (Table 17.2) have been prioritised under this Programme

Table 17.2: Interventions under the HCD Programme and respective actors

Interventions	Actors
Objective 1: To improve the foundation of human capital development	
1. Improve access and equity of pre-primary education a. Sensitize private players to spread to the underserved communities; and b. Strengthen the coordination of ECCE service providers at national and LG levels.	MoES, MoGLSD, MoFPED, MoLG, KCCA, LGs, Private Sector, DPs
2. Institutionalize Pre-primary teacher training at public teacher training institutions a. Develop ECCE caregivers training framework; and b. Train in-service (CPD) pre-primary caregivers.	MoES, MoGLSD, MoFPED, MoLG, KCCA, LGs, Private Sector, DPs
3. Enforce the regulatory and quality assurance system of ECCE	MGLSD, KCCA, MOES, LGs
4. Improve the physical and cognitive development of children below 8 years a. Strengthen the implementation of the National IECD policy; and b. Inspect and monitor ECD centres.	MOH, MOES, MGLSD, CSOS, DPs, KCCA, LGs
5. Promote optimal maternal, infant, young child, adolescent and elderly nutrition practices a. Develop and implement a cost-effective school feeding programme linked to PDM and the local economy; b. Scale up nutrition at all levels; c. Promote consumption of fortified foods, especially in schools, focussing on beans, sweet potatoes, cooking oil, and maize; d. Promote dietary diversification; e. Promote food safety; and f. Develop the national food fortification policy and law.	MoH, MoES, MoGLSD, MTIC, MoFPED, MoLG, MAAIF, Private Sector (e.g., Maama Care Foundation), DPs
6. Increase access to immunisation against childhood diseases	MOH, MoGLSD, MOES, EOC
7. Improve adolescent and youth health a. Provide youth-friendly health services	MOH, MoGLSD, MOES, EOC, Private Sector, CSOs, KCCA, LGs
8. Strengthen the family unit to reduce domestic violence, child deprivation, abuse, and child labour a. Implement the national parenting guidelines; b. Develop and roll out parenting programmes at household, community, and national levels; and c. Establish district action centres.	MoGLSD, MoJCA, MoIA, EOC, MoFPED, LGs, Private Sector, CSOs
9. Equip all lagging schools to meet BRMS a. Establish public primary and secondary schools in underserved parishes/wards and sub-counties, respectively; b. Procure instruction materials; and c. Recruit human resources.	MoES, MoH, MoGLSD, MoFPED, MoLG, MoWE, KCCA, Private Sector, DPs
10. Enhance proficiency in literacy and numeracy through Early Grade Reading (EGR), Early Grade Mathematics (EGM), and remedial learning	MoES, MoLG, NCDC, KCCA, LGs, Private Sector, CSOs

Interventions	Actors
11. Improve the inclusivity in teaching and learning environments a. Rehabilitate, equip, and staff the exclusive public special needs schools; b. Repurpose selected existing schools in the Karamoja sub-region to become boarding schools; c. Provide instructional materials for learners with special needs; and d. Expand the capacity of the Uganda National Institute for Teacher Education (UNITE) to undertake teacher training for special needs teachers.	MoES, MoLG, KCCA, LGs, Private Sector, CSOs
12. Strengthen support services (guidance and counselling, child protection, school health, nutrition services) to enable retention and completion at all levels	MoES, MoLG, KCCA, LGs, Private Sector, CSOs
13. Implement ICT-integrated teaching, learning, and decision-making	MoES, MoICT&NG, MoLG, MoFPED
14. Enforce the regulatory quality assurance and assessment system of primary and secondary schools	OPM, MOH, MoES, MGLSD, MoLG, LGs, NPA, DPs
Objective 2: To produce a knowledgeable, skilled, and ethical labour force (with emphasis on science and technology; STEI/STEM in education and TVET)	
1. Institutionalize Manpower Planning a. Develop comprehensive National Human Resource Development Plans (HRDP) and integrate Human Resource Planning within the institutional strategic and Local Government Development Plans; and b. Consolidate and centralise capacity-building initiatives in the public service in line with the HRDP.	MGLSD, NPA, MOES, NCDC, MOPS, MOLG, Tertiary Institutions,
2. Accelerate acquisition of urgently needed skills in key growth areas a. Develop and implement new education and training programmes tailored to international standards to address the qualification and skills shortages in line with the NDPIV – NHRDP (Refer to Table 17.3 for details); b. Operationalize the Skills Development Fund to incentivise the private sector to offer training to their employees in the scarce skills areas; c. Align the issuance of work permits in line with the HRDP; d. Establish and implement a National Central Admission System for higher education and link higher education admissions and financing to the critical skill needs identified in the plan; e. Link allocation of scholarships and loan financing to critical skill needs identified in the plan; f. Assess and certify the competencies acquired by trainee beneficiaries during apprenticeship, traineeship, and indenture training; and g. Adapt curriculum content and instructional materials to distance teaching and learning.	MoPS, MoES, MoFPED, NCHE, NCDC, MGLSD, MTIC, UBTEB, UMA, PSFU, MoFA, MoIA, NPA, Tertiary Institutions, Private sector
3. Provide early exposure to STEM/STEI to children through innovative science projects in primary schools, secondary schools and higher education institutions	MoES, STI-OP, MoFPED, MoLG, NCDC
4. Equip TVET trainees and higher education graduates with 21st-century knowledge and skills	MoES, State–House, OP, OPM, NCDC, NPA
5. Increase access to TVET training in scarce-skills TVET programmes to reverse the currently inverted skills triangle	MoPS, MOFPED, MOES, NCHE, NCDC
6. Promote industry-driven and Employer-led TVET and higher education skilling and training; a. Fully functionalise the existing presidential Industrial Zonal Skilling Hubs to train, skill and equip youths with logistics to enable them to start viable enterprises;	MOES, State-House, OP, OPM, NCDC, NPA

Interventions	Actors
b. Remodal public vocational education institutions to operationally mirror the Presidential Industrial Zonal Skilling Hubs designed for skilling; c. Use the PDM information management pillar to register and mobilize youths to enroll in skilling programs; d. Fully roll out the modularized TVET curricula; and e. Establish a Presidential Skilling Hub in the Karenga district.	
7. Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels	MOES, NCDC, NCHE, Training Institutions
8. Support vocational training institutions (schools, institutes, and colleges) and industrialists/employers to deliver a dual training system for TVET (i.e., 80% training in the industry and 20% learning in the institution) and universities (i.e. 40% training in the industry and 60% training in the institution)	MoES, MoTIC, MoGLSD, NCHE, UMA, PSFU, Private sector
9. Establish and implement a compulsory National Service programme framework with a minimum of one year of compulsory TVET training immediately after A' level a. Develop a national service framework to provide a one-year compulsory TVET training for A' level graduates	MoES, NPA, MoPS, MoGLSD, MoDVA, MoICT&NG
10. Promote STEM/STEI-focused strategic alliances between schools, training institutions, high-calibre scientists, and industry a. Prioritize STEI/STEM for programme and institutional accreditation; b. Prioritize STEI/STEM admissions and financing at Higher Education Institutions; and c. Invest in STEI/STEM Research and incubation to transform it into goods and services for national growth and societal well-being.	MoES, STI-OP, Private sector, UMA, NCHE, HEIs, Private sector
11. Provide the critical physical and virtual science infrastructure in all secondary schools	MoES, STI-OP, Private sector, UMA
12. Provide the required physical infrastructure and equip instructional materials, human resources and quality assurance mechanisms for Higher Education and TVET Institutions, including Special Needs Education (SNE)	MoES, MoFPED, NCHE, Universities
Objective 3: To improve population health, safety and management; access to safe water, sanitation, and hygiene services	
1. Increase community ownership, access, and utilisation of health promotion, environmental health and community health services, including for persons with disabilities.	MOH, MGLSD, MWE, MOES, LGs
2. Reduce the burden of communicable diseases with a focus on high-burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis) and epidemic-prone diseases, emphasising the Primary Health Care Approach	MoH, UCI, UHI, MoES, MoGLSD, MoLG, MoW&T, MoPS, Private Sector, CSOs, HDPs, OPM, UAC, Cultural and Religious Institutions
3. Prevent and control Non-Communicable Diseases with a specific focus on cancer, diabetes, cardiovascular diseases and trauma. and malnutrition across all age groups a. Establish centres of excellence in the provision of oncology, endocrine, and genetic disorders, cardiovascular and trauma services at both national and regional levels and foster regional integration	MoH, UCI, UHI, MoES, MoGLSD, MoLG, MoW&T, MoPS, Private Sector, CSOs, HDPs, OPM, UPF, UAC, LGs, Community, Cultural and Religious Institutions
4. Improve maternal, adolescent, and child health services at all levels of care. a. Invest in appropriate guidelines, health care package, infrastructure, technologies, and human resource capacity for neonatal services at all levels of health care;	MoH, UCI, UHI, MoES, MoGLSD, MoLG, MoW&T, MoPS, Private Sector, CSOs,

Interventions	Actors
b. Develop and implement high-impact programmes on adolescent health to reduce teenage pregnancies, with a special focus on hot spot districts; and c. Increase investment in child and maternal health services at all levels of care.	HDPs, OPM, UAC, LGs, Community, Cultural and Religious Institutions
5. Increase access to Sexual and Reproductive Health (SRH) information and services	MoH, MoES, MWE, NPA, MoLG, MoGLSD, Private Sector, CSOs, DPs, Community, Religious and cultural institutions, DPs, LGs.
6. Improve curative, palliative, rehabilitative and geriatric care services	MoH, UCI, UHI, MoES, MoGLSD, MoLG, MoW&T, MoPS, Private Sector, CSOs, HDPs, OPM, UAC, LGs, Community, Cultural and Religious Institutions
7. Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative and palliative health care services, focussing on a. Ensure adequate human resources for health at all levels, with a special focus on specialised and super-specialised human resources; b. Undertake continuous training and capacity building for in-service health workers; c. Improve health infrastructure, including emergency medical service and referral system; d. Improve the functionality of health centres, targeting the Karamoja region; e. Expanded geographical access; f. Avail affordable medicine and health supplies, including promoting local production of medicines (including complementary medicine); g. Develop and implement service and service delivery standards targeting lower middle-income standards; h. Promote digitisation of the health information systems; and i. Adherence to the Client's charter to the ethical code of conduct by health workers.	MoFPED, MoH, MoLG, MoPS, MoICT&NG, NPA NMS / JMS, Professional Councils, Professional Associations, Medical Bureaus, Private Health Providers, Health DPs
8. Increase inclusive access to safe water, sanitation, and hygiene (WASH) with emphasis on increasing coverage in lagging communities a. Increase investment in water supply and sanitation infrastructure to increase service in underserved communities in urban, rural and refugee settlements; b. Increase rehabilitation and expansion of existing WASH infrastructure; c. Increase investment in WASH infrastructure in key institutions (Health facilities, education, prisons and security, etc.); d. Invest in effective management and regulation of the entire WASH value chain segments such as water production to point of use, catchment management, containment, emptying, transportation, treatment, safe reuse or disposal; e. Improve integrative WASH Management Information Systems for real-time, accurate data and monitoring; f. Increase water and sewerage infrastructure in industrial parks; and g. Strengthen enforcement of health/WASH-related legislation.	MoH, MoES, MWE, NPA, MoLG, MoGLSD, Private Sector, CSOs, DPs, Community, Religious and cultural institutions, DPs, LGs.

Interventions	Actors
9. Increase financial risk protection for health with emphasis on implementing the national health insurance scheme and scaling up community-based insurance and health cooperatives	MOH, Parliament, MoFPED
10. Promote health research, innovation, and technology uptake, including improvement of traditional medicine	MOH, Research & Academic Institutions, Health MDAs, MSTI, Private sector
11. Promote physical health activities and behavioural change across all categories of the population	MoH, MoES, MoGLSD, MoLG, LGs
12. Promote delivery of disability-friendly health services including physical accessibility and appropriate equipment	MoH, MoLG, MoW&T, MoGLSD, MoES
13. Strengthen population planning and coordination along the life cycle approach, including civil registration, vital statistics, and the national population data bank a) Integrate population issues in planning and budgeting at all levels; b) Generate and use evidence in population planning, advocacy implementation, monitoring and evaluation; and c) Mobilize resources through strategic partnerships and collaborations for the population.	MFPED, MOH, NPA, UBOS, NIRA, URSB, MoIAs, MoDVA, MoLGs
Objective 4: To promote decent work and productive employment	
1. Establish a functional labour market a) Strengthen compliance with labour standards and rights b) Establish a functional Labour Market Information System (LMIS) c) Promote industrial peace and harmony at workplaces d) Promote safe, orderly, and regular labour migration e) Strengthen compliance with labour laws, policies, guidelines and standards.	MGLSD, MOPS, UBOS
2. Develop and implement programmes for job-rich growth	MGLSD, MOES MGLSD, MOPS, ALL MDAs, PSFU, Private sector, CSOs, DPs
3. Improve Occupational Safety and Health (OSH) management	MoGLSD, MoH, MoLG, MoW&T, MoGLSD, MoES, MoIA
4. Promote labour productivity research, innovation, and technology uptake	MGLSD, MOPS, PSFU, Private sector, CSOs, DPs
Objective 5: Reduce vulnerability, gender inequality, and inequity along the lifecycle	
1. Expand the scope and coverage of livelihood enhancement and economic empowerment programmes for Youth, Women, Older Persons, and PWDs.	MoGLSD, OPM, MoFPED
2. Expand the scope and coverage of Social Security along the life cycle. a. Implement Direct Income Support (DIS) interventions for vulnerable groups and individuals; b. Expand Contributory Social Security to workers in the formal and informal sector; c. Integrate Shock responsiveness in the delivery of Social Protection; and d. Strengthen Social Protection Systems across the life cycle.	MoGLSD, MoFPED, URBRA, MOPS
3. Provide holistic social care and support services to vulnerable groups a. Strengthen the family and community capacity to care for and support vulnerable individuals; b. Provide specialised care to vulnerable individuals and Support for the Poor; and c. Improve the capacity of the Social Service Workforce to deliver comprehensive care and support services.	MoGLSD, MoLG MoFPED, LGs, MOH

Interventions	Actors
4. Promote women's empowerment, leadership, and participation in decision-making through investment in entrepreneurship programmes, business centres	MoGLSD, LGs, DPs, CSOs and Private Sector
5. Promote gender equality and equity-responsive planning and budgeting in all sectors and LGs a) Increase gender data and statistics production, accessibility, and use to inform policies and programming on gender equality and equity responsive planning and budgeting; b) Track and report on the international and regional commitments on inclusive planning and budgeting; c) Scale up Gender Based Violence (GBV) prevention and response interventions at all levels; d) Enhance protection, respect, and redress mechanisms on human rights; and e) Strengthen disability inclusion in planning, budgeting, implementation, and reporting at all levels.	MoGLSD, MoFPED, LGs, DPs, CSOs, EOC, NPA, UBOS
Objective 6: To promote sports, recreation, and physical education	
1. Develop and implement a framework for institutionalising talent identification, development, and professionalisation.	MoES, MoGLSD, MoLG, NCS, Sports Clubs
2. Implement accredited sports and physical education as stand-alone curricular subject(s) in schools and for sports coaches, administrators, and technical officials	MoES, NCDC, NCS, MoLG, Universities
3. Establish regional sports-focused schools/sports academies to support early talent identification and development.	MoES, MoFPED, NCS, Sports Clubs
4. Develop and implement professional sports club structures to promote formal sports participation	MoES, MoFPED, NCS, Sports Clubs
5. Protect and maintain existing sports facilities and construct appropriate and standardised recreation and sports infrastructure for AFCON.	MoES, MoFPED, NCS, Sports Clubs & Associations, FUFA, Private Sector
6. Leverage public-private partnerships for funding of sports and recreation programmes	Private sector, MoES, MoFPED, NCS, Sports Clubs
Objective 7: To mobilise communities for increased participation in national development	
1. Promote community mobilisation, sensitisation, and awareness creation for demand and uptake of development initiatives. a. Enhance public awareness of the need to promote equal opportunities for inclusive development; b. Promotes awareness and laws against negative/harmful, traditional or religious practices and beliefs; and c. Implement a national strategy against child marriage and teenage pregnancy.	MGLSD, MOLG, LGs, MOES, MOH, DPs, CSOs, EOC, Cultural and Religious Institutions
2. Build capacities and equip community institutions, including central and local government, as well as non-state actors	MoGLSD, MOLG, LGs, MOES, MOH, DPs, Cultural and Religious Institutions and CSOs
3. Develop and implement national civic education and adult literacy programmes with an emphasis on the roles and responsibilities of families, communities, and citizens	MoGLSD, MOLG, EOC, LGs, MOES, MOH, DPs, UBC, MoICT, Cultural and Religious Institutions and CSOs
Objective 8: To promote culture and creative industries	

Interventions	Actors
1. Empower culture and creative practitioners with resources, entrepreneurship skills, and opportunities using appropriate technologies and innovation for value-addition a. Establish dedicated government grants, venture capital, corporate partnerships, and specialised funding programmes to provide financial support to CCIs SMEs to get started, scale up, or develop new projects; and b. Establish a Government guarantee scheme for culture and creative entrepreneurs to lower the risk of financial institutions funding CCIs.	MoGLSD, MoFPED, MOLG, LGs, UNCC-MoGLSD, Cultural and Religious Institutions
2. Expand culture and creative infrastructure for the production, promotion, distribution, preservation, and marketing of CCI products a. Establish regional creative hubs/co-working spaces to support the creation, production, distribution, and marketing of CCI products and services; and b. Facilitate CCIs SMEs to access markets both domestically and internationally through trade missions, exhibitions, e-commerce infrastructure, certification, and labelling.	MoGLSD, MOLG, LGs, UNCC-MoGLSD, Cultural and Religious Institutions
3. Review, harmonise, develop, and enforce appropriate legal and institutional frameworks for the culture and creative industry	URSB, UNCC-MoGLSD
4. Create network and collaboration platforms to facilitate the connection between SMEs, industry leaders, mentors, peers, potential investors, and other stakeholders to foster collaboration and partnerships	MoGLSD, MoLG, LGs, UNCC-MoGLSD, Cultural and Religious Institutions
5. Facilitate registration of CCIs at all levels	MGLSD, MoLG, LGs, UNCC-MoGLSD, Cultural and Religious Institutions
Objective 9: Strengthen policy, legal, institutional coordination, and regulatory frameworks for Human Capital Development	
1. Develop and review policies, laws, and regulations related to HCD a. Prepare the Government White Paper on Education; b. Establish and enforce standards, laws, and policies for disability-friendly infrastructure and services; and c. Fast-track the amendment of the copyright and neighbouring rights to cover private copy levy and expand protection of creative works within the digital environment.	MOES, NPA, MOH, MoGLSD, MWE, LGs
2. Capacitate institutions to deliver the Human Capital Development Programme	MoES, NPA, MOH, MoGLSD, MWE, LGs
3. Undertake monitoring, evaluation, and reporting of progress for the HCD programme during plan implementation	MOES, NPA, MOH, MGLSD, MWE, LGs

Source: Programme Secretariat, 2024

443. In line with intervention 9 of accelerating the acquisition of urgently needed skills in key growth areas in Table 17.2, the NDPIV Human Resource Development Plan has identified skills which the HCD Programme will prioritise in the next 5 years. These are shown in Table 17.3 below. In the short and medium term, the Programme will prioritise these critical skills using the scholarship programmes and student loan financing to address the human resource gaps. In the long run, the Programme will be required to build systems and incentivise higher education institutions to provide training skills that are not provided in the country but have the requisite numbers for sustainability.

Table 17.3: Critical skills gaps for which no training is available in the country

NDPIV Programme	Field/Skill Area	Critical skills gaps for which no training is available in the country	Estimated 5-year Gaps	Entry-Level Education
Agro-Industrialisation	Agricultural Engineering		538	Bachelor's
	Agricultural Finance Experts		295	Master's
	Irrigation engineers		330	Bachelors
	Quantitative animal breeder		103	Bachelors
	Agricultural Lawyer		970	Bachelor's
	Agricultural Biotechnology Experts		200	Master's
	Agricultural Risk Management Analysts		175	Master's
	Livestock Nutritionists		225	Master's
	Power Grid Maintenance Technicians		125	Diploma
	Process Safety Engineers		290	Master's
	Soil Science		311	Bachelor's
	Veterinary Medicine		400	Bachelor's
Tourism Development	Border Security Analysts		140	Bachelor's
	Tourism Financial Analysts		60	Master's
	Tourism Policy Analysts		150	Master's
	Tourist Service Quality Assessors		60	Master's
	Destination Branding Specialists		75	Bachelor's
	Hospitality Training Specialists		673	Bachelor's
	Tourism Marketing Specialists		300	Master's
Human Capital Development	Chiropractors		652	Master's
	Geriatric Pharmacist		332	Masters
	Geriatric Doctors		240	Masters
	Geriatric Neurologist		150	Masters
	Geriatric Psychiatrist		268	Masters
	Neurosurgeons		109	Master's
	Anesthesiologists		321	Master's
	Advanced Endoscopy		186	Master's
	Optometrists		349	Master's
	Physiotherapists		241	Master's
	Thoracic Surgeons		211	Master's
	Interventional Pulmonologists		145	Master's
	Pulmonologists		354	Master's
	Oncologists (Thoracic/Pulmonary)		121	Master's
	Pulmonary Rehabilitation Specialists		203	Master's
	Allergists/Immunologists		163	Master's
	Critical Care Specialists		361	Master's
	Respiratory Therapists		237	Master's
	Advanced Pediatric Care		350	Master's
	Infectious Disease Specialists		421	Master’s
	Virologists		328	Master’s
	Cardiologists		350	Master's
	Cardiothoracic Surgeons		124	Master’s
	Cardiac Electrophysiologists		105	Master’s
	Pediatric Cardiologists		55	Master’s
	Cardiac Anaesthesiologists		178	Master’s
	Interventional Cardiologists		189	Master’s
	Cardiovascular Imaging		400	Bachelor's
	Clinical Cardiology		450	Master's
	Metabolic Medicine		350	Master's
	Nephrologist		300	PhD
	Oncologist		650	Master's
	Radiation Therapists		321	Master’s
	Oncologic Pathologists		118	Master’s
	Paediatric Oncologists		123	Master’s
	Hematologists (Hematologic Oncologists)		250	Master’s
	Orthodontists		225	Master's
Sustainable Extractives	Gold Processing Plant Specialists		100	Master’s
	Industrial Process specialists		172	Master’s
	Machine Learning Engineers		650	Master’s

NDPIV Programme	Field/Skill Area	Critical skills gaps for which no training is available in the country	Estimated 5-year Gaps	Entry-Level Education
Industry Development	Mineral Resource Development Specialists		250	Master’s
	Pipeline engineers		278	Master’s
	Oil Refinery Safety Engineers		225	Bachelor’s
	Refinery technicians		570	Bachelor’s
	Oil Well Logging Specialists		175	Bachelor’s
	Environmental scientists		600	Master’s
	Oilfield Quality Control Specialists		225	Master’s
	Petroleum Geologists		700	Master’s
	Polymer Scientists		140	Master’s
	Process Simulation Analysts		47	Master’s
	Product Design Engineers		300	Bachelor’s
	Underground Mining Engineers		260	Master’s
	Environmental Engineering and Policy Analysts		140	Bachelor's
	Geographical Information Systems (GIS)		390	Bachelor's
	Geotechnical Engineers		155	Master's
Integrated Transport Infrastructure and Services	Hydroelectric Plant Engineers		100	Master's
	Infrastructure Investment Analysts		184	Bachelor's
	Materials Scientists		150	Master's
	Traffic Engineering professionals		109	Master's
	Infrastructure Risk Analysis and Management		195	Bachelor's
	Smart Grid Analysts		155	Bachelor's
	Smart Transportation Systems Engineers		255	Master's
	Aviation Experts		350	Master's
	Transport Economists		105	Master's
Innovation, Technology Development and Transfer	Aerospace and Avionics Engineering		50	Bachelor's
	Cyber and Space Technology		50	Bachelor's
	Mechanical/Mechatronics Engineering		50	Bachelor's
	Telecommunications/Antenna Engineering		50	Bachelor's
	Radar Engineering in Spacecraft systems		50	Bachelor's
	Computer Engineering in Aerospace		50	Bachelor's
	Software Engineering in Aerospace		50	Bachelor's
	Industrial and Manufacturing Engineering		50	Bachelor's
	Remote Sensing and Signal Processing		50	Bachelor's
	Data Science and Analytics in Aerospace		50	Bachelor's
	Embedded Systems in Aerospace Technology		50	Bachelor's
	Machine Learning and Aerospace Systems		50	Bachelor's
	Aviation Law and Policy		50	Bachelor's
	Space Law, Policy and Governance		50	Bachelor's
	Space mission project Planning, Monitoring and Evaluation		50	Bachelor's
	Aerospace Material Sciences		50	Bachelor's
	Power Systems/Green energy in Aerospace		50	Bachelor's
	Nuclear Physics and Space Mission Biosafety		50	Bachelor's
	Battery Systems Engineer		132	Bachelor's
	Automotive Software Engineer		231	Bachelor's
	Automotive Mechanical Engineer		150	Bachelor's
	Automotive Parts Designer		125	Bachelor's
	Automotive Data Analyst		156	Bachelor's

NDPIV Programme	Field/Skill Area	Critical skills gaps for which no training is available in the country	Estimated 5-year Gaps	Entry-Level Education
	Charging Infrastructure Technician (Electrical Engineering Technicians)		127	Bachelor's
Digital Transformation	Cloud Computing Engineers		900	Master's
	Cybersecurity Specialists		582	Master's
	AI Systems Engineers		202	Master's
	Blockchain Developers		500	Bachelor's
	Cybersecurity Architects		250	Master's
	Digital Forensics Experts		200	Master's
	Human-Computer Interaction Specialists		250	Master's
	Network Architects		600	Master's
	Software Architects		650	Master's
	Virtual Reality Developers		150	Master's
Sustainable Energy Development	Industrial Process Consultants		172	Master's
	Renewable Energy Engineers		200	Master's
	Nuclear Engineering		1,130	Bachelor's
	Nuclear Reactor Operation		240	Bachelor's
	Nuclear Chemistry		630	Master's
	Nuclear Physics		500	Master's
	Nuclear Geology		570	Master's
	Nuclear Safety and Security		1,720	Master's
	Nuclear Law		165	Master's
	Radiation Protection		1,960	Bachelor's
	Nuclear Technicians		1,324	Bachelor's
	Nuclear Craftsmen		3,600	Certificate
	Green Hydrogen Economy		139	Bachelor's

Source: NPA Human Resource Projection Model, 2024

444. The HCD Programme should also incentivise higher education and training institutions to provide the skills needed to fill the human resource gaps in the key growth areas. These are highlighted in Table 17.4.

Table 17.4: Critical skills gaps whose training is available in Uganda but supply is less than the current demand

NDPIV Programme	Field/Skill Area	Critical skills whose training is available in Uganda but supply is less than the current demand	Estimated Medium-Term Gaps	Entry-Level Education
Agro-Industrialisation	Agricultural Machine Operators		1600	Diploma
	Animal Husbandry		4920	Diploma
	Dairy Science specialists		2081	Bachelor's
	Disaster Risk Management		1652	Bachelor's
	Food and Beverage Processing		5280	Diploma
	Food microbiologists		1368	Bachelor's
	Food Science and Technology		3600	Bachelor's
	Food Science Specialists/ Food Scientists		1321	Bachelor's
	Animal Health Specialists		3150	Bachelors
	Veterinary Epidemiologist		1358	Bachelors
	Quality Regulators		475	Diploma
	Bio-Medical Engineering		215	Bachelors
	Laboratory Specialists		1697	Bachelors
	Wildlife Medicine Specialists		1212	Bachelors
	Entomologist		727	Bachelors
	Veterinary Doctors		1309	Bachelors
Tourism Development	Event Planning and Management experts		1,360	Diploma
	Hotel Management Specialists		1,930	Diploma
	Adventure Tourism Coordinators		580	Diploma
	Tourism Guides		1,137	Diploma

NDPIV Programme	Field/Skill Area	Critical skills whose training is available in Uganda but supply is less than the current demand	Estimated Medium-Term Gaps	Entry-Level Education
	Adventure Tourism Planners		800	Bachelor's
	Cultural Experience Facilitators		560	Bachelor's
	Cultural Heritage Management Specialists		800	Bachelor's
	Tourism Development Planners		400	Master's
	Tourism Resource Managers		1,137	Bachelor's
	Travel Safety Analysts		580	Master's
	Travel Safety Coordinators		1,881	Diploma
Human Capital Development	Anesthesiologists		521	Master's
	Orthopaedic surgeons		574	Master's
	General surgeons		432	Master's
	Emergency Medicine		561	Master's
	Paediatricians		643	Master's
	Physicians/ Internal Medicine		1590	Master's
	Ear Nose and Throat Surgeons		550	Master's
	Registered Paediatric Nurse		1,091	Diploma
	Registered Public Health Nurse		11,781	Diploma
	Registered Nurse		47,171	Diploma
	Optometrists		749	Master's
	Clinical Microbiologists		213	Master's
	Epidemiologists (Infectious Disease Epidemiologists)		304	Master's
	Pathologists		231	Master's
	Pharmacologists		332	Master's
	Immunologists		227	Masters
	Physiotherapists		541	Master's
	General Practitioners		12,211	Bachelor's
	General Surgery		353	Bachelor's
	Emergency Medicine		1,266	Master's
	Dental surgeons		1,812	Master's
	Registered Midwife		33,754	Diploma
	Nutritionist		2,987	Bachelor's
	Obstetrics and Gynecology		649	Bachelor's
	Clinical Medicine		4,800	Bachelor's
	Early Childhood Education		4,320	Diploma
	Endodontists		3,500	Master's
	Midwifery		6,000	Diploma
	Nutrition and Dietetics		4,200	Diploma
	Occupational Health and Safety		1,137	Diploma
	Occupational Therapy		1,137	Bachelor's
Sustainable Extractives Development	Biochemistry Specialists		1156	PhD
	Bioenergy Specialists		1,050	Bachelor's
	Biotechnology Specialists		1,360	Bachelor's/ Master's
	Environmental Policy professionals		740	Master's
	Petroleum Engineering professionals		543	Bachelor's
	Geophysicists		680	Bachelor's
	Drilling technicians		1,268	Diploma/Technical
	Plumbing Labourers		2,940	Lower Secondary
	Renewable Energy Policy		2,500	Master's
	Renewable Energy Systems		1,137	Bachelor's
	Renewable Energy Technician		2,920	Diploma
Integrated Transport Infrastructure and Services	Pavement Engineers		540	Bachelor's
	Transport Engineers		655	Bachelor's
	Materials Engineers		573	Bachelor's
	Civil Engineers		630	Master's
	Environmental Engineering experts		1145	Master's
	Mechanical Engineers		2135	Bachelor's
	Water and Sanitation Engineering Technicians		755	Bachelor's

NDPIV Programme	Field/Skill Area	Critical skills whose training is available in Uganda but supply is less than the current demand	Estimated Medium-Term Gaps	Entry-Level Education
	Automotive and Power Engineering experts		683	Master's
	Civil Engineering Technicians		850	Master's
	Logistics and Supply Chain Managers		1,184	Bachelor's
	Railway Engineering professionals		1,731	Bachelor's
	Environmental Impact Assessment specialists		919	Bachelor's
	Geotechnical Engineers		865	Master's
	Advanced Roadway Design Engineers		1,105	Bachelor's
	Rail Infrastructure Specialists		1,435	Bachelor's
	Advanced Traffic Management Specialists		774	Master's
	Road Safety Engineers		625	Bachelor's
	Infrastructure Investment Analysts		580	Bachelor's
Innovation, Technology Development and Transfer	Big Data Analysts		450	Master's
	Prototype Engineers		350	Bachelor's
	Data Scientists		700	Master's
	DevOps Engineers		350	Bachelor's
	Digital Data Architects		200	Master's
	IoT (Internet of Things) Experts		450	Master's
	Industry 4.0 Experts		125	Bachelor's
	Robotics Engineers		250	Master's
	Intellectual Property (IP) Managers		155	Bachelor's
	Automotive and Power Engineering experts		183	Bachelor’s
	Biomedical Engineering		1,992	Bachelor’s
	Automotive Diagnostic Technician		1432	Certificate
	Biopharmaceuticals		400	Bachelor’s
Digital Transformation	Digital Marketing		4620	Bachelor's
	ICT and Digital Literacy		4920	Diploma
	Mobile Application Development		4320	Bachelor's
	Network Administration		4920	Bachelor's
	Network Engineering		5400	Bachelor's
	Software Engineering		1152	Bachelor's
Sustainable Energy Development	Electrical Engineering		3554	Bachelor's
	Electrical Technicians		4037	Certificate
	Mechanical Engineering		3240	Bachelor's
	Radiology		900	Bachelor's/ Master's
	Renewable Energy Technician		4920	Diploma
	Renewable Resource Management		1800	Bachelor's

Source: NPA Human Resource Projection Model, 2024

17.6 Implementation Reforms

445. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Address conflict of interest in the provision of education and health services by banning all employees in these sectors from operating private schools and health facilities;
ii) Children in the day, primary, and secondary schools should attend the nearest schools to their homestead;
iii) Fees charged in public schools should go through the consolidated fund;
iv) Introduce a minimum of one year of compulsory TVET training immediately after A’ level before enrolling for further education to be delivered through a compulsory National Service programme framework;

v) In line with the National Human Resource Development Plan, the government's issuance of work permits must be based on human resource gaps identified by the plan. In this regard, work permits should be provided in areas where the country is facing staffing shortages;

vi) Establish and implement a National Central Admission System for higher education and link higher education admissions and financing to the critical skill needs identified in the Plan;

vii) Link allocation of scholarships and loan financing to critical skill needs identified in the plan; and

viii) Establish international exchange programmes with multinational corporations.

17.7 Programme Risk and Mitigation

446. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Uganda is faced with a youth bulge of 31.2 million people, which creates both an opportunity and a challenge.** The greatest risk factor in this circumstance is that only 15% of the Ugandans who enter the labour market are in demand. The incompatibility between the qualifications possessed by graduates/ those seeking employment and the prevailing demand within the labour market worsens the risk of attaining the desired human capital outcomes. Secondly, the skills and training acquired do not match the market demands in the current job market, causing high risk in investments made, plus low adoption of technology, coupled with emerging artificial intelligence with new technology and innovations; and

ii) **Increasing vulnerability due to risks and shocks caused by increasing climate changes, pandemics, epidemics, and occupational safety and health risks.** These are a big threat to the attainment of health, education, and productivity outcomes, both contributing to mortality and morbidity rates, high cost of health service delivery, destruction of social infrastructure, human resources, and low labour productivity. There is a need to prioritise mitigation, prevention, and management measures for emergencies, including refugee influx that impacts service delivery within the host communities and local governments. In addition, changing climate change contributes to crises e.g., floods, storms, prolonged drought, hunger and poor nutrition outcomes, displacement of people that will require emergency services, disaster risk management, social protection interventions as well as increased communicable and non-communicable diseases leading to high disease burden and high cost of social service delivery.

CHAPTER 18: REGIONAL DEVELOPMENT PROGRAMME

18.1 Introduction

447. **Regional development programmes are crucial for enhancing the effectiveness of decentralisation and minimising regional imbalances and inequities**. By focussing on region-specific needs and priorities, these programmes address disparities in infrastructure, education, healthcare, and economic opportunities. They strengthen local governance by empowering local authorities to develop and implement development plans, bringing services closer to the people, increasing accountability, and overall national cohesion. They foster optimal use of resources by tapping into local potential.

448. **The programme seeks to minimise regional imbalances & inequities and deepen decentralisation to support the realisation of the results of the Plan.** Minimising regional imbalances and inequities ensures that all regions have equal access to opportunities and resources. By deepening decentralisation, the programme will provide necessary structures and systems for full monetisation of the economy through the effective implementation of wealth creation initiatives such as PDM and EMYOOGA. Through PDM, production and productivity will be enhanced and value-addition infrastructure provided. By fostering local economic development, the programme empowers local authorities to generate revenue through broadening the tax base, asset management, and sustainable exploitation of natural endowments. Furthermore, it facilitates more equitable distribution of investments, economic & social infrastructure, and services, particularly in lagging regions.

449. **The programme contributes to the realisation of the global, regional and national development agenda**. Agenda 2030 (SDG 10 and 1) seeks to reduce inequality within and among countries and end poverty in all its forms. Agenda 2063 (Goal 1) advocates for a high standard of living, quality of life, and well-being for all. The EAC Vision 2050 aims to achieve economic empowerment of citizens to spur growth and fast-track poverty reduction. The Uganda Vision 2040 emphasises balanced development by ensuring that all regions of the country benefit from the growth of the national economy.

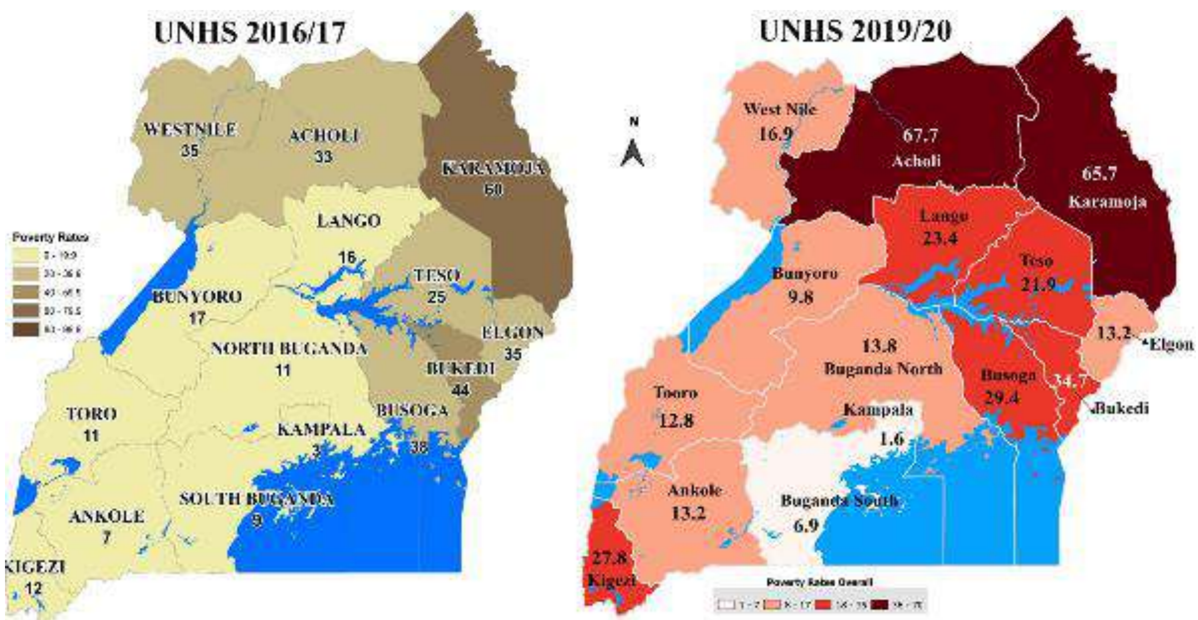
450. **Efforts to minimise regional imbalances & inequalities and deepening decentralisation are undermined by**: limited and underdeveloped regional product value chains; limited capacity to generate revenue; inadequate economic and social infrastructure; limited focus on specific regional peculiarities; high influx of refugees; Weak implementation of legal and regulatory framework for decentralised services; and weak legal, institutional, coordination, and regulatory capacity for effective delivery of decentralised services.

451. **The goal of this programme is improved delivery of decentralised services and balanced regional development.**

18.2 Situation Analysis

452. **Commendable progress has been registered in reducing poverty; however, it remains high amidst high vulnerabilities and regional disparities**. Headcount poverty has reduced to 16.9% in FY2023/24 from 20.3% in FY2019/20. Poverty eradication efforts have yielded mixed results across regions. In FY2019/20, poverty levels in Bugisu, West Nile, Busoga, Bukedi, and Teso have reduced while Kigezi, Lango, Acholi, and Karamoja have registered increases in poverty. Even in areas where poverty was reduced in FY2019/20, such as Busoga, Bukedi, and Teso, it remains above the national average. Vulnerability is high in all regions, as evidenced by the inconsistent patterns in the poverty rates. Figure 20.1 illustrates regional patterns in the poverty rates. The regional imbalances are underpinned by several factors as detailed below.

Figure 18.1: Poverty Maps Indicating Poverty Status between FY2016/17 and FY2019/20



Source: Uganda Bureau of Statistics

453. **Regional imbalances are affected by initiatives having a "*one size fits all*" approach with a limited focus on specific regional peculiarities.** Regions such as Acholi, Karamoja, and Bukedi are lagging due to civil conflicts, insecurity, historical injustices, and infrastructural gaps in social services such as education and health. Although the Government has implemented several affirmative initiatives such as Northern Uganda Social Action Fund (NUSAF), PDM, Universal Primary Education (UPE), and Universal Secondary Education

(USE) to close the imbalance, these are implemented regardless of regional peculiarities that tend to impede their effectiveness. This is attributed to the lack of specific regional development plans that should inform the design of these initiatives. Out of the 8 targeted regions, only the Karamoja Region Development Plan has been developed. The absence of regional development plans poses significant challenges to balanced economic growth, service delivery, and equitable resource distribution.

454. **Agroecological zones have been established to maximise agricultural productivity; however, these have not been effectively leveraged, thereby undermining the development of specific value chains.** The country has been zoned into 14 agro-ecological zones based on the unique soil properties and climatic conditions. However, interventions are not focussed on the value chain development of the specific commodities within the zones. For example: (i) Teso was zoned for beef cattle, cassava and poultry; (ii) Acholi was zoned for cassava, poultry, vegetable oil, horticulture and maize; and (iii) Karamoja for beef cattle, vegetable oil, horticulture and sunflower. The interventions have been spread across several other commodities, limiting the optimal exploitation of the selected value chains. The failure to adhere to the agroecological zoning constrains the potential of PDM to enhance production and productivity.

455. **Local revenue collections have increased as a result of improved tax administration, however, this is low due to a narrow tax base and widespread tax evasion.** Total local revenue collections increased to Shs. 287.1 billion in FY2023/24 from Shs. 247.2 billion in FY 2018/19. This performance is largely attributed to an increase in collections from local service taxes and property rates, and the improvement in revenue administration through the automation of processes (e-LogRev, IRAS). However, less than 5% of local government budgets are funded by locally generated revenue. The dismal performance is partly attributed to corruption, inadequate enforcement mechanisms, and a lack of accurate data on taxable properties and businesses.

456. **There has been an increase in the stock of economic and social infrastructure; however, these are not adequately guided by physical development plans.** The stock of community access roads increased by 731 km between FY2020/21 and FY2023/24. In addition, 15 new markets were constructed over the same period, out of which three in Arua, Soroti, and Busia have value addition facilities. These need to be fully operationalised and optimally used. Further, 99.5km of urban roads were constructed in the new cities and 12 municipalities between FY2019/20 and FY2023/24 under the USMID project. However, operationalisation and maintenance are challenges. In addition, these investments and others, such as industrial parks, transport hubs, and real estate development, are not guided by the physical development plans. Only 2 regional physical development plans, i.e., Albertine Graben Physical Development Plan and Northern Uganda Economic Corridor Physical Development Plan, have been developed, which can only be actualised through the development of district and

local-level physical development plans. In particular, only seven out of 135 districts, three out of 11 cities, 14 out of 31 municipalities, and 45 out of 580 town councils have physical development plans.

457. **The number of refugees is high, increasing pressure on resources amidst dwindling external support.** Refugees in Uganda have equal access to public services, including healthcare, education, water and sanitation facilities alongside Ugandan citizens. The refugee population increased from 1.35 million to 1.55 million between 2017 and 2023. Nearly 92% of these refugees live in settlements alongside host communities in some of the poorest and most underdeveloped districts in Uganda. According to UBOS (2023) and UNHCR (2023), districts like Yumbe, with approximately 191,309 refugees; Terego and Madi Okollo, with around 217,657; and Adjumani, with about 210,741; alongside 583,691, 289,577 and 29,256 host communities, respectively, are particularly affected, experiencing severe strain on their resources due to high refugee populations. Environmentally, this large refugee population has contributed to deforestation at a rate of about 92,000 hectares per year and soil degradation, as refugees rely heavily on local wood for cooking and construction. In addition, the reduction in external financial aid, which has decreased by approximately 30% in recent years, further exacerbates the strain on local capacities. Consequently, the capacity of Uganda's refugee response to adequately meet the needs of refugees and host communities has been severely affected.

458. **There is greater citizen participation in governance and decision-making, which has led to improvements in service delivery in areas such as water, education, and health; however, local governments face numerous challenges.** These include: inadequate financing, staffing, facilities, corruption, mismanagement of resources, and low citizens' awareness of their rights and obligations. These have incapacitated the local governments from implementing sustainable development projects and effectively responding to emerging community needs as envisioned in the decentralisation policy framework.

459. **There has been an increase in the number of people's representatives in local councils; however, the majority lack leadership skills for socio-economic transformation.** Local leaders have a limited understanding of 'Complex Public Service Reforms', and appreciate the decentralisation laws and regulations differently. These have affected the smooth implementation of the legal and regulatory framework for decentralisation and weakened accountability mechanisms for holding local leaders responsible for their actions as a result.

460. **The Regional Development Programme's human resource projections address critical gaps needed to reduce regional disparities and enhance local governance and economic development.** These estimates stem from the programme's strategic context, which focusses on addressing regional inequalities, improving local governance, and creating economic opportunities in various regions. The human resource projections model incorporates

regional-specific labour market needs, the required infrastructure development, and service delivery improvements to boost economic resilience and local revenue. The occupation gaps presented are essential for supporting decentralisation, building institutional capacity, and addressing the unique challenges faced by different regions. Over the next five years (FY 2025/26-2029/30), these projections will guide efforts to match workforce needs with development objectives, highlighting the educational qualifications required to fill these roles. For details, refer to the annex on programme human resource requirements.

461. **The Programme has made progress in building human resource capacity to support the delivery of decentralised services and promote balanced regional development across the country, but significant challenges exist.** Training institutions such as universities, technical and vocational education training (TVET) centres, and local institutes have contributed to training professionals in fields like planning, infrastructure development, agricultural extension, and public administration. These efforts have enhanced local capacity to manage and implement regional development initiatives. However, there are still substantial gaps in the availability of skilled professionals required to fully meet the programme's objectives. The most critical shortages exist in technical fields essential for decentralised service delivery, including Geospatial Information Systems (GIS) professionals, civil engineering, regional and urban planning, environmental management, and public health. These skills are vital for building and maintaining infrastructure, managing natural resources, and delivering essential services like healthcare and education at the regional level. Furthermore, there is a pressing need for professionals with expertise in local economic development, project management, and financial planning to support sustainable regional growth. In contrast, there is an oversupply of labour in fields such as general administration, low-skilled ICT support, and clerical roles. While these positions are important for the functioning of local governments, the oversupply highlights a misalignment between the current workforce and the specialised skills required for effective regional development. This imbalance creates inefficiencies in implementing region-specific projects and limits the effective delivery of decentralised services and the implementation of projects that promote balanced regional growth. Closing these gaps is thus essential for improving the delivery of decentralised services and achieving balanced regional development across Uganda. For details, refer to the annex on the programme human resource requirements.

462. **To minimise regional imbalances and inequalities as well as deepen decentralisation, the programme will focus on:** enhancing the capacity of Local Governments to deliver decentralised services; supporting the LED; enhancing the capacity to generate local revenue; effectively integrating refugee response; fostering affirmative action; and enhancing legal, institutional, coordination, and regulatory capacity for effective delivery of decentralised services.

18.3 Programme Objectives

463. **The objectives of this programme are to:**

i) Enhance and sustain local economic development;
ii) Enhance local revenue generation;
iii) Strengthen affirmative action in lagging regions and refugee-hosting communities; and
iv) Strengthen policy, legal, institutional coordination, and regulatory frameworks.

18.4 Programme Results

464. **The Programme thus aims to achieve the following key results by the end of FY2029/30:**

i) Increased local revenue from Shs. 287.1 billion in FY2023/24 to Shs.805.1 billion;
ii) Increased proportion of the national budget to Local Government from 15.2% in FY2023/24 to 17.9%;
iii) Reduced Sub-regional income poverty disparity from an average of 27% in FY2023/24 to 24%;
iv) Increased community satisfaction in local governance service delivery from 79% in FY2023/24 to 85%;
v) Job growth through LED from 424,125 in FY2023/24 to 594,192;
vi) Increased proportion of households in the money economy from 61% in FY2023/24 to 81%; and
vii) Increased programme performance from 18% in FY2023/24 to 60%.

18.5 Interventions

465. To achieve the above results, the following interventions (Table 18.1) have been prioritised under this Programme.

Table 18.1: Programme interventions and actors

Interventions	Key Actors
Objective 1: Enhance and sustain local economic development	
1. Implement the National LED Strategy a. Develop and implement LG LED initiatives; b. Develop and implement viable public-private partnership projects for LGs; and c. Develop and implement regional LED strategies.	MoLG, MoTIC
2. Integrate Physical Planning with LED a. Develop integrated Physical Development Plans in 20 Districts and 50 Sub-counties	NPA, MOLGs, LGs
3. Increase uptake of ICT and Digital Entrepreneurship Skills a. Design and implement ICT training, digital financial literacy, and skills development programs; and b. Provide Business Development Services to local enterprises.	MoICT&NG, MoLG, LGs, Enterprise Uganda
4. Link enterprises to local, regional and international markets	MOLG, MAAIF, MoTIC, LGs

Interventions	Key Actors
a. Functionalise and optimise existing Agricultural Production, Storage and Processing Facilities; b. Construct and rehabilitate 4,378 km of Community Access Roads; c. Construct and rehabilitate 65 local markets; and d. Link APFs to Wealth Creation Initiatives.	
5. Strengthen the implementation of PDM and EMYOOGA a. Coordinate the full implementation of the PDM pillars at all levels i) Roll out the simplified parish planning guidelines; ii) Undertake Parish-to-Parish monitoring and supervision; and iii) Support coordination at the Central and Local Government Levels.	MoLG, MoTIC, LGs
Objective 2: Enhance Local revenue generation	
1. Implementation of Local Government Revenue Mobilisation Strategy a. Diversify local government sources of revenue; b. Undertake community tax education and campaigns; c. Develop LG revenue enhancement plans; d. Integrate automated LG Tax Systems with other systems; e. Automate LG Tax Systems; and f. Develop a 5-year LG Own Source Revenue Strategy for FY 2028/29 - FY 2032/33.	MoLG, LGFC
2. Strengthen the implementation of the legal frameworks for Local Government funding a. Evaluate the implementation of the legal provision on discretionary funding; and b. Advocate for more discretionary funding.	MoLG, LGFC
Objective 3: Strengthen affirmative action in lagging regions and refugee-hosting communities	
1. Implement Social Economic Programs to address sub-regional specific needs, Local Potential and Opportunities a. Develop and implement integrated regional development plans- Acholi, Bukedi, Busoga, Teso and Kigezi regions	OPM, NPA, MoLG
2. Implement the Refugee Response Plans- Education, Water and Environment, Health and Sanitation, Energy, Jobs and Livelihood a. Integrate response plans with the Settlement Transformation Agenda (STA); and b. Coordinate the implementation of the comprehensive refugee response plan.	OPM, MoLG, LGs
Objective 4: Strengthen policy, legal, institutional coordination, and regulatory frameworks	
1. Build capacity for generation and use of statistical data to inform Planning in LGs	MOLG, LGs, UBOS
2. Strengthen the functionality of local government structures a. Train and facilitate local government leaders; and b. Facilitate statutory bodies in local governments (Land Boards, LGPAC).	MoLG
3. Strengthen Human Resource function in Local Governments a. Improve performance management in Local Governments	MOLG, LGs
4. Coordinate policy, planning, implementation and reporting a. Coordinate service delivery in LGs; b. Review the Decentralisation Policy Framework; and c. Coordinate the implementation of the RDP Programme.	MOLG, LGs

Source: Programme secretariat, 2024

18.6 Implementation Reforms

466. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Redesign the Parish as a strategic unit for socioeconomic transformation and development;
ii) Review the allocation formula for the Parish Revolving Fund across parishes;
iii) Define the revenue sharing between the Central and Local Governments;
iv) Repurpose urban governance and management to enhance integrated development planning with special functions and features; and
v) Transfer the LG performance assessment to the Ministry of Local Governments.

18.7 Programme Risk and Mitigation

467. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Refugee influx into the country leads to increased demand for services.** The risk of a refugee influx is driven by ongoing conflicts in the Great Lakes Region, which have historically led to mass migrations into Uganda. The likelihood of this risk occurring is high due to the region's instability. If realised, this could lead to significant pressure on service facilities and environmental resources, particularly in refugee-hosting districts (RHDs). The potential impact is substantial, overwhelming local infrastructures such as schools, hospitals, and sanitation facilities. To mitigate this risk, it is essential to develop and implement a district-level contingency plan specifically for refugee response. This plan would ensure that services can be scaled up efficiently to meet the increased demand;
ii) **Creation of new Administrative Units.** The creation/demand for new administrative units due to imbalanced service delivery, corruption, and political patronage poses a strategic risk in resource planning, allocation, and implementation. Though the likelihood of this happening is low, it can lead to increased public administration costs and divert resources from essential services to cover bureaucratic expenses. The impact of this risk is high, as it undermines the quality of public service delivery. A key mitigation strategy is to base the creation of new administrative units on data-driven decisions. This would ensure that new units are established only where necessary and can be efficiently managed;
iii) **High turnover of Local Government staff.** Local governments face the risk of high staff turnover, largely due to poor leadership, lack of motivation, and underfunding of decentralised services. The likelihood of this risk materialising is low, but its impact could be substantial, resulting in poor service delivery and diminished performance of local governments. To mitigate this, a review of staff salaries is necessary, coupled with increased funding to local governments. This would help to improve staff retention and ensure the smooth delivery of services;
iv) **Failure to generate projected local revenues.** A significant risk to regional development is the failure to meet local revenue projections. This risk is largely caused

by high levels of business informality and widespread income poverty, both of which limit the tax base. The likelihood of this risk is high, and its impact is severe, as it results in the non-prioritisation of local development needs and priorities. Mitigating this risk requires efforts to attract and retain investments in the localities. Creating a more formalised business environment and enhancing local economic activities would help increase revenue collection;

v) **Failure to mainstream climate change initiatives into Local Government planning.** Local governments risk failing to integrate climate change considerations into their planning, budgeting, and execution processes. This is due to a limited understanding of the impacts of climate change on local services. The likelihood of this risk occurring is high, and it could lead to migration, conflicts and strain on resources as communities are forced to move due to environmental degradation. To mitigate this risk, local governments need to incorporate climate change adaptation and mitigation strategies into their programmes. Capacity-building efforts to increase awareness and technical know-how on climate resilience are essential; and

vi) **Failure to transition households from subsistence to the money economy.** The failure to transition households from subsistence agriculture to the formal money economy remains a critical risk. This is often due to the diversion and misuse of wealth-creation funds by recipients. The likelihood of this risk is high, and its impact is significant, perpetuating poverty and vulnerability among rural households. To address this, efforts must focus on providing mindset change education and helping communities understand the long-term benefits of engaging in the money economy. Additionally, strict monitoring and accountability measures should be enforced to prevent the misuse of wealth-creation resources.

CHAPTER 19: PUBLIC SECTOR TRANSFORMATION PROGRAMME

19.1 Introduction

468. **An efficient public sector delivers high-quality public goods and services, which creates an enabling environment for businesses to thrive and enhances the quality of life**. By providing robust infrastructure, such as reliable transportation networks and stable utilities, the public sector reduces operational costs and enhances logistical efficiency for businesses. Effective regulation and transparent governance create a fair and predictable business climate, fostering confidence and encouraging investment. Additionally, the public sector's role in delivering social services such as education and healthcare not only improves workforce skills and productivity but also enhances the overall well-being of citizens. By addressing these foundational needs, the public sector ensures that businesses can operate smoothly, innovate, and grow, ultimately contributing to a dynamic and prosperous economy.

469. **The public sector transformation is pivotal in ensuring efficiency and responsiveness in service delivery, which is essential for the realisation of the priorities of this Plan**. By enhancing efficiency, transparency, and accountability within public institutions, the government can create a more conducive environment for investment and innovation, thereby supporting value addition and industrialisation. Efficiency gains resulting from rationalisation of entities and adoption of e-governance services will free up additional resources for investments in key growth areas. Further, deepening decentralisation will support the full operationalisation of wealth creation initiatives such as PDM and EMYOOGA, enhancing Local Economic Development (LED). Development and enforcement of service and service delivery standards will improve the quality, quantity, cost, transparency, and timeliness of public services.

470. **The programme contributes to the realisation of the global, regional, and national development agenda**. Specifically, SDG 16 emphasised the need for effective, accountable and inclusive institutions. Africa Agenda 2063, aspiration 3, envisions good governance, democracy, and respect for human rights underpinned by capable institutions and transformative leadership. Similarly, the EAC Vision 2050 highlights the importance of good governance and strong institutions as being fundamental to achieving economic growth, social development, and regional integration. Together, these frameworks underscore the critical role of a robust public sector in fostering institutional capacity, ensuring effective governance, and driving sustainable development. The programmes also support the achievement of the Uganda Vision 2040, which aims to institute measures to strengthen public sector management and administration by ensuring that public officials are fully responsible and accountable for all the resources under their control.

471. **The potential of the public sector to ensure efficiency and responsiveness in service delivery is hindered by:** weak performance management systems; high levels of corruption

and abuse of office; limited optimisation of financial and non-financial resources; weak enforcement of accountability systems and undue focus on processes rather than results; streamlined and bureaucratic service delivery processes/system/procedures; limited automation of service delivery processes; inconsistent implementation of decentralisation policy; poor talent management; and weak legal, policy, institutional, and regulatory framework.

472. **The goal of this programme is a public sector that is efficient and responsive to the needs of the public**.

19.2 Situation Analysis

473. **There has been an improvement in performance management in the public sector; however, weaknesses in meeting performance targets persist.** The Government has established systems to improve performance management in the public sector, such as performance appraisals and signing of performance agreements for senior managers, rewards and sanctions to manage retention and exit for non-performance in public service. However, weak performance and operations management systems remain a concern across government, where individuals and institutions are not adequately held accountable for results. This is aggravated by a weak supervision regime and low levels of transformative leadership skills. Compliance with performance appraisals in votes remained very low, with only 35% of MDAs and LGs compliant. In addition, the achievement of NDPIII targets was estimated at 29% in FY2023/24.

474. **There have been efforts to combat corruption and abuse of power in the public domain; however, gaps exist.** Compliance with accountability rules has improved as a result of strengthening the public procurement regulatory framework and extensive auditing by the Office of the Auditor General (OAG) and the Office of the Internal Auditor General (OIAG). More efforts, such as enhancement of the capacity of the Inspectorate General of Government, establishment of specialised anticorruption units, and public finance management reforms, have been undertaken to reduce corruption. However, there are reported incidents of corruption and absenteeism in the public sector.

475. **Optimisation of public sector resources is hampered by unstreamlined and bureaucratic service delivery systems, limited flexibility in career progression and overlapping mandates.** The effort by the Government to remove overlapping mandates and functional duplications, through the ongoing Rationalisation of Government Agencies and Public Expenditure (RAPEX) and the periodic restructuring of Government institutions, is part of the initiative to address these structural ambiguities. Although 60 agencies have been rationalised through mergers, mainstreaming and transfer of functions by June 2024, conflicting responsibilities within MDAs persist, leading to inefficiencies and wasteful public expenditure. These inefficiencies strain the budget, as resources are spread thinly across

redundant and similar initiatives, instead of being focused on priority areas. In addition, the dysfunctional service delivery systems contribute to bureaucratic red tape, making it difficult for citizens and businesses to timely access public services. This will require a follow-up effort to undertake functional and workload analysis of all Government Ministries, Agencies, Offices and Local Governments; to streamline their functionality, harmonise their structures and simplify the service delivery systems through the systems review and re-engineering.

476. **Accountability systems and institutions have been strengthened; however, accountability for results is low.** Accountability Systems, including client charters and feedback mechanisms to empower clients to demand services from the public service; rewards and sanctions framework to hold public servants accountable for their actions and inactions; performance contracts for permanent secretaries have been implemented. However, accountability systems across the public sector still exhibit weaknesses. Performance contracts for all accounting officers have not been effectively administered and enforced across the public service. The implementation of the client charters and feedback mechanisms remains very low at 40.9%. This has weakened public service accountability for results and has built a less-than-satisfactory work ethic in public service.

477. **Efforts have been made towards the achievement of e-government; however, automation of service delivery processes is limited**. About 62% of government services are provided online, making them more accessible and reducing the need for physical visits to government offices. However, the pace of automation within the public sector is inadequate, thereby hampering the efficiency and effectiveness of public services.

478. **Usually, the Government recruits good talent but faces challenges in managing, retaining, and ensuring its effective performance.** There have been improvements in aligning employees' competencies with their roles, with 98% of public officers qualified for their respective job roles. The introduction of performance-based contracts and the establishment of key performance indicators (KPIs) have improved individual accountability and focus on results. However, the reward and sanctions mechanisms are weak, there is low staff motivation, inadequate talent retention, and weak performance and operations management. Inadequate training and development opportunities for staff limit their ability to meet performance expectations and career growth against the numerous operations management challenges.

479. **Uganda has implemented decentralisation since 1993; however, the recentralisation of some functions has undermined the spirit of decentralisation**. Decentralisation aimed to bring services closer to the people and address local and regional peculiarities. The Local Governments Act Cap.151 further empowered local governments by devolving political, administrative, and fiscal authority. Local participation has been increased through elected councils at various levels, allowing communities a direct say in decision-making. Fiscal

decentralisation involved allocating funds to local governments, with a focus on generating own-source revenues such as local taxes and fees, to reduce reliance on central government transfers and promote financial autonomy. However, challenges persist, including limited local revenue generation, capacity constraints, and overreliance on central government funding.

480. **There have been advancements in decentralisation; however, the implementation of decentralisation policy remains inconsistent.** Implementation of the policy has brought services closer to the people and enhanced local participation in decision-making. Despite the intent to devolve powers and responsibilities to local governments, several functions have been recentralised, limiting the autonomy and effectiveness of local authorities. The proliferation of administrative structures has increased the administration costs of the government. Many local governments face challenges in mobilising local resources, which limits their capacity to deliver decentralised services effectively. Capacity gaps and uneven implementation of local government policies have led to disparities in service quality across regions.

481. **The public sector has an elaborate policy, legal, institutional, and regulatory framework; however, weaknesses persist**. Several policies, laws, regulations, and guidelines have been developed to streamline the performance of the public sector. However, this is hindered by policy gaps, overlaps in mandates, and weak enforcement. For instance, the Anti-Corruption Act Cap.116 and other accountability measures exist, but enforcement remains weak, contributing to Uganda's low ranking of 142 out of 180 countries on the 2023 Corruption Perceptions Index. Regarding recruitment, cases of political interference undermine merit-based appointments, despite policies promoting transparency. For instance, the District Service Commissions often yield to the pressures of local politicians, leading to the appointment of undeserving staff.

482. **The Programme has made significant strides in building human resource capacity within public institutions; however, notable gaps and imbalances remain.** There has been commendable progress in recruiting and training public servants and enhancing the skills and competencies required for efficient governance. However, several challenges persist. Various initiatives, including specialised training programmes focussed on leadership development and service delivery enhancement, have been implemented. Partnerships with academic institutions have played a key role in equipping public sector employees with essential skills and fostering a culture of continuous improvement. Training institutions such as the Uganda Management Institute (UMI), the National Leadership Institute (NALI), located in Kyankwanzi and the Civil Service College Uganda have been instrumental in offering programmes in leadership, public administration, and policy implementation. Over the past five years, these institutions have trained thousands of civil servants, equipping them with the skills needed for improved public service delivery. However, despite these efforts, the

Programme faces acute shortages in critical areas such as data analytics, digital governance, and public financial management skills, which are critical in driving the transformation agenda. Additionally, there are moderate shortages in human resource management, project management, and legal expertise, which limit the capacity of public institutions to implement reforms effectively. A lack of expertise in change management and innovation also hinders the sustainable progress of public sector transformation. At the same time, certain areas are experiencing an excess supply of human resources, particularly in general administrative roles and support staff positions. This oversupply has led to inefficiencies, as many of these professionals are underutilised, while there is a pressing need for more specialised skills. Addressing this imbalance through reskilling and redeployment initiatives will be crucial in optimising the available workforce. To close these gaps, there is a need to reskill the excess staff to fill critical shortages and expand leadership training initiatives to foster a culture of accountability and transparency within public institutions. For details, refer to the annex on the programme human resource requirements.

483. **To ensure that the public sector is efficient and responsive to the needs of the public, this programme focusses on:** strengthening accountability mechanisms; strengthening human resource management in the public sector; enhancing the adoption and usage of e-government services; streamlining government structures and institutions for efficient and effective service delivery; deepening decentralisation and local economic development; and strengthening policy, legal, institution, and co-ordinational framework.

19.3 Programme Objective

484. **The objectives of this programme are to:**

i) Strengthen accountability for results across government;
ii) Streamline government structures and institutions for efficient and effective service delivery;
iii) Strengthen human resource management for improved service delivery;
iv) Deepen decentralisation and citizen participation in Local Development;
v) Re-engineer the public service delivery business processes; and
vi) Strengthen policy, legal, coordination, and institutional framework in the public sector.

19.4 Programme Results

485. **The Programme thus aims to achieve the following key results by the end of FY2029/30:**

i) Increased transparency and accountability in the provision of public services from 70% to 90%;
ii) Improved staffing levels for MDAs and Local Governments from 55% in FY2023/24 to 85%;

iii) Improved fiscal sustainability of Local Governments from an average of 34% in FY2023/24 to 50%;
iv) Increased access to public services from 50% in FY2023/24 to 80%; and
v) Increased programme performance from 25% in FY2023/24 to 70%.

19.5 Interventions

486. To achieve the above results, the following interventions (Table 19.1) have been prioritised under this Programme.

Table 19.1: Interventions under the Public Sector Transformation Programme and respective actors

Intervention	Actors
Objective 1: Strengthen accountability for results across government	
1. Enforce compliance with policies, laws, regulations, guidelines, and processes a. Investigate and resolve Ombudsman complaints in public offices; b. Conduct system reviews/investigations/studies in high-risk Government entities; and c. Coordinate and engage leaders and public officials to declare their wealth.	IG, MoPS, KCCA, PSC, MoLG
2. Strengthen the efficiency of District/City Service Commissions (D/CSCs) a. Fully constitute D/CSC; b. Monitor D/CSCs in the implementation of their mandate; c. Timely conclusion of appeals from D/CSCs and MDAs; d. Monitor the implementation of LG structures; and e. Support the recruitment process in LGs.	PSC, MoLG
3. Strengthen public sector performance management initiatives a. Build capacity of Programmes to develop Balanced Scorecards; b. Build capacity of MDAs, HLGs and LLGs to implement and cascade the Balance Score Card (BSC) performance management tool; c. Monitor implementation of the BSC in all the MDAs, LGs, Institutions and NDPIV programs; d. Monitor and provide technical support to MDAs, LGs and Institutions on attendance to duty; e. Conduct orientation/ induction of Rewards and Sanctions Committees and Senior Managers in MDAs, LGs and Institutions; and f. Administer and enforce performance contracts for public servants (both technical and political officials).	MoPS, MoLG, KCCA
4. Strengthen implementation of service delivery standards and feedback mechanisms a. Develop and document service delivery standards across the Government; b. Enforce implementation of services and service delivery standards as well as client charters; and c. Undertake certification of service and service delivery standards.	OPM, MoPS, NPA, MoLG, UNBS
Objective 2: Streamline government structures for efficient and effective service delivery	
1. Undertake Structural reviews of MDAs and LGs a. Review and customise structures of LGs for implementation; b. Provide technical support on the implementation of structures for MDAs, LGs and Cities; c. Operationalise the implementation guidelines on the creation and abolition of structures in the public service; d. Monitor and evaluate the implementation of approved structures in MDAs, LGs, and Cities; e. Undertake rationalisation of the entire public sector; and	MoPS, PSC

Intervention	Actors
f. Develop and implement the scheme of service for the public servants.	
2. Strengthen the productivity measurement processes in government a. Develop, digitize, and roll out a productivity measurement framework b. Conduct productivity assessment across the government c. Provide technical support on the use of productivity measurement tools and metrics	MoPS, MoICT&NG, MoLG, KCCA, LGs
3. Strengthen Public service reforms a. Conduct stakeholder engagement and data collection; and b. Develop and implement a public service transformation framework	MoPS MoFPED
Objective 3: Strengthen human resource management for improved service delivery	
1. Strengthen recruitment in MDAs and LGs a. Enforce recruitment and selection procedures; b. Digitise recruitment processes across government; and c. Review and update the PSC Regulations and DSC guidelines.	MoPS, PSC, MoLG, KCCA, NPA
2. Undertake nurturing of the civil service a. Centralise and harmonise capacity building of the public service through flexible delivery mechanisms; b. Train and equip public officers in mainstreaming cross-cutting issues including gender, equity, climate change, HIV, TB, and nutrition; c. Maintain an e-learning platform and systems at the Civil Service College, including the Learning Management System; and d. Develop and implement a national public service capacity-building plan.	MoPS, PSC, MoLG, KCCA, NPA
3. Strengthen human resource management in government a. Undertake a skill needs assessment for the public service to develop a public service skills inventory; b. Develop, implement, and monitor a human resources plan for the public service; c. Build the capacity of HR Managers on Succession Planning; d. Implement HR Policies in Government Institutions; and e. Enhance the functionality of the HCM System across the Government.	MoPS, PSC, MoLG, KCCA, NPA
4. Implement pay reform across the public service a. Operationalise the National Emoluments Review Board; and b. Conduct payroll reviews for the entire service.	MoPS, PSC, MoLG, KCCA, NPA
5. Develop and implement pension reforms a. Operationalise the public service pension reform; and b. Provide technical support on decentralised management of pension and gratuity.	MoPS, PSC, MoLG, KCCA, NPA
Objective 4: Deepen Decentralisation and Citizen Participation in Local Development	
1. Build capacity for LG decentralisation and self-reliance a. Undertake capacity building for local government financial management; b. Monitor and evaluate fiscal decentralisation reforms; c. Fully automate all local revenue collections; d. Train and equip local development investment committees to identify, conceptualise, develop, and implement the investment projects in LGs; and e. Public awareness and stakeholder engagement for local participation in wealth creation initiatives and LED.	MoLG, LGFC, UBC, KCCA
2. Operationalise programme negotiation, consultative and dispute settlement in fiscal decentralisation a. Develop and monitor the implementation of a framework for managing LG financial disputes; and	MoLG, LGFC, UBC, KCCA

Intervention	Actors
b. Conduct Programme Conditional grant negotiations with LGs.	
3. Enhance Local Economic Development a. Train Local Economic Development Investment Committees (LEDICs) to identify, conceptualise, develop and implement Investment Projects in LGs; b. Train PDCs and SACCO Executive Leaders in Parishes on PDM; c. Develop documentaries on the status of implementation of LED and Fiscal decentralisation; and d. Establish and functionalise City Economic Forums.	MoLG, LGFC, UBC, KCCA
Objective 5: Re-engineer the Public Service Delivery Processes/ System to improve access to quality services	
1. Enforce adoption and implementation of e-government services as well as digital identification for all citizens of Uganda a. Adopt and implement e-government services; and b. Integrate e-government ICT services.	MoICT&NG, NITA-U, MoPS, NIRA, LGS, KCCA
2. Transform key government service delivery processes/ systems. a. Review and re-engineer critical service delivery processes/ systems in MDAs and LGs; b. Operationalise the implementation guidelines of service delivery process re-engineering; and c. Monitor and evaluate the performance of the business process improvement policy guide and its application by public institutions.	MoICT&NG, NITA-U, MoPS, NIRA, LGS, KCCA
3. Strengthen Government Institutions in Records, Archives, and Information Management a. Set up and streamline Records Management Systems in MDAs and LGs; b. Roll out Electronic Document and Records Management System; and c. Undertake a compliance assessment of Records and Information Management Standards.	MoICT&NG, NITA-U, MoPS, NIRA, LGS, KCCA
4. Leverage existing POSTA infrastructure to develop a one-stop centre for government service delivery a. Establish Zonal Service Uganda Centres; and b. Automate Government Service Delivery Systems.	MoPS, PSC, POSTA Uganda
Objective 6: Strengthen institutional coordination and enforce policies, laws, and regulatory frameworks	
1. Enhance Institutional Coordination and Administrative Efficiency a. Coordinate the Public Sector Transformation Programme Working Group; b. Mainstream cross-cutting issues; c. Manage Human Resources of the Institutions; d. Enhance uptake of Information and Communication Technology; e. Coordinate Finance Management, Internal Audit, Procurement and Disposal Services, Records Management, Public Relations and property management; f. Coordinate Institutional Planning, budgeting, M&E and Policy Development; and g. Retool Government Institutions.	MoPS, PSC, LGFC, KCCA, MoLG, IG

2.	Improve Administrative Efficiency for the programme	MoPS, PSC, LGFC, KCCA, MoLG, IG
3.	Develop and review policies, laws, and regulations related to the programme	MoPS, PSC, LGFC, KCCA, MoLG, IG
4.	Capacitate programme actors to deliver the programme	MoPS, PSC, LGFC, KCCA, MoLG, IG

Source: Programme secretariat, 2024

19.6 Programme Implementation Reforms

487. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Comprehensive restructuring of the government to make it fit for purpose and reduce the cost of public service;
ii) Undertake comprehensive pay reforms in the public service;
iii) Reform the public service pension scheme from non-contributory to contributory; and
iv) Reform the performance management framework from output to results-based.

19.7 Programme Risk and Mitigation

488. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Institutional Weaknesses and Inadequate Capacity.** Fragmented governance structures, inefficient public administration, and inadequate human resource capacity hinder the Public Sector Transformation Programme (PSTP). These institutional weaknesses result in poor coordination, slow decision-making, and a lack of accountability. These issues may significantly impair the implementation of reforms, leading to suboptimal service delivery, ineffective governance, and delays in achieving development targets. To mitigate against this risk, strengthening institutional capacity is essential, including improving governance structures, enhancing human resource skills, and promoting accountability through performance monitoring systems. This will address inefficiencies, improve decision-making, and foster more effective service delivery;

ii) **Policy Misalignment and Inconsistency.** Outdated or conflicting policies create challenges in implementing consistent reforms across sectors, resulting in strategic risks that undermine the effectiveness of public sector transformation. Policy misalignment can hinder the achievement of long-term goals, cause delays in reforms, and lead to inefficiencies in policy enforcement and implementation. To mitigate this risk, the Government needs to focus on policy alignment and harmonisation by revising outdated policies, strengthening enforcement mechanisms, and improving inter-agency coordination to ensure smooth, consistent policy implementation;

iii) **External Economic and Environmental Vulnerabilities.** Uganda's reliance on international aid and exposure to global economic fluctuations pose external risks, while climate-related challenges such as natural disasters further threaten public sector stability. These external risks may disrupt the planning, budgeting, and implementation of public sector reforms, potentially derailing development efforts. Mitigation measures include diversification of economic partnerships, adoption of climate resilience measures, and the development of contingency plans that will help safeguard against economic shocks and environmental challenges;

iv) **Corruption and Resource Mismanagement.** Corruption, inefficiencies in resource management, and weak financial systems increase the risk of misallocation of resources, hence, undermining the effectiveness of public sector reforms. Poor resource management and corruption can lead to delays, inefficiencies, and wastage of public funds, severely affecting the success of the PSTP. Implementing anti-corruption measures, improving transparency in procurement processes, and strengthening financial management systems will reduce corruption and ensure efficient resource allocation;

v) **Technological Gaps and Digital Infrastructure Deficiencies.** A lack of advanced digital infrastructure and technology gaps impede the modernisation of public services, limiting the ability of public institutions to meet demands for transparency, efficiency, and accessibility. These deficiencies slow down digital transformation efforts, prevent the efficient delivery of public services, and reduce the overall effectiveness of government operations. Mitigation measures include accelerating digital transformation through investment in ICT infrastructure and training. The adoption of digital tools and systems will increase efficiency and improve institutional capacity to respond to citizens' needs; and

vi) **Political Interference and Instability.** Political interference and shifting priorities create instability, disrupting the continuity of public sector reforms and leading to inconsistent implementation of policies and programmes. Political instability may lead to the derailing of long-term development initiatives, a lack of sustained reforms, and weak accountability in the public sector. Mitigation measures include fostering stakeholder engagement, including civil society and private sector involvement. This will help ensure inclusive planning and reduce the risks of political interference. Strengthening institutional governance and maintaining stable policy frameworks will ensure sustained reforms.

CHAPTER 20: GOVERNANCE AND SECURITY PROGRAMME

20.1 Introduction

489. **Good governance, security, and peace promote transparency, accountability, efficient resource management, and a safe and conducive environment for investment and economic activity.** Good governance and the rule of law build strong and reliable institutions. Strong institutions ensure that processes, systems, and decision-making are inclusive, transparent, responsive, and efficient and that citizens' rights are respected, promoted, and protected. This provides a conducive investment climate, builds citizen and investor confidence, fosters fair competition in business, saves scarce resources, expands the tax base, and provides an avenue for the resolution of business and personal grievances and enforcement of contracts. Security is a core function of government that ensures a secure and peaceful environment, which is fundamental in attracting local and Foreign Direct Investments, promoting tourism, international relations and diplomacy, and citizen wellbeing.

490. **Good governance, security, and peace ensure an environment where businesses can thrive, and economic activities can expand without disruptions.** A peaceful, secure, and democratic environment allows for seamless production of goods and services, which bolsters steady economic progress and provides certainty for long-term domestic & foreign investment. Notwithstanding, a robust legal framework provides certainty in commerce and delivery of strategic investments in value addition, strategic interventions such as PDM and corresponding infrastructure necessary for Greater Kampala Metropolitan Area (GKMA), African Cup of Nations (AFCON), Standard Gauge Railway (SGR), oil & gas, and others. Transparency and anti-corruption interventions ensure value for money in the delivery of strategic investments. Further, good diplomatic relations ensure peace with other countries and open up markets for value-added goods and services. In addition, security forces significantly contribute to the realisation of the Plan priorities by engaging in Science, Innovation, and productive activities. Human rights observance ensures the dignity and well-being of the people and enhances their productivity.

491. **This Programme contributes to the realisation of the Agenda 2030, the Africa Agenda 2063, the EAC Vision 2050, and the Uganda Vision 2040.** SDG 16 underscores the need to promote peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and the building of effective, accountable, and inclusive institutions at all levels. Aspiration 3 of the Africa Agenda 2063 promotes African stability, peace, and security as a cornerstone for growth. Pillar 6 of the EAC Vision 2050 emphasises defence, peace, and security as prerequisites for socio-economic and political progress necessary for integration, and recognises good governance as an imperative for growth, poverty eradication and sustainable development. The Uganda Vision 2040 emphasises strengthening the national defence system, ensuring a professional army and reserve force.

492. **The potential of good governance, security, and peace in ensuring a conducive environment for businesses and growth is hindered by:** evolving security threats; inadequate security infrastructure & equipment; ideological disorientation; personnel deficits; prevalence of corruption; limited civic awareness; slow & non-inclusive legislative process; weak enforcement of policies and laws; imbalanced investment in the justice service delivery chain; limited application & integration of digital solutions; high influx of refugees amidst declining international resources; failure to fully leverage capacity of security forces in production; low compliance with the Bill of Rights; limited civic participation in democratic processes; failure to leverage geo-political dynamics for development; and weak institutional and coordination framework for Governance and Security.

493. **The goal of the programme is a peaceful and secure Uganda, adhering to the rule of law.**

20.2 Situation Analysis

494. **Substantial capacity has been built to respond to security threats; however, the evolving nature of these threats requires continuous investment in capacity improvement.** The country has invested in modernising its security forces by incorporating advanced technology and improved training programmes to better respond to internal and external threats. The country has invested in security apparatus, including a more sophisticated intelligence network and border control mechanisms. Between May 2021 and June 2023, over 400 counter-terrorism forces have been equipped. To enhance security surveillance, the Closed-Circuit Television (CCTV) system has been installed. In addition, the implementation of the Intelligence Transportation Monitoring System (ITMS) has commenced to further enhance the ability of security agencies to monitor vehicles and respond to traffic security threats. Improvements have also been noted in staff recruitment and training, infrastructure development, and the resettlement & reintegration of veterans. Consequently, several events have been successfully hosted, such as the Non-Aligned Movement and G77+China summits in January 2024. There has been an improvement in the effectiveness of rehabilitation programmes, leading to a decline in recidivism. There has also been increased investment in R&D to 0.6% in FY 2022/23 from 0.06% in FY 2017/18, which has improved crime management. However, because of the evolving nature of threats, challenges persist, including cyber threats, threats of terrorism, fluctuations in crime rates, and organised crimes, which are becoming more sophisticated. In addition, infrastructure deficits across security agencies remain, causing congestion and poor living conditions, among others.

495. **Further, the absence of a national overarching policy framework and resources for the identification, classification, defence, and protection of vital assets and security installations threatens the country's growth and stability pattern.** Vital assets and security installations are indispensable resources in the governance and security infrastructure that, if secured, are crucial to the nation’s functioning and its overall development. With the dynamic

existing and emerging security threats, protection must be attached to vital assets and installations.

496. **The country's open-door refugee policy is commended as a best practice; however, this comes with challenges.** The comprehensive refugee response framework has informed the global refugee compact. Most of Uganda is surrounded by countries that are facing many security threats, which leads to an influx of refugees. By the end of July 2024, the country hosted over 1.7 million refugees. This constrains the country's resources to deliver quality social services and sometimes poses security risks. Integrating such large numbers of refugees in the host communities causes social cohesion problems and requires attention to maintain law & order in hosting areas. Refugees, especially women and children, are vulnerable to human trafficking and exploitation, adding to security and humanitarian concerns.

497. **Efforts have been made to counteract radicalism among the population and ensure stability; however, this is ad hoc and disjointed.** Statistics reveal that around 30% of security-related incidents involve ideological motivations, underscoring the need for continued vigilance and targeted interventions. Through the National Leadership Institute (NALI), various sections of the population have been re-oriented to promote national unity, counter extremist ideologies, and inculcate a development mindset. Despite these efforts, challenges remain, such as a lack of policy, a legal and institutionalised framework for national service, a lack of a nationally agreed value system, and civic awareness about rights and responsibilities.

498. **Uganda has put in place an elaborate policy, legal, and institutional framework to combat corruption; however, the net effect of these has been minimal.** The government has invested in setting up legal, policy, and anti-corruption institutions. The creation of a special anti-corruption court has enhanced effectiveness in the enforcement of anti-corruption laws. Additionally, arising from the various frameworks and their enforcement, Uganda exited the Financial Action Task Force grey-list. Automation of critical processes such as e-procurement and public finance systems has strengthened institutions and minimised opportunities for corruption. Despite these efforts, corruption remains a significant development obstacle in Uganda.

499. **The investments in the justice service delivery chain have been uneven, with notable achievements in some areas but significant challenges in others**. Public trust and satisfaction in the justice system increased to 69% in 2023 from 59% in 2017. The crime rate decreased to 501 per 100,000 people in 2023 from 667 in 2017, reflecting effective anti-crime measures and enhanced community policing efforts. However, only 10% of the general public seeks redress in the formal justice system. Additionally, recidivism decreased to 13.9% in FY2023/24 from 17.1% in FY2017/18, demonstrating successful rehabilitation programmes. The translation and simplification of laws saw significant progress, with the number of

translated laws increasing from 9 in 2017 to 22 in 2023 and simplified laws from 16 in 2017 to 29 in 2023. The government's representation in civil cases resulted in substantial savings of Shs. 2.9 trillion in FY2023/24. Strategic investments in infrastructure have been made, including the construction of a Justice, Law and Order Services (JLOS) house and a National DNA Databank. The proportion of convicts serving community service has risen to 70%, leading to cost savings. Following the enactment of the Administration of Justice Act Cap.4, significant enhancements were made regarding the security of tenure, emoluments, retirement benefits of judicial officers, and geographical coverage of the judiciary. There has, however, been limited investment in corresponding institutions that support the justice service delivery chain, such as the Uganda Police Force, the Uganda Prisons Service, the Ministry of Justice and Constitutional Affairs, and the Directorate of Community Service.

500. **To improve efficiency, there have been efforts to automate the justice, law, and order services and governance business processes; however, this has been limited and not fully integrated.** Business registration services offered by the Uganda Registration Service Bureau (URSB), and partly civil registration, are now automated. The Uganda Prisons Service (UPS) is part of the virtual court system that allows for virtual attendance of court proceedings by prisoners, improving efficiency, however, it's limited in functionality. There is also the Prisons' Management System that allows for data capture, storage, and analysis, improving data management of prisons. Nonetheless, this is not integrated with other management information systems within the JLO service delivery chain. National passports have been upgraded to electronic versions meeting International Civil Aviation Organisation (ICAO) standards, and the application for passport processing has been digitalised to ease access. There is thus a need for integrated automation across all governance and JLO institutions to fully leverage technology for efficient service delivery.

501. **Efforts have been made to promote regional and international relations; however, the country has not taken full advantage of business and economic opportunities.** Uganda has chaired the African Union Peace and Security Council and played key roles in peace processes in Somalia, South Sudan, the DRC, and Burundi. Uganda hosted the 19th Summit of Non-Aligned Movement (NAM) members and the third South Summit, plus China, in January 2024 and was elected Chairperson of NAM for the next three years and G77 plus China for one year, which will help promote its interests. Additionally, Uganda opened new missions in Havana (Cuba) and Luanda (Angola), enhancing its diplomatic presence. The country has, in the last four years, coordinated the negotiation, signing, ratification, and domestication of 154 international agreements/MoUs on political, social, and economic matters. This provides opportunities for trade, tourism, and attracting FDI, however, these opportunities have not been optimally exploited.

502. **The armed forces have contributed to national development by engaging in various science, innovation, and productive activities; however, their capacity has not been fully**

leveraged. Through the National Enterprise Corporation, several value-added products, including armored vehicles, have been manufactured, supported by physical facilities that enable value addition for other public and private enterprises. In addition, they are supporting the Kira Motors Corporation in assembling vehicles. They have also supported the development of agriculture by engaging in the production and distribution of inputs. Further, the military has been involved in the construction and rehabilitation of critical infrastructure. Similarly, the UPF and UPS are involved in production and value-addition activities such as leather and textile manufacturing, carpentry, and commercial agriculture. However, the capacity they have in terms of labour and land has not been fully exploited. There is a need for mechanisation, particularly in agriculture. There is also a need for Research and Development, and technological transfer to facilitate innovations.

503. **There has been notable progress in promoting constitutional democracy; however, challenges, including the commercialisation of politics, affect meaningful participation in democratic processes.** Over the years, Uganda has promoted good governance through constitutional democracy, equal representation, equity, tolerance, constructive dialogue and openness towards others at local, national, and international levels. The country successfully conducted free, fair, and transparent general elections in 2020/2021 with a 90% voter registration and a 59.4% voter turnout. However, there was a decline in the democratic index performance to 4.6 in 2023 from 6.5% in 2018. The commercialisation of politics undermines democracy, resulting in electoral-related malpractices and violence. In addition, the continued creation of administrative units increases the cost of public administration. For instance, during the 2020/2021 general elections, 10 new cities were created long after the electoral roadmap, an action which affected planning. The failure to enforce improvement recommendations and the late enactment/amendment of electoral laws further constrain the effective implementation of electoral activities. Several electoral laws are pending amendment, for example, the proposed enactment of a law on voting by prisoners and citizens in the diaspora.

504. **Public Policy analysis and management have improved, though processes remain slow, and enforcement is weak.** Policy submissions to the cabinet are reviewed for adequacy and harmony with national, regional, and international commitments, increasing the compliance rate to 62% in 2023/2024 from 45% in FY2020/21. To support decentralised governance, ordinances and by-laws are reviewed and published. There has also been monitoring and oversight of government policies, programmes, and projects to ensure compliance. Further, to ease understanding, laws were simplified and translated, and to harmonise the parent laws with amendments and developments in case law, a revised edition of the laws of Uganda was commissioned. Institutions such as the Cabinet Secretariat and state house units such as the State House Monitoring Unit were strengthened to provide policy oversight and monitoring. However, the policy and legislative formulation process is still slow and enforcement challenging, with just about 45% of cabinet decisions fully implemented in the last four years

and late amendment/enactment of electoral laws leading to constraining strict adherence to the electoral roadmap. There is a need for targeted and evidence-based policy formulation to decrease redundancy and increase enforcement. There is also a need to automate the drafting of legislation and link it to the Parliament of Uganda for easier tracking of bills drafted and those that are delayed in the system.

505. **Human Rights respect, protection, and promotion have steadily improved but challenges remain in rights awareness and respect for individual rights.** The Uganda Human Rights Commission (UHRC) has maintained its global A-Status for efforts towards rights observance. There has been monitoring of Government compliance with international treaties and submission of independent reports to continental and global rights bodies, demonstrating Uganda's commitment to international obligations and its efforts to improve human rights records. The Human Rights (Enforcement) Act Cap.12 was enacted to hold rights violators personally responsible for their actions. Human resource capacities for duty bearers and rights holders were enhanced through training and civic education to protect and promote human rights, respectively. For example, JLOS runs annual scholarships for a Diploma in Human Rights for law enforcement agencies. The National Civic Education draft policy was developed pending cabinet approval. In addition, Human Rights structures (Directorates and Desks) were established across many Government MDAs and LG to mainstream a Human Rights Based Approach (HRBA). However, rights awareness is at 25%, indicating a need for improved rights education. There is also a high case backlog at the tribunal and investigation level, delayed payment of compensation, delayed response by respondents and lack of feedback from different institutions where complaints are being referred. There is further inadequate compliance with UHRC recommendations and a delay in the submission of state reports to treaty bodies.

506. **Furthermore, despite the country's commitments and the establishment of national frameworks to support Indigenous Minority Communities (IMCs), the livelihood and welfare of these communities have not improved.** Uganda ratified the Framework Convention for the Protection of National Minorities and established the necessary institutional framework that includes the Uganda Human Rights Commission and the Equal Opportunities Commission, however, the existence of persons in the IMCs is facing cultural erosion and extinction.

507. **The Governance and Security Programme in Uganda is administratively anchored in the Office of the President and coordinated by the Governance and Security Programme Secretariat.** With 35 MDAs, however, the programme is very large, creating a number of administrative and coordination challenges. Challenges include overlapping mandates among agencies, poor communication, and a lack of clear guidelines, leading to inefficiencies and duplication of efforts. Addressing these challenges requires strengthening the programme

working group, automation and integration, building institutional capacity, and strengthening inter-agency coordination mechanisms.

508. **The Programme has made strides in enhancing human resource capacity to support effective governance and ensure security across the country, although gaps exist.** Institutions, including universities, law enforcement academies, and specialised training centres, have played pivotal roles in training professionals in areas such as public administration, law enforcement, conflict resolution, and cybersecurity. These educational initiatives are crucial in equipping individuals with the necessary skills to navigate the complexities of governance and security challenges in the country. Despite these advancements, the programme faces notable challenges in meeting its human resource requirements. There is a critical shortage of skilled professionals in vital fields, including cybersecurity, Anti-Corruption and Money Laundering Specialists, intelligence analysis, and crisis management. These skills are essential for safeguarding national security and ensuring that governance structures are resilient in the face of emerging threats, such as cybercrime and terrorism. Additionally, there is an urgent need for experts in public policy analysis, administrative law, and regulatory compliance to enhance the effectiveness of governance frameworks and promote transparency and accountability within institutions. Furthermore, the programme requires specialists in community policing, conflict resolution, and human rights advocacy to strengthen the relationship between law enforcement agencies and the communities they serve. This focus on community engagement is vital for fostering trust and cooperation, which are essential components of effective governance and security. On the other hand, there is an oversupply of personnel in general administrative roles, Security Guards and Records Clerks, leading to inefficiencies in service delivery. Such gaps need to be addressed to have an adequate and skilled workforce capable of driving effective governance, ensuring security, and fostering a more stable and prosperous economy. For details, refer to the annex on programme human resource requirements.

509. **To ensure a peaceful and secure environment, as well as effective governance, this programme focusses on:** enhancing the capacity of the security forces to respond to the existing and evolving threats; enhancing patriotism, national value system and civic awareness; improving JLOS delivery processes; strengthening the fight against corruption; strengthening application & integration of digital solutions; leveraging the capacity of the security forces in production, value addition and infrastructure development; promoting compliance with the Bill of Rights; mainstreaming IMC's interventions across government policies and programs; strengthening democracy; strengthening regional and international relations; refugee protection; strengthening public policy analysis and management; and strengthening the administrative, legal, institutional, and coordination capacity for security and governance.

20.3 Programme Objectives

510. **The objectives of this programme are to:**

i) Strengthen the capacity of security agencies to participate in production and value addition and address security threats and emergencies;
ii) Strengthen public policy analysis and management;
iii) Enhance efficiency in the delivery of justice, law and order services;
iv) Enhance transparency, accountability and anti-money laundering systems for effective governance;
v) Strengthen citizen participation in democratic processes;
vi) Enhance compliance with and implementation of the Uganda Bill of Rights;
vii) Promote Uganda's interests at the regional and international level;
viii) Enhance the national response for coordinating refugee protection and migration management; and
ix) Strengthen the administrative, institutional, and coordination capacity for governance and security.

20.4 Programme Results

511. **The expected key programme results are:**

i) Reduced crime rate to 489.18 per 100,000 persons from 502 in 2023;
ii) Increased proportion of the population with a justice need seeking redress in the formal justice system to 50% from 10% in FY2023/24;
iii) Increased public satisfaction in governance and JLO services to 70% from 59% in FY2023/24;
iv) Improved rating of Uganda in the Global Peace Index to 2.2 from 2.3 in FY2023/24;
v) Improve the Corruption Perception Index to 31% from 26% in 2023;
vi) Increased Democratic Index from 4.6% in 2023 to 5.5%;
vii) Improved Governance Effectiveness Index score to 64 from 52 in 2023;
viii) Enhanced compliance with the Bill of Rights;
ix) Reduced proportion of refugees and host community populations living below the national poverty line from 32% in FY2022/23 to 27%;
x) Improved image of Uganda abroad to 7 from 6 in 2024 – BTI Transformation Index; and
xi) Improved effectiveness in the delivery of programme results to 75 from 50 in FY2023/24.

20.5 Interventions

512. To achieve the above results, the following interventions (Table 20.1) have been prioritised under this Programme.

Table 20.1: Interventions under the GSP Programme and respective actors

Interventions	Actors
Objective 1: Strengthen the capacity of security agencies to participate in production and value addition and address security threats and emergencies	
1. Maintain modern and formidable security sector agencies, for security and emergencies a. Train and equip security agencies; b. Equip the security sector to handle changing dimensions of crime; c. Prevention of trafficking in persons (TIP); d. Fight terrorism; e. Undertake research and development; f. Secure Vital Assets and Strategic Installations; g. Control and manage small arms and light weapons; h. Undertake identification and registration of persons' services; i. Control the use of commercial explosives; j. Provide migration facilities to foreign nationals; k. Implement early warning and response mechanisms; l. Regulate NGOs to play a key role in the delivery of development; and m. Implement the sub-county policing model.	UPF, ESO, ISO, MIA, NIRA, UPS, DCIC, MODVA, KCCA, OP, DGAL
2. Enhance the welfare of security sector personnel and veterans a. Provide Housing/Accommodation of Security Sector Personnel; b. Provide Healthcare services to the security personnel; c. Provide formal education to the children of security personnel; d. Empower security personnel and their spouses economically; and e. Transition, resettle and reintegrate Veterans into productive civilian livelihoods.	ISO, MODVA, UPS, UPF, DCIC
3. Strengthen the capacity of the security forces and agencies to contribute to national development a. Engage in productive activities and value addition for national development; and b. Build the capacity of security agencies to undertake infrastructure development.	MODVA, UPS
4. Establish and operationalise the National Service Programme a. Build the capacity of citizens in patriotism and mindset change; b. Construct and equip National Service Programme regional centres; and c. Facilitate the National Leadership Institute (NALI).	OP
5. Enhance regional and continental security cooperation a. Control border security; and b. Undertake Regional peace and security engagements	DCIC, OP, ISO, NIRA
Objective 2: To strengthen public policy analysis and management	
1. Strengthen coordination of the policy and legislative-making processes a. Undertake enterprise governance; and b. Build institutional and executive capacities.	SH, OP
2. Enhance monitoring of policy implementation for service delivery a. Monitor and evaluate the implementation of public policies, programmes, and projects; and b. Inspect compliance with legislative frameworks.	OP, MoKCC&MA, MoLG, MEACA, SH, MoFPED
3. Enhance the administration of programme services of the Presidency a. Provide technical and logistical support to the Presidency.	SH, OP

<table>
<tr><th>Interventions</th><th>Actors</th></tr>
<tr><td colspan="2">Objective 3: To enhance efficiency in the delivery of justice, law and order services</td></tr>
<tr><td>1. Enhance capacity and coverage of rule of law institutions for social economic transformation
a. Develop appropriate infrastructure for justice, law, and order;
b. Enforce Legal and procedural safeguards to ensure equity and the rule of law/due process;
c. Create public awareness and undertake empowerment on JLO Services; and
d. Implement transitional justice and an informal justice system.</td><td>MIA, UPF, UPS, NIRA, DGAL, MoJCA, MoGLSD, UPF, MIA, DCIC, NIRA, URSB, MoLG</td></tr>
<tr><td>2. Strengthen the rule of law and governance service delivery systems
a. Build the capacity of institutions and duty bearers, including customer care;
b. Prevent and respond to crime;
c. Re-engineer business processes to reduce red tape in service delivery;
d. Automate and Integrate JLOS Systems; and
e. Undertake coordination, communication, and cooperation of JLOS institutions.</td><td>MOJCA; URSP; NIRA, MOGLSD; DCI; UPS; UPF; DGAL</td></tr>
<tr><td colspan="2">Objective 4: To Strengthen Accountability, Transparency, and Anti-Money Laundering Systems for Effective Governance</td></tr>
<tr><td>1. Enhance public demand for accountability
a. Develop and implement Public Awareness campaigns and programmes to empower Citizens to participate in accountability processes;
b. Collaboration and build effective partnerships with state and non-state actors; and
c. Implement the social accountability strategy to increase public demand for accountability.</td><td>KCCA, OAG, DEI, OP, IG, PPDA, MoLG</td></tr>
<tr><td>2. Enhance Compliance with anti-corruption and accountability rules and regulations
a. Coordinate Uganda’s compliance with national, regional and international anti-corruption and accountability legal obligations;
b. Build the capacity of public sector governing bodies to achieve effective internal oversight of management operations and institutional productivity;
c. Increase the scope, quality and impact of audits; and
d. iv. Comply with the public procurement system.</td><td>OAG; PPDA; MoLG; DEI; MoFPED</td></tr>
<tr><td>3. Strengthen Anti-Money Laundering (AML) Mechanisms
a. Enforce AML/CFT/CPF laws;
b. Collect and disseminate information on AML/CFT/CPF to Competent Authorities;
c. Undertake International Cooperation in AML/CFT/CPF;
d. Identify proceeds of crime; and
e. Create public awareness and understanding of matters related to ML/TF/PF.</td><td>IG, FIA</td></tr>
<tr><td>4. Strengthen prevention and detection of corruption and enforce Anti-corruption Measures
a. Develop and implement the mechanisms for whistle-blowers and witness protection;
b. Leverage technology for anti-corruption efforts (digitisation, digitalisation and digital transformation);
c. Investigate and prosecute corruption cases;
d. Undertake financial due diligence on prospective investors;
e. Build capacity of anti-corruption and accountability agencies;
f. Strengthen Asset Recovery Framework; and
g. Institutionalize Anti-corruption measures/ practices across the government.</td><td>IG, PPDA, URSB, ISO, UPF, MoFPED, IAG, DEI, UPF; OP</td></tr>
</table>

Interventions	Actors
5. Strengthen the recognition and award system for outstanding civic contributions to motivate individuals and organisations. a. Implement the national incentive framework for recognition and award; and b. Implement initiatives to promote a culture of Pan-Africanism, nationalism, patriotism and service above self in the interest of national development.	OP
6. Strengthen monitoring of Government programmes for effective service delivery a. Build the capacity of the stakeholders to monitor government programmes; and b. Review and implement the monitoring framework for government programmes.	OP; SH; DEI
Objective 5: To strengthen citizen participation in democratic processes	
1. Strengthen democracy and electoral processes a. Develop and implement the Civic Education Policy; b. Manage the electoral processes; c. Increase participation of the population (including vulnerable persons) in electoral processes; d. Provide election security; and e. Support democratisation processes across EAC.	EC; MOLG; UHRC; MEACA; ISO; UPF
Objective 6: To enhance compliance with and implementation of the Uganda Bill of Rights	
1. Integrate HRBA in policies, legislation, plans and programmes a. Review and assess policies and legislation for compliance with HRBA principles	NPA, UHRC; EOC; MOJCA;
2. Enhance the protection of human rights and promotion of equity a) Reduce lead times in the disposal of complaints of human rights violations	UHRC; MOJCA; EOC; UPF
3. Enhance civic awareness of the rule of law and the Bill of Rights a. Simplify and popularise the Bill of Rights; and b. Undertake HRBA research.	UHRC
4. Ensure regular reporting and effective state compliance with human rights a. Monitor state compliance with human rights standards; and b. Produce timely reports and engage respective MDAs to implement the recommendations.	UHRC; UPF
5. Establish a national framework for mainstreaming and integrating IMCs in government policies and programs a. Finalize and implement the National Action Plan for IMCs; and b. Streamline issues of the IMCs in the national and decentralized institutional frameworks;	MoICT&NG, NPA, MoLG, MoGLSD, EOC, LGs
Objective 7: To promote Uganda's interests at the regional and international level	
1. Strengthen bilateral and multilateral relationships at both regional and international levels	MoFA; MEACA; SH; MIA; ESO;
2. Ensure adherence to regional and international laws and commitments	MEACA; MOFA; MOJCA
3. Provide diplomatic, protocol and consular services both at home and abroad	MOFA; ESO; DCIC; MEACA

Interventions	Actors
Objective 8: Enhance the national response for coordinating refugee protection and migration management	
1. Strengthen responses that address refugee protection and assistance a. Receive, screen, register, and settle refugees; b. Process asylum seekers through the RSD processes; and c. Engage in regional and international meetings and organisations.	OPM, DCIC, MOFA, MOJCA
2. Strengthen the Role of Non-State actors in refugee responses a. Coordinate with international and local partners for relief; b. Reinforce the integration of refugee projects and frameworks within mandated structures; and c. Align non-state actor services with national priorities.	OPM
Objective 9: To strengthen the administrative, legal, institutional, and coordination capacity for governance and security	
1. Strengthen programme institutions for effective and efficient service delivery a. Payment of fixed costs (wage and non-wage); b. Administrative and legal reforms; c. Processes automation, integration, and optimisation; and d. Undertake programme coordination.	All Programme MDAs

Source: Programme secretariat, 2024

20.6 Implementation Reforms

513. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Leveraging production, value addition, and Infrastructure development for security agencies;
ii) Strengthening automation and integration of government systems – digital voting (Ugandans in diaspora and inmates) as well as foreign relations;
iii) Formation of subject matter Cabinet Sub-Committee Systems for evidence-based policy analysis;
iv) Deliberately positioning Uganda globally for employment, MICE opportunities, and other benefits;
v) Engaging more in applied Research, Innovation and Development; and
vi) Strengthening Inter-programme coordination to improve complementarity.

20.7 Programme Risk and Mitigation

514. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) With national elections slated for early 2026, violence and attendant political instability pose a moderate risk to the implementation of planned interventions. There is a need to engage stakeholders, including political parties, to accept election outcomes and prevail over their supporters. There is a further need for comprehensive civic education of the electorate. Security during the elections is also paramount;

ii) There is also a moderate risk of geo-political conflicts within the Great Lakes region leading to insecurity within the Country and an influx of an unmanageable number of refugees. There is therefore a need to strengthen bilateral and multilateral relations within the region to prevent foreseeable conflicts and strengthen regional and international organisations such as the EAC, IGAD, and the UN;

iii) **The evolving technological landscape poses a high risk for security and an increased incidence of transnational and cybercrimes.** Increased investment in research and development is therefore key;

iv) **Disruption in diplomatic relations due to, among other things, conflicting values between Uganda and its partners poses a moderate risk to building Uganda's image abroad.** Further, changes in development and budget support priorities compound the risk of limited resources to finance programme interventions. There is a need for continued engagement with Partners to articulate the Country's beliefs and value system amicably. There is further need for increased domestic resource mobilisation and enforcement of fiscal discipline across government;

v) **There is a moderate risk of unforeseen natural disasters and epidemics such as COVID-19 that could disrupt the implementation of planned interventions.** The Country needs to have early warning and response mechanisms in place to deal with such eventualities.

vi) **There is a low risk of non-state actor disengagement from the implementation process due to mistrust and lack of support from development partners.** Deliberate regular engagements and strategic cooperation between the Government and non-state actors are therefore paramount;

vii) **Citizen apathy poses a moderate risk to implementation.** As consumers of government services, citizen cooperation is key to Programme success. Refusal to participate in electoral processes, for instance, can adversely affect the credibility of Uganda's democracy, with serious unintended consequences. There is thus a need for comprehensive and timely national awareness creation about Programme objectives and intended outcomes; and

viii) **Planned resources are based on projections over the years.** However, there is a risk of this being stretched beyond unmanageable limits due to increased targets, for instance, the massive influx of refugees or protracted security engagements. There is therefore a need to strengthen border security and bilateral engagements to deal with increased security threats and any extra refugees beyond the Country's carrying capacity.

CHAPTER 21: ADMINISTRATION OF JUSTICE PROGRAMME

21.1 Introduction

515. **An efficient administration of the justice system ensures a stable and predictable legal environment, which is essential in fostering investment and economic activities.** An efficient judicial system ensures the enforcement of contracts, protection of property rights, and resolution of disputes, thereby enhancing investor confidence and encouraging both domestic and foreign investments. The administration of justice upholds the rule of law, promotes fair competition, and protects individual & corporate rights, contributing to social stability and sustainable economic growth. It also fosters trust in the government and institutions, which are essential for a functioning democracy.

516. **Administration of justice ensures adherence to the rule of law, which is essential for the realisation of the priorities of this Plan**. Effective and timely adjudication of commercial disputes will unlock private capital held up in the justice system, which can be invested in key growth areas. This also boosts investor confidence, which is key for attracting investments. Enforcement of intellectual property laws protects proprietary rights of investors in literary, scientific, and artistic works, which is crucial for the promotion of STI and the culture & creative industry. Effective Local Council courts support the implementation of government programmes such as PDM and EMYOOGA by providing informal and friendly justice processes. Prioritising land justice fosters accelerated implementation of infrastructure projects through timely determination of land ownership rights and quantum of compensation.

517. **The Programme contributes to the realisation of the global, regional and national development agenda.** Agenda 2030 (Goal 16) emphasises access to equal justice for all. Africa Agenda 2063 (Goal 11) advocates for democratic values, practices, universal principles of human rights, justice and the rule of law. The EAC Vision 2050 (Pillar 3.6) calls for entrenchment of access to justice and the rule of law in all partner states. Similarly, the Uganda Vision 2040 emphasises the consolidation of the tenets of good governance, which include constitutional democracy; protection of human rights; the rule of law; transparency and accountability; government effectiveness and regulatory quality; effective citizen participation in development processes, among others.

518. **The efficiency of the administration of the justice system to provide a stable and enabling business environment is hindered by:** the high volume and sophistication of crime; inadequate number and the skills of human resources; slow expansion and integration of automated systems; limited access to legal aid by the vulnerable person; gaps in the legal and regulatory framework; corruption within the administration of justice; congestion in detention centres; weak informal justice processes; and inadequate physical infrastructure.

519. **The goal of this Programme is improved access to justice for all.**

21.2 Situation Analysis

520. **The case disposal rate has been improved; however, there are delays in the resolution of cases due to the high volume and sophistication of crime, leading to a case backlog.** The disposal rate of cases has increased to 63% in FY2022/23 from 49.3% in FY2020/21, largely due to increased investment & innovation in case management, and improvement in forensic analysis. There has also been an improvement in the conviction rate in criminal cases to 70.36% in FY2022/23 from 60.0% in FY2020/21. Consequently, the case backlog in the justice system reduced to 22.2% in FY2022/23 from 32% in FY2020/21. However, this is still high, largely due to the high volume of cases registered, inadequacies in the criminal investigation, limited legal aid, and inadequate human resource capacity of justice actors. Currently, the detective-to-case ratio stands at 1:39 against the globally recommended ratio of 1:12, and the prosecutor-to-case ratio is at 1:346. Only 85 Community Service field staff serving the country make it hard for effective service delivery. Regarding civil litigation, the Ministry of Justice and Constitutional Affairs has a total of 76 attorneys, with each attorney handling between 240-300 files, against the desired position of an attorney to 50 files. The Industrial Court has only two Judges serving the entire country out of the recommended 5. There are only 32 Probation and Welfare Officers/Assistant Probation and Welfare Officers in all remand homes against the total juvenile population of 1,028 juveniles, i.e., probation officer to juvenile ratio of 1:32.

521. **The slow expansion and integration of automated systems affect efficiency in the management of cases**. The existing systems, such as Electronic Court Case Management Information System (ECCMIS) and Prosecution Case Management Information System (PROCAMIS), have not been widely rolled out and integrated. There is a slow pace of automation of the Electronic Policing Information System (ePIS), the Prisons Management Information System (PMIS), and other supportive electronic systems. There are skills gaps, especially in the usage of technologies such as e-justice systems and emerging technologies such as Artificial Intelligence.

522. **Congestion in detention centres persists despite a reduction in the proportion of the prison population on remand**. The proportion of the prison population on remand reduced to 48.5% in FY2022/23 from 52.2% by the close of FY2021/22, but this reduction is not substantial, hence the need to scale up the use of other non-custodial means such as community service and Alternative Dispute Resolution (ADR). By December 2023, 2,338 remand prisoners on petty offences and 2,058 remand prisoners on capital offences had surpassed the mandatory period on remand of 2 and 6 months, respectively, without being committed to the High Court. In addition, 4,738 prisoners committed to the High Court for trial have spent more than 2 years without trial. The proportion of juveniles on remand by the end of FY 2023/24 was 76.7% (759 out of a total population of 989 juveniles).

523. **There is a high demand for legal aid services by vulnerable persons, however, the capacity to provide legal aid is limited**. Provision of legal aid to the poor, vulnerable, and marginalised remains a challenge in access to justice. These services are provided by the Law Development Centre -Legal Aid Clinic (LDC-LAC), Justice Centres Uganda (JCU), the Judiciary and non-state actors. The Judiciary continues to offer state briefs in High Court Circuits and Chief Magistrate Courts. i.e., legal aid for persons accused of capital offences who cannot afford legal costs, but lack the resources to cover all indigent persons. Between FY2020/21 and FY2023/24, the LDC-LAC handled 5,648 cases (4,770 male and 878 female) through legal aid out of the 18,000 that registered for the service, due to inadequate resources.

524. **Gaps in the legal and regulatory framework hinder the effective administration of justice.** The absence of witness protection law has created gaps in providing protection, safety, and confidentiality of witnesses in court proceedings. Lack of the legal aid law affects the regulation of legal aid service providers. Lack of Mutual Legal Assistance Law affects the handling of cross-border crimes. The absence of guidelines to regulate the procedure for Confiscation and Recovery orders on what to do with tainted property. In addition, there are gaps in the KCCA legislation for the supervision of law enforcement officers and their activities in enforcing the ordinances passed by KCCA. Notwithstanding the provision of the Constitution of Uganda, marriages, divorce & succession disputes of Mohammedans in Qadhi Courts have not been operationalised due to the absence of enabling law.

525. **The limited capacity of Local Council Courts in the management of cases limits access to justice at the grassroots level**. There has been a significant increase in people going to local council courts to 26% in 2024 from 13% in 2020, however, the capacity of these courts is still low. This is largely attributed to a lack of quorum in some courts, limited facilitation, and limited support supervision leading to low adherence to operational standards. The gaps in Local Council Courts, if not addressed, will further congest the formal justice system.

526. **Efforts have been made to fight corruption within the justice system; however, incidents of corruption persist, undermining public trust**. The Judiciary's Inspectorate of Courts has continued to work closely with the Judicial Service Commission to hold errant officers accountable. Specifically, 102 cases have been handled by the disciplinary committee, and appropriate actions have been taken between FY2020/21 and FY2023/24. In addition, institutions such as ODPP, Uganda Police Force (CID), Prisons, and LDC continue to implement complaint-handling and feedback mechanisms as avenues for interaction with the users of the justice services, specifically in identifying gaps and corruption tendencies in justice service delivery. Despite these efforts, corruption remains a big challenge to the delivery of justice.

527. **The lack of harmonisation of the formal and informal justice systems hinders the adoption of traditional and indigenous systems as alternatives to dispute resolution**. The

tradition and indigenous systems provide expeditious and cost-effective justice delivery; however, their utilisation is limited. This is largely due to a lack of harmonisation with the formal justice systems, which hinders proper coordination in the administration of justice. In addition, the limited implementation of the Transitional Justice Policy, 2019, and the lack of a Transitional Justice Law hinder transitional justice.

528. **Despite considerable milestones being recorded in terms of infrastructure improvement for justice system actors over the years, the situation is far from ideal**. Over the last three years, the Supreme Court and Court of Appeal buildings have been completed together with Mukono High Court and Patonga Grade One Court. Different court buildings in the districts of Adjumani, Tororo, Sheema, Alebtong, Abim, Budaka, Kyegegwa, Karenga and Lyantonde are at different levels of completion. In the same vein, the construction and equipping of AJP service delivery points in different districts are at different levels of completion. These include ODPP regional offices in Soroti, Mbale, Jinja, Jinja, Alebtong, Madi-Okollo, Palisa, Kamwenge and Amuria. Also, several police posts are under construction and renovation, including Palabek in Lamwo; Kato-Imvepi police post in Terego and Ofua IV in Rhino Camp police post in Madi Okollo. However, one of the most enduring challenges is the inadequate physical infrastructure and scarcity of decent institutional housing in hard-to-reach/hard-to-stay areas. This has undercut gains made in terms of operationalisation of justice service delivery points as duty bearers stay away from their respective stations. In addition, there are only seven operational remand homes and one rehabilitation centre serving the entire country. Most of these facilities were constructed in the early 1950s with a total holding capacity of 50 juveniles per facility against a juvenile population of 150 juveniles and congestion of 166.2% in remand homes in FY23/24 and its associated effects of inadequate accommodation space, poor health conditions and pressure on available resources.

529. **Considerable progress has been made in enhancing human resource capacity to support the efficient and fair delivery of justice in Uganda**. Key institutions, including Universities, law schools, judicial training institutes, and paralegal training centres, have been instrumental in preparing professionals in essential areas such as law, conflict resolution, mediation, and legal advocacy. These educational initiatives are crucial for equipping individuals with the skills necessary to navigate the complexities of the legal system and ensure the protection of citizens' rights. Despite these achievements, the programme faces significant challenges in fulfilling its human resource requirements. There is a critical shortage of qualified professionals in key fields, particularly judges, magistrates, public defenders, and legal aid providers. These roles are vital for ensuring timely access to justice and upholding the rule of law. Additionally, the demand for specialists in areas such as restorative justice, human rights law, and alternative dispute resolution is growing, as these competencies are essential for fostering a more equitable and effective justice system. Furthermore, there is an urgent need for professionals with expertise in judicial administration and court management to enhance the operational efficiency of the judiciary and improve service delivery. This includes skills

in case management, legal research, and the use of technology in the administration of justice, which are increasingly important in modern legal contexts. Conversely, the programme has seen an oversupply of personnel in general clerical and administrative roles within the programme. While these positions support the functioning of the system, the surplus indicates a misalignment between the existing workforce and the specialised skills needed for effective justice administration. Moreover, many law graduates and legal professionals lack practical experience, particularly in real-world settings where justice is administered. There is a need to address these gaps to ensure that justice is accessible, equitable, and efficient for all citizens. For details, refer to the annex on programme human resource requirements.

530. **To ensure improved access to justice for all, this Programme will focus on**: reducing case backlog, especially in commercial, land, civil, and family cases; improving staffing & skilling; expanding and integrating automated systems; increasing access to legal aid by vulnerable persons; strengthening the legal and regulatory framework; increasing public trust in the justice system; reducing congestion in detention centres; harmonising formal & informal justice processes; and improving physical infrastructure.

21.3 Programme Objective

531. **Under this programme, the following objectives will be pursued:**

i) Strengthen a people-centred justice delivery system;
ii) Strengthen and reform Justice business processes; and
iii) Strengthen Administrative, Legal, Institutional and Coordination capacity for the Administration of Justice.

21.4 Programme Results

532. **The Programme thus aims to achieve the following key results by the end of FY2029/30:**

i) Increased level of public trust in the justice system from 70.8% in FY 2023/24 to 73.5% in FY 2029/30;
ii) Improved accessibility and affordability index of civil justice from 0.40 in 2023 to 0.45;
iii) Increased proportion of the population with access to a frontline justice service point within a 15-kilometre radius from 56.16 in FY2023/24 to at least 61.16%;
iv) Reduced backlog cases in the administration of the justice system from 27.23% in FY2023/24 to 15.2%;
v) Reduced average Turn Around Time in the administration of justice from 891 days in FY2023/24 to 693 days;
vi) Reduced the proportion of the prison population on remand from 47.3% in FY 2023/24 to 41.3%; and
vii) Improved the Corruption Perception Index in the justice system from 26.00% in FY2023/24 to 31.00%.

21.5 Interventions

533. To achieve the above results, the following interventions (Table 21.1) have been prioritised under this Programme.

Table 21.1: Programme interventions and actors

Interventions	Actors
Objective 1: Strengthen a people-centred justice delivery system	
1. Promote use of Alternative Dispute Resolution in justice delivery processes a. Use of mediation and arbitration in dispute settlement; b. Use of small claims procedure in settlement of civil-commercial disputes whose value is below Shs. 10 million; and c. Use of reconciliation and plea bargaining in the disposal of criminal cases.	Judiciary, ODPP, TAT, LDC-Legal Aid Clinic, JCU, MoGLSD (Industrial Court), KCCA, ULS
2. Strengthen case management a. Speedy investigation, prosecution and disposal of cases, especially criminal, land, commercial, civil, labour, and family cases; b. Witness protection and mutual legal assistance; c. Build the capacity of Local Council Courts to effectively execute their mandate; and d. Harmonise formal and informal justice systems.	UPF, DGAL, ODPP, Judiciary, ULS, MoLG (Local Council Courts)
3. Strengthen the provision of legal aid services and state brief schemes a. Provide free legal representation to indigent persons; and b. Expand the coverage of legal aid services.	LDC-Legal Aid Clinic, JCU, Judiciary, MoLGSD (Labour and Juvenile Justice), ULS
4. Strengthen Implementation of court orders a. Asset recovery against orders issued for execution; b. Use of non-custodial sentences such as community service; and c. Enforcing court awards.	UPS, MoGLSD (Juvenile Justice), Judiciary, KCCA
5. Promote human rights-based custody a. Implement human rights-based custody for prisoners and Juveniles	UPS, MoGLSD (Juvenile Justice)
6. Increase the coverage of justice service delivery points a. Construct and operationalise the new justice service delivery points	Judiciary, UPF, UPS, MIA/DCS, JSC, ODPP, DGAL, MoIA (Community Service), MoGLSD (Labour and Juvenile, KCCA), JCU, DGAL
7. Rehabilitate and equip Justice service delivery points	Judiciary, UPF, UPS, MIA/DCS, JSC, ODPP, DGAL, MoIA (Community Service), MoGLSD (Labour and Juvenile Justice), KCCA, JCU, TAT, DGAL
8. Implement special programmes that promote equal opportunities to reduce vulnerability a. Establish facilities responsive to persons with special needs, such as child-friendly spaces, SGBV victim spaces etc., and b. Provide counselling and psychosocial support to duty bearers and rights holders.	MoGLSD (Juvenile Justice), Judiciary, UPS, JSC

Interventions	Actors
9. Increase public awareness and advocacy for Justice services a. Hold an annual court open day; b. Conduct community outreaches and barazas; and c. Hold annual administration of justice forums.	Judiciary, JSC, KCCA, JCU, MOGLSD, UPS
Objective 2: Strengthen and reform Justice business processes	
1. Increase efficiency and effectiveness of justice delivery processes a. Automate and integrate Justice delivery systems; b. Establish a robust transparency and accountability system within the Administration of Justice Institutions; and c. Empower Rights holders to fight corruption.	ODPP, Judiciary, KCCA, DGAL, MoICT&NG, UPF, UPS, MoGLSD, JSC, MoIA (Community Service)
2. Strengthen case records management systems a. Reorganise, equip, and maintain case registries; and b. Streamline the management of Police case files and exhibits.	Judiciary, JSC, KCCA, UPF, ODPP
3. Strengthen measures to reduce case backlog a. Conduct case backlog census in the administration of justice; b. Review and develop the Administration of Justice Programme case backlog reduction strategy; and c. Conduct backlog reduction sessions.	Judiciary, ODPP, TAT, MoLG (Local Council Courts), DGAL, UPF
4. Provide legal reference materials a. Provide legal reference materials to libraries and courts; and b. Subscribe to legal databases and equip libraries at LDC.	Judiciary, JSC, UPF, MoLG, LDC
5. Strengthen research and innovation in the administration of justice	LDC, JSC, Judiciary, DGAL, ODPP, MoGLSD
Objective 3: Strengthen Administrative, Legal, Institutional, and Coordination capacity for justice service delivery	
1. Strengthen legal and regulatory mechanisms for effective and efficient justice service delivery	MoGLSD, KCCA, Judiciary, ODPP
2. Strengthen the capacity of Administration of Justice institutions and rights holders to fight corruption	All programme Institutions
3. Strengthen inspection and quality assurance in justice service delivery a. Review and enhance implementation of Service delivery standards; b. Scale up inspection of justice service delivery; and c. Establish robust complaints management and feedback mechanisms.	Judiciary, ODPP, MoGLSD, UPS, UPF, MoLG, JSC
4. Strengthen programme institutions for effective and efficient service delivery	All programme Institutions
5. Strengthen human resources in the justice service delivery	All programme Institutions
6. Strengthen legal training in the administration of justice	All programme Institutions

Source: Programme secretariat, 2024

21.6 Programme Implementation Reforms

534. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) **Improve harmony in service delivery among the Administration of Justice Institutions.** This will be achieved through reviewing the institutional service delivery structures, such as community service, prison services, and prosecution function, to align with the coverage of courts as per the new jurisdictions, as opposed to the number of districts;

ii) **Facilitate access to legal representation for poor and vulnerable accused persons by:** expanding the meaning of legal aid beyond merely providing counsel and imposing an obligation on the Government to provide legal aid to persons entitled to legal aid. This would be realised through the enactment of a Legal Aid Law;

iii) **Strengthen investigation and prosecution of Transnational crime** through the enactment of the Mutual Legal Assistance Law;

iv) Put in place the requisite regulatory framework to harmonise informal and formal justice systems; and

v) **Establish robust mechanisms to protect the witnesses, most especially, those required to testify in trials of organised crimes, to instil confidence in them.** This would require the enactment of the Witness Protection Law to elaborate on the extent and form of protection as well as the responsible actors.

21.7 Programme Risk and Mitigation

535. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) Perceived corruption, increasing number of administrative units result in stretching of available resources, mismatch in coverage of justice services, irregular release of funds, limited appreciation of non-custodial sentence and ADR, limited uptake of technology, delayed enactment of the requisite laws on mutual legal assistance, legal aid and witness protection remain potential impediments to delivery of justice; and

ii) The Programme shall develop a robust anti-corruption strategy and complaints management framework, regulations and change management on the technology uptake, strengthen coordination and partnerships and undertake advocacy and sensitisation of duty bearers and rights holders on justice service delivery to mitigate the above risks.

CHAPTER 22: LEGISLATION, OVERSIGHT AND REPRESENTATION PROGRAMME

22.1 Introduction

536. **Effective legislation, oversight, and representation promote and protect good governance by establishing the necessary checks and balances, ensuring alignment with the development aspirations.** Effective legislation provides the legal framework which provides a conducive environment for economic, social, and political activities. Oversight ensures that laws and policies are effectively implemented and public resources are used efficiently and transparently. Representation allows diverse voices, including marginalised communities, to influence policy-making, ensuring that development strategies are inclusive and responsive to the needs of the entire population. Together, these elements help create a governance structure that supports sustainable economic development, reduces poverty, and improves living standards.

537. **Legislation, oversight and representation are central to realising the Plan.** Enactment, review and amendment of appropriate legislation and policies encourage innovation, quality standards, and fair-trade practices and incentivise investment in value in the priority growth areas. This also fosters the knowledge economy as it protects intellectual property and establishes frameworks for digital infrastructures. The programme supports the development and maintenance of priority infrastructure, such as value addition infrastructure, SGR & MGR, GKMA, and stadia for AFCON through appropriation of resources and oversight. Through the representation function, the programme ensures effective appropriation and mobilisation of marginalised and local communities to effectively participate in wealth creation initiatives such as the Parish Development Model (PDM) and EMYOOGA.

538. **This Programme contributes to the realisation of Agenda 2030, the Africa Agenda 2063, the EAC Vision 2050 and the Uganda Vision 2040.** By ensuring the alignment of the government expenditure to the original approved budget, the programme contributes to Agenda 2030 (SDG 16.6), which emphasises the development of effective, accountable and transparent institutions. The Africa Agenda 2063 (Goal 2) calls for building strong institutions for development and facilitating the emergence of development-oriented and visionary leaders. The EAC Vision 2050 (Aspirations 11 and 12) emphasises inclusivity & a participatory approach to development and building sound economic institutions, and legal and policy frameworks for long-term socio-economic transformation. The Uganda Vision 2040 aims to strengthen the legislative and oversight capacity.

539. **Effective legislation, oversight, and representation programme is constrained by:** slow legislative processes; weak alignment of plans to the budgets; insufficient attendance of plenary and committee sessions by MPs and LCs; inadequate capacity of MPs and LCs to

carry out their roles; and weak policy, legal, regulatory, institutional and coordination framework.

540. **The goal of the programme is efficient legislation, representation, and accountability for results.**

22.2 Situation Analysis

541. **There has been progress in reducing the turnaround for the enactment of legislation, however, the process is slow.** There has been an increase in the percentage of bills processed by Parliamentary Committees within 45 days to 76% in FY2023/24 from 64% in FY2022/23. The Local Governments have managed to process 9 ordinances and bylaws against 11 submitted to Local Councils over the same period. KCCA has managed to process 5 ordinances against 11 submitted to the Council of the Authority over the same period. The Uganda Law Reform Commission (ULRC) revised 418 laws against 397 that were planned for FY2022/23, and during FY 2023/2024 after the law revision exercise the Uganda Law Reform Commission revised 350 laws by a comprehensive count after the entire clean-up of the statute book which arose out of the law revision exercise (Miscellaneous Amendments Act, 2022). A bill-tracking system has been established, which has enabled fast-tracking the enactment of bills, reducing the time lag between the passing of bills and their submission to the President. However, the legislative process is slow, with limited public participation. The Bill tracking system is scaled down into modules which are supposed to be cascaded down to the respective votes including KCCA and MoLG to tap into all nodes involved in the value chain of the legislative-making processes which include functions like capturing petitions, audit recommendations, committee hearings, resolutions, action taken reports, question, loans, motions and enhancing their research functions.

542. **There have been efforts to enhance evidence-based legislation and the capacity of legislative actors; however, capacity gaps exist**. There is improved use of evidence to support legislation through strengthened collaboration and comprehensive collection of data during pre-legislative studies to inform the bill drafting process. Consequently, 35 legislative studies were undertaken in FY2023/24 against 26 planned. There have been arrangements to enhance the capacity of MPs, Parliamentary Commission staff and KCCA councillors based on their skills requirements through induction and continuous staff development, which has facilitated compliance with statutory requirements. However, there exists capacity gaps among MPs, KCCA and Local government Councils which hinder timely evidence-based legislation. Furthermore, there are inadequate skills in legislative drafting in emerging and specialised areas such as oil & gas, and emerging digital technologies.

543. **There has been an improvement in the alignment of budgets to plans; however, gaps exist.** The proportion of MDA and LG budgets aligned to the NDP improved to 71.4% in FY2023/24 from 54.8% in FY2020/21. However, fiscal indiscipline in the form of

supplementary budgets has resulted in overspending and distortion in the budget, leading to low attainment of targeted results. In addition, the system to assess the implementation of parliamentary and Public Accounts Committee (PAC) recommendations is lacking. Further, the structural alignment of Parliament and Local Council (LC) committees connotes the sectoral approach to planning, which has affected the capacity of MPs and LCs to implement their oversight role.

544. **There is improved attendance of plenary and committee sessions by MPs and LCs;** There is improved attendance of MPs both in Plenary and Committees registered at 84% and 92% in FY 2023/24 from 73% and 87% in FY 2022/23 respectively and improved attendance of Ministers in Plenary sessions of Parliament. There is improved attendance of KCCA Councillors both in Plenary and Committees registered at 67% and 80% in FY 2021/22 to 75% and 89% in FY 2023/24, respectively. However, there is diminished participation in plenary and committees towards the close of the term of Parliament. This has a negative impact on effective representation.

545. **There have been efforts to strengthen the institutional and coordination framework of the programme through several programme working group engagements and reporting.** The Programme's functional structure has been constituted and is operational. Regular programme working group engagements have been periodically conducted to review plan and budget ceilings for partners, statutory reports, and track progress. However, the programme is affected by capacity gaps of the programme actors to effectively execute their mandate under the programme, such as understaffing and limited skills. Other gaps exist due to the outdated digital infrastructure that may be needed to enhance coordination within the programme, such as a lack of integrated data generation systems, which affects programme assessment. Further, there is weak collaboration amongst the programme actors to effectively deliver on some interventions, such as enhancing legislative processes.

546. **The Legislation, Oversight, and Representation Programme has made significant strides in enhancing the capacity of legislative institutions; however, it continues to face notable human resource challenges.** Key efforts have been directed towards improving the skills of legislators, parliamentary staff, and local government representatives to enhance lawmaking, oversight, and representation. Various training programmes have been implemented, focusing on legislative drafting, public policy analysis, and effective representation, supported by partnerships with academic institutions and development partners. Despite these advancements, the Programme faces acute shortages in specialised skills, particularly in public financial management, Oil & Gas, legislative research, and digital governance areas, which are essential for modern oversight functions. Additionally, there is limited capacity for robust legislative oversight concerning government programme monitoring and public expenditure transparency. To effectively meet the Programme's goals over the next five years,

targeted measures must be implemented to address these identified gaps in human resources. For details, refer to the annex of the programme human resource requirements.

547. **To ensure efficient legislation, representation, and accountability for results, this programme focusses on:** increasing effectiveness and efficiency in legislative processes; improving alignment of plans to the budgets; improving the quality of representation at all levels; and strengthening the institutional capacity of the programme.

22.3 Programme Objectives

548. **The objectives of this programme are to:**

i) Increase effectiveness and efficiency in legislative processes;
ii) Strengthen oversight and budget alignment with the NDP;
iii) Enhance the effectiveness of representation at all levels; and
iv) Strengthen the institutional capacity of the programme.

22.4 Programme Results

549. **The Programme thus aims to achieve the following key results by the end of FY2029/30.**

i) Improved legislative processes as measured by the proportion of laws enacted against bills presented from 62.7% in FY2023/2024 to 85%;
ii) Improved alignment of the national budget to the National Development Plan (NDP) as measured by the Certificate of Compliance (COC) from 71.4% in FY 2023/2024 to 90%;
iii) Strengthened accountability of all government institutions as measured by the proportion of unqualified audit opinions from 57% in FY2023/2024 to 70%;
iv) Improved responsiveness of Parliament to the needs of the people as measured by the citizen scorecard from 57% in FY2023/2024 to 75%;
v) Improved responsiveness of Local Councils to the needs of the people as measured by the citizen scorecard from 59.2% in FY2023/2024 to 70%; and
vi) Improved Programme performance from 69% in FY2023/2024 to 90%.

22.5 Interventions

550. To achieve the above results, the following interventions (Table 22.1) have been prioritised under this Programme.

Table 22.1: Interventions under the Legislature, Representation and Oversight Programme and respective actors

Interventions	Actors
Objective 1: Increase effectiveness and efficiency in legislative processes	
1. Develop and upgrade legislative tracking systems	Parliamentary Commission, MoLG, ULRC, MoJCA, KCCA

Interventions	Actors
2. Implement peer review mechanisms for subsidiary legislation	MoLG, KCCA
3. Strengthen legislative reviews and updates	ULRC
4. Ratify international treaties	Parliamentary Commission
5. Hold collaborative legislative drafting sessions among actors	Parliamentary Commission, MoLG, ULRC, MoJCA, KCCA
6. Fast-track legislative business at plenary and committee level	Parliamentary Commission
7. Strengthen citizen participation in legislative processes a. Develop a citizen and CSO consultation and engagement framework on legislative processes; b. Operationalise the Parliament-CSO cooperation engagement framework for Civil Society Organisations to participate in parliamentary processes; and c. Roll out Parliamentary digital platforms for public participation (Parliament App, Web TV, social media platforms).	Parliamentary Commission, MoLG, ULRC, MoJCA, KCCA
Objective 2: Strengthen oversight and budget alignment with the NDP	
8. Strengthen the capacity of Parliament and Local Councils to scrutinise and approve budgets. a. Sensitise Members of Parliament on budgeting and planning compliance assessments; b. Train members of parliament and Local councils on budget analysis and scrutiny; and c. Conduct learning exchange visits on budget implementation at the international and regional levels.	Parliament, MoLG, KCCA
9. Strengthen mechanisms for Parliamentary and local council oversight functions a. Conduct oversight field visits; b. Debate and consider petitions submitted to parliament/Local councils; c. Provide technical support to accountability committees during discussion of audit reports; d. Enhance the Capacity of the OAG-Parliamentary Liaison Department; e. Undertake timely verification audits of treasury memoranda issued by the Ministry of Finance, Planning and Economic Development; and f. Strengthen legislation implementation through adequate budgetary appropriation.	Parliament, MoLG, KCCA, OAG
10. Develop a system to monitor budget implementation and compliance.	Parliament
11. Strengthen follow-up mechanisms for budgetary actions a. Track and document actions on budget-related recommendations; and b. Prepare a report on the recommendations of Parliament on the Ministerial Policy Statements.	Parliament
12. Institute measures for collaborative budget decision-making and monitoring among stakeholders a. Develop a citizen consultation and engagement framework on budget processes; and b. Conduct citizen consultative meetings to gather views on the budget proposals.	Parliament, MoLG, KCCA
Objective 3: To enhance the effectiveness of representation at all levels	
13. Strengthen the whipping mechanisms for both plenary and committees a. Track attendance of MPs in plenary and Committees; b. Track annual committee attendance of MPs in local council meetings; and c. Track responses by Ministers to MPs' issues raised during plenary.	Parliament

Interventions	Actors
14. Strengthen engagements between Parliament, local councils and the citizens a. Develop a framework for regular engagement between Parliament, Local Councils, and the citizens.	Parliament, MoLG, KCCA
15. Participate in regional and international fora	Parliament, MoLG, KCCA
Objective 4: To strengthen institutional capacity for legislation, oversight and representation.	
16. Develop physical infrastructure for programme operations.	Parliament
17. Develop and upgrade digital infrastructure for programme operations.	Parliamentary Commission,
18. Strengthen the capacity of programme actors to undertake their mandate a. Conduct inductions for new MPs and Local councillors; b. Update the Rules of Procedure of Parliament to facilitate effective scrutiny; and c. Promote knowledge sharing and best practices among programme actors.	Parliamentary Commission, MoLG, ULRC, MoJCA, KCCA, OAG
19. Strengthen the production and utilisation of evidence for Parliament and Local Council business a. Provide access to up-to-date data and analytical tools; and b. Initiate partnerships and collaborations with academic, research institutions and think tanks.	Parliamentary Commission, MoLG, KCCA
20. Strengthen the programme secretariat a. Hold technical and programme working group meetings; b. Hold annual and Midterm programme review workshops; and c. Settle all Statutory Obligations and Administrative operational Overheads.	Parliamentary Commission, MoLG, ULRC, MoJCA, KCCA, OAG

Source: Programme secretariat, 2024

22.6 Implementation Reforms

551. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years are:**

i) Review Parliamentary Committee structures to align them with the programme-based approach;
ii) Initiate and fast-track the review and amendment of laws and policies to effectively aid in the implementation of the NDPIV priorities using the programme-based approach;
iii) Develop and implement systems to monitor budget implementation and compliance;
iv) Develop and upgrade systems for managing Parliamentary and Local Council business; and
v) Implement digital and other innovations to facilitate programme effectiveness.

22.7 Programme Risk and Mitigation

552. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Inadequate cooperation with the other Arms of Government (Executive and Judiciary):** this risk may occur where there is deficient cooperation between the three Arms of Government. The impact of this risk is high because it leads to delays in decision-making and slows down legislative processes. This can lead to delays in passing relevant legislation and delays in implementing essential policies and reforms, thereby undermining the ability of the programme to operate efficiently. The likelihood of this risk occurring is high. To mitigate this risk, the programme shall foster cross-party dialogue through joint committees, working groups, and informal meetings. The Programme shall also promote a culture of political tolerance through education and public engagement to enhance cooperation;

ii) **Negative publicity:** Misinformation can lead to a loss of public confidence in the legislative institutions, which in turn reduces credibility, and creates room for exploitation by external or internal actors. The likelihood of this occurring is high, especially with the increased usage of digital platforms. To mitigate this risk, the Programme shall aim to strengthen mechanisms for increased transparency through public engagements and outreaches; and

iii) **Weak institutional capacity.** This can slow down legislative and oversight processes, reduce the quality of debates and policymaking, and lead to poorly drafted laws that do not address key societal issues. To mitigate this risk, the programme shall focus on providing continuous training and development for legislative staff, particularly in areas such as policy analysis, research, and technology. Upgrade legislative facilities, technology systems, and operational tools to improve efficiency. Strengthen support services like legal research, policy drafting, and constituency relations to improve the quality of legislative output.

CHAPTER 23: DEVELOPMENT PLAN IMPLEMENTATION PROGRAMME

23.1 Introduction

553. **Effective planning, financial accountability, implementation oversight, resource mobilisation, and systematic budgeting are crucial for achieving development goals.** Effective planning ensures that development goals are clearly defined, resources are allocated efficiently, and efforts are well-coordinated across the government. Mobilisation of domestic and international funds supports various development projects, while precise budgeting aligns expenditures with strategic objectives. Oversight not only guarantees judicious utilisation of resources but also safeguards against mismanagement, corruption and inefficiencies that could derail development goals. Additionally, robust monitoring and evaluation processes, supported by comprehensive statistical data, enable the timely assessment of progress and the adjustment of strategies. This approach ensures that outcomes are measured accurately, thereby driving sustainable economic growth.

554. **The programme provides a clear and structured approach to achieving the results outlined in national and subnational development plans.** It ensures that all government actions and resources are aligned with the NDP priorities, such as modern railway, energy infrastructure, industrial parks, PDM, EMYOOGA, GKMA and AFCON. It facilitates coordination among state and non-state actors, ensuring that efforts are not duplicated and resources are used efficiently. It provides mechanisms for evidence-based planning, monitoring and evaluating the progress of development initiatives. Implementing a structured development plan helps rationalise the allocation and utilisation of resources and provides a framework for budgeting and financial management, which are crucial in ensuring that funds are directed toward priority areas and accountability. Certainty in the government's development priorities and a structured approach to achieving them boost investor confidence. The programme allows for adaptive management strategies that can respond dynamically to these challenges, ensuring resilience and sustainability.

555. **The programme contributes to the international, regional and national development agenda.** SDGs 16 and 17 seek to develop effective, accountable and transparent institutions, enhancing policy coherence, encouraging & promoting public and public-private & civil society partnerships. Agenda 2063 (Goals 12, 19, 20) advocates for capable institutions, functional statistical systems, and innovative financing. The EAC Vision 2050 advocates for effective, accountable, and inclusive institutions at all levels. The Uganda Vision 2040 emphasises the “business approach” to the implementation of government programmes.

556. **Implementation of the National Development Plan to achieve the national priorities is hindered by:** inadequate development planning capacity; inadequate domestic revenue generation; fiscal indiscipline; weak M&E systems to track progress; weak coordination of

implementation; underdeveloped systems for statistical development; and weak legal, policy, institutional, and coordination framework.

557. **The goal of this programme is increased performance of the National and Subnational Development Plans.**

23.2 Situation Analysis

558. **Successful implementation of the plan is a function of addressing all facets of the implementation cycle**. The cycle revolves around development planning, budgeting, resource mobilisation, coordination of implementation, auditing & accounting, statistical collection, research, and monitoring & evaluation. The status of the development plan implementation is underpinned by several factors as discussed below.

559. **Development planning capacity has improved; however, it is still a challenge at decentralised planning levels.** By FY2023/24, 93% of Ministries, Departments, and Agencies (MDAs) and 97.7% of Local Governments (LGs) had plans aligned to the NDPIII, however, there was a time lag in the alignment. In the first year of the Plan (FY2020/21), only 37.8% of MDAs and 28.4% of LGs had complied. In addition, some of the plans were not sufficiently meeting the required standards, including Cross-cutting issues like Gender and equity, Climate Change, employment, etc. This was primarily due to weaknesses in planning capacity, delays in transitioning from a sector-wide approach to a program-based planning approach, and the lack of synchronisation between vote planning frameworks and NDP programmes. Further, the insufficient capacity within MDAs to prepare projects has contributed to poor project execution, slow acquisition of right of way for infrastructure projects, absence of relevant feasibility studies, delays in procurement, and inadequate counterpart funding. For instance, only 35% of Public Investment Programme (PIP) projects were implemented on time in FY2022/23. In particular, the performance of externally funded projects has been suboptimal, with a significant portion of the committed funds remaining undisbursed. As of March 2023, out of a total commitment of USD 10 billion across 123 externally funded projects, only USD 5.8 billion was achieved.

560. **Progress has been made in raising domestic revenue; however, it is inadequate to support the implementation of development plans**. Domestic revenue collection has improved, reaching a revenue-to-GDP ratio of 13.6% in FY2023/24 from 12% in FY2017/18. This progress was driven by enhanced tax administration, improved tax policy measures, and stricter enforcement of non-tax revenues. However, domestic revenue is low, supporting only 52.6% of the national budget in FY2023/24. Consequently, the debt-to-GDP ratio has increased to 46.9% in FY2023/24 from 34.6% in FY2017/18, raising concerns about debt sustainability, especially with rising repayment obligations that limit fiscal space for critical development priorities. Efforts to increase domestic revenue, such as the Domestic Revenue Mobilisation Strategy, have been undertaken; however, slow implementation has hindered

their impact. Additionally, innovative financing sources such as climate financing, Islamic financing, and diaspora bonds have not been fully exploited.

561. **Efforts have been made to control fiscal indiscipline; however, over-reliance on supplementary budgets and accumulation of domestic arrears undermine budget credibility**. The implementation of the Public Financial Management reforms has been key in establishing frameworks for better control over public expenditures. However, frequent resort to supplementary budgets has become a significant issue, increasing to 7.4% in FY2022/23 from 5.0% of the budget in FY2018/19, which is way above the required threshold of 3%. These supplementary budgets distort the integrity of the budget by diverting funds from critical productive sectors and undermining the successful implementation of the plans. Further, domestic arrears have been reduced to Shs. 2.7 trillion in FY2022/23 from Shs. 3.14 trillion in FY2017/18. However, they are high, tying up resources that could otherwise stimulate private sector growth.

562. **There have been reforms to improve the monitoring & evaluation systems, however, these have not been fully operationalised**. The Integrated NDP M&E system, which aims to inform the National Development Report (NDR) and Government Annual Performance Report (GAPR), has been partially operationalised with training at the central government level and integration with the Integrated Bank of Projects. However, it remains unintegrated with IFMIS and has not yet reached Local Governments. The capacity enhancement of the OPM to undertake M&E was not actualised. The FY2022/23 Auditor General's report highlighted that only 40% of planned indicators are effectively monitored and only 30% of government projects have adequate M&E plans. Local Governments still lack functional data systems, and the Community Information System (CIS) is non-operational. The Programme-Based System (PBS) has not yet fully transitioned to the NDP programme approach, especially for Local Governments, causing misalignment with the Public Financial Management (PFM) system.

563. **There have been reforms to improve the coordination of the implementation of NDPs, however, these have to be strengthened**. One of the objectives of introducing the programme approach is to improve coordination among programme actors to focus on delivering common results. All programmes have fully constituted and operational Programme Working Groups (PWGs) as of FY2023/24. However, there is limited capacity to mobilise and ensure cohesion among stakeholders within programmes. In addition, the intended bi-annual performance reviews of the programmes have not been implemented. Further, the coordination structures at OPM are not fully operationalised as intended. In particular, the APEX platform, which was aimed at improving supervision and oversight of the Plan, has had limited impact due to the secretariat's failure to regularly convene to review and act on various reports and produce the expected oversight reports. This has partly

contributed to the dismal performance in regards to the implementation of NDP, with only 29% of the expected results delivered by 2022/23.

564. **There has been an improvement in the national statistical system, however, gaps persist, which undermine the effective monitoring of the planned results.** There has been digitisation of statistical data collection, including the flagship 2024 census, development of plans for the national statistical development, and deployment of statisticians across MDAs, among other achievements. However, administrative data systems remain manual and disjointed, and non-traditional data sources like big data have not been fully leveraged, leading to incompleteness and untimeliness of data partly due to limited statistical infrastructure. Furthermore, there are still discrepancies between existing statistical frameworks and the data needs of the NDP, particularly regarding disaggregation, which hampers effective decision-making and inclusive development. Further, there is inadequate geospatial metadata across government agencies, which limits the full operationalisation of the National Spatial Data Infrastructure (NSDI) and its capacity to support physical development planning.

565. **There is an increase in research output and funding; however, the majority of it is academic with remote application to development planning and implementation**. This has been partly due to the delay in approval of the National Research Framework, which has restricted the development of a comprehensive National Research Agenda. This lack of coordination and effectiveness in research and evaluation has affected the formulation of development plans and their implementation.

566. **The weak legal, policy, institutional, and coordination frameworks in Uganda's development plan implementation have hindered effective service delivery**. While the programme-based approach has helped reduce the silo mentality among institutions in the same service delivery chain, significant gaps persist. Key issues include understaffing in Ministries, Departments, and Agencies (MDAs), which affects the execution of plans and policies, and data gaps combined with conflicting legal frameworks that limit informed decision-making. Additionally, poor coordination has led to duplication of efforts among institutions, wasting resources and reducing efficiency. Conflicting roles among Monitoring and Evaluation (M&E) actors further complicate matters, as unclear responsibilities create confusion over who does what. Resolving these issues is essential to improving coordination, accountability, and the overall effectiveness of Uganda's development efforts.

567. **Progress has been made in capacity building across MDAs and LGs; however, substantial human resource gaps remain.** Critical shortages are particularly apparent in the areas of planning, monitoring and evaluation (M&E), financial management, and project management. For instance, by 2030, it is projected that Uganda will require approximately 460 specialised planners across various sectors and MALGs to ensure effective coordination

and integration of development plans. However, only around 120 qualified planners are currently available. Similarly, the DPI programme anticipates needing about 1,050 monitoring and evaluation specialists who are not readily available. Effective implementation of Uganda's National Development Plans, including NDPIV and the attendant NHRDP, requires a robust and well-coordinated human resource base across all sectors and levels of government. The Development Plan Implementation (DPI) Programme is critical to ensuring that the strategic objectives and goals outlined in these plans are successfully executed. However, the achievement of these goals is contingent upon addressing several human resource challenges that currently impede efficient plan implementation. Other areas where the country faces critical acute human resource shortages include financial managers, procurement experts, and project managers, all of which are essential for ensuring efficient resource allocation, transparent procurement processes, and timely project delivery. These shortages hinder the ability of MALGs to effectively implement development plans, monitor progress, and evaluate outcomes, thereby affecting the overall performance of the DPI programme. Conversely, there is an oversupply of personnel in less specialised roles, such as administrative support staff and data entry clerks. For instance, the DPI programme has reported an excess of approximately 1,800 administrative personnel, which represents a significant imbalance when compared to the more technical roles that are in short supply. This oversupply of general staff contrasts sharply with the acute need for specialised professionals capable of driving development initiatives. For details, refer to the annex on programme human resource requirements.

568. **To ensure improved performance of the Plan, this programme focuses on: effective planning, resource mobilisation, systematic budgeting, implementation, performance & financial accountability.** Enhancing development planning capacity; increasing domestic revenue generation; strengthening fiscal discipline, strengthening M&E systems to track progress; strengthening coordination of implementation; strengthening statistical systems for development planning; and strengthening legal, policy, institutional, and coordination framework.

569. **The goal of this programme is increased performance of the National Development Plan.**

23.3 Programme Objectives

570. **The objectives of this programme are to:**

i) Strengthen capacity for evidence-based development planning across the Government;
ii) Enhance resource mobilisation to finance the National Development Plan;
iii) Strengthen budgeting and accountability systems;
iv) Strengthen oversight and coordination and M&E across Government; and
v) Strengthen the legal, policy, institutional, and coordination capacity of the DPI programme.

23.4 Programme Results

571. **The key results to be achieved under this Programme include:**

i) Improved statistical performance from 70.74 % in FY2023/24 to 76.1 %;
ii) Increased Domestic investments as a percentage of GDP from 26.3 % in FY 2023/24 to 26.6%;
iii) Increased revenue-to-GDP ratio from 14.5% in FY2023/24 to 18.3%;
iv) Increased savings as a proportion of GDP from 19.2% in FY2023/24 to 22.7%;
v) Improved Budget transparency index from 59 in FY2023/24 to 80;
vi) Reduced fiscal deficit as a percentage of GDP from -7.7% in FY2023/24 to -0.8%;
vii) Increased percentage of the NDP results on target from 29% in FY2023/24 to 80%; and
viii) Increased programme performance from 53% in FY2023/24 to 85%.

23.5 Interventions

572. To achieve the above results, the following interventions (Table 23.1) have been prioritised under this Programme.

Table 23.1: Development Plan Implementation interventions and respective actors

Interventions	Actors
Objective 1: Strengthen capacity for evidence-based development planning across Government	
1. Focus economic policy towards growth and employment creation a. Appropriate fiscal and monetary policy formulated and the economy continuously monitored to ensure inclusive economic growth and macroeconomic stability; b. Harmonise economic and financial policies to achieve the East African Monetary Union and to maintain programmes with international financial institutions; c. Undertake macroeconomic modelling and forecasting; d. Undertake training in economic modelling; e. Undertake employment-based policy, planning, and budgeting; and f. Make employment creation a major target for monetary policy instruments.	MoFPED, NPA, BOU
2. Build capacity in development planning at all levels of government. a. Equip and train MDAs, LGs, and PWGs to align their plans to the NDPs; b. Undertake training in planning and budgeting for cross-cutting issues, including gender and equity; c. Develop and implement a change management programme; d. Develop and implement a communication and dissemination strategy for the NDP; e. Undertake intensive and extensive consultations and development of NDPs; and f. Design and operationalise a digital system to support the development of plans at all levels of government.	NPA, EOC, MoFPED, and LGs
3. Strengthen the PIMs framework to improve the efficiency of public investments a. Coordinate the Strategic functions of the Development Committee; b. Undertake training in project preparation and contracts management; c. Support Pre-feasibility and Feasibility studies in priority NDPIV projects/areas (Project Preparatory Facility); and	MoFPED, NPA, PPDA

Interventions	Actors
d. Enhance the capacity of institutions to structure and implement PPPs along the PPP cycle.	
4. Generate and use statistical data to inform development plans at all levels a. Develop and implement the Long-term censuses and surveys Plan. (UDHS, Agricultural census, labour force survey); b. Harmonise and integrate statistical systems for administrative and geospatial data; c. Leverage non-traditional data sources such as big data and blockchain technology; d. Support the development of Strategic Statistical plans and Statistical abstracts for MDA and LGs; e. Capacitate MDAs and LGs to produce and disseminate quality and timely gender disaggregated administrative data; f. Integrate and validate the metadata for the Geospatial web portal to enhance integrated planning; g. Update the integrated identification system with more third-party interfaces; and h. Provide high-frequency labour and employment statistics.	UBOS, NIRA and LGs, MoICT&NG, NPA
5. Strengthen the research and evaluation function to inform development planning and plan implementation across all government units. a. Develop and implement the national development planning research agenda; b. Equip and train relevant MDAs in Big Data Analytics, Machine learning, Artificial Intelligence; and c. Develop and disseminate policy advisory.	MoFPED, MoPS, NPA, STI-OP, and URA.
Objective 2: Strengthen resource mobilisation to finance the national development plan	
1. Enhance domestic revenue mobilisation through sustainable tax revenue policy research and administration a. Implement a proactive framework for managing tax exemptions; b. Implement the Tax compliance improvement and trade facilitation initiatives; c. Establish and implement the National Tax Academy; d. Fast-track the development and implementation of the national tax policy; e. Implement the revised tax expenditure governance framework to limit leakages and improve transparency; f. Fast-track the implementation of the Domestic Revenue Mobilisation Strategy (DRMS); and g. Implement the extractive industry transparency initiatives and recommendations.	MoFPED, URA
2. Strengthen Local Government Revenue Mobilisation a. Implement KCCA, cities, and LGs' own-source revenue strategy; and b. Support LGs to develop and implement LG-specific revenue plans per the LG's source revenue strategy.	LGFC, MoLG, KCCA, LGs
3. Strengthen the capacity of public institutions to collect NTR a. Harmonise the policy and institutional framework for the collection and management of NTR; b. Implement and monitor commitment agreements with NTR collecting agencies; c. Implement non-tax revenue enhancement measures for the National Lottery and Gaming; and d. Implement measures that reduce leakage of gaming taxes.	MoFPED, NLGRB
4. Increase access to non-traditional financ,e such as green finance and Islamic finance, among others a. Mobilise bilateral and multilateral resources for national development; b. Structure Financing Agreements following the Public Debt Management Framework to Mobilise climate and green financing;	MoFPED, URBRA and MOFA

Interventions	Actors
c. Mobilise climate and green financing; d. Train and equip players in negotiating climate finances from different sources; and e. Implement a Public Investment Financing Strategy (PIFS).	
5. Strengthen the framework for managing public debt to ensure transparency and sustainability a. Update the public debt management framework; b. Implement the public debt management strategy to ensure debt sustainability; and c. Fast-track implementation of retirement sector reforms to support sustainability for catalysing the growth of long-term finance in Uganda.	MoFPED
6. Align NGO and Development Partner financing to national priorities a. Develop and align GoU Development Partner country strategies to the NDP; b. Implement and monitor projects/programmes within the agreed strategies; and c. Report on performance and outcomes of development partner cooperation.	MoFPED
Objective 3: Strengthen Budgeting and Accountability Systems	
1. Strengthen the alignment of the MDAs and LGs' Budgets to NDP priorities during budget preparation and execution a. Identify and address gaps (CoC) in alignment between the budget and the national plan during budget preparation and execution; b. Update the Certificate of Compliance Framework to include CCIs, employment and other developments in the planning framework; c. Assess Programmes and MDAs, and LGs on compliance with gender and equity-responsive budgeting; d. Research, assess, compile and disseminate the Annual report on the state of equal opportunities in Uganda; e. Undertake dialogue and stakeholder engagement activities to make the budget more inclusive and accountable (National Budget preparatory activities); f. Scrutinise and estimate financial implications for proposed legislation, and policies; and g. Train and equip MDAs, LGs, and Missions abroad in planning and budgeting.	MoFPED, EOC, and NPA
2. Strengthen budget execution across the government a. Implement the cash management framework and the PBS cash management module; b. Train and equip MDAs and LGs in cash flow Projections, implementation of public procurement regulations and guidelines, and contract management; c. Promote and implement sustainable public procurement; d. Develop and continuously update the unit pricing framework for public goods and services; and e. Conduct budget analysis and monitoring to ensure compliance of the budget with the NDP.	MoFPED, MoLG, NPA, PPDA and KCCA
3. Strengthen reporting and accountability systems across government a. Manage and report on the performance of the Petroleum Fund; b. Undertake treasury inspection services for the whole government on PFM policy matters; c. Provide Technical Support and guidance to MDALGs and the oversight Committees of Parliament on PFM Policy matters to improve reporting and accountability; d. Implement the asset management framework across the Government; and e. Deploy and roll out PFM systems across all MDAs, LGs and diplomatic missions to enhance transparency and accountability.	MoFPED, MoLG
Objective 4: Strengthen Oversight and Coordination and M&E across Government	
1. Strengthen Intra and Inter-Programme coordination. a. Operationalise the NDP coordination Architecture;	MoFPED, OPM

Interventions	Actors
b. Operationalise NDP multi-stakeholder platforms (CSO, Development Partners, Private sector, academia, UNAP III, PIRT, NDPIV, ATMS, PDM, OAG, APEX, PACOB, Manifesto, Food Systems agenda, and disaster); c. Operationalise partnerships and governance for NDPIV implementation (National Partnership Policy, UN Sustainable Development Cooperation Framework); and d. Coordinate the national, regional, continental and global development frameworks (SDGs Agenda 2030, EA Agenda 2050 and Africa Agenda 2063).	
2. Strengthen the oversight function across government. a. Train and equip the APEX Secretariat to effectively coordinate APEX activities; b. Train and equip MDAs and LGs to undertake high-quality, Specialised and impact-driven audits; c. Undertake value for Money (Performance) audits, specialised audits, forensic investigations, IT Audits and special audits of key Government programmes; d. Conduct audit quality management and compliance with international auditing standards; and e. Conduct oversight, monitoring, and inspection of Government policies, programmes and projects to strengthen the implementation of the NDP.	OP, MoFPED, OAG
3. Strengthen the M&E function across government. a. Conduct and disseminate MTR of NDPIV, MTR of Vision 2040, End Term Evaluation of NDPIII; b. Conduct high-level strategic policy impact Evaluations; c. Conduct Government Performance Assessments (NAPR) and NDR to inform policy actions; d. Build the Monitoring and Evaluation Capacity in MDAs, LGs, NGOs and PSOs; e. Implement reporting frameworks on Government commitments; f. Coordinate the implementation of flagship projects; and g. Roll out the NDP web-based M&E system across the government.	OPM, NPA, KCCA and LGs
4. Coordinate APRM processes and follow up on the National Programme of Action a. Carry out an APRM Country Self-Assessment, targeted reviews, and detailed Country Review; and b. Coordinate the implementation of AUDA-NEPAD initiatives.	NPA, MoFPED, MOFA
Objective 5: Strengthen the legal, policy, institutional, and coordination capacity of the DPI programme	
5. Strengthen the institutional capacity for programme institutions to ensure effective and efficient service delivery a. Carry out administrative and support services (Baseline Expenditure); b. Review and Harmonise Laws and Regulations to improve Public Finance Management (PFM) Practices (i.e. PFMA and LG Act) to, among others, align with the programme approach; c. Review the Retirement Benefits sector legal and supervisory framework; and d. Coordinate the DPI programme during planning, budgeting and reporting.	DPI votes

Source: Programme Secretariat, 2024

23.6 Implementation Reforms

573. **The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years include:**

i) **Strengthening the Institutional Framework for Coordination.** To improve the coordination and reporting of NDPIV implementation, the capacity of the Office of the Prime Minister (OPM) must be strengthened, addressing the challenges of weak capacities and understaffed coordination departments highlighted in the NDPIII review. Streamlining the Institutional Framework for Coordination of Policy and Programme Implementation (IFCPPI) is essential, with clear roles and responsibilities established for key institutions like the OPM, National Planning Authority (NPA), and Ministry of Finance, Planning, and Economic Development (MoFPED). Enhanced coordination through defined committees, such as the Policy Coordination and Technical Implementation Coordination Committees, will improve alignment, reduce fragmentation, and boost accountability;

ii) **Enhancing Capacity and Resources for Coordination Unit (Programme Secretariats).** The NDPIII mid-term review identified gaps in staffing and resources within the coordination units at the OPM and other ministries, hindering the effective implementation of NDPs. To address this, there is a need to recruit qualified personnel, particularly Programme Coordinators with adequate experience in public sector management. Additionally, providing these units with the necessary resources, tools, and support will enable them to fulfil their roles effectively. Strengthening the capacity of these units is essential for fostering collaboration among different stakeholders and enhancing the overall efficiency of programme implementation;

iii) **Reforms to Improve Administrative Data Systems.** To improve administrative data systems in Uganda, routine audits should be introduced to assess accuracy, completeness, and relevance, with mechanisms for continuous improvement based on audit feedback. Digital transformation is essential, prioritising the digitalisation of data processes across MDAs to reduce manual errors and enhance accuracy. Advanced technologies like cloud computing, blockchain, and AI should be adopted to manage data in real-time, improving data integrity. Additionally, integrated digital platforms and interoperability standards must be established to enable seamless real-time data sharing and ensure efficient coordination across government agencies;

iv) Reinstate the position of the statistician in the MDAs and LGs staffing structures; and

v) Provide conditional grants for statistics at MDAs and LGs.

23.7 Programme Risk and Mitigation

574. **Some of the potential risks that may impede the achievement of the desired results of the programme, along with the corresponding mitigation measures, include:**

i) **Silo approach to planning and budgeting.** The risk of a silo approach in planning and budgeting threatens the success of coordination reforms under Uganda's Programme-Based Approach. This issue arises from a lack of integrated efforts across various sectors, leading to fragmented decision-making. The likelihood of this risk occurring is high, and the impact is significant, as it could undermine the collective effectiveness of national development initiatives. To mitigate this, deepening change management is essential, along with establishing a central coordination mechanism for planning. This mechanism should have clearly defined roles and responsibilities to ensure a unified approach to development;

ii) **Insufficient data and information for planning.** Insufficient data availability presents a critical risk to the effective implementation of Uganda's National Development Plan. Inaccurate or incomplete data hampers evidence-based decision-making, leading to suboptimal outcomes. The likelihood of this risk is high, with a substantial impact on the ability to plan and allocate resources efficiently. Mitigating this risk requires improving data collection systems and strengthening the statistical capacities of government agencies. Emphasising data-driven planning will also ensure that policies and strategies are based on accurate and comprehensive information;

iii) **Limited capacity in planning functions across the Government.** A medium likelihood risk facing Uganda's development programme is the limited capacity within government planning functions. This shortfall can lead to delays and inefficiencies in executing key projects and policies. The impact is high, as it can compromise the quality and timeliness of development outcomes. To mitigate this risk, investments in capacity-building programmes are necessary, targeting planners at different levels of government to equip them with the skills and knowledge needed for effective planning and implementation;

iv) **Dependency on external financing.** Uganda faces a high likelihood of risk from its heavy dependency on external financing for development projects. This reliance makes the country vulnerable to external shocks, such as changes in donor priorities or economic downturns in donor countries. The impact of this risk is significant, as it could disrupt funding for critical projects. Mitigation measures include diversifying revenue sources by improving tax systems and broadening the tax base to reduce dependence on external funding;

v) **Public debt increasing beyond manageable levels.** The risk of public debt escalating beyond sustainable levels is of medium likelihood but poses a high-impact threat to Uganda's fiscal stability. If not managed carefully, an excessive debt burden could limit the government's ability to finance development projects and service debt obligations. To mitigate this, the government must implement strict debt management strategies, ensure transparency in borrowing practices, and prioritise sustainable loans that will not jeopardise the country's economic health;

vi) **Budget overruns and unplanned expenditures.** Frequent budget overruns and unplanned expenditures represent a high risk to the efficient implementation of Uganda's development plan. These financial inefficiencies can divert resources from priority areas and lead to fiscal imbalances. The impact of this risk is high, potentially stalling development projects. Mitigation measures include strengthening budget oversight, improving fiscal discipline, and conducting regular audits to monitor expenditures and prevent overruns;

vii) **Weak Accountability and Governance.** Weak governance and accountability within Uganda's public sector present a medium likelihood risk that could severely undermine the success of development initiatives. The impact of this risk is high, as it can lead to misallocation of resources, corruption, and poor project outcomes. Mitigating this risk requires the strengthening of internal controls and enforcing strict accountability mechanisms to ensure that public funds are used appropriately and effectively;

viii) **Poor Monitoring and Evaluation Systems.** Inadequate monitoring and evaluation (M&E) systems are a high-likelihood risk that could limit the ability to track progress and assess the effectiveness of development programmes. The impact, while medium, is critical for ensuring that projects are on track and delivering expected results. To mitigate this risk, it is necessary to strengthen M&E frameworks and build capacities in tracking and reporting project progress. This will enable timely interventions where necessary;

ix) **Delays in Project Implementation.** Delays in the implementation of development projects pose a high likelihood and high impact risk to Uganda's development efforts. These delays can arise from inefficiencies in project management, procurement issues, or resource bottlenecks, causing cost overruns and missed deadlines. Mitigation strategies should focus on enhancing project management skills and establishing early-warning systems to detect and address delays before they escalate; and

x) **Delayed Approval of Policy and Legal Frameworks.** The delayed approval of essential policy and legal frameworks poses a medium likelihood risk that can have a moderate impact on the implementation of development programmes. These delays can slow down the adoption of reforms and regulatory changes needed to support national priorities. To mitigate this risk, policy and legal approval processes need to be expedited, ensuring that essential frameworks are put in place without unnecessary delays.

PART IV: COSTING, FINANCING, RISK MANAGEMENT, IMPLEMENTATION COORDINATION, AND MONITORING AND EVALUATION

CHAPTER 24: COSTING AND FINANCING OF NDPIV PROGRAMMES

24.1 Overall Cost of the Plan

575. **The overall cost of financing the planned programme interventions over the 5 years is estimated at around Shs. 593,646 billion of which Shs. 413,206 billion is contributed by the Public, while Shs. 180,439 billion is a private sector contribution.** This means that 69.6% of the total resources expected to finance the NDPIV will be from the Government consolidated budget, while 30.4% is expected from the private sector, as shown in Table 24.1 below.

Table 24.1: Overall Cost of the Plan (Shs. Billion)

Financing Sources	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Public Sector	413,206	67,797	73,873	81,660	90,227	99,649
% of Total Costing	69.6%	73.5%	71.3%	70.5%	68.8%	66.1%
Private Sector	180,439	24,494	29,672	34,220	40,944	51,109
% of Total Costing	30.4%	26.5%	28.7%	29.5%	31.2%	33.9%
Total Costing	**593,646**	**92,291**	**103,545**	**115,881**	**131,170**	**150,759**

Source: NPA, 2024

576. **The cost of financing the Plan was determined at three levels, as follows:**

i) Estimating the total cost of the planned interventions across all programmes, amounting to Shs. 593,646 billion;

ii) Determining the resource envelope from all possible public financing sources to estimate total public financing. The estimated total resource envelope for the five years from all possible financing sources is Shs. 413,206 billion considering possible domestic revenue mobilisation and borrowing. The private financing is determined as a residual, the difference between the total financing requirements of the Plan and the projected public financing; and

iii) Determining Programme Indicative Planning Figures (IPFs) following two steps. The first step involved estimating the baseline expenditure for all programmes during the NDPIV period. This includes: wage commitments, statutory requirements, fixed costs and multi-year commitments. The second step involved determining the discretionary financing requirements in each programme. This discretionary financing was informed by planned investments in the NDPIV priorities of the ATMS and enablers. Therefore, the total programme IPF is the sum of the baseline expenditure and the discretionary resources over the Plan period.

577. **The total cost of implementing the NDPIV is cut across the different programmes,** of which 24.6% (Shs. 146,129 billion) to "Interest, Debt Payments & Domestic Refinancing", 18.7% (Shs. 111,213 billion) to the "Human Capital Development programme", 13.7% (Shs. 81,554 billion) is expected to go to implementation of the "Integrated Transport Infrastructure and Services programme", 9.9% (Shs. 58,637 billion) to the "Governance and Security programme", 5.4% (Shs. 32,349 billion) to the "Agro-industrialisation programme", while 21.7% is distributed across the remaining programmes as shown in the Table 24.2.

Table 24.2: Overall Cost of the Plan by Programme FY2025/26-2029/30 (Shs. Billion)

Programme	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Agro-Industrialisation	32,349	5,199	5,368	6,097	7,118	8,567
Sustainable Extractives Industry Development	22,753	2,098	3,145	4,356	5,829	7,325
Manufacturing	8,872	1,001	1,257	1,678	2,170	2,765
Tourism Development	19,263	1,958	2,732	3,885	4,821	5,867
Natural Resources, Environment, Climate Change, Land, and Water Management	4,234	623	637	780	979	1,215
Private Sector Development	31,672	4,411	5,741	6,334	7,102	8,085
Sustainable Energy Development	15,243	1,777	2,417	2,824	3,697	4,527
Integrated Transport Infrastructure and Services	81,554	11,950	13,644	15,515	17,843	22,601
Sustainable Urbanisation and Housing	3,029	327	382	569	777	974
Digital Transformation	9,118	953	1,173	1,628	2,263	3,100
Human Capital Development	111,213	18,539	20,017	21,334	23,970	27,352
Innovation, Technology Development and Transfer	7,406	705	843	1,356	1,871	2,632
Public Sector Transformation	2,120	294	345	431	467	583
Governance and Security	58,637	9,974	10,991	11,921	12,573	13,179
Regional Balanced Development	12,326	1,791	2,002	2,361	2,867	3,305
Development Plan Implementation	11,573	2,066	2,177	2,298	2,435	2,597
Administration of Justice	2,998	534	564	599	629	672
Legislation, Oversight & Representation	6,283	1,122	1,187	1,266	1,314	1,394
Sub-Total	**440,643**	**65,322**	**74,621**	**85,233**	**98,726**	**116,740**
Interest, Debt Payments & Domestic Refinancing	146,129	26,446	27,768	29,156	30,614	32,145
Domestic Arrears	4,900	200	800	1,100	1,400	1,400
Appropriation in Aid/Local Revenue	1,974	323	356	391	430	473
Grand Total	**593,646**	**92,291**	**103,545**	**115,881**	**131,170**	**150,759**

Source: NPA, 2024

24.2 Public Financing Sources

578. **The public sector is projected to be the predominant source of financing, contributing Shs. 413,206 billion over five years.** This represents an average of approximately 69.6% of the total cost of the Plan. The annual contribution from the public sector displays steady growth, starting from Shs. 67,797 billion in FY2025/26 and increasing to Shs. 99,649 billion by FY2029/30.

579. **The government should prioritise the implementation of strategies that increase resources available to finance public investment as laid out in the Domestic Revenue Mobilisation Strategy (DRMS).** Domestic revenue mobilisation is the only sustainable way to increase additional space for sustainable budget expenditures, foster national ownership and reduce dependency on external assistance. This involves broadening the tax base by identifying and tapping into new sources of revenue, enhancing efficiency in revenue collection by minimising leakages and ensuring compliance through improved enforcement mechanisms, and reviewing tax exemptions to ensure that the existing ones are performing effectively, among other things.

24.2.1 Public Sector Costing by Function FY2025/26-2029/30

580. **Public costing by function is comprised of wage, non-wage recurrent and development expenditure.** The wage bill is substantial, totalling Shs. 53,089 billion (12.8% of public costing) over the five years. There is a consistent annual increase from Shs. 8,353 billion in FY2025/26 to Shs. 12,795 billion in FY2029/30, reflecting public service wage increases, due to inflation, increments, and additional recruitment.

581. **Non-Wage Recurrent Expenditures, which include operational costs outside of salaries, are expected to total Shs. 101,790 billion (24.6% of public costing).** These expenditures increase from Shs. 16,437 billion in FY2025/26 to Shs. 24,807 billion in FY2029/30, due to increased costs due to the expansion of government operations.

582. **Development spending with a total of Shs. 105,325 billion (25.5% of public costing), is among the major cost drivers, highlighting the government's focus on infrastructure and project investment to drive growth.** There is a progressive annual increase, from Shs. 16,038 billion in FY2025/26 to Shs. 28,029 billion in FY2029/30, indicating a scaling-up of development activities over time.

583. **Interest, Debt Payments, and Domestic Refinancing as the major cost drivers are significant, totalling Shs. 146,129 billion (35.4% of public costing), with a steady year-on-year increase.** Starting at Shs. 26,446 billion in FY2025/26 and rising to Shs. 32,145 billion in FY2029/30, which highlights the growing burden of debt servicing on the government's fiscal position.

Table 24.3: Overall Cost of the Plan by Function FY2025/26-2029/30 (Shs. Billion)

Category	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	53,089	8,353	9,486	10,700	11,754	12,795
Non-Wage Recurrent	101,790	16,437	17,922	20,223	22,400	24,807
Development	105,325	16,038	17,541	20,090	23,627	28,029
Interest, Debt Payments & Domestic Refinancing	146,129	26,446	27,768	29,156	30,614	32,145
Arrears	4,900	200	800	1,100	1,400	1,400
Appropriation in Aid/Local Revenue	1,974	323	356	391	430	473
Total	**413,206**	**67,797**	**73,873**	**81,660**	**90,227**	**99,649**

Source: NPA, 2024

24.2.2 Public Sector Costing by Programme FY2025/26-2029/30

584. **Table 24.4 below shows that a significant portion of public spending is allocated across programmes,** of which 35.4% (Shs. 146,129 billion) to "Interest, Debt Payments & Domestic Refinancing", 15.6% (Shs. 64,467 billion) to the "Human Capital Development programme", 9.7% (Shs. 40,112 billion) is expected to go to the implementation of the "Integrated Transport Infrastructure and Services programme", 13.2% (Shs. 54,734 billion) to the "Governance and Security programme", 3.9% (Shs. 15,972 billion) to the "Agro-industrialisation programme", while 20.6% is distributed across the remaining programmes.

Table 24.4: Public Sector Costing by Programme FY2025/26-2029/30 (Shs. Billion)

Programme	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Agro-Industrialisation	15,972	2,448	2,688	3,079	3,567	4,190
Sustainable Extractives Industry Development	12,568	1,436	1,792	2,453	3,079	3,808
Manufacturing	2,247	258	332	449	551	657
Tourism Development	4,643	464	620	893	1,176	1,489
Natural Resources, Environment, Climate Change, Land, and Water Management	3,372	480	523	642	784	944
Private Sector Development	13,013	2,039	2,392	2,642	2,815	3,126
Sustainable Energy Development	9,349	1,368	1,506	1,752	2,140	2,583
Integrated Transport Infrastructure and Services	40,112	6,279	6,763	7,548	8,965	10,557
Sustainable Urbanisation and Housing	1,806	200	235	353	456	563
Digital Transformation	2,302	245	310	436	574	737
Human Capital Development	64,467	10,510	11,405	12,651	14,094	15,807
Innovation, Technology Development and Transfer	4,279	408	511	803	1,090	1,467
Public Sector Transformation	2,120	294	345	431	467	583
Governance and Security	54,734	9,509	10,235	11,110	11,698	12,183

Programme	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Regional Balanced Development	8,366	1,169	1,365	1,610	1,949	2,273
Development Plan Implementation	11,573	2,066	2,177	2,298	2,435	2,597
Administration of Justice	2,998	534	564	599	629	672
Legislation, Oversight & Representation	6,283	1,122	1,187	1,266	1,314	1,394
Sub-Total	**260,203**	**40,828**	**44,950**	**51,013**	**57,782**	**65,631**
Interest, Debt Payments & Domestic Refinancing	146,129	26,446	27,768	29,156	30,614	32,145
Domestic Arrears	4,900	200	800	1,100	1,400	1,400
Appropriation in Aid/Local Revenue	1,974	323	356	391	430	473
Grand Total	**413,206**	**67,797**	**73,873**	**81,660**	**90,227**	**99,649**

Source: NPA, 2024

24.2.3 Public Financing Strategies

585. **The public financing strategies as outlined in the fourth National Development Plan (NDPIV) encompass a broad spectrum of approaches designed to secure funding for developmental goals through both enhancing revenue streams and carefully managing financing mechanisms.** This section articulates the core public financing strategies of the NDPIV, detailing efforts in domestic revenue mobilisation, tapping into development assistance, leveraging oil and gas revenue, engaging in public-private partnerships, fostering South-South cooperation, and strategic, prudent public debt management.

24.2.3.1 Domestic Resource Mobilisation

586. **The Domestic Revenue Mobilisation (DRM) Strategy is pivotal in plan implementation and should focus on broadening the tax base, enhancing tax compliance, and refining the efficiency of tax collection through several key interventions.** These are as discussed in this sub-section.

i) **Enhancing Compliance and Enforcement:** Strengthening the capabilities of the Uganda Revenue Authority (URA) to enforce tax laws and target non-compliance, especially among large businesses and professionals, through risk-based audit techniques and stronger investigative measures;

ii) **Tax Policy and Design Reforms:** Initiatives include refining the VAT system to increase productivity and reduce exemptions, renegotiating corporate income tax provisions, especially the double tax agreements, and revising personal income tax exemptions for public officials and expatriates, to ensure fairness while promoting the formalisation and growth of SMEs; and

iii) **Taxpayer Registration and Services Improvement:** This involves making the process of becoming a registered and active taxpayer simpler for those currently outside the system and enhancing taxpayer education and services to support compliance.

24.2.3.2 Public Debt Acquisition

587. **A strategic approach to public debt management is critical for sustainable development financing.** This shall be undertaken through:

   i) **Balancing Concessional and Non-Concessional Borrowing:** Prioritising concessional loans while carefully managing non-concessional borrowing to finance ambitious projects not covered by concessional funding remains key for the NDPIV; and

   ii) **Minimising Domestic Borrowing:** To prevent crowding out of the private sector, domestic borrowing targets are set to remain below 1% of GDP throughout the NDPIV period.

24.2.3.3 Other Public Financing Sources

i) **Development Assistance and Grants.** Recognising the significant role of external grants in financing development, NDPIV strategies aim at optimising development assistance. The government should continue to strengthen international relationships to enhance mutual benefits and respect, focusing on aligning with sustainable development goals and tapping into climate finance;

ii) **Oil and Gas Revenue Generation.** Although the oil and gas sector offers potential for substantial revenue, the NDPIV is cautious about its immediate impact due to the developmental stage of the sector. Nonetheless, prudent management of oil revenues calls for the need for transparency, accountability, and building investor confidence to ensure the sector's growth and the timely realisation of oil revenues;

iii) **Public-Private Partnerships (PPPs).** PPPs are recognised as essential for financing major projects in infrastructure, health, and education. Plans are underway to bolster PPP capabilities, building on existing frameworks to enhance the negotiation, design, and management of these projects. This approach aims to ensure cost recovery and sustainability of development initiatives; and

iv) **South-South Cooperation.** The NDPIV highlights the importance of leveraging relationships with other developing and emerging economies. Strengthening bilateral cooperation by consolidating partnerships, particularly with countries like China, to support infrastructure development through loans and grants is vital for attracting long-term financing.

588. **In sum, the NDPIV employs a multifaceted approach to public financing, aiming at not only enhancing internal revenue generation capabilities but also optimising external funding opportunities and managing debt.** Through these strategies, the plan seeks to ensure the successful implementation of its development initiatives while maintaining fiscal sustainability and promoting inclusive economic growth.

24.2.4 Private Financing Sources

589. **The private sector's share in financing the plan totals Shs. 180,439 billion over five years (Table 24.5).** The contribution starts at Shs. 24,494 billion in FY2025/26 and rises to Shs. 51,109 billion by FY2029/30. This marks a significant increase and shows the growing importance of the private sector in financing development, with its share of total costs slightly increasing from 30.4% to 33.9% over the period. The increasing reliance on the private sector for funding reflects confidence in private investment and potentially points to an environment conducive to private sector growth and involvement in national development projects.

Table 24.5: Private Sector Costing by Programme FY2025/26-2029/30 (Shs. Billion)

Programme	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Agro-Industrialisation	16,378	2,751	2,680	3,019	3,551	4,377
Sustainable Extractives Industry Development	10,184	662	1,353	1,903	2,750	3,516
Manufacturing	6,625	743	924	1,229	1,620	2,108
Tourism Development	14,621	1,494	2,112	2,992	3,645	4,377
Natural Resources, Environment, Climate Change, Land, and Water Management	861	143	114	138	195	271
Private Sector Development	18,660	2,372	3,349	3,692	4,287	4,959
Sustainable Energy Development	5,894	409	911	1,072	1,557	1,944
Integrated Transport Infrastructure and Services	41,441	5,671	6,881	7,967	8,878	12,044
Sustainable Urbanisation and Housing	1,223	128	147	217	321	411
Digital Transformation	6,816	707	863	1,193	1,689	2,364
Human Capital Development	46,746	8,029	8,613	8,683	9,876	11,546
Innovation, Technology Development and Transfer	3,127	297	331	554	781	1,164
Public Sector Transformation	-	-	-	-	-	-
Governance and Security	3,903	465	755	811	876	996
Regional Balanced Development	3,960	622	638	751	918	1,032
Development Plan Implementation	-	-	-	-	-	-
Administration of Justice	-	-	-	-	-	-
Legislation, Oversight & Representation	-	-	-	-	-	-
Total	**180,439**	**24,494**	**29,672**	**34,220**	**40,944**	**51,109**

Source: NPA, 2024

23.3.1 Private Financing Strategies

590. **This section provides the private sector financing strategies for the National Development Plan (NDPIV), emphasising the government's commitment to creating a supportive environment for private investment and detailing various sources of private financing.** Below is a detail of these strategies:

i) **Private Savings, Cooperatives (SACCOs), and Retirement (Pension) Funds:** These are highlighted as critical components for funding NDPIV priorities. The government will continue to bolster the dialogue with the private sector, aiming to direct private investments into strategic areas of the economy. This includes measures such as reducing pre-investment overhead costs, providing tax incentives to entrepreneurs in key sectors, and promoting cooperatives and SACCOs;

ii) **Blended Finance.** Blended finance is identified as a potential financing source, especially for energy and transport infrastructure projects under the NDP. The strategy involves increasing efforts to explore blended finance opportunities, including joint financing of regional projects with neighbouring countries and developing non-traditional financing sources like venture capital and collective investment vehicles;

iii) **Foreign Direct Investment (FDI).** FDI flows are anticipated to rise to an average of 4.5% of GDP annually. This increase is expected to support projects requiring Public-Private Partnerships (PPPs). Key government bodies, including the Uganda Investment Authority and the Ministry of Finance, Planning, and Economic Development, are tasked with ensuring an attractive investment climate to facilitate ease of doing business in Uganda;

iv) **Private Remittances and Diaspora Resources.** Recognising the significant role of private remittances, the government should consider redirecting these funds towards investment in diaspora-focused projects through bonds and encouraging the diaspora to invest in critical development projects;

v) **NGOs/CSOs and Philanthropy.** Streamlining NGO/CSO operations in development plan implementation is key as they finance numerous development projects, with spending up to 1.4% of GDP annually. The government should amend registration laws to ensure these organisations align with NDP priorities and strengthen their participation in annual budgeting and planning at various government levels; and

vi) **Climate Finance.** Uganda's commitment to the Paris Agreement necessitates accessing external financial support for climate change adaptation and mitigation strategies. The lack of bankable climate change projects is a key obstacle. The government should undertake efforts to strengthen the capacity of government agencies and civil society organisations to develop robust proposals for international climate financing.

CHAPTER 25: IMPLEMENTATION COORDINATION, MONITORING & EVALUATION, AND STATISTICAL SYSTEM

25.1 Introduction

591. **Effective implementation, coordination, Monitoring & Evaluation (M&E), and robust Statistical Systems are critical to successfully realise the Plan's results**. Implementation coordination creates an environment for joint and harmonised programming and execution of actions within and across the NDP programmes. It ensures harmonisation of efforts among stakeholders, minimising duplication and enhancing resource efficiency. M&E provides the framework to systematically track the performance of programmes and projects. Comprehensive statistical systems generate the requisite data for tracking progress, informing decision-making, and ensuring accountability for results.

592. **Based on the lessons learned during the implementation of previous Plans, significant gaps exist in the implementation architecture (implementation coordination, M&E, and statistical systems)**. Coordination is fragmented and characterised by competing and conflicting power centres. The M&E System is disjointed, characterised by: duplication of efforts; underutilisation of M&E findings in decision-making; irregular and ineffective reviews; and poor communication and feedback reviews. The statistical systems are characterised by: fragmented administrative data systems; limited use of innovative data sources; reliance on periodic surveys; inadequate data disaggregation; delayed and inconsistent data availability; underdeveloped community-level data systems; and limited dissemination and utilisation of statistical data. These challenges have resulted in duplication of efforts, wastage of resources, and low realisation of planned development results, as detailed in the situational analysis.

593. Therefore, this chapter lays out strategies for better implementation coordination, follow-up, monitoring and evaluation and robust statistical systems for the realisation of planned results.

25.2 Situation Analysis

594. **Progress has been made to improve coordination through the operationalisation of the Programme Working Groups (PWGs) and other coordination structures, however, this is fragmented.** The programme-based approach improved coordination among stakeholders across all NDP programmes. All Programme Working Groups (PWGs) were fully operational by FY2023/24. However, weak inter-agency collaboration, insufficient capacity to mobilise stakeholders and limited synchronisation of efforts have hindered cohesion and focus on delivering common results. For example, bi-annual performance reviews intended to strengthen programme oversight remain largely unimplemented. The change in mindset and attitude towards the operationalisation of the programme approach has been slow, evidenced by the reluctance of some programme actors to work towards achieving common results. The

programme approach has not fully been operationalized at the subnational level. There is weak alignment to the programme approach at the Local Government (LG) level due to the composition of the District Council Committees and the budget structure, which are still sectoral. The PIAPs and the PBS results were high-level and did not address the specific needs of LGs, affecting alignment and implementation. This misalignment has resulted in inefficiencies and duplication of efforts, which divert resources from achieving the intended results of the Plan. The reporting to the Presidency on the progress and challenges of the NDP III has not been fully undertaken as per the APEX reform. This is due to the lack of systematic mechanisms for receiving and analysing reports from key APEX institutions.

595. **The Delivery Unit under the Office of the Prime Minister was expected to coordinate project implementation by unlocking the constraints along the project cycle, however, weakness persists.** There are significant gaps along the project cycle including; inadequate project preparedness, delayed acquisition of right of way for infrastructure projects, issues with environmental and social management frameworks, lack of suitable and adequate capacity within MDAs for project implementation, insufficient counterpart funding for projects, delayed procurement processes, lack of ownership of projects at both the political and senior technical levels within MDAs. Consequently, the performance of core projects has been low, with 34 out of 69 core projects under implementation, with only 6 on schedule.

596. **Strides have been made towards the operationalisation of the M&E System and generation of performance reports, however, there is a limited follow-up of results.** Efforts were made to institutionalise the M&E function across the government, which has improved performance reporting. The Parish Development Model Information System (PDMIS) was operationalised. Additionally, the Integrated NDP M&E system was operationalised in some MDAs, where system end-users were trained, and this is expected to be rolled out to all agencies of government. The Integrated NDP M&E system is not integrated with other key systems in government, such as the Programme-Based Budgeting System (PBS), Integrated Financial Management System (IFMIS), Human Capital Management System (HCM), and other MDAs' MISs. At the Local Government level, the Community Information System (CIS) is non-functional, leaving significant gaps in grassroots-level data collection and utilisation. Additionally, many of these reporting institutions have stand-alone systems, with the reporting being heavily manual and reviews conducted irregularly.

597. **Several monitoring and evaluation reports are regularly produced, however, they are not linked to each other.** Both economy-wide performance reports such as the National Annual Performance Report (NAPR), NDP Mid-Term Review (MTR), National Developing Report (NDR), Annual Budget Performance Report (ABPR), the Annual Apex Report, and Programme and institutional-level reports including, annual programme review reports, and annual progress reports of MDA&LGs produced and disseminated, however, they are not linked. The different oversight institutions, including OPM, MoFPED, NPA, OAG, MoLG,

MoH, MoES, and MoPS, require different reports from the same reporting institutions, often duplicating efforts and causing reporting fatigue. Furthermore, the different performance reports are underutilised for decision-making due to inadequate effective communication and dissemination frameworks. Relatedly, several programme and policy evaluations have been undertaken, however, there is limited uptake of findings.

598. **There has been progress in the national statistical system, particularly in undertaking surveys and censuses; however, gaps exist in administrative data collection and in integrating these data systems into the national statistical system.** Plans for national statistical development have been formulated and implemented. This has led to the successful undertaking of periodic surveys and a national household census. In addition, Initiatives such as the deployment of statisticians across MDAs and the preparation for the 2024 census represent positive strides.

599. **The sources of data for official statistics in Uganda include:** surveys (census), administrative data from MDAs and LGs, the non-traditional sources such as big data and citizen-related data.

600. **Progress has been made in undertaking censuses and surveys; however, the high cost of producing them makes them unsustainable.** Several surveys have been undertaken, including the 11th National Population and Housing Census, National Livestock Census and the Census of Business Establishment. Among the surveys conducted during the period were the Uganda Demographics and Health Survey, Uganda National Household Survey, National Labor Force Survey, National Service Delivery Survey, Uganda Harmonized Integrated Survey, Annual Agriculture Survey, and Uganda National Panel Survey. Data collection for the National Human Resource Survey, Governance Peace and Security Survey, and Malaria Indicator Survey were due for completion by June 2025. The high cost involved in systems development, hiring and training data collectors, field data collections, data processing, and reporting makes the census and surveys unsustainable and therefore leads to delays in delivering the indicators required for planning. Furthermore, censuses and surveys cannot provide annual data points on key development indicators because they are conducted either on a 5-yearly or 10-yearly basis.

601. **Progress has been made in the use of administrative records for the compilation of official statistics, however, gaps persist in terms of quality, & frequency, and the process is largely manual and unstandardised.** There has been improvement in the collection of administrative data by various MDAs and LGs through various systems including; Education Management Information System (EMIS), District Health Information System (DHIS), PDMIS, Electronic Court Management Information System (ECMIS), Civil Registration and Vital Statistics (CRVS), Automated System for Customs Data (ASYCUDA), among others. This is attributed to the continued support to MDAs and LGs in compiling annual statistical

abstracts, formulation & implementation of strategic plans for statistics, quality assessment of the administrative data, and articulation of sets of indicators to be produced by each entity in the National Standard Indicator Framework (NSI). However, the different administrative data systems are not integrated and standardised in line with the guidelines for the production of official statistics, thus leading to the generation of inconsistent statistics, leaving data gaps. In addition, the data is captured manually at the service delivery points, leading to delays and inconsistencies in data availability.

602. **Efforts have been made to institutionalise the use of non-traditional data sources to compile official statistics; however, there are gaps in infrastructure, skills, and legal framework.** Some institutions have developed infrastructure and recruited data scientists to leverage the use of big data for the compilation of official statistics, including the Uganda Revenue Authority (URA), Bank of Uganda (BOU), and the Red Cross, among others. Furthermore, the guidelines (Citizen Generated Data Toolkit) for the compilation and use of citizen-related data have been developed to be used by civil society organisations (CSOs). However, there is limited uptake and use of big data due to the high cost of establishing the necessary infrastructure and inadequate skilled personnel. In addition, the Statistics Act does not adequately address the use of big data, especially in the areas of data sharing, security, and confidentiality.

603. The strategies to improve implementation coordination, monitoring and evaluation, and statistical system efficiency include (Table 25.1):

Table 25.1: Strategies to Improve the Efficiency of Implementation Coordination, Monitoring and Evaluation, and Statistical System

Strategies	Actors
1. **Improve implementation coordination**	
a. Provide overall leadership in Public Policy Management and the promotion of good governance practices.	OP
b. The Apex platform provides a forum for State and Non-State actors to contribute to the implementation architecture of government.	OP-APEX
c. Provide programme oversight, independent monitoring & evaluation of the budget to inform resource utilisation for results.	Parliament
d. Oversee the implementation, coordination and monitoring of the Plan.	OPM
e. Address implementation constraints to fast-track government core and flagship projects and programmes.	OPM- Delivery Unit
f. Full functionality of the NDP Programmes, and revive the Partnership Policy, ensuring that all stakeholders align their activities with the NDPIV for more effective implementation.	OPM
g. Spearhead effective implementation coordination through the use of key coordination tools to enable MDAs to work towards goals. These tools include: development plan-related policy frameworks; implementation governance, coordination and partnership frameworks; Monitoring, Evaluation, Accountability and Learning Plan (MEAL-Plan); and communication and advocacy frameworks.	OPM

Strategies	Actors
h. Conducts periodic censuses and surveys to inform high-level results on the implementation of global, continental, regional and national development frameworks.	UBOS
2. **Improve M&E Systems**	
a. Operationalise the Apex Platform to improve oversight and accountability.	OP-APEX
b. Oversee effective implementation and monitoring of the Parish Development Model (PDM) through leveraging the Zaidi system, a digital platform for monitoring and evaluation of government programmes developed by the Internal Security Organisation (ISO) in collaboration with MoFPED.	OP-APEX, ISO, MoFPED
c. Undertake monitoring of the manifesto.	OP- Manifesto Unit
d. Foster good governance and consistency of the budget management to the Plan and guarantee value for money through enforcing the recommendations of the Auditor General's reports.	Parliament, OAG
e. Conduct Ex-ante and Ex-post evaluations to assess the execution of the Budget as per national priorities.	Parliament
f. Coordinate performance monitoring and evaluations, including commissioning joint evaluations by, and or with MDAs to guarantee effective implementation.	OPM
g. Coordinate the development and management of the management information systems (MISs) for tracking implementation performance.	OPM
h. Assess compliance of projects under the Integrated Bank of Projects system in line with the Plan and the NDP programmes results and produce an annual Project implementation report.	MoFPED, NPA
i. Prepare the results and reporting framework that includes target setting for the Plan.	NPA
j. Provides annual progress report on plan implementation and the issuance of the Certificate of Budget compliance to NDP.	NPA
k. Guide the budget and annually coordinate the review of the Programme and LGs' performance indicators and targets, which are submitted as an annex to the Budget.	NPA, OPM, MoFPED and UBOS
l. Prepare and annually report on the manpower, skills and employment status of the country.	NPA
m. Undertake monitoring of core projects in the Plan using a standard project monitoring tool.	NPA, OPM, MoFPED
n. Conduct budget monitoring in line with the Plan and resource allocation in line with the Chart of Accounts to ensure budget credibility.	MoFPED-BMAU
o. Conduct an Annual PIMs Forum	MoFPED, NPA, Muk PIMs - CoE, DPs
p. Undertake PIMs capacity building for MDALGs	MoFPED, NPA, Muk PIMs-CoE, DPs
q. Undertake M&E activities and prepare periodic reports based on their strategic and development plans.	MDALGs
r. Coordination and compile mandatory reports based on Programme implementation Action Plans and Annual reviews along the project cycle of planning, budgeting, implementation and reporting.	Programme Secretariats

Strategies	Actors
s. Monitor and submit reports on the implementation of their projects and programmes to respective LGs and Programmes, and assess and provide oversight reports on service delivery and implementation of planning in the country.	Non-State Actors
t. Track implementation of Service and Service Delivery Standards.	MoPS, OP, OPM, NPA, MoLG
u. Roll out and undertake comprehensive training for MDALGs on the Integrated M&E System to improve performance tracking.	OPM, NPA, MoLG
v. Recruit and deploy M&E Cadres across MDALGs to institutionalise monitoring functions.	OPM
w. Conduct Annual National M&E Forums to address cross-cutting implementation challenges.	NPA
x. Develop and finalise the evaluation agenda to assess NDP IV progress and ensure alignment with international, continental, and regional commitments such as the SDGs, Africa Agenda 2063 and EAC Vision 2050.	OPM
3. **Improve national statistical efficiency**	
a. Strengthening the National Statistical System by deepening coordination, partnership and collaboration between government and non-state actors.	UBOS
b. Increasing the scope and coverage of quality statistics by implementing long-term censuses and surveys, strengthening administrative data systems, and harnessing non-traditional data sources.	UBOS
c. Consolidate the data requirements for the Uganda Vision 2040, NDP series, EAC Vision 2050, Africa Agenda 2063, Agenda 2030 for Sustainable Development and protocols ratified by the government into the National Standard Indicator framework (NSI).	UBOS, NPA, OPM
d. Enhancing statistical production capacity across the data value chain through the operationalisation of Statistics Units in MDA and LG to support the production and use of quality statistics.	UBOS
e. Increasing access and uptake of Statistics for evidence-based policymaking, planning, budgeting, and decision-making for sustainable development through regular updates of the National Standard Indicator (NSI) Framework with its Metadata, enhancing the capacity of data users to access and use available statistics and promoting the development and use of interactive web-based statistical dissemination platforms	UBOS
4. Produce reports to inform implementation Coordination, M&E, and Statistical Systems	
4.1 Economy-Wide	
a. Certificate of compliance	NPA
b. Project Performance Report	MoFPED, NPA, OPM
c. National Annual and Half Annual Performance Reports (NAPR & NHAPR)	OPM
d. National Development Report (NDR)	NPA
e. Annual Budget Performance Report (ABPR)	MoFPED
f. Manpower, skills and Employment Status Report	NPA
g. Annual Physical Development Compliance Report	NPA
h. State of Uganda's Population Report	NPA, DPs
i. Vision 2040 Mid-Term Review	NPA

Strategies	Actors
j. NDPIV Mid-Term and NDPIII End-Term Review	NPA
4.2 Programme, MDA, and LG level	
a. Annual, Semi-Annual and Quarterly Programme Reviews	PWGs
b. MDA Performance Reviews	MDAs
c. LG Performance Assessments	OPM, LGs

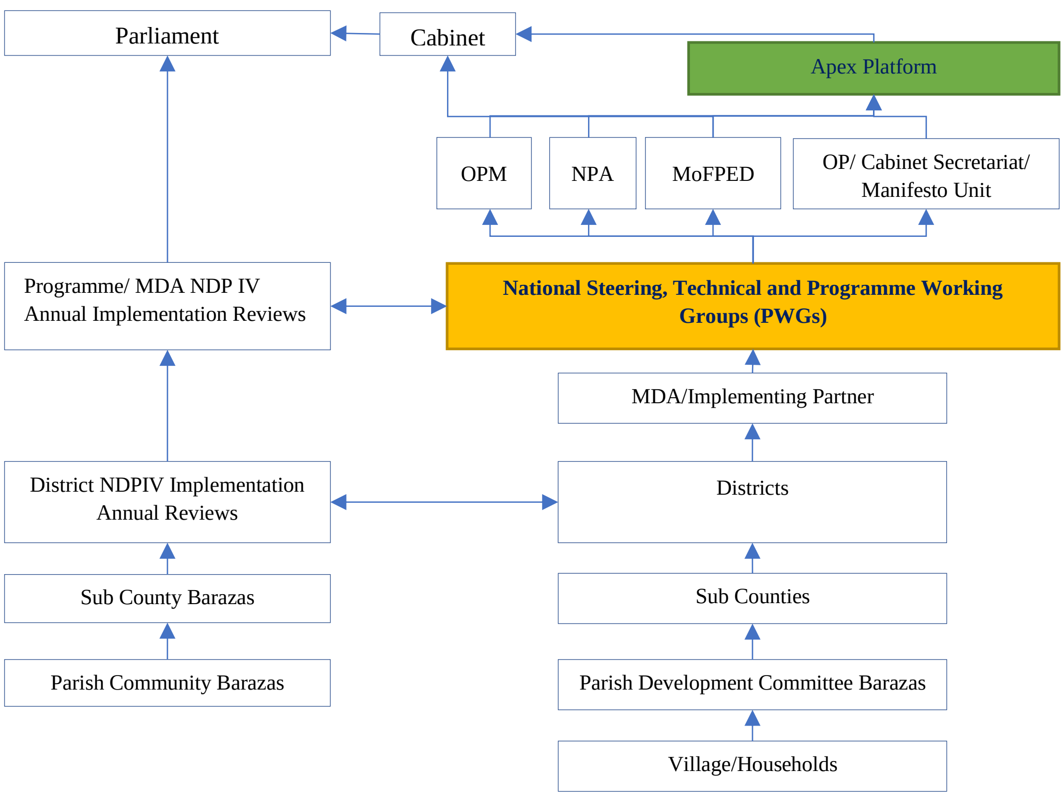
Source: NPA, 2024

604. The key coordination and M&E events over the Plan period are summarised in Annex 2.

25.3 Institutional Architecture and Reporting for Implementation Coordination, M&E, and Statistical Systems

605. Figure 25.1 and the subsection that follows below highlight the institutional architecture of Implementation Coordination, M&E, Statistics Management, and Reporting; and the roles and responsibilities of the respective oversight institutions and relevant stakeholders.

Figure 25.1: NDPIV Institutional Architecture and Reporting for Implementation Coordination, M&E, and Statistical Systems



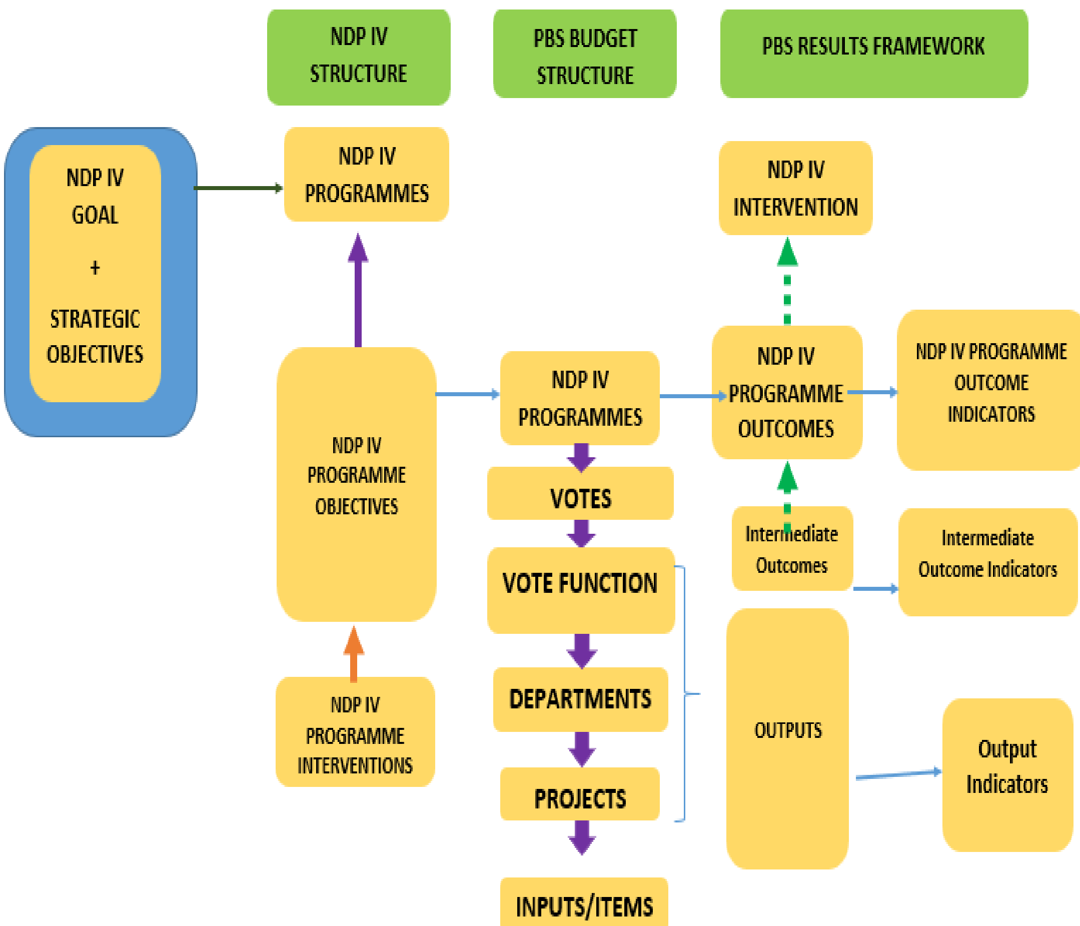
Source: NPA, 2024

25.4 The NDPIV Results and Reporting Framework

606. **The Result Framework and the PIAP attendant to the NDPIV have been developed to measure and assess progress during the implementation of the Plan.** They focus on the measurement of results at the national aggregate (Macro), Programme, and decentralised levels. It includes indicators for the Goal & Strategic Objectives (Outcomes), Programmes (Intermediate Outcomes and Outputs) and Local Government (Intermediate Outcomes and Outputs) as illustrated in Figures 25.2 and 25.3. The Result Framework and the PIAP will be used as tools for compliance assessment.

607. **During NDPIV, the Budget restructure will be refined to be align better with the Plan, particulary at output level.** This will enhance budget realisation of planned NDPIV outputs.

Figure 25.2: NDP Planning, Budgeting, and Results Framework–Systems Harmonisation



Source: NPA, 2024

Figure 25.3: NDP Planning, Budgeting, and Results framework–Results Hierarchy

Source: NPA, 2024

608. **The results framework integrates the Sustainable Development Goals (SDGs), A2063, EAC2050, HRBA, Gender and equity, Environment and Climate Change, Nutrition, population, HIV/AIDS, EAC integration, employment, disability, social protection, refugees and disaster, physical planning, and science and technology indicators and targets.** This framework illustrates how the attainment of lower-level objectives and interventions by Local Governments (LGs) and Ministries, Departments, and Agencies (MDAs) contributes to the overall goal of the Plan. By facilitating connections within and across levels, sectors, and thematic areas, the Results Framework serves as a valuable tool for state and non-state institutions, including civil society, private sector entities, and development partners, in pursuing results-based planning and implementation strategies.

25.5 NDPIV Implementation Reforms

609. **Lessons learnt from implementing previous plans show that some areas have been impeding the realisation of results.** Five of these areas worth highlighting here include:

i) Acquisition of land for right of way has been delayed and increased the cost of public projects;
ii) Low domestic savings limit the financing of both public and private sector investments;
iii) Ever ever-increasing cost of public sector administration is eating away resources that would have financed public investments;

iv) Low levels of corporate governance in Government, particularly in public entities, State-Owned Enterprises (SOEs) and the private sector, which leads to low efficiency in these entities; and
v) Ineffective procurement process of public goods that is costly and does not yield the desired value for money.

610. **To increase the likelihood of achieving the NDPIV and the 10-fold economic growth strategy, reforms are necessary to address these impediments.** These are discussed below.

25.5.1 Land Reforms for the Acquisition of Right of Way for Key Public Projects

611. **The 1995 Constitution provides for the acquisition of land in cases of public interest, subject to prompt and adequate compensation.** Nonetheless, the provision/definition of *adequate compensation* has been abused. It has been left to self-evaluation as adequate compensation differs even within the same locality. This has led to disputes over compensation. This has heightened the cost and significantly delayed the completion of public projects, thereby limiting the realisation of the desired socio-transformation.

612. **To address these inefficiencies and expedite the right of way for key public projects, the following reforms require consideration:**

i) **Local communities should be mobilised to voluntarily provide Right of Way in public interest.** This is on account of Government's lack of adequate resources coupled with the high cost of compensation which escalate the cost of delivery of public infrastructure. Therefore, new developments should be undertaken based on prior consent from the communities to construct these developments with the possibility of future compensation for the consideration of Right of Way. This practice has been done in GKMA and District Community Roads, as communities appreciate the increase in the value of their property and services, particularly those near the roads. This approach has been successful in areas of Kayunga, Wakiso and Kampala.
ii) **To optimize resources and reduce costs in infrastructure development, the government should implement national shared infrastructure corridors and integrated project designs across key programmes, with coordination by the Office of the Prime Minister and the National Planning Authority**. Through programmes responsible for planning, budgeting, and implementing infrastructure projects, such as the Integrated Transport Infrastructure and Services (ITIS) programme covering road, railway, air, and inland water connectivity, the government should adopt shared corridors to lower land acquisition, design, and implementation expenses. Similarly, the Sustainable Energy programme for energy generation, transmission, and distribution, the Digital Transformation Programme for ICT networks, and the Natural Resources, Environment, Climate Change, Land and Water Management (NRECCLWM) Programme for water and sewerage infrastructure should integrate designs and utilize shared corridors to enhance

efficiency. The Office of the Prime Minister and the National Planning Authority will oversee these efforts, ensuring cohesive planning, acquisition of necessary corridors, and harmonized engineering designs across all specified programmes.

iii) **Develop, finance, implement, and enforce last-mile Physical Plans for the entire country.** While land belongs to the people, planning for this land is a government function. Nevertheless, physical planning has been lagging, and where it exists, we have frameworks and not last-mile plans, making enforcement a challenge. To solve this, the following should be undertaken:

a) Develop, finance, implement and enforce last-mile physical development plans for the entire country. These physical development plans should clearly show what is supposed to be done within the different demarcated areas;
b) The Ministry of Lands, Housing and Urban Development (MLHUD) should only issue titles that indicate the specific land use option for the different parcels of land, in line with the physical development plans;
c) Approval of land titles should be based on the physical plans;
d) The actual land price should be based on these land-use plans; and
e) Prioritise the development of last-mile physical plans for GKMA, Cities and the Albertine area.

25.5.2 Pension Reforms to Mobilising Domestic Resources for Both Public and Private Sector Investments

613. **The future of financing Uganda's 10-fold growth aspirations is domestic resource mobilisation, as external financing is dwindling globally.** Mobilisation of domestic resources for private investment is constrained by the availability of mainly costly short-term credit. Lack of patient capital (long-term financing) is affecting both public and private investments. Mobilisation of domestic resources for public investment is constrained by Uganda's shallow market. The market is not deep enough, for instance, long-term financing is dominated by only NSSF. In this shallow market, domestic borrowing for public investments crowds out the private sector as interest costs increase. This would not have been the case if the market had about five National Social Security Funds (NSSFs).

614. **The pension sector is a significant contributor to domestic resource mobilisation, the world over.** Uganda's pension sector, while holding significant potential as a source of financing for public and private investment with total assets reaching Shs 22 trillion in 2024, faces substantial challenges that limit its effectiveness. It is necessary to reform the sector for it to realise its potential. Reforms are critical in improving competition, efficiency and savings mobilisation. This is necessary for providing long-term financing (patient capital) for both public and private investment.

615. **There is a need to revisit the reforms in the pension sector to provide long-term domestic financing of Government and private sector projects.** While these reforms were resisted earlier due to the fear of the sector falling into foreign hands, we need to innovatively increase

more pension sector players, without opening it up to foreigners. For instance, Tanzania has over four locally managed public pension funds (NSSF, Public Service Pension Fund (PSPF), Local Government Servants Pension Fund (LGSPF), and Armed Forces, among others). This has made their domestic patient capital market deeper than Uganda's. The increased availability of long-term capital from retirement savings will provide a good alternative to expensive commercial bank loans in funding long-term projects by reducing the cost of capital, while putting pressure on interest rates in the economy to reduce them. The following key reforms are proposed:

i) **Establish multiple public pension funds.** This will foster competition and market efficiency, leading to more innovations, better services, more attractive products for savers, and consequently, higher savings;
ii) **Expand pension coverage to include informal sector workers.** Uganda's large informal sector remains significantly underserved by the current pension system. To bring more workers into the pension fold, targeted policies such as micro-pension schemes specifically designed for informal workers should be designed and implemented. These schemes should leverage technology by using mobile money platforms and other simplified savings products to incentivise participation and mobilise additional savings from previously untapped sectors of the economy;
iii) **Leverage pension assets for public investment.** Uganda's pension sector holds significant potential for financing infrastructure and other public investments. To maximise this potential, pension funds, such as NSSF, should be encouraged to diversify their investments to include infrastructure bonds and Public-Private Partnerships (PPPs), among others; and
iv) **The Public Service Pension Scheme (PSPF) should be turned from a non-contributory unfunded model to a contributory defined benefit pension fund by establishing the Public Service Pension Fund (PSPF) as an irrevocable trust governed by a Board of Trustees.** This will ensure that pensions are guaranteed for eligible public servants while maintaining professional management in compliance with the Uganda Retirement Benefits Regulatory Authority (URBRA) Act. In addition, oversight restructuring should be undertaken for the Fund to operate just like any other efficiently run Retirement Benefit Scheme.

25.5.3 Reforms to Restructure Government to Make it Fit for Purpose and Reduce the Cost of Public Administration

616. **The escalating cost of public administration in Uganda continues to significantly strain the national budget, limiting the resources available for critical development expenditure.** Over the past decade, the cost of public administration has risen significantly without a proportionate increase in domestic resources to finance it, reducing the available fiscal space. This increase has been financed by crowding out development expenditure, which has reduced significantly over the period.

617. **Relatedly, the cost of public administration, including both wage and non-wage expenditures, has escalated significantly, rising from 64% (Shs. 7.08 trillion) of the discretionary resources in 2015/16 to 79% (Shs. 22.41 trillion) in 2024/25, representing an annual average growth of 13.9%.** This growth is higher than the annual average revenue growth of 12.8% over the same period, implying that public administration is consuming a large portion of the budget, leaving less for development expenditures, reducing the fiscal space and slowing transformation efforts.

618. **This surge is largely driven by the continuous creation of new administrative units at both central and Local Governments and the ever-changing government policy on wages for certain professions without the accompanying resources to finance them.** For example, in FY2022/23 government increased wages for scientists (Shs. 577.7 billion), security officers (Shs. 914.3 billion) and the rest of the public service (Shs. 1.1 trillion), which are going to be carried over to the NDPIV period. Additional wage enhancements are expected over the NDPIV period, which will consist of a 75% enhancement for security officers, amounting to Shs. 4.7 trillion; and enhancement for the rest of the public service amounting to Shs. 4.5 trillion.

619. **Due to the rising cost of public administration, resources allocated to development projects have shrunk from 40% to a mere 22% over the same period, as a share of the total budget.** If this trend continues, development expenditures will be crowded out by 2036.

620. **To address these challenges, the Government should:**

i) Consider the whole of Government rationalisation, including Ministries and other entities, informed by a detailed Government functionality analysis, to make the Government more affordable, more efficient and fit for purpose;
ii) Enforce a moratorium on the creation of new administrative units and prioritise the full operationalisation of existing ones;
iii) Future wage and administrative cost increases should be accompanied by equivalent qualified revenue mobilisation efforts to prevent further crowding out of development spending;
iv) Consider removal of Boards for entities that operate within the public sector but do not have a business or profit-oriented dimension, and revert these entities to directly report to the line Ministries. However, Boards of SOEs and agencies that work directly in the private sector should be retained but should follow the corporate governance best principles, to improve their efficiency and profitability, and favourably compete with the private sector;
v) The government should continue with efforts towards improvement in domestic revenue mobilisation in line with the Domestic Revenue Mobilisation Strategy (DRMS). Particularly, Local economic development should be prioritised to boost revenue generation for local governments; and
vi) Introduce an Independent Salary Commission which sets salaries for all public servants.

25.5.4 Reforms for Improvement of Corporate Governance in Public Entities, State-Owned Enterprises and the Private Sector

621. **Corporate governance is defined as a system of rules, practices, and processes by which a business, entity or enterprise is run or governed.** It rotates around aspects of business leadership, control, good governance practices and decision-making. In the desire for 10-fold growth, if the Government, particularly through public entities and State-Owned Enterprises (SOEs), is to improve public sector efficiency and succeed in business while withstanding competition from the private sector, good corporate governance practices should be adopted and implemented. On the other hand, the private sector's capacity in corporate governance needs to be built to improve the efficiency of the private sector, ultimately leading to positive economic-wide effects.

622. **Particularly, the following should be undertaken to improve corporate governance in public entities, State-Owned Enterprises and the Private Sector:**

i) Board selection for public entities and SOEs should be based on merit, skills, expertise, competence and background in line with the specified technical area of focus that the SOE is dealing with. They shouldn't be based on the level of representation of the different constituents as is the current practice. To achieve this, this may necessitate amending some laws regarding these different Boards;
ii) Performance Targets must be stipulated at the onset for the Board Members and Executives of the respective entities. These should innovatively be tailored in line with the Private Sector's best standards and practices instead of the bureaucratic Government tendencies that may stifle business and operations from the private sector angle. Additionally, their recruitment and appraisal must be mainstreamed under the overall Head of Public Service's Office for clear reporting and accountability of results;
iii) Board Members and Executives must be frequently trained in the best corporate governance principles to keep pace with the ever-changing dynamic business environment;
iv) All public entities and SOEs' businesses and operations should align with the country's development plans and frameworks; and
v) Government should work out modalities to build the capacity of both the public sector and the private sector in good corporate governance practices. Particularly for the private sector, this will improve the efficiency of the private sector operations and ultimately have positive feedback effects on the entire economy.

25.5.5 Reform the Procurement Process to Make it More Efficient and Provide Value for Money

623. **Public procurement faces significant challenges, primarily due to corruption, political interference, and limited transparency, which undermine fairness and lead to inflated costs and substandard services.** Compliance issues are widespread, with many public entities bypassing procurement laws or engaging in non-competitive bidding practices. In

addition, capacity constraints among procurement officers, especially in local governments, cause inefficiencies, delays, and regulatory misunderstandings. Payment delays and weak monitoring further complicate procurement, often leading to incomplete or poor-quality projects and discouraging reputable suppliers from participating in public tenders.

624. **To implement effective sustainable procurement reforms, the following should be prioritised:**

i) Government must undertake direct procurements from suppliers for bulk and strategic procurements for common goods and services, without necessarily involving the middlemen. This is likely to reduce the prices of goods by over 50%;

ii) Government must ensure uniformity in costing goods and services based on the National Standard Indicators. A unit cost list for products and services should therefore be created;

iii) Need for Government engineers to develop appropriate designs in line with the respective traffic loads of different jurisdictions and locations. They must also go on to actively supervise these projects in line with these designs;

iv) To address the maintenance challenges of public infrastructure, all public infrastructure projects procured should include maintenance, by requiring the bidder to construct and maintain the infrastructure or road for at least 15 years, at the original infrastructure cost. This will not only ensure roads are well-maintained but will also improve the quality of the roads constructed;

v) To build the capacity of local construction companies, we need to strengthen the sub-contracting requirement for local companies by foreign companies. This will require that every sub-contracting done to a local company should be for a substantive section of the project under the guidance of the foreign contractor, instead of the periphery components of the project;

vi) Centralise the procurement of commonly used goods and services for the government to manage prices more effectively by creating a unified list of items to be centrally procured. This enables the authority to establish a schedule of items and their prices, ensuring consistent pricing across various government entities. Centralised procurement helps prevent discrepancies in costs and ensures that goods and services are purchased at standardised prices, promoting cost-effectiveness;

vii) Support vulnerable groups in procurement. Sustainable procurement should include mechanisms to empower vulnerable groups, such as MSMEs, women, and youth, by reserving procurement opportunities for these segments. This will contribute to job creation and economic inclusion while supporting local businesses; and

viii) Increase automation of procurement processes: Adopting automated procurement systems enhances transparency, reduces administrative costs, and limits opportunities for corruption. Automation also improves data management, allowing for better monitoring of procurement activities and ensuring compliance with sustainability requirements. Whereas some efforts have already been undertaken in this regard, more needs to be done to increase its scale across the Government.

CHAPTER 26: RISK PLANNING AND MANAGEMENT STRATEGY

625. **Risk planning and management play a pivotal role in providing a structured approach to identify, mitigate, and leverage risks that could impact the achievement of the planned targets.** It helps mitigate disruptions by identifying and analysing challenges such as natural disasters, economic shocks, and health crises early, allowing for effective contingency measures. It optimises resource allocation by mitigating high-risk areas and ensuring efficient use of resources. Through proactive strategies, risk planning enables the country to navigate uncertainties. Mitigating political and regulatory risks creates a favourable investment climate for attracting foreign direct investments. Planning for and mitigating environmental risks enables innovation and resilience to climate and market volatility through solutions such as climate-smart agriculture and renewable energy. By aligning with international risk mitigation frameworks, the country can mobilise resources and knowledge transfer in the management and mitigation of risks.

626. **Given the importance of risk planning and management, this chapter identifies, analyses, evaluates, and proposes mitigation and management strategies for the economy as a whole.** The respective programme chapters have analysed the programme-specific risks and their mitigation measures.

627. Table 26.1 analyses the likelihood of each economy-wide risk, its impact on the implementation of NDPIV, and the proposed mitigation measure.

Table 26.1: Economy-wide risks and mitigation measures

SN	Economy-Wide Risk	Likelihood	Impact on NDPIV Implementation	Mitigation Measures	Action Party
1.	**Constrained Global Financing**	High	i) Funding shortfalls; ii) Reduced foreign direct investment (FDI); and iii) Limited access to long-term development financing leading to high cost of borrowing.	i) Enhance domestic revenue mobilisation through sustainable revenue policy and tax administration; ii) Diversify financing sources (e.g., PPPs, diaspora bonds, climate financing, sovereign wealth funds); and iii) Improve public expenditure efficiency to maximise available resources.	URA, MOFPED MOFPED MOFPED
2.	**Security Threats and Cross-Border Conflicts**	Medium	i) Disruptions in regional trade; ii) Increased government spending on security operations;	i) Strengthen regional security collaboration (EAC, IGAD); ii) Enhance regional and continental security cooperation; and	MoDVA MOFA Parliament

SN	Economy-Wide Risk	Likelihood	Impact on NDPIV Implementation	Mitigation Measures	Action Party
			iii) Reduced investor confidence; and iv) Influx of refugees into the country.	iii) Address underlying socio-political grievances.	
3.	**Elevated Trade Policy Uncertainties**	Medium	i) Uncertain trade agreements (e.g., Trump tarrif wars, AfCFTA, EAC deals) could hinder exports of Uganda's value-added products.	i) Strengthen commercial diplomacy; ii) Advocate for predictable trade agreements within EAC, AfCFTA, and WTO; iii) Enhance export competitiveness; and iv) Invest in domestic manufacturing to reduce dependency on uncertain external markets.	MoFA MTIC MOFPED MTIC
4.	**Climate Change related risks**	High	i) Disruption in food supply systems leading to food insecurity ii) Extreme weather events (floods, droughts etc.), iii) Breakdown of economic infrastructure.	i) Strengthen climate adaptation measures (e.g., irrigation expansion, resilient seeds). ii) Strengthen restoration of wetlands and forest cover. iii) Mainstream climate risk assessment in all infrastructure project designs. iv) Increased investment in renewable energy to reduce reliance on biomass.	MWE
5.	**Geopolitical Conflicts**	Medium	i) Disruption in global supply chains.	i) Diversify trade partners and reduce reliance on single export markets; ii) Strengthen food and energy security through local production; and iii) Build strategic reserves of essential commodities.	MTIC, MEACA MAAIF MTIC
6.	**Demographic Pressures**	High	i) Strain on social services (education, health etc.); ii) Increased unemployment, and slowed	i) Promote industry-driven, employer-led TVET and higher education; ii) Strengthen family planning programmes	MoES MoH

SN	Economy-Wide Risk	Likelihood	Impact on NDPIV Implementation	Mitigation Measures	Action Party
			economic transformation; and iii) Insecurity and resource-induced conflicts	and reproductive health services; and iii) Develop and implement job creation measures.	NPA, MGLSD
7.	**Weak Implementation Coordination and Follow-up Frameworks**	High	i) Resource misallocation; and ii) Slow progress of implementation of programmes and projects.	i) Strengthen Monitoring and Evaluation and statistical systems; ii) Enhance accountability mechanisms of programmes and projects; and iii) Improve coordination between ministries, agencies, and local governments.	UBOS, NPA, OPM MOFPED, OAG, IGG OPM
8.	**Technology Disruptions**	Medium	i) Potential job losses from automation ii) Increased cyber insecurity iii) Widened digital divide.	i) Invest in digital literacy and upskilling programmes; ii) Strengthen cybersecurity policies and data protection frameworks; and iii) Expand ICT infrastructure, especially in rural areas, to bridge the digital divide.	MoICT&NG, MOES
9.	**Corruption and Misuse of Public Resources**	High	i) Reduced efficiency in service delivery. ii) Budget overruns and misallocation of funds. iii) Undermined investor confidence and donor support.	i) Enforce strict accountability measures. ii) Promote e-government and digital payments to reduce leakages. iii) Increase public participation in monitoring public expenditure.	OAG, IGG, AG OPM
10.	**Epidemics and Pandemics**	Medium	i) Disruption of economic activities, healthcare, education, and trade. ii) Increased government expenditure on emergency response.	i) Strengthen disease surveillance and response mechanisms. ii) Increase investment in healthcare, infrastructure and local pharmaceutical production. iii) Enhance social protection programmes to	MOH MOH MGLSD MOES

SN	Economy-Wide Risk	Likelihood	Impact on NDPIV Implementation	Mitigation Measures	Action Party
			iii) Reduced investment and job creation due to restrictions.	cushion vulnerable populations. iv) Promote resilience in key sectors (e.g., digital learning in education).	
11.	**Debt Distress**	Medium	i) Increased debt servicing costs. ii) Limited fiscal space for social services and infrastructure. iii) Reduced credit rating. iv) Raised risks of default or restructuring pressures.	i) Enhance domestic revenue mobilisation. ii) Prioritise concessional borrowing over expensive commercial loans. iii) Improve public financial management and expenditure efficiency. iv) Promote public-private partnerships (PPPs) to reduce reliance on debt.	URA MOFPED MOFPED MOFPED

Source: NPA, 2024

628. **Risk planning plays a critical role in achieving the SDGs, Agenda 2063 aspirations, EAC Vision 2050 goals, and Uganda Vision 2040 by fostering resilience, stability, and progress across economic, social, environmental, and governance dimensions**. It supports SDG 1 (No Poverty) by mitigating economic shocks and disasters, SDG 2 (Zero Hunger) through climate-smart agriculture, and SDG 3 (Good Health and Well-being) by strengthening health systems. It promotes SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Action), and SDG 16 (Peace, Justice, and Strong Institutions) by addressing risks in key areas such as infrastructure, markets, and governance. Under Agenda 2063, risk planning aligns with aspirations for inclusive growth, good governance, peace, and Africa's role in global partnerships. The EAC Vision 2050 ensures sustainable resource management, industrial diversification, resilient infrastructure, and regional stability. Similarly, it underpins Uganda Vision 2040 by mitigating economic shocks, ensuring sustainable infrastructure development, safeguarding human capital, promoting environmental stewardship, and strengthening governance. By proactively addressing uncertainties, risk planning serves as a cornerstone of sustainable development and transformational progress.

629. **Several factors hinder the effectiveness of risk planning and management in contributing to national development, limiting its potential as a transformative tool**. Weak institutional capacity, characterised by inadequate staffing, poor frameworks, and lack of expertise, undermines the development of effective strategies. Governance issues, including corruption and inefficiencies, erode public trust and misallocate resources meant for risk mitigation. Insufficient funding and over-reliance on external aid restrict the

implementation of comprehensive strategies, while inadequate data, analytics, and technology limit accurate risk assessments and evidence-based decisions. Low public awareness reduces community participation, and fragmented coordination among stakeholders leads to inefficiencies. Political instability and cultural resistance further disrupt long-term risk management efforts, while global dependencies expose countries to external vulnerabilities. Many nations adopt reactive approaches instead of proactive measures, and the escalating impacts of climate change and environmental degradation overwhelm existing systems. Moreover, the lack of integration of risk planning into national development strategies results in fragmented efforts that fail to address multidimensional risks. Addressing these barriers through capacity-building, improved governance, enhanced funding, and stronger stakeholder collaboration is critical to unlocking the full potential of risk planning for national development.

630. **The goal of undertaking risk planning is enhanced country resilience and adaptive capacity.**

631. **The Global Impact of Risk.** Economic shocks like financial crises, pandemics, and geopolitical conflicts disrupt GDP growth, with COVID-19 causing a 3.4% global contraction in 2020. Risks impede programme implementation through budget constraints, delays, and poor coordination, while employment suffers from job losses, sectoral impacts, and automation-driven displacement. Trade disruptions, investment uncertainty, and environmental disasters further derail long-term plans, reduce their scope, and strain international relations, exposing divisions among nations. In 2023 alone, natural disasters caused USD 380 billion in economic losses, while extreme weather impacted industries like fashion, contributing to USD 320 billion in losses in 2024. Despite these challenges, risks drive innovation, diversification, and sustainable practices, while incentivising global cooperation and policy reforms. Addressing risks holistically is essential for stabilising economies, attracting investment, fostering collaboration, and promoting long-term resilience and equitable growth.

632. **The Impact and State of Risk in Uganda.** Evidence highlights a significant impact of risk on Uganda's economic and social dynamics, with various risks such as natural disasters, health crises, and economic shocks shaping the country's development trajectory. The COVID-19 pandemic led to a 3.1% GDP decline in 2020, disrupting economic activities including trade, tourism, and manufacturing. By the end of 2022, Uganda's external debt reached USD 18.1 billion, influenced by global economic uncertainties. Uganda's vulnerability to climate change is evident in severe floods that displaced over 100,000 people in 2020, and the 2019 locust invasion, which affected over 2 million people. Poverty rates, exacerbated by both economic shocks and environmental risks, stand at 16.9% in FY2023/24, with rural areas bearing the biggest impact of these challenges. Health crises, such as the Ebola outbreaks and the COVID-19 pandemic, strained the health system and diverted

resources from development. Additionally, Uganda's reliance on commodity exports like coffee, which generated USD 500 million in 2020, was negatively impacted by price fluctuations, and the country's dependence on imports made it vulnerable to global supply chain disruptions, particularly during the 2022 oil price hikes. These statistics underscore the pervasive impact of risks on Uganda's economic stability, social welfare, and progress toward achieving the NDPIV results.

633. **The key challenges that limit the ability to leverage risk planning as a transformative tool in Uganda are highlighted below.**

i) **Limited institutional capacity.** The Directorate of Relief, Disaster Preparedness, and Refugees, responsible for disaster risk management, suffers from inadequate resources and staffing. A report by the Uganda Red Cross Society highlights delays in disaster response due to staffing shortages, with only 30% of districts having functional disaster management committees. Additionally, a 2019 UBOS study found that only 10% of local government officials are trained in disaster risk management. These gaps hinder Uganda's ability to implement effective risk management strategies and limit its resilience to disasters, health crises, and economic shocks;

ii) **Poor governance and corruption hinder disaster risk management by diverting resources into unproductive activities.** A 2020 Auditor General's report revealed the misappropriation of over Shs. 1.5 billion allocated for disaster preparedness. Uganda's 2021 Corruption Perceptions Index (CPI) score of 52 reflects ongoing governance challenges. The lack of transparency and accountability erodes public trust, limiting the effective execution of risk mitigation strategies and reducing the capacity of risk management systems to protect vulnerable populations;

iii) **Insufficient funding.** Insufficient funding hampers risk planning in Uganda. In the 2021/2022 financial year, only 0.6% of the national budget was allocated to disaster risk management, below international recommendations. Reliance on external funding, such as from the UN or World Bank, leaves Uganda vulnerable to changes in donor priorities, limiting the scope and sustainability of risk management initiatives. This funding shortfall undermines the development and implementation of comprehensive risk strategies;

iv) **Inadequate data and technology.** Inadequate data and technology hinder effective risk management in Uganda. Limited, outdated data on climate, disaster impacts, and vulnerabilities complicates risk assessment and forecasting. Uganda's early warning systems for floods and droughts often face delays due to insufficient data. Additionally, limited access to advanced analytics and technology weakens mitigation strategies. While agencies like the Uganda National Meteorological Authority are working to improve data collection, only 56% of rural populations have access to mobile phones, limiting real-time data collection and early warning dissemination. These data gaps constrain Uganda's ability to manage risks effectively;

v) **Low public awareness.** Low public awareness limits community involvement in disaster prevention and response. Many rural populations lack knowledge about risk management and early warning systems. A 2020 Uganda Red Cross Society report found that only 38% of Ugandans were aware of national disaster preparedness policies. This lack of awareness hinders participation in risk mitigation, making it harder to build resilience. Without widespread education on risk planning, communities remain vulnerable to disasters;

vi) **Fragmented coordination.** Fragmented coordination between the government, the private sector, and development partners leads to inefficiencies and missed opportunities. For instance, during the 2021 locust invasion, uncoordinated disaster responses caused delays and resource misallocation, affecting over 2 million people. Lack of communication and planning misaligns priorities, making comprehensive risk mitigation difficult. Strengthening coordination is essential for effective risk management;

vii) **Resistance to change, particularly in Uganda's rural and traditional communities, poses a significant barrier to effective risk management.** This resistance can hinder the implementation of modern risk mitigation techniques like climate-smart agriculture or disaster preparedness protocols. A study by the Uganda National Disaster Preparedness and Management Policy (2016) found rural communities opposed such systems, viewing them as unnecessary. Overcoming this resistance requires culturally sensitive, community-driven education on the benefits of modern risk management;

viii) **Global dependencies expose Uganda to external risks, particularly in sectors relying on imports and foreign aid.** The country is vulnerable to price fluctuations, such as the 50% rise in oil prices in 2022 due to global disruptions. Geopolitical tensions and shifting donor priorities, as seen during the 2008 financial crisis, further compound these risks. Reducing dependency through diversification and strengthening local production is crucial for enhancing resilience;

ix) **Reactive rather than proactive approaches in risk.** Uganda often responds to crises like floods, droughts, and disease outbreaks reactively, increasing social, economic, and environmental costs. For instance, during the 2016-2017 drought, food shortages triggered emergency relief, while proactive measures like early warning systems could have reduced impacts. Similarly, the COVID-19 pandemic exposed gaps in preparedness. Shifting to proactive strategies, such as monitoring systems and risk assessments, could enhance resilience and reduce vulnerabilities;

x) **Climate change and environmental degradation.** The increasing frequency of climate-related risks, such as floods, droughts, and landslides, exceeds Uganda's capacity to adapt. In 2020, floods affected over 330,000 people, and droughts have severely impacted food security. Despite efforts like the Uganda National Climate Change Policy, gaps in climate resilience persist due to limited funding, inadequate infrastructure, and outdated technology. These challenges strain disaster response systems and hinder development. Strengthening climate adaptation, improving early warning systems, and integrating climate risk assessments into planning are key to enhancing resilience; and

xi) **Lack of Integration.** Risk planning in Uganda is often not integrated into national development strategies, leading to fragmented efforts. Policies like the National Policy for Disaster Preparedness exist, but they are sometimes implemented in isolation, leaving gaps in addressing economic, environmental, and social risks. For example, the NDPIV and Uganda Vision 2040 outline growth goals but don't consistently incorporate risk management. This lack of coordination between sectors like health, agriculture, and finance hinders effective risk planning, limiting the country's ability to respond to interconnected challenges. A more integrated approach is needed to align risk planning with national development goals.

634. In unlocking the full potential of risk planning and management in contributing to national development, these barriers must be addressed through capacity-building, improved governance, enhanced funding, and greater stakeholder collaboration at all levels.

635. **The objectives of undertaking risk planning in the NDPIV are to:**

i) Enhance disaster resilience and promote sustainable development;
ii) Improve risk information systems and early warning mechanisms;
iii) Strengthen institutional capacity and governance;
iv) Promote public awareness, community participation, and integration across sectors; and
v) Attract investment and ensure effective resource allocation.

636. **The key results expected from undertaking risk planning in the NDPIV are:**

i) Reduced Vulnerability to Disasters:
   a. **Target**: Reduce the number of disaster-related fatalities by 30% over the next 10 years.
   b. **Target:** Decrease economic losses from natural disasters by 25% by 2030.
   c. **Target:** Increase the percentage of the population with disaster preparedness plans from 40% to 80% by 2030.
ii) Sustainable Development:
   a. **Target**: Achieve a 10% reduction in poverty levels in disaster-prone regions by 2030.
   b. **Target**: Integrate risk management into 100% of major infrastructure development projects by 2028.
   c. **Target**: Increase the share of green and climate-resilient investments to 20% of total infrastructure investments by 2027.
iii) Improved Risk Preparedness and Response:
   a. **Target**: Reduce disaster response time by 40% within the next 5 years.

b. **Target**: Establish early warning systems in 90% of disaster-prone districts by 2028.
c. **Target**: Increase the number of communities with functional disaster management committees from 30% to 75% by 2030.

iv) Enhanced Institutional Capacity:
a. **Target**: Provide disaster risk management training to 90% of local government officials by 2027.
b. **Target**: Increase disaster management staffing by 50% at both national and local levels by 2028.
c. **Target**: Improve risk management framework adoption in 80% of relevant government sectors by 2030.

v) Increased Public Awareness and Community Resilience:
a. **Target**: Raise public awareness of disaster preparedness from 38% to 80% by 2028.
b. **Target**: Achieve 75% community participation in local risk management programmes by 2030.
c. **Target**: Increase the percentage of rural households with access to early warning systems from 56% to 90% by 2030.

vi) Cross-Sectoral Integration of Risk Management:
a. **Target**: Integrate risk management strategies into 100% of national and regional development plans by 2027.
b. **Target**: Ensure cross-sectoral risk assessments in 90% of national development projects by 2028.
c. **Target**: Implement coordinated risk management strategies across at least 80% of key sectors (e.g., health, agriculture, infrastructure) by 2030.

vii) Attraction of Investment and Economic Stability:
a. **Target**: Increase foreign direct investment (FDI) in climate-resilient projects by 20% by 2028.
b. **Target**: Create at least 100,000 new jobs in climate-adaptive industries by 2030.
c. **Target**: Increase the number of private sector partnerships in disaster risk management from 10 to 50 by 2028.

viii) Optimal Resource Allocation for Risk Mitigation:
a. **Target**: Increase national budget allocation for disaster risk management from 0.6% to 2% of the total budget by 2027.
b. **Target**: Allocate 50% of disaster risk management funding to high-risk areas, based on vulnerability assessments, by 2028.
c. **Target**: Achieve a 30% reduction in resource wastage due to inefficient risk mitigation by 2028.

637. The NDPIV interventions related to risk planning are provided in relation to the above objectives and results:

Table 26.2: Interventions for Risk Planning, Mitigation and Management

Intervention	Lead Actor (s)
Objective 1: Enhance disaster resilience and promote sustainable development	
1. Establish disaster-resilient infrastructure	MoWT, MEMD, OPM, MAAIF
2. Promote climate-smart agriculture	MAAIF, MWE
3. Develop and implement national disaster risk reduction (DRR) strategies	OPM, MoFPED
4. Diversify economic activities	MoFPED, MTIC, NPA
5. Establish early recovery and resilience programmes	MoFPED, NPA
Objective 2: Improve risk information systems and early warning mechanisms	
1. Strengthen data collection and risk assessment systems	UBOS, MoFPED, All MDAs & LGs
2. Upgrade early warning systems	OPM, MoFPED, MoLG, MWE, MAAIF
3. Collaborate with research institutions	MoES, MAAIF, Research Institutions, All Higher Institutions of Learning
4. Build local-level warning mechanisms	MoLG, LGs
5. Create risk communication platforms	MoICT&NG, OPM
Objective 3: Strengthen institutional capacity and governance	
1. Undertake institutional capacity building	OPM, MoES, MoFPED,
2. Improve governance and accountability	OPM, MoPS
3. Enhance coordination mechanisms	OPM
4. Decentralise Risk Management	MoLG, LGs
Objective 4: Promote public awareness, community participation, and integration across sectors	
1. Undertake public awareness campaigns	MoICT&NG
2. Undertake community-based risk management	MoLG, LGs
3. Establish multisectoral task forces	OPM, All MDAs
4. Develop community resilience plans	NPA, MoLG, LGs
5. Promote cross-sectoral risk planning	NPA, PWGs, MDAs, Private Sector
Objective 5: Attract investment and ensure effective resource allocation	
1. Create investment incentives for climate resilience	MoFPED
2. Establish disaster risk insurance schemes	MoFPED, IRA
3. Diversify funding sources for risk mitigation	MoFPED, NPA
4. Improve resource allocation for risk management	MoFPED, NPA
5. Strengthen monitoring and evaluation	OPM, NPA, UBOS

Source: NPA, 2024

ANNEXES

Annex 1: List of Projects under the NDPIV Medium-Term Expenditure Framework

The status of projects is aligned with the Public Investment Management System (PIMS) stage appraisal process. The fulfilment of these readiness conditions determines the selection criteria and implementation processes. The details of these are as explained in Annex 1a.

Annex 1a: Definitions of various Project Stages and Selection Criteria as used in the detailed Project List

S/No.	Stage/Criteria	Definition
1.	**Project Idea/ Identification**	This is the initial stage of project development arising from identifying development problems together with a possible solution. These originate from the National Development Plan, Ruling Party Manifesto, Cabinet Directives, H.E. the President's Directives, Programme Investment Plans. These ideas will be developed further under NDPIV for readiness towards implementation, resources allowing.
2.	**Project Concept**	Once the project idea is refined, a brief project concept is developed, outlining key details such as objectives, target beneficiaries, expected outcomes, outputs and preliminary resource requirements. This serves as an initial document for discussion with stakeholders and potential funders.
3.	**Project Profile**	The project concept then provides a basis for development of setting targets which will inform the project logical framework to aid project monitoring and evaluation as well as undertaking impact assessments.
4.	**Pre-feasibility**	In addition to the first three stages, this project stage develops a value-for-money solution that meets government objectives by analysing all feasible options that achieve the identified output specifications. It includes a preliminary evaluation of technical, financial, economic, social, and environmental factors. The goal is to identify potential risks and determine if the project is viable before investing in a full feasibility study.
5.	**Feasibility**	This stage of project development builds on the pre-feasibility study and is conducted to validate the project's viability in depth, showing how the chosen option of the project is technically, financially, economically, socially, and environmentally sound. This study provides the data-driven justification needed for decision-making and funding approval.
6.	**Project Proposal**	Once feasibility (bankability) is confirmed, a detailed project proposal is prepared, which serves as a formal document for securing funding and stakeholder commitment. This is stored in the Integrated Bank of Projects (IBP) or any other database created by the Government awaiting financing.
7.	**Ongoing/Under-Implementation Projects**	After securing financing, project implementation starts. As such, ongoing projects are essentially projects that are already being implemented with running multi-year financial commitments with evidence of physical and time progress.

Annex 1b. Detailed List of Projects under the NDPIV Medium-Term Expenditure Framework

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
	AGRO-INDUSTRIALISATION					
	Ongoing					
1.	Rice Development Project Phase II	MAAIF	229.3	2021/22	2025/26	Ongoing
2.	National Oil Seeds Project	MAAIF, LG	763.0	2022/23	2026/27	Ongoing
3.	Uganda Climate Smart Agricultural Transformation Project (UCSATP)	MAAIF	1,143.4	2023/24	2028/29	Ongoing
4.	Enhancing Agricultural Production, Quality and Standards for Market Access Project	MAAIF	673.5	2023/24	2027/28	Ongoing
5.	Markets and Agricultural Trade Improvement Project 3 (MATIP 3)	MoLG	332.0	2024/25	2028/29	Ongoing
6.	Improving Access and Use of Agricultural Equipment and Mechanization through the use of labor-saving technologies	MAAIF	349.1	2014/15	2025/26	Ongoing
7.	National Oil Palm Project	MAAIF	1.25	2018/19	2027/28	Ongoing
8.	Coffee Value Chain Development Project	MAAIF	263.9	2024/25	2028/29	Ongoing
9.	Water for Production Regional Centre - West Phase II	MWE	100.0	2025/26	2029/30	Project proposal
10.	Water for Production Regional Centre - North Phase II	MWE	95.0	2025/26	2029/30	Ongoing
11.	Water for Production Regional Centre - East Phase II	MWE	95.0	2025/26	2029/30	Ongoing
12.	Water for Production Regional Centre - Karamoja	MWE	92.0	2023/24	2027/28	Ongoing
13.	Water for Production Regional Centre - Central	MWE	94.8	2023/24	2027/28	Ongoing
14.	NAGRC Strategic Intervention for Animal Genetics Improvement Project	NAGRC&DB	251.5	2015/16	2025/26	Ongoing
15.	Local Economic Growth (LEGS) Support Project	MoLG	43.0	2017/18	2025/26	Ongoing
16.	Developing a Market oriented & Environmentally Friendly Beef Meat Industry	MAAIF	170.4	2017/18	2025/26	Ongoing
17.	Support to Enhancing Agriculture Value Chain Development	MAAIF	121.1	2017/18	2025/26	Ongoing
18.	Development of Solar powered irrigation systems	MWE	372.5	2020/21	2024/25	Ongoing
19.	Drought Resilience in Karamoja Sub-Region Project	MWE	96.8	2019/20	2025/26	Ongoing
20.	Irrigation For Climate Resilience Project	MAAIF	665.4	2020/21	2025/26	Ongoing
21.	Expansion of Kyanja Agricultural Resource Center– For Skilling in Urban Agriculture and Production of quality inputs	KCCA	6.9	2024/25	2029/30	Ongoing
	Pipeline					
22.	Northern Uganda Farmers' Livelihood Improvement Project: Phase II	MAAIF	11.88	2025/26	2029/30	Profile
23.	Lopei multi-purpose dam and Irrigation Development Project	MWE	414.75	2025/26	2029/30	Profile
24.	East and Central Africa Agricultural Transformation	MAAIF	390.0	2025/26	2029/30	Profile
25.	Support for External Markets for Flowers, Fruits and Vegetables	MAAIF	29.5	2025/26	2029/30	Proposal
26.	Water for Smallholder Agricultural Production Project (WASAP)	MAAIF	275.52	2025/26	2029/30	Profile
27.	Resilient Livestock Value Chain Project	MAAIF	475.7	2025/26	2030/31	Profile
28.	Eastern Uganda Dairy Value Chain Development Project	MAAIF	48.5	2025/26	2029/30	Pre-Feasibility
29.	Restoration and Preservation of the Critically Endangered Fish Species	MAAIF	18.3	2025/26	2029/30	Pre-Feasibility
30.	Development of injectable Anti-Tick Vaccines	NARO	125	2025/26	2029/30	Feasibility
31.	Dairy Market Access and Value Addition	MAAIF	53.6	2025/26	2029/30	Feasibility
32.	Starch Factory for Amuria and Bukedea	MAAIF	18.0	2025/26	2029/30	Concept
33.	Fish factory in Amolatar	MAAIF	18.0	2025/26	2029/30	Concept
34.	Value Addition to Sugarcane Bagasse to Produce Paper	MAAIF	69.7	2025/26	2029/30	Feasibility

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
35.	Soluble Coffee Processing Plant (PPP)	MAAIF	177,511	2025/26	2029/30	Feasibility
36.	Improving Food Safety in Markets	KCCA	25.1	2025/26	2029/30	Concept
37.	Livestock Breeding Centres in Bukedea and Serere Districts	MAAIF	22.2	2025/26	2029/30	Concept
38.	Meat packers in Soroti	MAAIF	9.0	2025/26	2029/30	Concept
39.	De-silting of dams in Katakwi and Amuria districts (Obur, Akolii, Ounyai Oliangoi, Aelenyang)	MAAIF	5.3	2025/26	2029/30	Concept
40.	Rehabilitation and Redevelopment of Serere Agricultural Research Institute for Research and Cattle Breeding	MAAIF	56.0	2025/26	2029/30	Concept
41.	Enhancing Agriculture Production, Quality and Standards for market access	MAAIF	800	2026/27	2030/31	Feasibility
42.	Multi-purpose Water Infrastructure and Storage Project	MWE	598.3	2025/26	2029/30	Concept
43.	Development of Solar Powered Water Supply and Irrigation Systems Phase II	MWE	490.2	2025/26	2029/30	Pre-feasibility
44.	Water Storage and Irrigation Development Project	MWE	205.8	2025/26	2029/30	Concept
45.	National Animal Breeding Infrastructure and Genetics Access Project (NABIGAP)	NAGRC&DB	560	2026/27	2030/31	Concept
46.	Improving on local cattle breeds	MAAIF	66.0	2029/30	2033/34	Concept
	SUSTAINABLE EXTRACTIVES INDUSTRY DEVELOPMENT					
	Ongoing					
1.	Midstream Petroleum Infrastructure Development Project Phase II	MEMD	160.4	2023/24	2027/28	Ongoing
2.	National Oil Spill response and monitoring Infrastructure Project	PAU	59.9	2023/24	2027/28	Ongoing
3.	Hoima Oil Refinery	MEMD	4,000.0	2024/25	2029/30	Ongoing
4.	East Africa Crude Oil Pipeline (EACOP)	MEMD	18,526	2020/21	2027/28	Ongoing
5.	Mineral Regulation Infrastructure Project	MEMD	87.6	2022/23	2026/27	Ongoing
6.	Moroto Nadunget Limestone (Cement and Clinker) Plant	MEMD	1,111	2024/25	2028/29	Ongoing
7.	Liquefied Petroleum Gas (LPG) Supply and Infrastructure Intervention	MEMD	876.96	2020/21	2025/26	Ongoing
	Pipeline					
8.	Iron and Steel	MEMD	1,852	2025/26	2029/30	Concept
9.	Support Uganda Mineral-based Industrialisation Project (SUMIP)	MEMD	295.9	2025/26	2029/30	Proposal
	Project Ideas					
10.	Cement plant in Sebei	MEMD	1,111	2029/30	2033/34	Project Idea
	TOURISM DEVELOPMENT					
	Ongoing					
1.	Development of Museums and Heritage Sites for Cultural Tourism (Phase II)	MoTWA	44.3	2021/22	2025/26	Ongoing
2.	Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)	MoTWA	70.6	2021/22	2025/26	Ongoing
3.	Development of Source of the Nile (Phase II)	MoTWA	90.6	2021/22	2029/30	Ongoing
4.	Mitigating Human Wildlife Conflict Project (MHWCP)	MoTWA	26.8	2023/24	2027/28	Ongoing
	Pipeline					
5.	Developing Dolwe and other Rock Art Sites in Eastern Uganda into Tourism Hubs	MoTWA	20.1	2025/26	2029/30	Profile
6.	UWRTI Infrastructure Development Project	MoTWA	55.5	2025/26	2029/30	Project Proposal
7.	Development of Water Based Eco Adventure Parks (Geothermal Spas and Resorts)	MoTWA	21.9	2025/26	2029/30	Feasibility
8.	Mt. Rwenzori Cable Car Project	MoTWA	555.7	2025/26	2029/30	Pre-Feasibility

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
9.	Development of Equator Points in Kayabwe, Nfo Island, Kayinja-Ntara and Ntuusi	MoTWA	65.0	2025/26	2029/30	Concept
10.	UWEC Infrastructure Development Project	MoTWA	57.5	2025/26	2029/30	Feasibility
11.	Eco-Tourism and Apiary Centre at Kasuulo Local Forest Reserve in Katosi - Mpunge Sub County Mukono (PPP)	MoTWA	8.73	2025/26	2029/30	Concept
12.	Development of hospitality facility in Lolwe Island (PPP)	MoTWA	39.6	2025/26	2029/30	Concept
13.	Puranga Cultural Centre	MoTWA	15.0	2025/26	2029/30	Concept
14.	Mount Elgon National Park Tourism Infrastructure Development Project	MoTWA	288.13	2025/26	2029/30	Feasibility
15.	Tourism Visualisation Project	MoTWA	80.0	2025/26	2029/30	Concept
16.	Uganda Hotel and Tourism Training Institute Infrastructure Development Project	MoTWA	76.0	2025/26	2029/30	Concept
17.	Rwenzori Mountains Development Project	MoTWA	123.0	2025/26	2029/30	Concept
	Project Idea					
18.	Kampala Tourism Improvement Project	KCCA	5.0	2029/30	2033/34	Project idea
19.	Development of Uganda Museums Phase Two	MoTWA	40.1	2029/30	2033/34	Project idea
20.	Development of Historical Monuments for Tourism	MoTWA	100.0	2029/30	2033/34	Project idea
21.	Developing Idi Amin's Historical Trail for Cultural Tourism	MoTWA	40.0	2029/30	2033/34	Project idea
22.	Development of Museums and Heritage Sites for cultural tourism promotion phase three	MoTWA	40.1	2029/30	2033/34	Project idea
23.	Slave Trade Heritage Conservation and Restoration in Uganda	MoTWA	13.4	2029/30	2033/34	Project idea
24.	Development of Independence monuments in the country	MoTWA	14.8	2029/30	2033/34	Project idea
	PRIVATE SECTOR DEVELOPMENT					
	Ongoing					
1.	Investment for Industrial Transformaion and Employment Project (INVITE)	MoFPED	1,665.0	2021/22	2025/26	Ongoing
2.	Capitalisation of UDB and Public banks (Postbank, Pride Microfinance, and Housing Finance)	MoFPED	1,583	2025/26	2029/30	Ongoing
	Pipeline					
3.	Construction of Food Safety and Engineering Testing Laboratories	UNBS	97.0	2025/26	2029/30	Project Proposal
4.	Accrual Accounting and Asset Management Project	MoFPED	52.4	2025/26	2029/30	Profile
5.	Development of Industrial Parks - Phase (2)	UIA	972.3	2025/26	2029/30	Pre-Feasibility
6.	Establishment of a market in Laroo Pece Division in Gulu City (PPP)	LG	23.7	2025/26	2029/30	Procurement
7.	Mbarara City Abattoir (PPP)	LG	43.6	2025/26	2029/30	Concept
8.	Waste Collection and Management - Soroti city (PPP)	LG	7.54	2025/26	2029/30	Concept
9.	Construction of Markets	KCCA	500.0	2025/26	2029/30	Concept
	NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER MANAGEMENT					
	Ongoing					
1.	Land Valuation Infrastructure Project	MoLHUD	40.8	2021/22	2025/26	Ongoing
2.	Farm Income Enhancement and Forestry Conservation Programme Phase II	MWE	885.4	2016/17	2026/27	Ongoing
3.	Strengthening Drought Resilience for Smaller household farmers and the Pastoralists in the IGAD region	MWE	7.3	2021/22	2025/26	Ongoing
4.	Feacal Sludge Management Enhancement Project (FSMEP)	MWE	130.5	2023/24	2027/28	Ongoing

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
5.	Enhancing Resilience of Communities and Fragile Ecosystems to Climate Change Risk in Katonga and Mpologoma Catchments	MWE	65.9	2023/24	2027/28	Ongoing
6.	Water for Production Regional Centre - Karamoja	MWE	92.0	2023/24	2028/29	Ongoing
7.	Water for Production Regional Centre - Central	MWE	94.8	2023/24	2028/29	Ongoing
8.	Integrated Water Resources Management and Development Project (IWMDP)	MWE	918.0	2019/20	2025/26	Ongoing
9.	Investing in Forests and Protected Areas for Climate-Smart Development	MWE	659.3	2020/21	2025/26	Ongoing
10.	Multinational Lakes Edward and Albert Integrated Water Resources Management Project (LEAF III)	MWE	293.1	2024/25	2028/29	Ongoing
11.	Kalangala and Itanda Falls Conservation and Protection Project (KIFP)	MWE	185.1	2024/25	2028/29	Ongoing
12.	Irrigation for Climate Resilience Project	MWE	425.5	2020/21	2025/26	Ongoing
13.	Water and Sanitation Development Facility – Karamoja (WSDF-K)	MWE	152.6	2025/26	2029/30	Ongoing
	Pipeline					
14.	Portable Water Project	MWE	78.7	2025/26	2029/30	Project Proposal
15.	Strengthening Forest Protection and Landscape Resilience project (SFLP)	MWE	786.5	2025/26	2029/30	Project Proposal
16.	Land Economic Competitiveness Project	MoLHUD	101.3	2025/26	2029/30	Feasibility
17.	Wakiso West Water and Sanitation Project	MWE	637.3	2025/26	2029/30	Feasibility
18.	National Environment Management Authority Infrastructure Development Project [NEMA-IDP]	NEMA	253.7	2025/26	2029/30	Pre-feasibility
19.	Strengthening Meteorological Services for Increased Climate Resilience	UNMA	52.7	2025/26	2029/30	Pre-feasibility
20.	Inner Murchison Bay Clean Up Project (IMB CUP), Phase II	MWE	136.2	2025/26	2029/30	Pre-feasibility
21.	Water Resources Institute Infrastructure Development Project	MWE	101.45	2025/26	2029/30	Profile
22.	Enhancing resilience of communities to climate change – phase 2	MWE	40.0	2025/26	2029/30	Profile
23.	Strengthening Disaster Preparedness and Response Project	OPM	310.8	2025/26	2029/30	Profile
24.	Reclaiming Wetlands in Kampala	KCCA	10.1	2025/26	2029/30	Concept
	INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES					
	Ongoing					
1.	Capitalization of Uganda Airlines	MoWT	5,188.8	2025/26	2029/30	Ongoing
2.	Rehabilitation of District Roads Project	MoWT	911.4	2021/22	2025/26	Ongoing
3.	Rehabilitation and Upgrading of Urban Roads Project	MoWT	251.8	2021/22	2025/26	Ongoing
4.	Streamlining Management of Motor Vehicle Registration	MoWT	153.9	2022/23	2026/27	Ongoing
5.	Upgrading of Seeta-Kyaliwajjala-Matugga-Wakiso-Buloba-Nsangi	MoWT	212.0	2014/15	2025/26	Ongoing
6.	Upgrading of Najjanankumbi-Busabala Road and Namboole-Namilyango Seeta	MoWT	267.6	2014/15	2026/27	Ongoing
7.	North Eastern Road-Corridor Asset Management Project	MoWT	659.8	2014/15	2026/27	Ongoing
8.	Construction of 66 Selected Bridges	MoWT	770.5	2015/16	2025/26	Ongoing
9.	Upgrading of Muyembe-Nakapiripirit (92 km)	MoWT	412.8	2015/16	2025/26	Ongoing
10.	Upgrading of Luwero - Butalangu Road	MoWT	54.8	2017/18	2025/26	Ongoing
11.	Upgrading of Kitgum-Kidepo Road (115 Km)	MoWT	386.5	2022/23	2026/27	Ongoing
12.	Land Acquisition Project II	MoWT	1,837.9	2022/23	2026/27	Ongoing
13.	Upgrading of Namagumba-Budadiri-Nalugugu Road	MoWT	143.0	2023/24	2027/28	Ongoing
14.	Upgrading of Kyenjojo (Kihura)-Bwizi-Rwamwanja-Kahunge 68km/Mpara-Bwizi (37km)	MoWT	425.0	2023/24	2027/28	Ongoing
15.	Upgrading of Katine Ochero (72.9km)	MoWT	86.1	2023/24	2027/28	Ongoing

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
16.	Kampala City Roads & Bridges Upgrading Project	KCCA	953.3	2024/25	2027/28	Ongoing
17.	Upgrading Of Iganga-Bulopa-Kamuli (57.2km)	MoWT	227.6	2024/25	2027/28	Ongoing
18.	Upgrading of Mpigi-Kasanje-Buwaya, Nateete-Nakawuka-KiSubi and Connecting Roads (71.15Km)	MoWT	263.3	2024/25	2027/28	Ongoing
19.	Reconstruction Of Masaka-Mutukula Road (89.5km)	MoWT	692.6	2024/25	2027/28	Ongoing
20.	Upgrading of Jinja-Mbulamuti-Kamuli-Bukungu Road (127km) From Gravel to Paved Standard and Jinja city roads (10km)	MoWT	649.6	2024/25	2028/29	Ongoing
21.	Upgrading of Kumi-Ngora-Brooks Corner-Serere-Kagwara Road	MoWT	351.5	2023/24	2028/29	Ongoing
22.	Rehabilitation Of Mityana – Mubende Road (100km)	MoWT	395.25	2020/21	2026/27	Ongoing
23.	Rehabilitation of Matugga-Kapeeka Road (42km)	MoWT	216.1	2023/24	2026/27	Ongoing
24.	Rehabilitation of Busunju-Kiboga-Hoima Road (145km)	MoWT	216.8	2023/24	2027/28	Ongoing
25.	Upgrading of Kayunga-Bbale-Galiraya Road (88.5km)	MoWT	335.3	2024/25	2028/29	Ongoing
26.	Upgrading of Kisoro-Mgahinga National Park Headquarters Road	MoWT	108.0	2019/20	2026/27	Ongoing
27.	Rehabilitation of Karuma – Pakwach Road (106Km)	MoWT	236.6	2025/26	2028/29	Ongoing
28.	Emergency Reconstruction of Selected Sections along Kampala – Masaka Road	MoWT	202.5	2024/25	2028/29	Ongoing
29.	Upgrading of Hamurwa – Kerere – Kanungu – Kanyantorogo – Butogota – Buhoma / Hamayanja – Ifasha – Ikumba Road (143km) from Gravel to Paved Standard	MoWT	529.1	2024/25	2029/30	Ongoing
30.	Rural Bridges Infrastructure Development Project	MoWT	300.0	2019/20	2025/26	Ongoing
31.	Upgrading of Atiak-Moyo-Afoji	MoWT	400.0	2003/04	2025/26	Ongoing
32.	Improvement of ferry services	MoWT	200.0	2023/24	2025/26	Ongoing
33.	Upgrading of Rwenkunye-Apac-Lira-Acholibur Road	MoWT	753.9	2016/17	2026/27	Ongoing
34.	Upgrading of Moroto-Lokitonyala Road (42km)	MoWT	656.0	2017/18	2025/26	Ongoing
35.	Rehabilitation of Tororo - Pakwach Railway line, Phase I (375km)	MoWT	47.6	2025/26	2028/29	Ongoing
36.	Multinational Lake Victoria Maritime Communication and Transport Project - Uganda Component	MoWT	50.0	2017/18	2025/26	Ongoing
37.	Capacity Building of Uganda Railways Corporation	MoWT	2,378.2	2020/21	2027/28	Ongoing
38.	Upgrading of Community Roads Improvement Project	MoWT	391.60	2020/21	2026/27	Ongoing
39.	Upgrading of Koboko – Yumbe - Moyo Road 105km to bituminous standard	MoWT	519.86	2020/21	2027/28	Ongoing
40.	Rehabilitation of Kampala City Roads Project (KCRRP)	KCCA	1,108	2020/21	2027/28	Ongoing
41.	Rehabilitation Of Pakwach – Nebbi Section 2 Road (33km)	MoWT	51.80	2025/26	2028/29	Ongoing
42.	Kampala- Jinja Expressway	MoWT	3,924	2014/15	2026/27	Ongoing
43.	Kampala Flyover Construction and Road Upgrading Project	MoWT	957.6	2026/27	2030/31	Ongoing
44.	Busega-Mpigi Expressway	MoWT	547.5	2015/16	2025/26	Ongoing
45.	Upgrading of Road Infrastructure of First Oil lot 4 (Lusalira-Nkonge-Lumegere-Ssembabule roads 97km)	MoWT	291.0	2015/16	2025/26	Ongoing
46.	Upgrading of Road Infrastructure of First Oil lot 6 (Kabwoya-Buhuka and Ntoroko-Karugutu roads 98km)	MoWT	294.0	2015/16	2025/26	Ongoing
47.	Upgrading of Atiak-Laropi (66km)	MoWT	412.8	2015/16	2025/26	Ongoing
48.	Upgrading of Laropi-Moyo-Afoji Road Upgrading Project	MoWT	364.3	2015/16	2025/26	Ongoing
49.	Upgrading of Katuna-Muko-Kamuganguzi Road Project	MoWT	395.3	2025/26	2029/30	Ongoing
50.	Kampala - Malaba Standard Gauge Railway 273 Kms Project (Eastern Route)	MoWT	11,166.2	2013/14	2029/30	Ongoing

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
51.	Upgrading Yumbe-Yeru Road Project	MoWT	315.0	2022/23	2026/27	Ongoing
52.	Refurbishment of the Metre Gauge Railway line Kampala -Malaba (URC Capacity Building)	URC	1,452	2020/21	2024/25	Ongoing
53.	Upgrading of Kebisoni - Kisizi - Muhanga/ Kambuga Road (117km)	MoWT	300.0	2024/25	2028/29	Ongoing
54.	Design and Build of the upgrading of Kira-Matugga road and improvement of 5 No. junctions (21km)	MoWT	63.0	2022/23	2027/28	Ongoing
55.	Upgrading of Apac – Lira - Puranga (100.1km)	MoWT	300.3	2022/23	2027/28	Ongoing
56.	Upgrading of Tororo-Busia Road (26Km) and Mayuge and Busia Town Roads (26km)	MoWT	78.0	2022/23	2027/28	Ongoing
57.	Upgrading of Kabale-Lake Bunyonyi/ Kisoro – Mgahinga National Park Headquarters (29.1km)	MoWT	108.0	2019/20	2026/27	Ongoing
58.	Upgrading of Ure-Yumbe (23km)	MoWT	69.0	2022/23	2027/28	Ongoing
59.	Improvement of Traffic Control in Kampala City Project	MoWT	95.0	2022/23	2027/28	Ongoing
60.	Upgrading of Tororo – Mbale – Soroti (150.8km)	MoWT	452.4	2025/26	2029/30	Ongoing
61.	Upgrading of Soroti – Dokolo – Lira-Kamdini Road (189.4km)	MoWT	568.2	2025/26	2029/30	Ongoing
62.	Upgrading of Pakwach and Nebbi Town Roads (33km)	MoWT	99.0	2025/26	2029/30	Ongoing
63.	Remedial Works on Ntungamo-Kabale-Katuna Road (65km)	MoWT	195.0	2025/26	2029/30	Ongoing
64.	Construction of Masindi Port Bridge and Access Roads	MoWT	425.0	2023/24	2027/28	Ongoing
	Pipeline					
65.	Land Acquisition	MoWT	1,840	2025/26	2029/30	Proposal
66.	Upgrading of Karenga-Kapedo-Kaabong Road (68km) from Gravel to Paved Standard	MoWT	221.0	2025/26	2029/30	Proposal
67.	Upgrading of Katunguru-Ishasha Road (88km) from Gravel to Paved Standard	MoWT	442.7	2025/26	2029/30	Proposal
68.	Development of Bukasa Port	MoWT	1,390.0	2025/26	2029/30	Feasibility
69.	Upgrading of Kamuli-Nabirumba-Igwaya-Kagulu-Iyingo-Irundu-Kaliro Road (100km)	MoWT	255.0	2025/26	2029/30	Feasibility
70.	Rehabilitation of Kikorongo – Bwera – Mpondwe Road (38.2Km)	MoWT	117.8	2025/26	2029/30	Feasibility
71.	Upgrading of Kizinda-Rutookye-Bitekereko-Kiyanga Road (47km)	MoWT	141.0	2025/26	2029/30	Feasibility
72.	Upgrading of Kyampisi - Namataba Road (51km)	MoWT	153.0	2025/26	2029/30	Feasibility
73.	Upgrading of Kotido - Kaabong (68.2km) from gravel to paved standard	MoWT	242.34	2025/26	2029/30	Feasibility
74.	Upgrading of Luku – Kalangala – Mulabana / Lutoboka (69.1Km) from gravel to paved standard	MoWT	348.1	2025/26	2029/30	Feasibility
75.	Upgrading of Rwimi – Dura - Kamwenge - Kyenjojo Road (123km) from Gravel to Paved Standard	MoWT	400.0	2025/26	2029/30	Feasibility
76.	Upgrading of Nabumali – Butaleja - Namutumba Road (72km) from Gravel to Paved Standard	MoWT	316.4	2025/26	2029/30	Feasibility
77.	East African Civil Aviation Academy (EACAA) Infrastructure Development Project	MoWT	125.29	2025/26	2029/30	Feasibility
78.	Upgrading of Bubulo - Bududa Circular Road (28km) from Gravel to Paved Standard	MoWT	161.23	2025/26	2029/30	Feasibility
79.	Upgrading of Pakuba, Kabale, and Kisoro Airports	MoWT	171.0	2025/26	2029/30	Feasibility
80.	Upgrading of Kabwohe - Nyakambu - Bwizibwera / Nyakambu – Nsiika – Nyakabirizi Road (92.2km) from gravel to paved standard	MoWT	172.05	2025/26	2029/30	Feasibility
81.	Upgrading of Arua, Gulu and Kasese Airports.	MoWT	727.9	2025/26	2029/30	Feasibility
82.	Upgrading of Nebbi – Goli Road (16km) from Gravel to Paved Standard	MoWT	65.04	2025/26	2029/30	Feasibility

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
83.	Upgrading of Kitwe-Rwoho-Nyakiraguju road (30km)	MoWT	90.0	2025/26	2029/30	Design stage
84.	Upgrading of Kazo – Buremba – Kabagole – Kyegegwa Road (82Km) from Gravel to Paved Standard	MoWT	303.40	2025/26	2029/30	Pre- Feasibility
85.	Rehabilitation of Kampala – Jinja Highway (72km)	MoWT	234.5	2025/26	2029/30	Pre-Feasibility
86.	Rehabilitation of Jinja – Iganga – Malaba - Busia Expressway (144km)	MoWT	432.0	2025/26	2029/30	Pre-Feasibility
87.	Upgrading of Rukungiri – Kashenshero – Mitooma Road (32km) from Gravel to Paved Standard	MoWT	225.7	2025/26	2029/30	Pre- Feasibility
88.	Upgrading of Goli – Paidha – Zombo – Warr - Vurra Road and Arua – Lia Road (119km) from Gravel to Paved Standard	MoWT	440.3	2025/26	2029/30	Feasibility
89.	Upgrading of Corner Ayer - Corner Aboke - Bobi Road (55km) from Gravel to Paved Standard	MoWT	203.5	2025/26	2029/30	Pre- Feasibility
90.	Upgrading of Karenga-Bira Road (42km) from Gravel to Paved Standard	MoWT	155.40	2025/26	2029/30	Pre- Feasibility
91.	Upgrading of Nkenda – Bugoye - Nyakalengijo / Mubuku – Maliba – Nyakalengijo roads (31.5Km) from Gravel to Paved Standard	MoWT	116.55	2025/26	2029/30	Pre- Feasibility
92.	Upgrading of Soroti – Serere – Pingire - Mugarama Road (64km) from Gravel to Paved Standard	MoWT	236.8	2025/26	2029/30	Pre- Feasibility
93.	Construction of selected small bridges along the unpaved national road network	MoWT	95.1	2025/26	2029/30	Pre- Feasibility
94.	Upgrading of Rakai – Isingiro/Kikagati - Kafunzo Road (135km) from Gravel to Paved Standard	MoWT	499.5	2025/26	2029/30	Pre- Feasibility
95.	Upgrading of Tororo – Nagongera - Busolwe Road (44km) from Gravel to Paved Standard	MoWT	162.8	2025/26	2029/30	Pre- Feasibility
96.	Upgrading of Dokolo – Ochero – Namasale Road (88km) from Gravel to Paved Standard	MoWT	354.46	2025/26	2029/30	Pre- Feasibility
97.	Construction of New Karuma Bridge and access roads	MoWT	210.6	2025/26	2029/30	Pre- Feasibility
98.	Acquisition of Road Maintenance Equipment	MoWT	143.4	2025/26	2029/30	Pre- Feasibility
99.	Rehabilitation of Kampala – Gayaza – Kalagi Road (33.5Km)	MoWT	49.6	2025/26	2029/30	Pre- Feasibility
100.	Upgrading of Ntusi – Lyantonde - Rakai Road (101km) from Gravel to Paved Standard	MoWT	373.70	2025/26	2029/30	Pre- Feasibility
101.	Upgrading of Myanzi – Bukuya - Kiboga road (61km) from Gravel to Paved Standard	MoWT	225.70	2025/26	2029/30	Pre- Feasibility
102.	Upgrading of Kotido – Abim – Aloi – Lira Road (187km) from Gravel to Paved Standard	MoWT	550.26	2025/26	2029/30	Pre- Feasibility
103.	Upgrading of Kanoni – Misingi - Mityana Road (39km) from Gravel to Paved Standard	MoWT	144.30	2025/26	2029/30	Pre- Feasibility
104.	Rehabilitation of Mbarara - Ishaka Road (59.2Km)	MoWT	262.2	2025/26	2029/30	Pre- Feasibility
105.	Upgrading of Kashwa – Kashongi – Ruhumba Road (31km) from gravel to paved standard	MoWT	114.70	2025/26	2029/30	Pre- Feasibility
106.	Construction of New Katunguru Bridge	MoWT	78.0	2025/26	2029/30	Pre- Feasibility
107.	Upgrading of Mbale - Nkokonjeru Road (21km) from gravel to paved standard	MoWT	123.0	2025/26	2029/30	Pre- Feasibility
108.	Rehabilitation of Mbarara – Bwizibwera -Ibanda Road (65Km)	MoWT	96.2	2025/26	2029/30	Pre- Feasibility
109.	Rehabilitation of Nebbi - Arua Road (80Km)	MoWT	118.4	2025/26	2029/30	Pre- Feasibility
110.	Upgrading of Kiyindi - Najja – Buikwe - Lugazi Road (27.7km) from Gravel to Paved Standard	MoWT	103.9	2025/26	2029/30	Pre- Feasibility
111.	Upgrading of Singo-Kapeka- Zirobwe- Kabimbiri- Misindye –Lugazi Road (176.4km) from Gravel to Paved Standard	MoWT	317.63	2025/26	2029/30	Pre- Feasibility
112.	Upgrading of Kabwohe - Kitagata - Rukungiri Road (65.7km) from gravel to paved standard	MoWT	243.09	2025/26	2029/30	Pre- Feasibility
113.	Construction of Nakiwogo Bridge across Lake Victoria	MoWT	260.0	2025/26	2029/30	Pre- Feasibility
114.	Upgrading of Moroto - Kotido Road (100km) from Gravel to Paved Standard	MoWT	137.49	2025/26	2029/30	Pre- Feasibility

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
115.	Upgrading of Nakaseke - Singo - Kituuma Road (71Km) from gravel to paved standard	MoWT	323.76	2025/26	2029/30	Pre- Feasibility
116.	Upgrading of Teso College Aloet – Amuria-Acan Pii (165km)	MoWT	495.0	2025/26	2029/30	Pre- Feasibility
117.	Upgrading of Kumi-Omatenga-Kokorio-Toroma-Katakwi-Usuk-Adacar-Orungo Corner Road (100km)	MoWT	300.0	2025/26	2029/30	Pre- Feasibility
118.	Upgrading of Kisoro-Rubuguri-Muko road (54.0km)	MoWT	119.88	2025/26	2029/30	Procurement
119.	Upgrading of Rubuguri-Nkuringo-Nteko road (54.0km)	MoWT	442.48	2025/26	2029/30	Procurement
120.	Upgrading of Fort Portal- Kijura-Kyarusozi-Katooke Road (83.8km) from Gravel to Paved Standard	MoWT	310.1	2025/26	2029/30	Profile
121.	Rehabilitation of Namboole Access road (2.1km)	MoWT	6.3	2025/26	2029/30	Profile
122.	Rehabilitation of Kampala-Gayaza (14km) / Gayaza-Zirobwe (32km) / Gayaza-Kalagi (20km)- (66km)	MoWT	198.0	2025/26	2029/30	Profile
123.	Rehabilitation of Kasese – Kilembe mines (12km)	MoWT	36.0	2025/26	2029/30	Profile
124.	Establishment of Construction Materials and Quality Standards Infrastructure	MoWT	425.6	2025/26	2029/30	Profile
125.	Construction of the Ministry of Works and Transport Headquarters Building at Plot 4-6 Airport Road in Entebbe	MoWT	153.3	2025/26	2029/30	Profile
126.	Upgrading of Atiak- Kitgum Road 108km to bituminous	MoWT	412.8	2025/26	2029/30	Profile
127.	Construction of One Stop Border Posts (OSBPS)	MoWT	57.5	2025/26	2029/30	Profile
128.	Strengthening the Institutional Capacity of the Ministry of Works and Transport	MoWT	105.0	2025/26	2029/30	Profile
129.	Construction Equipment Project	MoWT	68.0	2025/26	2029/30	Profile
130.	Integrated Corridor Development Initiative - Lake Victoria Transport Programme - SOP 1 & 2	MoWT	157.0	2025/26	2029/30	Profile
131.	Rehabilitation of District Roads by Force on Account	MoWT	80.0	2025/26	2029/30	Profile
132.	Upgrade and Expansion of Entebbe International Airport, Phase II	MoWT	741.0	2025/26	2029/30	Concept
133.	Construction of New Pakwach Bridge	MoWT	78.3	2025/26	2029/30	Profile
134.	Kampala – Kasese SGR	MoWT	1,800.0	2025/26	2029/30	Concept
135.	Supply of Electricity to Standard Gauge Railway (SGR) Project	MoWT	0.2	2025/26	2029/30	Concept
136.	Kampala - Southern Bypass (18km)	MoWT	928.7	2025/26	2029/30	Concept
137.	Kampala - Outer Belt Way (100km)	MoWT	300.0	2025/26	2029/30	Concept
138.	Kidepo International Airport and related infrastructure (5- Star hotels)	MoWT	370.0	2025/26	2029/30	Concept
139.	Upgrading of Kabale-Lake Bunyonyi (8.0km)	MoWT	17.76	2025/26	2029/30	Procurement
140.	Upgrading of Nebbi-Goli-Zombo road (36km)	MoWT	108.0	2029/30	2033/34	Concept
141.	Upgrading of Kashozi – Buremba – Kariro Road (68km)	MoWT	204.0	2025/26	2029/30	Concept
142.	Upgrading of Kyapa-Kasensero Road (42km) from Gravel to Paved Standard	MoWT	155.4	2026/27	2028/29	Concept
143.	Upgrading of Nakasongola-Zengebe Road (32km) from Gravel to Paved Standard	MoWT	94.7	2026/27	2028/29	Concept
144.	Upgrading of Ngoma-Masindi Road (70km) from Gravel to Paved Standard	MoWT	207.2	2026/27	2028/29	Concept
145.	Upgrading of Katuugo-Kinyogoga-Kaweweta Road (41km) from Gravel to Paved Standard	MoWT	151.7	2026/27	2028/29	Concept
146.	Rehabilitation of Mubende –Kyenjojo Road (89.30Km)	MoWT	247.0	2025/26	2027/28	Concept
147.	Construction of Nakasero-Northern Bypass Express Route (4.10km)	MoWT	719.2	2025/26	2028/29	Concept
148.	Construction of Kibuye – Busega Expressway	MoWT	1,110	2025/26	2029/30	Concept
149.	Laropi Bridge	MoWT	67.9	2025/26	2029/30	Concept
150.	Mpondwe Bridge	MoWT	65.7	2025/26	2029/30	Concept

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
151.	Semliki Bridge	MoWT	64.4	2025/26	2029/30	Concept
152.	Construction of New Ssezibwa Bridge	MWT	67.9	2025/26	2029/30	Pre-Feasibility
153.	Upgrading of Nsika–Ibanda –Kabujogera-Mashoro–Rwenjaza/Kyambura	MoWT	612.0	2025/26	2029/30	Concept
154.	Uganda Railways Corporation – Inland Container Depot (PPP)	URC	7.3	2025/26	2029/30	Concept
155.	Tolling/ operation and maintenance of Kibuye-Busega-Mpigi Expressway (PPP)	MoWT	122.0	2025/26	2029/30	Concept
156.	Upgrade of Jinja Taxi Park (PPP)	LG	13.2	2025/26	2029/30	Concept
157.	Renovation and modernization of Nansana's Taxi Park and Bus Terminal (PPP)	LG	38,015	2025/26	2029/30	Concept
158.	Upgrading of Serere–Kasilo Town Council–Bugondo–Obukito–Kadungulu Road (70km)	MoWT	210.0	2025/26	2029/30	Concept
159.	Upgrading of Arapai-Amuria-Kaperebong-Nyakwai -Morulem-Abim Road (135km)	MoWT	405.0	2025/26	2029/30	Concept
	Project Ideas					
160.	Rehabilitation Of Gulu – Pakwach Railway Line (125km)	MoWT	87.5	2029/30	2033/34	Project Idea
161.	Sealing of Low and Medium Volume Roads	MoWT	553.2	2029/30	2033/34	Project Idea
162.	Upgrading of Simu-Kamu-Upper Bulambuli Road (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
163.	Upgrading of Keri-Ayipe-Kagoropa-Busia Road (26.5km)	MoWT	79.5	2029/30	2033/34	Project Idea
164.	Upgrading of Mpigi-Masaka Expressway (66km)	MoWT	198.0	2029/30	2033/34	Project Idea
165.	Kampala-Hoima Expressway (203km)	MoWT	609.0	2029/30	2033/34	Project Idea
166.	Upgrading of Kabundaire- Muhoti-Saaka-Kyabanyaga-Kihondo Market-UTC Kichwamba Road (20km)	MoWT	60.0	2029/30	2033/34	Project Idea
167.	Upgrading of Bugongo-Kaliro-Palisa-Serere-Kadungulu Road (181km)	MoWT	543.0	2029/30	2033/34	Project Idea
168.	Upgrading of Panyimin-Palarach-Wadeni-Panur-Obuyi-Swit Road (36km)	MoWT	108.0	2029/30	2033/34	Project Idea
169.	Upgrading of Panyimur-Phaida-Via Erusi Goli Road (52km)	MoWT	156.0	2029/30	2033/34	Project Idea
170.	Upgrading of Namalu - Lolachat - Nabilatuk - Lokaper Junction Road (70km)	MoWT	210.0	2029/30	2033/34	Project Idea
171.	Upgrading of Nakapiripirit- Amdat - Alaka -Kenya (55km)	MoWT	165.0	2029/30	2033/34	Project Idea
172.	Upgrading of Moroto City- Nakiloro-Lokiriama-Kenya (40km)	MoWT	120.0	2029/30	2033/34	Project Idea
173.	Upgrading of Old Kabale Road (Nyakigugwe- Nyanja- Kabanyonyi-Kyanamira) (20.2km)	MoWT	60.6	2029/30	2033/34	Project Idea
174.	Upgrading of Dokolo-Aloi (35km)	MoWT	90.0	2029/30	2033/34	Project Idea
175.	Upgrading of Panyimur-Pakwach-Rhino camp – Obongi-Nimule Road (298km)	MoWT	894.0	2029/30	2033/34	Project Idea
176.	Upgrading of Kyezingire-Kikagate-Nyabushenyi Road (25km)	MoWT	75.0	2029/30	2033/34	Project Idea
177.	Upgrading of Ruhira-Kaberere-Nyamuyanja-Kabuyanda-Kakitumba-Rwanda border (70km)	MoWT	210.0	2029/30	2033/34	Project Idea
178.	Upgrading of Corner Ader-Patiko-Gulu Road (53km)	MoWT	159.0	2029/30	2033/34	Project Idea
179.	Upgrading of Namalemba-Gisiro-Tororo Road (25km)	MoWT	75.0	2029/30	2033/34	Project Idea
180.	Upgrading of Namutumba - Bulange - Nabukalu - Bugiri - Muterere – Nankoma Road (60km)	MoWT	180.0	2029/30	2033/34	Project Idea
181.	Upgrading of Butalangu-Ngoma (54km)	MoWT	162.0	2029/30	2033/34	Project Idea
182.	Upgrading of Muhooro-Ndaiga-Muzizi (Access to Muzizi Hydro Power Project) (30.3km)	MoWT	90.0	2029/30	2033/34	Project Idea
183.	Upgrading of Bombo-Ndejje-Kalasa (18.4km)	MoWT	55.2	2029/30	2033/34	Project Idea
184.	Upgrading of Kisozi -Buwenge-Kaliro-Namutumba (100km)	MoWT	300	2029/30	2033/34	Project Idea
185.	Upgrading of Noko-Obongi-Adjumani (78km) / Owaffa-Kubala-Kulikilinga (132Km)-(210km)	MoWT	630.0	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
186.	Upgrading of Kilak - Rhino Camp (Lamogi-Amuru Junction-Awee-Omee Rhino Camp) (100km)	MoWT	300.0	2029/30	2033/34	Project Idea
187.	Upgrading of Kamuli - Kaliro Namwiwa - Saaka– Paliisa (89km)	MoWT	267.0	2029/30	2033/34	Project Idea
188.	Upgrading of Soroti - Amuria – Abim (Arapai-Amuria-Obalanga-Alito) (76.7km)	MoWT	230.1	2029/30	2033/34	Project Idea
189.	Upgrading of Manibe-Ure Road (54km)	MoWT	162.0	2029/30	2033/34	Project Idea
190.	Upgrading of Sembabule - Matete – Mbirizi/Kyabakuza (66.5km)	MoWT	199.5	2029/30	2033/34	Project Idea
191.	Upgrading of Gulu - Patiko – Logere - Adee (57.5km)	MoWT	172.5	2029/30	2033/34	Project Idea
192.	Upgrading of Busowa - Lwanika - Wangulu - Nabukalu - Nkaiza - Kiseitaka - Iwemba - Buwuni – Katodha (84km)	MoWT	252.0	2029/30	2033/34	Project Idea
193.	Upgrading of Mitala – Maria - Bulo - Kakoma – Kabulasoke (51km)	MoWT	153.0	2029/30	2033/34	Project Idea
194.	Upgrading of Mityana-Busunju/Kapeeka (45km)	MoWT	135.0	2029/30	2033/34	Project Idea
195.	Upgrading of Kitenga – Masozi - Maddu (38.5km)	MoWT	115.5	2029/30	2033/34	Project Idea
196.	Upgrading of Lake George – Rwentale – Katwe – Katojo/ Kiburara – Kisinga – Kinyamaseke	MoWT	219.0	2029/30	2033/34	Project Idea
197.	Upgrading of Nsenyi Catholic church (73km)	MoWT	270.0	2029/30	2033/34	Project Idea
198.	Upgrading of Mayuge - Mbaale - Nakivumbi - Bugiri - Namayingo – Lugala (90km)	MoWT	270.6	2029/30	2033/34	Project Idea
199.	Upgrading of Chosan – Amudat - Lokitanyala (83.2km)	MoWT	249.6	2029/30	2033/34	Project Idea
200.	Upgrading of Namutumba - Bulange - Nabukalu - Bugiri - Muterere – Nankoma (60km)	MoWT	180.0	2029/30	2033/34	Project Idea
201.	Upgrading of (Buwuni - Kitodha) - Buwolya - Mayuge - Shanyonja - Buwemba - Mutumba - Bumeru landing site (45km)	MoWT	135.0	2029/30	2033/34	Project Idea
202.	Upgrading of Parombo–Nyaravur-Wadelai (62.8km)	MoWT	188.4	2029/30	2033/34	Project Idea
203.	Upgrading of Anaka-Amuru-Adjumani (175km)	MoWT	525.0	2029/30	2033/34	Project Idea
204.	Upgrading of Alokolum - Alero - Corner Nwoya (48km)	MoWT	144.0	2029/30	2033/34	Project Idea
205.	Upgrading of Koch Goma - Lii - Karuma – Minakulu (78km)	MoWT	234.0	2029/30	2033/34	Project Idea
206.	Upgrading of Awere - Puranga - Ognonyo – Arum (140km)	MoWT	420.0	2029/30	2033/34	Project Idea
207.	Upgrading of Corner Kilak – Adilang (68km)	MoWT	204.0	2029/30	2033/34	Project Idea
208.	Upgrading of Gulu - Bar-dege – Awe (34km)	MoWT	102.0	2029/30	2033/34	Project Idea
209.	Upgrading of Moroto road - Tochi - Atiang - Opit – Awo (94km)	MoWT	282.0	2029/30	2033/34	Project Idea
210.	Upgrading of Busukuma - Kabumba - Lugo - Buwambo - Kiryamuli road (140km)	MoWT	420.0	2029/30	2033/34	Project Idea
211.	Upgrading of Kiwenda - Nazalesi - Wamilongo - Bombo TC Road (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
212.	Upgrading of Busembatya - Kibale - Nangonde – Pallisa (66.8km)	MoWT	200.4	2029/30	2033/34	Project Idea
213.	Upgrading of Naluwerere - Bugayi – Muwayo (25km)	MoWT	75.0	2029/30	2033/34	Project Idea
214.	Upgrading of Mazuba/Namutumba - Ivukula - Bugodo - Kasokwe/Kaliro (30km)	MoWT	90.0	2029/30	2033/34	Project Idea
215.	Upgrading of Rukungiri - Mitano road (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
216.	Upgrading of Nyakagyeme - Kigaga - Birara (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
217.	Upgrading of Nyakagyeme - Kahoko - Birara/Rukungiri - Kagogo – Rusheshe (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
218.	Upgrading of Kyakasura - Kibira - Katunguru - Biheehe - Mbale - Mirongo (30.8km)	MoWT	92.4	2029/30	2033/34	Project Idea
219.	Upgrading of Kameme - Kihihi (20km)	MoWT	60.0	2029/30	2033/34	Project Idea
220.	Upgrading of Nshajare - Rubuguli road (through Rushanga/Nshongi Gorilla Zone) (10km)	MoWT	30.0	2029/30	2033/34	Project Idea
221.	Upgrading of Mupaka - Kamugumanyi - Kasharara – Mucha (35km)	MoWT	105.0	2029/30	2033/34	Project Idea
222.	Upgrading of Kanaba - Nyakalembe - Kabahunde - Mukungu - Rubuguli (30km)	MoWT	90.0	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
223.	Upgrading of Rubongi - Mulanda - Nabuyonga - Bubada - Busaba - Budumba – Namutumba (36.4km)	MoWT	109.2	2029/30	2033/34	Project Idea
224.	Upgrading of Rwenkunye – Masindi (41km)	MoWT	123.0	2029/30	2033/34	Project Idea
225.	Upgrading of Tororo - Morukatipe Prison (5km)	MoWT	15.0	2029/30	2033/34	Project Idea
226.	Upgrading of Nyakiraguju - Bugamba - Kitwe Road (52km)	MoWT	156.0	2029/30	2033/34	Project Idea
227.	Upgrading of Nyabikuku - Nyakariro - Rwakigaju (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
228.	Upgrading of Kagashe - Ikuniro - Kihanga – Rweburara (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
229.	Upgrading of Rusheshe - Kashenyi - Rwengiri (5.6km)	MoWT	16.8	2029/30	2033/34	Project Idea
230.	Upgrading of Ruhinda – Rwengiri (9.6km)	MoWT	28.8	2029/30	2033/34	Project Idea
231.	Upgrading of Burama – Ntungwa (5.4km)	MoWT	16.2	2029/30	2033/34	Project Idea
232.	Upgrading of Katobo - Bugangari - Bwambara – Rwenshama (56km)	MoWT	168.0	2029/30	2033/34	Project Idea
233.	Upgrading of Rwerere – Bugangari (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
234.	Upgrading of Mukunyu - Butiti - Mirongo - Kasunga (23.6km)	MoWT	70.8	2029/30	2033/34	Project Idea
235.	Upgrading of Nalweyo – Nkooko – Masonde/Kakumiro (97km)	MoWT	291.0	2029/30	2033/34	Project Idea
236.	Upgrading of Kanungu - Kambuga (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
237.	Upgrading of Nyakabande - Mutolere (5.6km)	MoWT	16.8	2029/30	2033/34	Project Idea
238.	Upgrading of Access to St. Kagwa Bushenyi (0.8km)	MoWT	2.4	2029/30	2033/34	Project Idea
239.	Upgrading of Nyenga - Buikwe (14.7km)	MoWT	44.1	2029/30	2033/34	Project Idea
240.	Upgrading of Kimaka army barracks (4.1km)	MoWT	12.3	2029/30	2033/34	Project Idea
241.	Upgrading of Railway Madigandhere - Walukuba (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
242.	Upgrading of Nagongera - Panuma (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
243.	Upgrading of Nagongera - Matawa - Nabuyonga (10km)	MoWT	30.0	2029/30	2033/34	Project Idea
244.	Upgrading of Nkooko – Bukuumi – Kakumiro (26.6km)	MoWT	79.8	2029/30	2033/34	Project Idea
245.	Upgrading of Rhino Camp - Wandi - Arua (63.4km)	MoWT	190.2	2029/30	2033/34	Project Idea
246.	Upgrading of Murora - Chahafi - Nyabihuniko - Mgahinga (22km)	MoWT	66.0	2029/30	2033/34	Project Idea
247.	Upgrading of Zirobwe - Kikyusa - Luweero (37km)	MoWT	111.0	2029/30	2033/34	Project Idea
248.	Upgrading of Pader – Kalongo - Paimol (45.9km)	MoWT	137.7	2029/30	2033/34	Project Idea
249.	Upgrading of Ruti – Mwizi - Kikagati (63.6km)	MoWT	190.0	2029/30	2033/34	Project Idea
250.	Upgrading of Kyamukonda – Kasozi - Ngoma (42km)	MoWT	126.0	2029/30	2033/34	Project Idea
251.	Upgrading of Ntandi – Kikyo - Harugale (23km)	MoWT	69.0	2029/30	2033/34	Project Idea
252.	Upgrading of Lira- Apala- Corner Adwari Road (45km)	MoWT	135.0	2029/30	2033/34	Project Idea
253.	Upgrade of Buyaga- Zema- Bumasobo Tourism Road (16km)	MoWT	48.0	2029/30	2033/34	Project Idea
254.	Upgrading of Kimuli- Tunyi-Buwakadala Tourism Road (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
255.	Upgrade Bulago-Nataba Tourism Road (12km)	MoWT	36.0	2029/30	2033/34	Project Idea
256.	Upgrading of Arua-Ondumparaka-Lia-Odramacaku Road (45km)	MoWT	135.0	2029/30	2033/34	Project Idea
257.	Upgrading of Madi-Okollo District Headquaters-Ocoko Trading centre Road (15km)	MoWT	45.0	2029/30	2033/34	Project Idea
258.	Upgrading of Kabingo-Nakivale-Rugaaga-Endinzi-to Kyotera (Rakai District to Mutukula Boarder (141km)	MoWT	423.0	2029/30	2033/34	Project Idea
259.	Upgrading of Gulu-Opit-Lalogi-Awere-Rackoko-Ki1ak-Patongo-Abim-Moroto Road (300km)	MoWT	900.0	2029/30	2033/34	Project Idea
260.	Upgrading of Kyamalemba-Kisiro-Tororo Road (35km)	MoWT	105.0	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
261.	Upgrading of Vurra customs-Lia Customs-Odrankuku-Ajirikolu-Lokiragodo Road (45km)	MoWT	135.0	2029/30	2033/34	Project Idea
262.	Upgrading of Kyabakuza-Kisaawa-Buwenda-Bukomansimbi Drstrict (40km)	MoWT	120.0	2029/30	2033/34	Project Idea
263.	Upgrading of Isingiro (District Headquarters)- Ngarama- Kasese- Bugango (30km)	MoWT	90.0	2029/30	2033/34	Project Idea
264.	Upgrading of Ntantamuki-Kamweema at the Tanzanian Boarder with Uganda (20km)	MoWT	60.0	2029/30	2033/34	Project Idea
265.	Upgrading of Buhoma-Nteko Tourism Road (l5km)	MoWT	45.0	2029/30	2033/34	Project Idea
266.	Upgrading of Kotido-Nakitongo- Kenya Road (29km)	MoWT	87.0	2029/30	2033/34	Project Idea
267.	Ferry from Iyingo-Pingire	MoWT	16.5	2029/30	2033/34	Project Idea
268.	Ferry from Amoratar-Dokolo-Kwania	MoWT	16.5	2029/30	2033/34	Project Idea
269.	Upgrading of Agwang-Okwang-Baralegi State Lodge Road (37km)	MoWT	111.0	2029/30	2033/34	Project Idea
270.	Upgrading of Agwata -Aduku Road (28km)	MoWT	84.0	2029/30	2033/34	Project Idea
271.	Upgrading of Nyeihanga–Karamurani–Bugamba–Kabuyanda Road (77km)	MoWT	231.0	2029/30	2033/34	Project Idea
272.	Upgrading of Karamurani–Kashekure–Ruti Road (30km)	MoWT	90.0	2029/30	2033/34	Project Idea
273.	Upgrading of Tororo College-Kwapa-Butiru-Manafwa Road (39kms)	MoWT	117.0	2029/30	2033/34	Project Idea
274.	Upgrading of Puranga-Acholibur/ Pajule - Pader dist. Headquarters (80km)	MoWT	240.0	2029/30	2033/34	Project Idea
275.	Upgrading of Kisule – Nakaseke - Kapeeka (34.1km)	MoWT	102.3	2029/30	2033/34	Project Idea
276.	Upgrading of Butalangu-Kapeeka-Singo Military Barracks/Mayanja – Kituuma (37km)	MoWT	111.0	2029/30	2033/34	Project Idea
277.	Upgrading of Malaba - Kwapa - Magodes road (16km)	MoWT	48.0	2029/30	2033/34	Project Idea
278.	Upgrading of Kyabakuza- Kiwangala- Ndagwe- Kawesi – Kyazanga Prison-Lyantonde (85km)	MoWT	255.0	2029/30	2033/34	Project Idea
279.	Upgrading of Kyazanga – Kyakabilizi – Lwebitakuli (25km)	MoWT	75.0	2029/30	2033/34	Project Idea
280.	Kampala – Bombo Expressway (32.3km) (PPP)	MoWT	193.8	2029/30	2033/34	Project Idea
281.	Upgrading of Iganga-Mayuge-Bwondha Road (62km)	MoWT	186.0	2029/30	2033/34	Project Idea
282.	Upgrading of Lira-Arua city – Manibe-Obongi – Ajumani-Elegu (569km)	MoWT	1,707.0	2029/30	2033/34	Project Idea
283.	Nyakairagunju-Rwoha-Rukoni (25km)	MoWT	75	2029/30	2033/34	Project Idea
284.	Mile 11-Nambogo-Iyolwa-Mulanda-Nangongera (28km)	MoWT	84.0	2029/30	2033/34	Project Idea
285.	Upgrading of Panyimur – Pakwach - Rhino Camp – Dufile Road (200km)	MoWT	600.0	2029/30	2033/34	Project Idea
286.	Upgrading of Kitgum - Olumu - Karenga - Kapedo - Kaabong (184km)	MoWT	552.0	2029/30	2033/34	Project Idea
287.	Upgrading of Muko - Katuna/ Muko - Kachwenkano road (105 km)	MoWT	395.3	2029/30	2033/34	Project Idea
288.	Kampala City Lighting and Infrastructure Improvement Project (KCLIIP)	KCCA	296.9	2029/30	2033/34	Project Idea
289.	Kampala City Drainage Improvement Project (KCDIP)	KCCA	560.0	2029/30	2033/34	Project Idea
290.	Kampala Elevated Highways Project (KEHP)	KCCA	934.0	2029/30	2033/34	Project Idea
291.	Kampala Infrastructure Improvement Project	KCCA	316.0	2029/30	2033/34	Project Idea
292.	BRT Project	KCCA	300.0	2029/30	2033/34	Project Idea
293.	Kampala City Roads and Rehabilitation Project Phase 2	KCCA	1,062.1	2029/30	2033/34	Project Idea
294.	Scaling up the Non-Motorised Transport in CBD	KCCA	200.0	2029/30	2033/34	Project Idea
295.	Kampala Urban Mobility Project	KCCA	247.4	2029/30	2033/34	Project Idea
296.	Signalization of Junctions in Kampala -Phase 2	KCCA	200.0	2029/30	2033/34	Project Idea
297.	GKMA- Urban Development Program Phase 2	KCCA	482.0	2029/30	2033/34	Project Idea
298.	The Fair Collection System for Public Transport in Kampala	KCCA	36.3	2029/30	2033/34	Project Idea
299.	The Light Rail Project	MoWT	1,751.7	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
300.	Development of 3 Lorry Parks and Parking Lots in the City	KCCA	10.4	2029/30	2033/34	Project Idea
301.	Revival of Packwach River Port	MoWT	6.6	2029/30	2033/34	Project Idea
302.	Itikirwa bridge (B760) along Adjumani – Sinyanya road	MoWT	7.2	2029/30	2033/34	Project Idea
303.	C558 along Adjumani – Sinyanya road	MoWT	7.8	2029/30	2033/34	Project Idea
304.	Patongo – Okee Bridge (C623) along Potong – Okee road PireJnLokwaramoe	MoWT	8.5	2029/30	2033/34	Project Idea
305.	Issa Bridge (B732) along Arua – Biliafe – Otrevu road	MoWT	6.1	2029/30	2033/34	Project Idea
306.	Nyara bridge (B733) along Arua – Biliafe – Otrevu road	MoWT	8.1	2029/30	2033/34	Project Idea
307.	Usu bridge (B349) along Arua – Biliafe – Otrevu road	MoWT	6.6	2029/30	2033/34	Project Idea
308.	C562 along along Inde – Ocoko road	MoWT	7.2	2029/30	2033/34	Project Idea
309.	C564 along Okollo – Inde road	MoWT	7.8	2029/30	2033/34	Project Idea
310.	Nahamya bridge (B362) along Nabiganda – Kaiti road	MoWT	8.5	2029/30	2033/34	Project Idea
311.	Awere bridge (B189) along Gulu – Opit – Rackoko road	MoWT	6.1	2029/30	2033/34	Project Idea
312.	Agagura bridge (B323) along Gulu – Logere – Adee road	MoWT	8.1	2029/30	2033/34	Project Idea
313.	Wambabya bridge (B274) along Buseruka – Kigorobya road	MoWT	6.6	2029/30	2033/34	Project Idea
314.	C159 along Muzizi – Buremba road	MoWT	7.2	2029/30	2033/34	Project Idea
315.	Mpanga bridge (B268) along Rwenjaza – Kabujogera road	MoWT	7.8	2029/30	2033/34	Project Idea
316.	Kabira bridge (B253) along Kithoma – Kiraro road	MoWT	8.5	2029/30	2033/34	Project Idea
317.	Okwora bridge (B326) along Padibe – Paloga road	MoWT	6.1	2029/30	2033/34	Project Idea
318.	C527 along Madi – Opei _ Agoro road	MoWT	8.1	2029/30	2033/34	Project Idea
319.	Omposo bridge (B333) along Moyo – Obongi road	MoWT	6.6	2029/30	2033/34	Project Idea
320.	Lajoro bridge (B215) along Angatun – Nabilatuk – Lokapel road	MoWT	7.2	2029/30	2033/34	Project Idea
321.	Katuugo bridge (C011) along Katuugo – Kinyogoga road	MoWT	7.8	2029/30	2033/34	Project Idea
322.	Lonene Bridge (B879) along Matany – Lokopo – Turtuko road	MoWT	8.5	2029/30	2033/34	Project Idea
323.	Katengure bridge (B079) along Kakukuru – Rubale road	MoWT	6.1	2029/30	2033/34	Project Idea
324.	C824 along Amuria – Obalanga road	MoWT	8.1	2029/30	2033/34	Project Idea
325.	Okole bridge (B752) along Aduku – Teboke – Loro road	MoWT	6.6	2029/30	2033/34	Project Idea
326.	Korubude bridge (B352) along Mulanda – Nagongera road	MoWT	7.2	2029/30	2033/34	Project Idea
327.	Kaminima bridge (B354) along Nagongera – Merikit road	MoWT	7.8	2029/30	2033/34	Project Idea
328.	Kamunima bridge (B355) along Nagongera – Merikit road	MoWT	8.5	2029/30	2033/34	Project Idea
329.	Adeyo bridge (B882) along Mulanda – Nagongera road	MoWT	6.1	2029/30	2033/34	Project Idea
330.	Osudan bridge	MoWT	8.1	2029/30	2033/34	Project Idea
331.	Tanda bridge	MoWT	6.6	2029/30	2033/34	Project Idea
332.	Airogo bridge	MoWT	7.2	2029/30	2033/34	Project Idea
333.	Bufumbula - Tajar bridge	MoWT	7.8	2029/30	2033/34	Project Idea
334.	Chemukun bridge	MoWT	8.5	2029/30	2033/34	Project Idea
335.	Kabunwa bridge	MoWT	6.1	2029/30	2033/34	Project Idea
336.	Bunyitsa bridge	MoWT	8.1	2029/30	2033/34	Project Idea
337.	Yende bridge	MoWT	6.6	2029/30	2033/34	Project Idea
338.	Mazimasa-Kanyenya bridge	MoWT	7.2	2029/30	2033/34	Project Idea
339.	Kayepe bridge	MoWT	7.8	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
340.	Alito, Agong and Achinga bridge	MoWT	8.5	2029/30	2033/34	Project Idea
341.	Buhadyo-Mukombe bridge	MoWT	6.1	2029/30	2033/34	Project Idea
342.	Atoot bridge	MoWT	8.1	2029/30	2033/34	Project Idea
343.	Kere bridge	MoWT	6.6	2029/30	2033/34	Project Idea
344.	Kiroba bridge	MoWT	7.2	2029/30	2033/34	Project Idea
345.	Bubwaya -Mangasa bridge	MoWT	7.8	2029/30	2033/34	Project Idea
346.	Nabukalisha Bridge bridge	MoWT	8.5	2029/30	2033/34	Project Idea
347.	Gishuli bridge	MoWT	6.1	2029/30	2033/34	Project Idea
348.	Bulagaye-Buhopa bridge	MoWT	8.1	2029/30	2033/34	Project Idea
349.	Kiwatsala Bridge bridge	MoWT	6.6	2029/30	2033/34	Project Idea
350.	Namakoko bridge	MoWT	7.2	2029/30	2033/34	Project Idea
351.	Kaboloi bridge	MoWT	7.8	2029/30	2033/34	Project Idea
352.	Bumasifwa bridge	MoWT	8.5	2029/30	2033/34	Project Idea
353.	Achuna bridge	MoWT	6.1	2029/30	2033/34	Project Idea
354.	Kagera bridge	MoWT	8.1	2029/30	2033/34	Project Idea
355.	Tongoi bridge	MoWT	6.6	2029/30	2033/34	Project Idea
356.	Ssefunzi bridge	MoWT	7.2	2029/30	2033/34	Project Idea
357.	Mutti- Gwa Kirevu bridge	MoWT	7.8	2029/30	2033/34	Project Idea
358.	Lwalebeleba bridge	MoWT	8.5	2029/30	2033/34	Project Idea
359.	Kyakasiki Kyakajja	MoWT	6.1	2029/30	2033/34	Project Idea
360.	Namirembe bridge	MoWT	8.1	2029/30	2033/34	Project Idea
361.	Namakandwa bridge	MoWT	6.6	2029/30	2033/34	Project Idea
362.	Kitumbi bridge	MoWT	7.2	2029/30	2033/34	Project Idea
363.	Kanangalo-Kitooke bridge	MoWT	7.8	2029/30	2033/34	Project Idea
364.	Mburabuzo bridge	MoWT	8.5	2029/30	2033/34	Project Idea
365.	Rwamaabale bridge	MoWT	6.1	2029/30	2033/34	Project Idea
366.	Kagera bridge	MoWT	8.1	2029/30	2033/34	Project Idea
367.	Kasoga bridge	MoWT	6.6	2029/30	2033/34	Project Idea
368.	Ddimo bridge	MoWT	7.2	2029/30	2033/34	Project Idea
369.	Malembo bridge	MoWT	7.8	2029/30	2033/34	Project Idea
370.	Paleurach bridge	MoWT	8.5	2029/30	2033/34	Project Idea
371.	Nyawa and Ovonso (Obongi Moyo Road) bridges	MoWT	6.1	2029/30	2033/34	Project Idea
372.	Maziba (Kabale) bridge	MoWT	8.1	2029/30	2033/34	Project Idea
373.	Awojja bridge	MoWT	6.6	2029/30	2033/34	Project Idea
374.	Lotome (Napak)	MoWT	7.2	2029/30	2033/34	Project Idea
375.	Koch (Keri Nyai Road connecting the districts of Koboko and Yumbe Districts	MoWT	7.8	2029/30	2033/34	Project Idea
376.	Barocok (Otuke) bridge	MoWT	8.5	2029/30	2033/34	Project Idea
377.	Nalwanza bridge	MoWT	6.1	2029/30	2033/34	Project Idea
378.	Kalupo bridge	MoWT	8.1	2029/30	2033/34	Project Idea
379.	Wandegeya-Kangalabe bridge	MoWT	6.6	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
380.	Cheborom/Sundet bridge	MoWT	7.2	2029/30	2033/34	Project Idea
381.	Yembek bridge	MoWT	7.8	2029/30	2033/34	Project Idea
382.	Getom bridge	MoWT	8.5	2029/30	2033/34	Project Idea
383.	Sundet bridge	MoWT	6.1	2029/30	2033/34	Project Idea
384.	Khamitsaru bridge	MoWT	8.1	2029/30	2033/34	Project Idea
385.	Tongoi bridge	MoWT	6.6	2029/30	2033/34	Project Idea
386.	Pakol-Pabbo bridge	MoWT	7.2	2029/30	2033/34	Project Idea
387.	Abalang bridge	MoWT	7.8	2029/30	2033/34	Project Idea
388.	PireJnLokwaramoe bridge	MoWT	8.5	2029/30	2033/34	Project Idea
389.	Limika bridge	MoWT	6.1	2029/30	2033/34	Project Idea
390.	Kiduduma Butologo bridge	MoWT	8.1	2029/30	2033/34	Project Idea
391.	Tokwe I bridge	MoWT	6.6	2029/30	2033/34	Project Idea
392.	Kaijengye bridge	MoWT	7.2	2029/30	2033/34	Project Idea
393.	Kishuro bridge	MoWT	7.8	2029/30	2033/34	Project Idea
394.	Kiyanja bridge	MoWT	8.5	2029/30	2033/34	Project Idea
395.	Nyabutegure bridge	MoWT	6.1	2029/30	2033/34	Project Idea
396.	Buzinda Bridge bridge	MoWT	8.1	2029/30	2033/34	Project Idea
397.	Kitaraka bridge	MoWT	6.6	2029/30	2033/34	Project Idea
398.	Kyoonyo bridge	MoWT	7.2	2029/30	2033/34	Project Idea
399.	Tokwe II bridge	MoWT	7.8	2029/30	2033/34	Project Idea
400.	Nyanga bridge	MoWT	8.5	2029/30	2033/34	Project Idea
401.	Mukokye bridge	MoWT	6.1	2029/30	2033/34	Project Idea
402.	Bukwali bridge	MoWT	8.1	2029/30	2033/34	Project Idea
403.	Burora-Wilagazi bridge	MoWT	6.6	2029/30	2033/34	Project Idea
404.	Nguse bridge	MoWT	7.2	2029/30	2033/34	Project Idea
405.	Kambuga bridge	MoWT	7.8	2029/30	2033/34	Project Idea
406.	Nyamirama bridge	MoWT	8.5	2029/30	2033/34	Project Idea
407.	Kyabayenze bridge	MoWT	6.1	2029/30	2033/34	Project Idea
408.	Isango bridge	MoWT	8.1	2029/30	2033/34	Project Idea
409.	Rushango bridge	MoWT	6.6	2029/30	2033/34	Project Idea
410.	Ekikinga bridge	MoWT	7.2	2029/30	2033/34	Project Idea
411.	Wambabya bridge	MoWT	7.8	2029/30	2033/34	Project Idea
412.	Kanyamateke bridge	MoWT	8.5	2029/30	2033/34	Project Idea
413.	Kafuro bridge	MoWT	6.1	2029/30	2033/34	Project Idea
414.	Kahombo bridge	MoWT	8.1	2029/30	2033/34	Project Idea
415.	Kafu bridge	MoWT	6.6	2029/30	2033/34	Project Idea
416.	Kanyaitete bridge	MoWT	7.2	2029/30	2033/34	Project Idea
417.	Katete bridge	MoWT	7.8	2029/30	2033/34	Project Idea
418.	Ncwera bridge	MoWT	8.5	2029/30	2033/34	Project Idea
419.	Humira bridge	MoWT	6.1	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
420.	Kirama bridge	MoWT	8.1	2029/30	2033/34	Project Idea
421.	Omurwega bridge	MoWT	6.6	2029/30	2033/34	Project Idea
422.	Hamurwa bridge	MoWT	7.2	2029/30	2033/34	Project Idea
423.	Burambira bridge	MoWT	7.8	2029/30	2033/34	Project Idea
424.	Rubanga bridge	MoWT	8.5	2029/30	2033/34	Project Idea
425.	Oliji bridge	MoWT	6.1	2029/30	2033/34	Project Idea
426.	AcogoGwa bridge	MoWT	8.1	2029/30	2033/34	Project Idea
427.	Ayumo bridge	MoWT	6.6	2029/30	2033/34	Project Idea
428.	Lomana Kalale bridge	MoWT	7.2	2029/30	2033/34	Project Idea
429.	Esii bridge	MoWT	7.8	2029/30	2033/34	Project Idea
430.	Rego Rego bridge	MoWT	8.5	2029/30	2033/34	Project Idea
431.	Amodo bridge	MoWT	6.1	2029/30	2033/34	Project Idea
432.	Loptuk bridge	MoWT	8.1	2029/30	2033/34	Project Idea
433.	Bola bridge	MoWT	6.6	2029/30	2033/34	Project Idea
434.	Okidi bridge	MoWT	7.2	2029/30	2033/34	Project Idea
435.	Apa bridge	MoWT	7.8	2029/30	2033/34	Project Idea
436.	Aleka bridge	MoWT	8.5	2029/30	2033/34	Project Idea
437.	Linya bridge	MoWT	6.1	2029/30	2033/34	Project Idea
438.	Endebu bridge	MoWT	8.1	2029/30	2033/34	Project Idea
439.	MoigaLii-Border Market bridge	MoWT	6.6	2029/30	2033/34	Project Idea
440.	Odravu-Nyoro PS bridge	MoWT	7.2	2029/30	2033/34	Project Idea
441.	Lobobore bridge	MoWT	7.8	2029/30	2033/34	Project Idea
442.	Moroto IK bridge	MoWT	8.5	2029/30	2033/34	Project Idea
443.	Kamothing bridge	MoWT	6.1	2029/30	2033/34	Project Idea
444.	Kangole bridge	MoWT	8.1	2029/30	2033/34	Project Idea
445.	Kibira bridge	MoWT	6.6	2029/30	2033/34	Project Idea
446.	Aswa/ Delight Farm bridge	MoWT	7.2	2029/30	2033/34	Project Idea
447.	Adyeri bridge	MoWT	7.8	2029/30	2033/34	Project Idea
448.	Kaya-Mortar bridge	MoWT	8.5	2029/30	2033/34	Project Idea
449.	Nyagak Pa Riku bridge	MoWT	6.1	2029/30	2033/34	Project Idea
450.	Nakadidir-Lukolwe bridge	MoWT	8.1	2029/30	2033/34	Project Idea
451.	Kakono-Rugogo bridge	MoWT	6.6	2029/30	2033/34	Project Idea
452.	Nyamunengo bridge	MoWT	7.2	2029/30	2033/34	Project Idea
453.	Kagari bridge	MoWT	7.8	2029/30	2033/34	Project Idea
454.	Napienanyia bridge	MoWT	8.5	2029/30	2033/34	Project Idea
455.	Onvoso (Obongi Moyo Road) bridge	MoWT	6.1	2029/30	2033/34	Project Idea
456.	Katonga bridge, Kalandazi & Lwera Swamps bridge	MoWT	161	2029/30	2033/34	Project Idea
457.	Mangoloi Apolon (Kotido) bridge	MoWT	6.6	2029/30	2033/34	Project Idea
458.	Ishasha bridge	MoWT	45	2029/30	2033/34	Project Idea
459.	Rubongi bridge	MoWT	8.2	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
	SUSTAINABLE ENERGY DEVELOPMENT					
	Ongoing					
1.	Electricity Access Scale Up Project	MEMD	1,429.3	2022/23	2027/28	Ongoing
2.	Clean Energy Access Project	MEMD	74.5	2025/26	2027/28	Ongoing
3.	Energy and Minerals land Acquisition and Infrastructure Studies Project	MEMD	881.1	2025/26	2029/30	Ongoing
4.	Karuma Hydroelectricity Power Project	MEMD	5,400	2011/12	2025/26	Ongoing
5.	Strengthening the National Regulatory Infrastructure for Radiation Safety and Nuclear Security	MEMD	185.1	2024/25	2027/28	Ongoing
6.	Construction of 400kv Karuma-Tororo Transmission Line and 132kv Ntinda Substation	MEMD	1,130	2024/25	2028/29	Ongoing
7.	Rural Electrification and Connectivity Project	MEMD	2,232	2024/25	2028/29	Ongoing
8.	Kampala Metropolitan Transmission System Improvement Project	MEMD	450.0	2017/18	2027/28	Ongoing
9.	Airborne Geophysical Surveys and Geological Mapping of Karamoja Region	MEMD	92	2029/20	2024/25	Ongoing
10.	Bridging the Demand Supply Gap through the Accelerated Rural Electrification Programme	MEMD	837	2018/19	2024/25	Ongoing
11.	Electricity Access Scale-up Project	MEMD	2,000.0	2022/23	2026/27	Ongoing
12.	Power Supply to industrial parks and Power Transmission Line Extension	MEMD	911.0	2020/21	2025/26	Ongoing
	Pipeline					
13.	Hoima - Kinyara – Kafu 220kv Transmission Line and Associated Substations Project	MEMD	528.19	2025/26	2029/30	Feasibility
14.	GET Access Uganda Mini-Grid Systems Project (PPP)	MEMD	236.8	2025/26	2029/30	Feasibility
15.	Mirama- Kikagati- Nsongezi 132kv Transmission Line and Associated Substations	MEMD	162.2	2025/26	2029/30	Pre-Feasibility
16.	132kv Mbale – Bulambuli – Kween Transmission Line and Associated Substations Construction Project	MEMD	309.6	2025/26	2029/30	Pre-Feasibility
17.	Kiba HPP	MEMD	8,103.0	2025/26	2039/40	Feasibility
18.	Oriang HPP	MEMD	6,275.2	2025/26	2039/40	Feasibility
19.	Ayago HPP	MEMD	5,790.5	2025/26	2039/40	Feasibility
20.	Nuclear Energy Plant	MEMD	137,188.9	2025/26	2039/40	Feasibility
21.	Centre for Nuclear Science and Technology Project	MEMD	812.8	2025/26	2029/30	Pre-feasibility
22.	Electrification of Industrial Parks and Free Trade Zones (Power supply to industrial parks and power transmission line extension projects to Kapeeka, Mbale, Sukulu, Wobulenzi, Kaweeweta, and Nakasongola)	MEMD	617.0	2025/26	2029/30	Pre-feasibility
23.	Masaka-Mwanza 400kv Transmission Line Project and Associated Substations (Uganda Part)	MEMD	168.5	2025/26	2029/30	Profile
24.	Olwiyo – Nimule (Uganda) –Juba (Sudan) 400kv Transmission Line Project	MEMD	541.8	2025/26	2029/30	Profile
25.	Rehabilitation And Optimisation of Nalubaale and Kiira (380 Mw) Hydro Power Plants	MEMD	908.26	2025/26	2029/30	Pre-Feasibility
26.	Promotion of Wind Energy Resources in Uganda	MEMD	22.51	2025/26	2029/30	Profile
27.	Uganda Geothermal Energy Resources Development Project -Phase II	MEMD	249.59	2025/26	2029/30	Proposal
28.	Nkenda (Uganda) – Beni – Bunia (D.R. Congo) 220kv Transmission Line Project and Associated Substations	MEMD	106.4	2025/26	2029/30	Concept

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
29.	Upgrade of Mutundwe – Buloba – Kabulasoke – Masaka and Kabulasoke – Nkonge – Rugonjo – Nkenda 132kv Transmission Line and Associated Substation Works	MEMD	819.74	2025/26	2029/30	Concept
30.	Kikagati Nsongezi Transmission Line	MEMD	131.0	2025/26	2029/30	Concept
31.	Sustainable Biofuels Infrastructure Development Project (SubID)	MEMD	1,110.4	2025/26	2029/30	Feasibility
32.	Supply Solar Powered Grid to Bussi Island (PPP)	MEMD	9.1	2025/26	2029/30	Feasibility
33.	Buyiga Solar Grid Project (PPP)	MEMD	3.2	2025/26	2029/30	Feasibility
34.	Goma on Grid Electrification project (PPP)	MEMD	24.8	2025/26	2029/30	Feasibility
35.	Katikolo Electrification Project (KEP) (PPP)	MEMD	4.7	2025/26	2025/26	Feasibility
36.	Kome Solar Powered Grid Project (PPP)	MEMD	8.9	2025/26	2025/26	Procurement
37.	Lira Solar Park (PPP)	MEMD	232.59	2025/26	2025/26	Concept
38.	Oyam Solar Park (PPP)	MEMD	17.89	2025/26	2025/26	Concept
	Project Idea					
39.	Support to Local Content Development for Oil and Gas Industry Project	MEMD	47.2	2029/30	2033/34	Project idea
40.	Terminal in Tororo for the Eldoret- Tororo- Kampala oil pipeline Project	MEMD	2,679.5	2029/30	2033/34	Project idea
41.	Petrochemical industries	MEMD	3,705	2029/30	2033/34	Project idea
	DIGITAL TRANSFORMATION					
	Ongoing					
1.	Government Network (GOVNET) Project	NITA-U	887.9	2020/21	2027/28	Ongoing
2.	Uganda Digital Acceleration Program	MoICT-NG	735.9	2020/21	2029/30	Ongoing
	Pipeline					
3.	Broadband Over Powerline for last mile Internet connectivity	MoICT&NG	186.2	2025/26	2029/30	Concept
4.	National Postcode and Addressing Geographic Information System (GIS)	MoICT&NG	47.6	2025/26	2029/30	Concept
5.	Interconnection and Digitization Programme for Pwd (IDPP)	MoICT&NG	23.8	2025/26	2029/30	Concept
6.	ICT – Business Process Outsourcing Park (PPP)	MoICT&NG	553.38	2025/26	2029/30	Procurement
	SUSTAINABLE URBANIZATION AND HOUSING					
	Ongoing					
1.	GKMA Urban Development Project	MoKCC&MA	484.0	2023/24	2027/28	Ongoing
2.	Land Economic Competitiveness Project	MoLHUD	116.3	2024/25	2028/29	Ongoing
	Pipeline					
3.	Uganda Cities and Municipalities Infrastructure Development Project (UCMID)	MoLHUD	2,797.0	2025/26	2029/30	Project Proposal
4.	Infrastructure Corridor Development Project	MoLHUD	184.3	2025/26	2029/30	Profile
5.	Enhancing Access to Decent Affordable Housing Project	MoLHUD	854.2	2025/26	2029/30	Profile
6.	Secondary Cities Infrastructure Development Project	MoLHUD	190.78	2025/26	2029/30	Profile
7.	Land Valuation Infrastructure Development Project	MoLHUD	40.7	2025/26	2029/30	Pre-Feasibility
8.	Waste Management for GKMA (Waste-to-energy Plant)	MoLHUD	444.9	2025/26	2029/30	Concept
	Project Idea					
9.	Kampala Sustainable Human settlement and Slum transformation / Upgrading	KCCA	70.0	2029/30	2033/34	Project idea
10.	Development of Detailed Neighborhood plans	KCCA	40.0	2029/30	2033/34	Project idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
	HUMAN CAPITAL DEVELOPMENT					
	Ongoing					
1.	Development and Expansion of Health Training Institutions	MoES	187.4	2023/24	2027/28	Ongoing
2.	GAVI Vaccines and Health Sector Development Plan Support	MoH	152.0	2017/18	2027/28	Ongoing
3.	Global Fund for AIDS, TB and Malaria	MoH	209.0	2010/11	2026/27	Ongoing
4.	ADB Support to UCI	UCI	118.0	2015/16	2025/26	Ongoing
5.	Uganda Business and Technical Examinations Board Infrastructure Development Project	UBTEB	56.2	2023/24	2025/26	Ongoing
6.	Gulu University Infrastructure Development Project Phase II	Gulu University	118.5	2023/24	2027/28	Ongoing
7.	Kampala Water- Lake Victoria Water & Sanitation project	MWE	12.2	2011/12	2027/28	Ongoing
8.	Establishment of Regional Oncology and Diagonistic Centers in Arua, Mbale and Mbarara	UCI	245.5	2024/25	2028/29	Ongoing
9.	Kyambogo University Infrastructure Project II	Kyambogo University	271.1	2024/25	2028/29	Ongoing
10.	Makerere University Business School Infrastructure Development Project	MUBS	77.6	2024/25	2028/29	Ongoing
11.	Water and Sanitation Development Facility-South West-Phase II	MWE	242.7	2019/20	2025/26	Ongoing
12.	Strengthening Water Utilities Regulation Project	MWE	56.0	2020/21	2025/26	Ongoing
13.	Water and Sanitation Development Facility Karamoja	MWE	25.4	2022/23	2026/27	Ongoing
14.	Uganda Heart Institute Infrastructure Development Project	UHI	270.1	2019/20	2026/27	Ongoing
15.	Uganda Covid-19 Response and Emergency Preparedness Project (UCREPP)	MoH	713.4	2022/23	2026/27	Ongoing
16.	Enhancing Growth and Productivity Opportunities for Women Enterprises	MoGLSD	75.0	2022/23	2026/27	Ongoing
17.	Uganda Secondary Education Expansion Project	MoES	648.0	2020/21	2025/26	Ongoing
18.	Rehabilitation and Construction of General Hospitals	MoH	616.9	2012/13	2025/26	Ongoing
19.	Business, technical and Vocational Education & Training (BTVET) Support (Project Phase III)	MoES	56.2	2023/24	2027/28	Ongoing
20.	Uganda Learning Acceleration Program (ULEARN)	MoES	1,478.0	2024/25	2028/29	Ongoing
21.	Skills Development for Higher Medical and Health Science Project	MoH	21.7	2024/25	2026/27	Ongoing
22.	Strategic Towns Water Supply and Sanitation Project	MoWE	146.2	2024/25	2028/29	Ongoing
23.	Improving the Healthcare Service delivery in Uganda through automation and capacity building	Mulago Hospital Complex	33.4	2024/25	2027/28	Ongoing
24.	Establishment of Two (02) International stadia (Hoima and Akibua) and Refurbishment of Namboole International stadia	MoES	3,861	2024/25	2027/28	Ongoing
25.	Water Supply and Sanitation for Institutions Project	MWE	766.5	2023/24	2028/29	Ongoing
26.	Italian Support to Karamoja Infrastructure Development Project (Phase II)	MoH	44.9	2020/21	2028/29	Ongoing
	Pipeline					
27.	Digitalizing of Health Information in the Ugandan Health Sector	MoH	109.07	2025/26	2029/30	Proposal
28.	Infrastructure Expansion at the Makerere University College of Business and Management Sciences	Makerere University	96.5	2025/26	2029/30	Project Proposal
29.	Strengthening Health Systems for Primary Health Care	MoH	740.0	2025/26	2029/30	Feasibility
30.	Mountains of the Moon University (MMU) Infrastructure Development	Mountains of the Moon University	164.53	2025/26	2029/30	Feasibility
31.	Soroti University Infrastructure Development Project II	Soroti University	168.8	2025/26	2029/30	Feasibility
32.	Kabale University Infrastructure Development Project	Kabale University	78.8	2025/26	2029/30	Feasibility

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
33.	MUBS Infrastructure Development	MUBS	77.6	2025/26	2029/30	Feasibility
34.	Trans-Boundary Water Resource Management Programme	MWE	93.24	2025/26	2029/30	Feasibility
35.	Mbarara University Infrastructure Development	Mbarara University	77.0	2025/26	2029/30	Feasibility
36.	Uganda Cancer Institute Project II	UCI	121.12	2025/26	2029/30	Feasibility
37.	Reconstruction of Grade A and inpatient Block of Grade B at Entebbe RRH	Entebbe RRH	781.8	2025/26	2029/30	Feasibility
38.	Expansion of Kawempe National Referral Hospital	Kawempe National Referral Hospital	10.0	2025/26	2029/30	Feasibility
39.	Climate-smart Water and Sanitation Investment Project (CWIP)	MWE	818.2	2025/26	2029/30	Pre-feasibility
40.	Development Of Primary Schools Project	MoES	225.89	2025/26	2029/30	Pre-feasibility
41.	The Uganda Smart Education project	MoES	78.7	2025/26	2029/30	Pre-feasibility
42.	Uganda Learning Acceleration Program	MoES	1,478.0	2025/26	2029/30	Pre-feasibility
43.	Virtual Learn System for Primary and Secondary Schools in Uganda	NCDC	176.4	2025/26	2029/30	Pre-feasibility
44.	Construction and Equipping of Work Based Learning Centers for National Apprenticeships	MoGLSD	90.8	2025/26	2029/30	Pre-feasibility
45.	Uganda National Examinations Board Infrastructure Development project II	UNEB	131.0	2025/26	2029/30	Pre-feasibility
46.	Development and Improvement of Special Needs Education II	MoES	48.5	2025/26	2029/30	Pre-feasibility
47.	Uganda Green Incubation Project - (UGIP)	MoGLSD	186.0	2025/26	2029/30	Pre-feasibility
48.	Construction and Equipping of Jinja Regional Blood Bank (KOICA)	UBTS	26.4	2025/26	2029/30	Pre-feasibility
49.	Establishment of Primary Schools in 1818 Parishes	MoH	1,473.2	2025/26	2029/30	Profile
50.	Uganda Essential Health Services Improvement Project (UEHSIP)	MoH	1124.0	2025/26	2029/30	Profile
51.	Water Supply and Sanitation Program Phase III	MWE	351.5	2025/26	2029/30	Profile
52.	Re-Development of Lugogo Sports Complex	National Council of Sports	401.1	2025/26	2029/30	Profile
53.	Water and Sanitation Infrastructure Resilience Project	MWE	304.2	2025/26	2029/30	Profile
54.	National Council for Higher Education Infrastructural Development Project	NCHE	23.3	2025/26	2029/30	Profile
55.	Support to Higher Education, Science and Technology (HEST II) Project	MoES	953.1	2025/26	2029/30	Profile
56.	Makerere University Infrastructure Development Project	Makerere University	170.9	2025/26	2029/30	Profile
57.	Makerere University Lung Institute Expansion Project (MEP)	Makerere University	44.3	2025/26	2029/30	Profile
58.	Readiness Support to Social Development Institutions (RESUSODI)	MoGLSD	362.2	2025/26	2029/30	Profile
59.	Rehabilitation of Regional Referral Hospitals	MoH	130.0	2025/26	2029/30	Concept
60.	One-Stop Center State of the Art Production Facility (Culture and Creative Arts)	MoGLSD	183.9	2025/26	2029/30	Concept
61.	Construction of New Health Units in 132 Sub-counties, Town Councils and Divisions	MoH	66.0	2025/26	2029/30	Concept
62.	Secondary Schools Project for Sub-counties without	MoES	581.4	2025/26	2029/30	Concept
63.	Mid-Western Urban Water and Sanitation Project (MUWSP)	MWE	861.7	2025/26	2029/30	Concept
64.	Construction and Equipping of Regional Blood banks at Mubende & Lira	UBTS	53.4	2025/26	2029/30	Concept
65.	The Africa Higher Education Centers of Excellence Impact Phase, Uganda	MoES	283.9	2025/26	2029/30	Concept

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
66.	Completion of Mulago National Specialized Hospital	Mulago National Specialized Hospital	25.0	2025/26	2029/30	Concept
67.	Construction of Soroti University INN Project (SUIP)	Soroti University	17.4	2025/26	2029/30	Concept
68.	Construction of Regional Medical Laboratories (Jinja, Gulu, Kabale, Hoima, Masaka & Soroti)	MoH	30.5	2025/26	2029/30	Concept
69.	Provision of Infrastructure Development to Kabale University Phase 1	Kabale University	28.0	2025/26	2029/30	Concept
70.	Establishment, Expansion and Rehabilitation of HC IIIs across Uganda	MoH	785.3	2025/26	2029/30	Concept
71.	Support for Integrated Community Learning for Wealth Creation (SUICOLEW)	MoGLSD	85.04	2025/26	2029/30	Feasibility
72.	Establishment of National Medical Equipment Service Centre	MoH	37.8	2025/26	2029/30	Concept
73.	Entebbe Regional Referral Hospital Infrastructure Development Project	Entebbe RRH	781.8	2025/26	2029/30	Pre-Feasibility
74.	Rehabilitation, Expansion and Equipping of Bugiri General Hospital	MoH	81.8	2025/26	2029/30	Profile
75.	Kyambogo University Students Accommodation (PPP)	Kyambogo University	169.7	2025/26	2029/30	Procurement
76.	Kyambogo University Business Centre (PPP)	Kyambogo University	50.89	2025/26	2029/30	Procurement
77.	Kyambogo University Sports Complex PPP)	Kyambogo University	58.67	2025/26	2029/30	Procurement
78.	Busitema university Multi-Purpose Business complex (PPP)	Busitema University	5.0	2025/26	2029/30	Procurement
79.	A Multi-purpose Resource Centre in Arua city (PPP)	LG	5.5	2025/26	2029/30	Procurement
80.	Sports Centre (sports arena) at Namate / works playground, Entebbe Municipality (PPP)	LG	5.5	2025/26	2029/30	Concept
81.	Mbale City Stadium Redevelopment Project (PPP)	LG	40.2	2025/26	2029/30	Concept
82.	Soroti University Students and Staff Accommodation Project (PPP)	Soroti University	142.5	2025/26	2029/30	Procurement
83.	Redevelopment of Uganda National Cultural Centre Properties UNCC (PPP)	MoGLSD	635.1	2025/26	2029/30	Procurement
84.	Construction of Student/Staff Accommodation facilities and a Cultural and Tourism Centre for Mountains of the Moon University (PPP)	Mountains of the Moon University	82.0	2025/26	2029/30	Procurement
85.	Students Accommodation Project at Makerere University Business School (PPP)	MUBS	221.4	2025/26	2029/30	Procurement
86.	Building Rehabilitation Centers	KCCA	10.0	2025/26	2029/30	Concept
87.	Upgrade Kisenyi HCIV and Kawaala HCIV to City Community Hospitals	KCCA	35.0	2026/27	2028/29	Concept
88.	Kampala City Schools Infrastructure Improvement Project (KaCSIIP)	KCCA	50.0	2025/26	2029/30	Concept
89.	Strengthen Public Employment services for effective Labour market transformation	KCCA	15.0	2025/26	2027/28	Concept
90.	Capacity enhancement for planning and monitoring to end child marriages and teen pregnancies	NPA	60.5	2025/26	2029/30	Concept
91.	Emergency Medical Services Acceleration Project	MoH	130.9	2025/26	2027/28	Pre-Feasibility
92.	Establish a centre of excellence in Neonatal and Child health care at Jinja RRH	MoH	28.5	2025/26	2029/30	Concept
93.	Functionalise specialised Neonatal Units in Regional Referral Hospitals	MoH	85.0	2025/26	2029/30	Concept
	Project Ideas					
94.	Mt. Moroto University	MoES	183.4	2029/30	2033/34	Project Idea

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
95.	Establishment of Fifteen (15) national stadia (Arua, Moroto, Soroti, Mbale, Tororo, Iganga, Jinja, Lugazi, Luwero, Masaka, Mbarara, Ntungamo, Kabale, Kasese and Fortportal)	MoES	2,758	2029/30	2033/34	Project Idea
96.	Ten KCCA artificial surface grounds (Rubaga, Kawempe, Makindye, Nakawa and Central divisions)	MoES	1,824	2029/30	2033/34	Project Idea
97.	Establishment of Four (04) Regional Sports Stadia and Fourteen (14) District Sports Grounds in the Traditional Sub Regions of Uganda	MoES	44.61	2029/30	2033/34	Project Idea
98.	Basic Requirements and Minimum Standards (BRMS) for primary and secondary education institutions	MoES	1.3	2025/26	2033/34	Project Idea
	REGIONAL DEVELOPMENT					
	Ongoing					
1.	Local Economic Growth Support	MoLG	186.5	2018/19	2025/26	Ongoing
2.	Local Climate Adaptive Capacity (LoCAL)	MoLG	21.8	2024/25	2025/26	Ongoing
3.	Northern Uganda Action Fund 4	OPM	912.5	2023/24	2027/28	Ongoing
4.	Markets and Agricultural Trade Improvement Programme	MoLG	332.0	2024/25	2028/29	Ongoing
5.	Rural Development and Food Security in Northern Uganda	MoLG	123.0	2021/22	2025/26	Ongoing
6.	Markets and Agricultural Trade Improvement Project 3 (MATIP 3)	MoLG	185.1	2024/25	2028/29	Ongoing
	Pipeline					
7.	Dryland Integrated Development Project Phase II (DIDP II)	OPM	204.43	2025/26	2029/30	Profile
8.	Support to Sustainable Development Initiatives for the Luwero Rwenzori Region	OPM	27.6	2025/26	2029/30	Profile
9.	Support to Bunyoro Development - Phase II	OPM	19.3	2023/24	2029/30	Profile
10.	Institutional Support to LGFC	LGFC	7.0	2025/26	2029/30	Profile
	GOVERNANCE AND SECURITY					
	Ongoing					
1.	Enhancing Prosecution for all (EPSFA)	DPP	47.3	2017/18	2025/26	Ongoing
2.	Revitalisation of Prison Industries	UPS	32.7	2017/18	2025/26	Ongoing
3.	Enhancement of Prisons Production Systems and Value Addition Project	UPS	284.5	2024/25	2028/29	Ongoing
4.	Construction of the Institute for Security and Strategic Studies- Uganda Infrastructure Devt Project	ISO	123.9	2023/24	2027/28	Ongoing
5.	Construction of the IGG Head Office Building Project	IG	107.9	2017/18	2025/26	Ongoing
6.	Construction of the JLOS House	MoJCA	256.4	2015/16	27/2028	Ongoing
7.	UPDF Peacekeeping Mission in Somalia (AMISOM)	MoDVA	2,629.8	2015/16	25/2026	Ongoing
8.	Law Development Center Infrastructure Development Project	LDC	63.9	2024/25	2028/29	Ongoing
9.	Construction of new External Security Organisation (ESO) Headquarters	ESO	77.1	2024/25	2028/29	Ongoing
	Pipeline					
10.	Establishment of a Police General Hospital	UPF	152.6	2025/26	2029/30	Profile
11.	National Technological Demonstration Center	State House	289.63	2025/26	2029/30	Profile
12.	Law Development Center Infrastructure Development Project	LDC	98.3	2025/26	2029/30	Project Proposal
13.	Construction of a 20MWNakasongola Solar Power PV Power Plant	MoDVA	84.10	2025/26	2029/30	Pre-Feasibility

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
14.	Police Training School and Colleges Infrastructure Project	UPF	126.77	2025/26	2029/30	Profile
15.	Automation of Immigration and Citizenship Control Services	NCIC	133.1	2025/26	2029/30	Pre-Feasibility
16.	Access to Justice Systems Strengthening Project (AJSSP)	MoJCA	523.2	2025/26	2029/30	Profile
17.	Strengthening the Capacity of Fire Prevention and Rescue Services in Uganda	UPF	1,883	2025/26	2029/30	Profile
18.	Police Accommodation Project	UPF	3,515	2025/26	2029/30	Profile
19.	Project concept for Infrastructure Development of Missions Abroad	MoFA	231.8	2025/26	2029/30	Profile
20.	Electronic Policing Information System (ePIS) Project	UPF	182.79	2025/26	2029/30	Pre-Feasibility
21.	Mass Enrollment and Renewal of National IDs	NIRA	563.4	2025/26	2029/30	Pre-Feasibility
22.	Prisons Infrastructure Upgrade and Development project- Phase I	UPS	388.8	2025/26	2029/30	Feasibility
23.	Construction and Equipping Medical Supplies at Kitante Medical Centre	ISO	3.8	2025/26	2029/30	Feasibility
24.	Construction of the New Internal Security Organization (ISO) Headquarters in Entebbe	ISO	23.28	2025/26	2029/30	Feasibility
25.	Housing Units for Uganda Police Force, Uganda Prison Service, and the Directorate of Citizenship and Immigration (PPP)	UPF	4,300	2025/26	2027/28	Procurement
	ADMINISTRATION OF JUSTICE					
	Ongoing					
1.	Construction of the Supreme Court and Court of Appeal Buildings	Judiciary	159.2	2019/20	2025/26	Ongoing
	Pipeline					
2.	Improving Access to Labour Justice	MoGLSD	109.4	2025/26	2029/30	Pre-Feasibility
	LEGISLATION, OVERSIGHT AND REPRESENTATION					
	Ongoing					
1.	Rehabilitation of Parliament	Parliament	350.91	2017/18	2025/26	Ongoing
2.	Completion of new Chambers for Parliament	Parliament	190.5	2025/26	2029/30	Ongoing
	DEVELOPMENT PLAN IMPLEMENTATION					
	Ongoing					
1.	Support to National Authorising Officer	MoFPED	6.5	2015/16	2025/26	Ongoing
2.	Construction and Equipping of the Planning House	NPA	143.7	2024/25	2029/30	Ongoing
3.	Development of the IRAS	KCCA	20.0	2025/26	2026/27	Ongoing
4.	Program on Integrated Local Finances for sustainable urban development (PIFUD) 2	KCCA	20.0	2025/26	2028/29	Ongoing
	Pipeline					
5.	Construction of Office Accommodation for URA Stations	URA	61.75	2025/26	2027/28	Proposal
6.	Statistics House Entebbe	UBOS	110.3	2025/26	2029/30	Pre-Feasibility
7.	The Second Resource Enhancement and Accountability Programme (REAPII)	MoFPED	456.6	2025/26	2029/30	Concept
	INNOVATION, TECHNOLOGY DEVELOPMENT AND TRANSFER					
	Ongoing					
1.	Biosciences Park (Pathogen Economy)	STI-OP	365.7	2020/21	2029/30	Ongoing
2.	Mobility Industrial and Technology Park	STI-OP	2,078.6	2020/21	2029/30	Ongoing
3.	1 Agro-Industrial Parks (Pathogen Economy)	STI-OP	100.0	2020/21	2029/30	Ongoing
4.	Kiira Motors Vehicle Plant	STI-OP	524.0	2020/21	2029/30	Ongoing

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV
	Pipeline					
5.	UVRI Infrastructural Development Project	UVRI	52.1	2025/26	2029/30	Pre-feasibility
6.	Technology and Business Incubators development project (TBI)	STI-OP	440.0	2025/26	2029/30	Profile
7.	The Shea Industrial Development Project	STI-OP	189.5	2025/26	2029/30	Profile
8.	The National Space Program	STI-OP	740.7	2025/26	2029/30	Profile
9.	Materials Science, Extractive Metallurgy and Nanotechnology Development Project	STI-OP	333.4	2025/26	2029/30	Profile
10.	Infrastructure for Technology Innovation, Incubation and Technology Transfer Centres for Skills Development	MUK (CEDAT)	77.0	2025/26	2029/30	Profile
11.	Establishment of an Agrotechnology and Innovations Park (AgTIP) at Makerere University	MUK (CAES)	87.6	2025/26	2029/30	Profile
12.	Establishment of a Biotechnology and Agro-technology Science and Technology Park Project	STI-OP	460.0	2025/26	2029/30	Profile
13.	National Technology Demonstration Center (NTDC)	State House	150.0	2025/26	2029/30	Concept
	Project Idea					
14.	Veterinary Vaccine Institute (Pathogen Economy)	STI-OP	-	2025/26	2033/34	Project Idea
15.	Development and Deployment of a Biological Solution for Uganda's major Malaria Vector, Anopheles Funestus	UVRI	39.0	2020/21	2029/30	Project Idea
	MANUFACTURING					
	Pipeline					
1.	Fully integrated Prisons Industries Project	Uganda Prisons	565.0	2025/26	2029/30	Feasibility
2.	Development of Industrial Parks	MoTIC	927.3	2025/26	2029/30	Feasibility
3.	Establishment of an Economic Hub in Juba, South Sudan	MoDVA	87.6	2025/26	2029/30	Feasibility
4.	Construction of Micro Enterprises and Cottage Industries (PPP)	MoTIC	5.66	2025/26	2029/30	Concept
5.	Tororo SGR Export processing Industrial and logistical Hub under a Public Private partnership (PPP)	MoTIC	67.6	2025/26	2029/30	Concept
	PUBLIC SECTOR TRANSFORMATION					
	Ongoing					
1.	City Hall Renovation and Facelift Project (Phase II)	KCCA	6.0	2025/26	2027/28	Ongoing
2.	Gulu University Infrastructure Development Project	Gulu University	118.5	2025/26	2029/30	Proposal
	Pipeline					
3.	Establishment of Civil Service College Uganda Phase II	MoPS	19.3	2025/26	2029/30	Pre-Feasibility
4.	Establishment of Service-Uganda-Centers	MoPS	47.0	2025/26	2028/29	Pre-Feasibility
5.	Equipping of the National Records Centre and Archives (NRCA)	MoLG	13.0	2025/26	2028/29	Pre-Feasibility
6.	Strengthening the Capacity of Equal opportunities Commission	EOC	8.3	2025/26	2029/30	Profile
7.	Institutional Support to Local Government Sector	MoLG	15.6	2025/26	2029/30	Profile
8.	Support to PPDA	PDDA	54.72	2025/26	2029/30	Profile
9.	Support to State House	State House	435.3	2025/26	2029/30	Concept
10.	Support To Law Development Centre	LDC	11.1	2025/26	2029/30	Concept

Source: NPA and IBP, 2024

Annex 2: Main Joint Coordination and M&E Events

Main M&E Events	Purpose and Description	Output	Lead Agency	Other Key Actors	Time frame
Annual APEX NDP Forum	Overall review of results	Recommendation reports	OP	OPM, MOFPED, NPA, UBOS, MoPS and MoLG	Annual
National Annual Coordination and Performance Review	Joint Review of implementation of Government policies, projects and programmes	- NAPR and NHAPR - Reports of national, regional and global frameworks	OPM	Cabinet and MDAs	Semi-Annual and Annual
Alignment of Plans, BFPs and budgets to the NDPIV	Issue Planning Call Circulars to support alignment of Plans, BFPs and budgets to the NDPIV: (Guidelines to support alignment of PDPs/LGDPs and BFPs to the Plan at Programme, MDA and LG levels; and organise annual meetings for planners and budget officers to quality assure BFPs and budgets.	- Certificate of Compliance - Planning Call Circular	NPA	MFPED, OPM, Districts, Sub-Counties, MDAs	Call Circular: ***July, every year;*** Meetings for planners: ***Annually***
Project Development	Facilitate identification of problems for further development into projects	Public Investment Plan	MALGs	NPA, PSFU, Academia, Researchers, CSOs, and Political Leaders	Annually
Statistics Production Initiatives	Basis for a 'before and after' assessment of the NDP progress	Survey and census reports. Administrative Data Non-traditional data	UBOS MALGs CSOs Private Sector	OPM, NPA, MFPED, other MDAs as well as LGs	Annually
Impact Evaluative studies	Assess the effectiveness, relevance and intermediate and final outcomes for projects and programmes	Evaluation reports	NPA	OPM, MFPED, other MDAs as well as LGs, EPRC, MDAs, Civil Society	Continuous

Main M&E Events	Purpose and Description	Output	Lead Agency	Other Key Actors	Time frame
Programme Annual Reviews	Assess Programme performance, identify challenges and solutions	Programme Annual Review Reports	PWGs, MDAs/ Independent Consultants	NPA, Private Sector Players, Researchers, CSOs, and Members of Parliament	Annually
NDPIV Mid-Term Review	Assess mid-term progress of NDPIV and projects and programmes to ensure consistency of implementation with overall focus and objectives	NDP progress reports	NPA	MALGs, private sector, CSOs, Academia, Development Partners, Researchers, Parliament	January-June 2027
Manifesto Midterm review	Undertake monitoring and evaluative studies of the Ruling party Manifesto	Manifesto	OP	MALGs	

Source: NPA, 2024

Annex 3.0 Key Definitions of Human Resource Gaps for Annexes 3.1-3.17

Colour theme	Nomenclature	Description
	Acute Shortages	Acute shortages are those education and skills fields for which the country faces critical shortages, and there is limited or no training available in the country. The demand for such educational qualifications and skills exceeds the current supply, and in some cases, the demand is projected to rise sharply
	Moderate Shortages	Moderate shortages are those education and skills fields for which training is available in the country, but supply is less than the current and projected Human Resource needs. The demand for such skills exists and is increasing, but the current and projected supply may not be adequate to meet future demands.
	Excess Supply	The Excess Supplies are education and skills fields which are relevant to national development, but the current and projected supply exceeds the current and projected demand. The country has an overabundance of workers with such qualifications/skills relative to the demand in the labour market.

Source: NPA, 2024

Annex 3.1: Estimated 5-year HR Gaps for the Agro-industrialisation Programme

Field/Skill Area	Status	Estimated 5-year Gaps	Entry-Level Education
Agricultural Engineering		538	Bachelor's
Agricultural Finance Experts		295	Master's
Irrigation engineers		330	Bachelors
Quantitative animal breeder		103	PHD
Agricultural Lawyer		970	Bachelor's
Agricultural Biotechnology Experts		200	Master's
Agricultural Risk Management Analysts		175	Master's
Livestock Nutritionists		225	Master's
Power Grid Maintenance Technicians		125	Diploma
Process Safety Engineers		290	Master's
Process Safety Management Specialists		225	Master's
Soil Science		311	Bachelor's
Veterinary Medicine		400	Bachelor's
Agricultural Machine Operators		1600	Diploma
Animal Husbandry		4920	Diploma
Animation and Game Development		3600	Technical/Vocational
Dairy Science specialists		2081	Bachelor's
Disaster Risk Management		1652	Bachelor's
Fish Farming		4830	Lower Secondary
Fish Processing and Preservation		1296	Diploma
Fisheries Management		1600	Diploma
Food and Beverage Processing		5280	Diploma
Food microbiologists		1368	Bachelor's
Food Science and Technology		3600	Bachelor's
Food Science specialists/ Food Scientists		1321	Bachelor's
Animal Health Specialists		3150	Bachelors
Veterinary Epidemiologist		1358	Bachelors
Quality Regulators		475	Diploma
Mechanical technicians		760	Technical/Vocational
Bio-Medical Engineering		215	Bachelors
Bio- Mechanical Equipment Management		223	Diploma
Laboratory Specialists		1697	Bachelors
Wild Life Medicine Specialists		1212	Bachelors
Entomologist		727	Bachelors
Veterinary Doctors		1309	Bachelors
Apiarists and Sericulturists		750	Bachelors
Agricultural Policy Support Staff		(850)	Bachelor's
Agricultural Processing Assistants		(1,300)	Diploma
Agricultural Supply Store Workers		(1,650)	No Formal Education
Animal Feed Suppliers		(6,300)	No Formal Education
Animal Husbandry Assistants		(903)	No Formal Education
Basic Agricultural Business Workers		(1,050)	No Formal Education
Basic Agricultural Data Analysts		(50)	Diploma
Basic Agricultural Data Entry Clerks		(1,350)	No Formal Education
Basic Agricultural Data Specialists		(120)	Diploma
Basic Agroforestry Workers		(550)	No Formal Education
Basic Agro-Processing Laborers		(800)	No Formal Education
Basic Animal Breeding Workers		(1,650)	Technical/Vocational
Basic Animal Health Workers		(1,850)	Technical/Vocational
Basic Animal Nutrition Workers		(700)	No Formal Education
Basic Aquaculture Technicians		(1,550)	Technical/Vocational
Basic Aquaculture Workers		(560)	No Formal Education
Basic Crop Breeding Laborers		(8,715)	Bachelor's
Basic Crop Maintenance Laborers		(2,100)	No Formal Education
Basic Crop Production Workers		(2,300)	No Formal Education
Basic Crop Protection Workers		(60)	No Formal Education
Sustainable Farming Techniques		(7,500)	Technical/Vocational
Subsistence Crop Farmers		(810,174)	No formal educational
Subsistence Livestock Farmers		(12,521)	No formal educational

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.2: Estimated 5-year HR Gaps for Extractive Resources Programme

Occupation title	Status	Estimated 5-year Gaps	Entry-Level Education
Gold Processing Plant Specialists		100	Master's
Industrial Engineering specialists		650	Master's
Industrial Process specialists		172	Master's
Machine Learning Engineers		650	Master's
Mineral Resource Analysts		250	Master's
Mineral Resource Development Specialists		250	Master's
Pipeline engineers		278	Master's
Oil Refinery Safety Engineers		225	Bachelor's
Refinery technicians		570	Diploma/Technical
Oil Well Logging Specialists		175	Bachelor's
Environmental scientists		600	Master's
Oilfield Quality Control Specialists		225	Master's
Petroleum Geologists		700	Master's
Polymer Scientists		140	Master's
Process Safety Engineers		290	Master's
Process Safety Management Specialists		225	Master's
Process Simulation Analysts		47	Master's
Process Simulation Engineers		56	Master's
Product Design Engineers		300	Bachelor's
Robotics Engineers		250	Master's
Underground Mining Engineers		260	Master's
Biochemistry Specialists		56	PhD
Bioenergy Specialists		1,050	Technical/Vocational
Biotechnology Specialists		1,360	Bachelor's/Master's
Environmental Policy professionals		740	Master's
Petroleum Engineering professionals		543	Bachelor's
Geophysicists		680	Bachelor's
Drilling technicians		1,268	Diploma/Technical
Plumbing Labourers		2,940	Lower Secondary
Renewable Energy Policy		2,500	Master's
Renewable Energy Systems		1,137	Bachelor's
Renewable Energy Technician		2,920	Diploma
Renewable Energy Technicians		3,553	Diploma
Petroleum lawyers		(950)	Bachelor's
Heavy truck driving		(2,830)	Technical/Vocational
Mineral processing workers		(1,550)	Technical/Vocational
Quarry Labourers		(5,090)	Diploma
Artisanal miners		(4,911)	Lower Secondary
Plumbing and Pipefitting		(7,200)	Technical/Vocational
Welding workers		(6,700)	Lower Secondary

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.3: Estimated 5-year HR Gaps for the tourism development programme

Occupation Title	Status	Estimated 5-year Gaps	Entry-Level Education
Border Control Specialists		250	Bachelor's
Border Security Analysts		140	Bachelor's
Tourism Financial Analysts		60	Master's
Tourism Policy Analysts		150	Master's
Tourist Service Quality Assessors		60	Master's
Destination Branding Specialists		75	Bachelor's
Destination Event Planners		55	Bachelor's
Destination Marketing Analysts		350	Master's
Hospitality Training Specialists		673	Bachelor's
Tourism Marketing Specialists		300	Master's
Event Planning and Management experts		1,360	Diploma
Hotel Management Specialists		1,930	Diploma
Adventure Tourism Coordinators		580	Diploma
Tourism Guides		1,137	Diploma
Adventure Tourism Planners		800	Bachelor's
Cultural Experience Facilitators		560	Bachelor's
Cultural Heritage Management Specialists		800	Bachelor's
Tourism Development Planners		400	Master's
Tourism Resource Managers		1,137	Bachelor's
Travel Safety Analysts		580	Master's
Travel Safety Coordinators		1,881	Diploma
Commercial Cleaners		(9,000)	Bachelor's
Customer Service Representatives		(1,350)	Diploma
Event Logistics Assistants		(1,860)	Diploma
Event Planners		(700)	Bachelor's
Event Setup Coordinators		(1,250)	Diploma
Event Setup Staff		(1,200)	Primary Level
Freight Handler		(131)	Bachelor's
Front Office Managers		(3,500)	Bachelor's
General Tour Guides		(903)	Diploma
Hotel Reservation Coordinators		(110)	Diploma
Hotel Sales Representatives		(1,300)	Diploma
Housekeeping Staff		(1,400)	Primary Level
Leisure and Recreational Staff		(550)	Primary Level
Local Cultural Performers		(2,080)	Primary Level
Local Tour Guides		(850)	Diploma
Resort Service Staff		(903)	Diploma

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.4: Estimated 5-year HR Gaps for Natural Resources Programme

Qualifications and Skills fields	Status	Estimated 5-Year Gap	Entry-Level Education
Applied Groundwater Modelling Specialists		191	Bachelor's
Atmospheric Scientists		143	Bachelor's
Environmental Engineering		960	Bachelor's
Environmental Health		450	Master's
Environmental Policy Analysts		700	Master's
Environmental Policy Researchers		48	PhD
Wind Energy experts		900	Technical
Climate Change Specialists		234	Bachelor's
Meteorologists		195	Bachelor's
Environment/Natural Resources Economists		353	Bachelor's
Air Quality Specialist		102	Bachelor's
Disaster Preparedness and Management Specialist		159	Bachelor's
Carbon Credit Specialists		65	Bachelor's
Faecal Sludge Management Specialists		239	Bachelor's
Geographical Information Systems (GIS) experts		15	Bachelor's
Dam safety Experts		20	Bachelor's
Social Safeguard Experts		60	Bachelor's
Geotechnical Engineers and Dredging Specialists		96	Bachelor's
Hydrology and Hydraulics Specialists		478	Bachelor's
Integrated Hydrological and River Modelling Specialists		191	Bachelor's
River Flood Analysis and Modelling Specialists		143	Bachelor's
Conservation Biology Specialists		860	Bachelor's
Ecological Restoration Specialists		765	Bachelor's
Environmental lawyers		407	Bachelor's
Statisticians		211	Bachelor's
Data Scientists		302	Bachelor's
Ecosystem Biologist and Biogeochemistry Specialists		956	Bachelor's
Solar Energy experts		4,920	Technical
Waste Management and Recycling		4,500	Lower Secondary
Environmental Impact Assessment specialists		919	Bachelor's
Environmental Engineers		956	Bachelor's
Environmental Scientists and Specialists		287	Bachelor's
Forest Ecology Specialists		956	Bachelor's
Renewable Energy Specialists		287	Bachelor's
Soil Science and Soil Fertility Specialists		215	Bachelor's
Water Science and Quality Specialists.		956	Bachelor's
Waste Management		(8,000)	Diploma

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.5: Estimated 5-year HR Gaps for the Manufacturing Programme

Occupational Title	Status	Estimated 5-year Gaps	Entry-Level Education
Advanced Process Analysts		595	Master's
AI Research Scientists		70	PhD
AI Systems Engineers		202	Master's
Big Data Analysts		450	Master's
Biomedical Engineering		1,992	Bachelor's
Biopharmaceuticals		400	Master's
Cloud Computing Specialists		450	Bachelor's
Industrial Process Consultants		172	Master's
Machine Learning Engineers		650	Master's
Process Simulation Analysts		47	Master's
Process Simulation Engineers		56	Master's
Product Design Engineers		300	Bachelor's
Renewable Energy Engineers		200	Master's
Robotics Engineers		250	Master's
Smart Grid Analysts		55	Bachelor's
Underground Mining Engineers		260	Master's
Water Resource Management Specialists		615	Master's
Wind Energy technicians		900	Technical/Vocational
Bioenergy technicians		3,600	Technical/Vocational
Biotechnology Specialists		2,160	Bachelor's/Master's
Civil Engineering professionals		3,184	Bachelor's
Cotton Ginning and Spinning technicians		1,000	Diploma
Electrical Engineering professionals		3,554	Bachelor's
Food and Beverage Processing		5,280	Diploma
Food Science and Technology professionals		3,600	Bachelor's
Garment Manufacturing technicians		837	Diploma
Greenhouse Management specialists		655	Bachelor's
Leather Goods Manufacturing		651	Diploma
Leather Tanning and Processing		651	Lower Secondary
Soil Science professionals		576	Bachelor's
Solar Panel Installation and Maintenance		4,500	Diploma
Textile Engineering professionals		900	Bachelor's
Waste Management and Recycling experts		4,500	Lower Secondary
Crane Operators		(1080)	Bachelor's
Database Designers and Administrators		(1034)	Bachelor's
Forklift Drivers		(1,520)	Bachelor's
Freight Handlers		(131)	Bachelor's
Lift Operators		(911)	Bachelor's
Supply and Distribution Manager		(1,573)	Bachelor's
Supply Logistics Clerk		(2,297)	Master's
Manufacturing Quality Manager		(2,315)	Bachelors
Quality Manager		(2,435)	Bachelors
Quality Systems Auditor		(109)	Bachelors

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.6: Estimated 5-year HR Gaps for the Integrated Transport Infrastructure Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Environmental Engineering and Policy Analysts		140	Bachelor's
Geographical Information Systems (GIS)		390	Bachelor's/Master's
Geotechnical Engineers		155	Master's
Hydroelectric Plant Engineers		100	Master's
Hydropower Plant Maintenance Engineers		162	Master's
Infrastructure Investment Analysts		184	Bachelor's
Materials Scientists		150	Master's
Traffic Engineering professionals		109	Master's
Infrastructure Risk analysis and Management		195	Bachelor's
Smart Grid Analysts		155	Bachelor's
Smart Transportation Systems Engineers		255	Master's
Aviation Experts		350	Master's
Transport Economists		105	Master's
Civil Engineers		630	Master's
Environmental Engineering experts		145	Master's
Mechanical Engineers		135	Bachelor's
Water and Sanitation Engineering Technicians		155	Bachelor's
Automotive and Power Engineering experts		183	Master's
Civil Engineering Technicians		850	Master's
Logistics and Supply Chain Managers		1,184	Bachelor's
Railway Engineering professionals		1,731	Bachelor's
Environmental Impact Assessment specialists		919	Bachelor's
Mechanics and Automotive Repair		3,700	Certificate
Infrastructure Project Managers		460	Bachelor's
Geotechnical Engineers		865	Master's
Advanced Roadway Design Engineers		1,105	Bachelor's
Rail Infrastructure Specialists		1,435	Bachelor's
Advanced Traffic Management Specialists		774	Master's
Fabrication workers (fuel tanks, semi-trailers, etc.)		1,300	Certificate/Diploma
Machining & Fitting workers		1,800	Certificate/Diploma
Heavy Plant Repair workers		1,030	Certificate/Diploma
Road Safety Engineers		625	Bachelor's
Infrastructure Investment Analysts		580	Bachelor's
Driving Instructors		(520)	Bachelor's
Heavy Machinery Operators		(1,600)	Diploma
Road and Bridge Construction workers		(5,800)	Diploma
Foremen, Headmen and Masons workers		(4,030)	Secondary
Phosphate Mixer and Stone Crushing workers		(3,040)	Secondary
Track Maintenance Technicians		(1,447)	Bachelor's
Urban Planning professionals		(3,080)	Bachelor's
Vehicle Body Builder and Trimmer		(2,163)	Diploma
Vehicle Painters		(1,959)	Diploma

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.7: Estimated 5-year HR Gaps for the Energy development programme

Field/Skill Area	Status	Estimated 5-year Gaps	Required Education
Nuclear Engineering		1,130	Bachelor's/Master's
Nuclear Reactor Operation		240	Certificate
Nuclear Chemistry		630	Master's
Nuclear Physics		500	Master's
Nuclear Geology		570	Master's
Nuclear Safety and Security		1,720	Masters/Diploma
Nuclear Law		165	Master's
Radiation Protection		1,960	Diploma
Nuclear Technicians		1,324	Diploma
Nuclear Craftsmen		3,600	Certificate
Advanced Cybersecurity Specialists		582	Master's
Artificial Intelligence Specialists		600	Master's
Big Data Analysts		450	Master's
Data Privacy Experts		350	Bachelor's
Green Hydrogen Economy		139	Bachelor's
Agroforestry		4200	Bachelor's
Economics (Specialised)		624	Master's
Electrical Engineering		3554	Bachelor's
Electrical Installation		4037	Certificate
Electrical Work		4320	Technical/Vocational
Mechanical Engineering		3240	Bachelor's
Radiology		900	Bachelor's/Master's
Renewable Energy Technician		4920	Diploma
Renewable Resource Management		1800	Bachelor's
Software Engineering		1152	Bachelor's
Civil Engineering		3184	Bachelor's
Accounting occupations		(3,150)	Bachelor's
Banking and Insurance		(3,150)	Bachelor's
Business Administration		(2,450)	Bachelor's
Community Development		(6,965)	Bachelor's
Computer Science		(2,870)	Diploma
Freight Handler		(131)	Bachelor's
Front Office Managers		(3,500)	Bachelor's
Gender and Development		(5,950)	Bachelor's
Mass Communication		(6,965)	Bachelor's
Public Administration		(5,950)	Bachelor's
Records Management		(5,215)	Diploma
Statistics		(5,950)	Bachelor's
Supply and Distribution Manager		(1,573)	Bachelor's
Transportation and Logistics		(3,500)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.8: Estimated 5-year HR Gaps for the Digital Transformation Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Cloud Computing Engineers		900	Master's
Cybersecurity Specialists		582	Master's
AI Research Scientists		700	PhD
AI Systems Engineers		202	Master's
Big Data Analysts		450	Master's
Blockchain Developers		500	Bachelor's
Cybercrime Investigators		600	Bachelor's
Cybersecurity Architects		250	Master's
Data Scientists		700	Master's
DevOps Engineers		350	Bachelor's
Digital Forensics Experts		200	Master's
Human-Computer Interaction Specialists		250	Master's
IT Solutions Architects		300	Master's
Machine Learning Engineers		650	Master's
Network Architects		600	Master's
Smart Grid Analysts		55	Bachelor's
Software Architects		650	Master's
Virtual Reality Developers		150	Master's
Animation and Game Development		3600	Technical/Vocational
Digital Literacy		1500	Technical/Vocational
Digital Marketing		4620	Bachelor's
Disaster Risk Management		1652	Bachelor's
ICT and Digital Literacy		4920	Diploma
Information Technology		3930	Bachelor's
Mobile Application Development		4320	Bachelor's
Network Administration		4920	Bachelor's
Network Engineering		5400	Bachelor's
Software Engineering		1152	Bachelor's
General Applications Programmers		(371)	Bachelor's
Computer Science		(2,870)	Diploma
Database Designers and Administrators		(134)	Bachelor's
Graphic Design and Multimedia		(3,500)	Diploma
Systems Administrators		(3,447)	Bachelor's
Basic IT Consultants		(1,450)	Bachelor's
Basic IT Support Technicians		(2,300)	Diploma
Junior System Administrators		(1,800)	Bachelor's
Network Administrators		(2,000)	Bachelor's
Web Design Assistants		(2,000)	Diploma
Web Developers		(1,950)	Bachelor's
General Software Developers		(2,200)	Bachelor's

*Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand*

Annex 3.9: Estimated 5-year HR Gaps for Legislature, Representation and Oversight Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Budget and Fiscal policy Analyst		75	Master's
Legislative Draftsmen		112	Master's
Anti-Trafficking Specialists		90	Master's
Counterterrorism Experts		750	Master's
Crisis Negotiators		500	Master's
Cybercrime Investigators		600	Bachelor's
Data Privacy Experts		350	Bachelor's
International Relations Experts		300	Master's
National Security Analysts		225	Master's
Risk Management		125	Bachelor's
Technology Policy Analysts		200	Master's
Transport Economists		409	Bachelors
General Policy Analysts		763	Bachelors
Auditors		1,053	Bachelors
Criminal Justice		1,800	Bachelor's
Economics (Advanced)		624	Master's
Human Rights		1,137	Bachelor's
International Relations		1,362	Bachelor's
Investment Management		1,453	Bachelor's
Journalism		5,280	Bachelor's
Law Enforcement		1,362	Diploma
Parliamentary Legal Advisors		612	Bachelor's
Parliamentary Budget Officer		127	Bachelor's
Public Policy		1,843	Master's
Legislators		(2,625)	Secondary
Legislative Assistants		(6,965)	Bachelor's
General Practice Lawyers/Advocates		(5,031)	Bachelor's
Political Science		(4,095)	Bachelor's
Public Administration		(2,520)	Bachelor's
Public Relations Specialists		(1,200)	Bachelor's
Librarian (Parliamentary Library)		(4,786)	Bachelor's
Administrative Assistants		(5,787)	Bachelor's
Records Officers		(4,339)	Bachelor's
Office Attendants		(5,209)	Bachelor's
Data Entry Clerks		(4,068)	Bachelor's
Research Assistants		(5,025)	Bachelor's
ICT Support Staff		(6,308)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.10: Estimated 5-year HR Gaps for the Public Sector Transformation Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Anti-Corruption Specialists		96	Master's
Anti-Money Laundering Specialists		108	Master's
Anti-Trafficking Specialists		110	Master's
Public Sector Reform Specialists		340	Master's
Big Data Analysts		250	Master's
Biostatistics		150	Master's
Border Control Specialists		150	Bachelor's
Educational Policy Analysts		120	Master's
Educational Research Analysts		170	Master's
Environmental Policy Analysts		700	Master's
Operations Research Specialists		110	Master's
Public Security Management Specialists		250	Master's
School Curriculum Analysts		550	Master's
Business Innovation		4,596	Bachelor's
Business Management		2,930	Bachelor's
Civil Engineering		3,184	Bachelor's
Disaster Risk Management		1,652	Bachelor's
Public Sector Economists		1,547	Bachelor's/ Master's
Food and Beverage Processing		1,280	Bachelor's
Housing and Urban Development professionals		2,100	Bachelor's
International Relations professionals		1,362	Bachelor's
Investment Management professionals		1,453	Bachelor's
Waste Management and Recycling workers		4,500	Lower Secondary
Water Resource Management		2,400	Bachelor's
Accounting professionals		(3,150)	Bachelor's
Procurement Officers		(2,625)	Bachelor's
Banking and Insurance		(3,150)	Bachelor's
Business Administration		(2,450)	Bachelor's
Commercial Cleaners		(2,180)	Bachelor's
Community Development		(3,965)	Bachelor's
Customer Service Representatives		(1,350)	Diploma
Front Office Managers		(3,500)	Bachelor's
Gender and Development experts		(3,950)	Bachelor's
Human Resource Managers (Public Sector)		(2,450)	Bachelor's
Lawyers/ Legal Advisors (Public Sector)		(3,400)	Bachelor's
Office Administration workers		(4,400)	Diploma
Office Cleaning workers		(3,600)	Primary Level
Sanitation and Hygiene workers		(2,070)	Bachelor's
Social Work and Social Administration workers		(3,850)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.11: Estimated 5-year HR Gaps for the Regional Development Programme

Occupation Title	Status	Estimated 5-year Gaps	Entry-Level Education
Telecommunications Engineers		292	Masters/Bachelor's
Energy and Infrastructure Planners		377	Masters/Bachelor's
Transport Engineers		375	Masters/Bachelor's
Geospatial Information Systems (GIS) Specialists		365	Masters/Bachelor's
Disaster Risk Reduction Specialists		433	Masters/Bachelor's
Water and Sanitation Officers		245	Masters/Bachelor's
Medical Superintendents (regional and districts)		368	Masters/Bachelor's
Community Development Workers		292	Bachelor's
Urban and Regional Planners		310	Bachelor’s
District Health Officers		289	Masters/Bachelor's
Public Works Engineers		277	Bachelor's
Inspector of Schools		293	Masters/Bachelor's
Environmental Conservation Officers		392	Bachelor's
Surveyors and Cartographers		475	Bachelor's
Social Workers (Regional Focus)		255	Bachelor's
Local Government Auditors		165	Bachelor's
Physical Planners		187	Masters/Bachelor's
IT Systems Administrators (Regional Offices)		475	Bachelor's
Public Finance Specialists		275	Master's
Construction Managers (Regional Projects)		392	Bachelor's
Disaster Response Coordinators		263	Bachelor's
Production Officers		256	Masters/Bachelor's
Decentralization Experts		275	Master's
Local Economic Development Specialists		392	Bachelor's
Rural Development specialists		110	Master's
Refugee Response Coordinators		377	Bachelor's
Environmental & Social Impact Assessors		392	Bachelor's
Agribusiness Development Officers		110	Bachelor's
Vocational Trainers & Instructors		150	Diploma
Transport & Logistics Specialists		492	Bachelor's
Rural Tourism Development Officers		365	Bachelor's
Regional Planning Officers		375	Bachelor's
Social Protection Officers		592	Bachelor's
Veterinary Officers		465	Bachelor's
Basic Administrative Roles (Local Authorities)		(650)	Diploma
Regional Public Administrators		(1,235)	Diploma
Library Science (Regional Services)		(575)	Diploma
Elementary Construction Workers		(2,175)	O-Level
Data Entry Clerks		(2,435)	Bachelor's /Diploma
Human Rights Officer		(1,983)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.12: Estimated 5-year HR Gaps for the Development Plan Implementation Programme

Occupation Title	Status	Five-Year Estimated Gap	Entry-Level Education
Public Sector Management Experts		131	Master's/ Bachelor's
Infrastructure Planning Specialists		380	Master's/ Bachelor's
Public Policy Analysts		108	Master's/ Bachelor's
Budget Analysts		135	Master's/ Bachelor's
Public Financial Management Specialists		162	Master's/ Bachelor's
Investment and project development officers		197	Master's/ Bachelor's
Project Managers (Public Sector)		209	Master's/ Bachelor's
Risk Management Specialists		324	Master's/ Bachelor's
Monitoring and Evaluation Specialists		250	Master's/ Bachelor's
IT Systems Specialists		108	Master's/ Bachelor's
Data scientists		104	Bachelor's
Capacity Building Specialists		421	Master's/ Bachelor's
Quality Assurance Specialists		342	Bachelor's
Grants and Contracts Managers		196	Bachelor's
Environmental Management Specialist		244	Bachelor's
Government Legal Advisors		163	Bachelor's
Policy Implementation Officers		284	Bachelor's
Social Development Specialists		432	Bachelor's
Operational Researchers		674	Bachelor's
Governance and Accountability Advisors		277	Master's/ Bachelor's
Resource Mobilization Specialists		236	Master's/ Bachelor's
Economists (Government Policy)		292	Master's
Local Government Administrators		110	Bachelor's
Development Plan Coordinators		25	Master's
Statisticians (Public Sector)		192	Bachelor's
Procurement Specialists		(560)	Bachelor's
Gender Specialists		(213)	Master's/ Bachelor's
Accountants and Financial Auditors		(200)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.13: Estimated 5-Year HR Gaps for the Sustainable Urbanization and Housing Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Sustainable Architects		250	Bachelor's
Environmental Science Professors		182	Master's
Geographical Information Systems (GIS)		960	Bachelor's/Master's
Urban Resilience Planning		350	Master's
Water Resource Management Specialists		615	Master's
Building Code Compliance Officers		1,070	Bachelor's
Building Code Inspectors		800	Bachelor's
Green Building Consultants		1,950	Bachelor's
Housing Market Analysts		250	Bachelor's
Housing Finance Specialists		900	Master's
Land and Housing Research Specialists		107	Master's
General Architects		1,216	Bachelor's
Building and Construction Technology		2,601	Diploma
Civil Engineering		1,184	Bachelor's
Electrical Engineering		1,554	Bachelor's
Electrical Installation		1,037	Certificate
Waste Management Specialists		837	Bachelor's
Waste Management and Recycling workers		2,950	Lower Secondary
Water Resource Management		,400	Bachelor's
Land Use Planning and Development Specialists		115	Master's
Land Use Policy Experts		350	Master's
Property Development Financial Managers		115	Bachelor's
Property Development Risk Analysts		750	Bachelor's
Property Management Specialists		1,550	Bachelor's
Property Valuers		2,150	Bachelor's
Urban Transport Planners		1,090	Master's
Plumbing		(1,236)	Technical/Vocational
Public Health Planners		(2,330)	Bachelor's
Road and Bridge Construction Labourers		(3,040)	Diploma
Road Construction and Maintenance Labourers		(6,300)	Lower Secondary
Building Project Support Staff		(115)	Diploma
Building Quality Inspectors		(5,750)	Bachelor's
Building Site Assistants		(2,000)	Diploma
Building Site Coordinators		(5,500)	Diploma
Building Technicians		(3,750)	Diploma
Construction Site Supervisors		(5,000)	Diploma
General Administrative Assistants		(3,500)	Diploma
Construction Project Managers		(1,750)	Bachelor's
Land and Property Management Assistants		(250)	Diploma
Property Management Clerks		(2,250)	Lower Secondary

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.14: Estimated 5-year HR Gaps for the Human Capital Development Programme

Occupation title	Status	Estimated 5-year Gaps	Entry-Level Education
Advanced Endoscopy		300	Master's
Advanced Pediatric Care		350	Master's
Cardiothoracic Surgery		350	Master's
Cardiovascular Imaging		400	Bachelor's
Clinical Biochemistry		600	Bachelor's
Clinical Cardiology		450	Master's
Metabolic Medicine		350	Master's
Nephrology		300	PhD
Oncology		650	Master's
Orthodontists		225	Master's
Orthopedic Rehabilitation		350	Master's
Reproductive Endocrinology		400	Master's
Rheumatology		350	Master's
Sports Medicine		400	Bachelor's
Urology		350	Master's
Vascular Surgeons		400	Master's
Virology		350	Master's
Clinical Medicine		4,800	Bachelor's
Early Childhood Education		4,320	Diploma
Economics		1,547	Bachelor's
Economics (Advanced)		624	Master's
Endodontists		3,500	Master's
Midwifery		6,000	Diploma
Nutrition and Dietetics		4,200	Diploma
Occupational Health and Safety		1,137	Diploma
Occupational Therapy		1,137	Bachelor's
Organizational Behavior		1,137	Master's
Physiotherapy		1,657	Bachelor's
Sports Medicine Assistants		1,137	Diploma
Surgical Assistants		800	Diploma
Surgical Nurses		800	Diploma
Surgical Technologists		1,800	Diploma
Telehealth Coordinators		1,152	Bachelor's
Therapeutic Recreation		1,152	Bachelor's
Trauma Care Providers		960	Diploma
Trauma Psychologists		800	Master's
Urological Technicians		2,400	Diploma
Vision Care Specialists		800	Bachelor's
Women's Health Care Providers		3,640	Bachelor's
Women’s Health Specialists		3,640	Bachelor's
X-ray Technicians		1,137	Diploma
Adult Education occupations		(2,870)	Bachelor's
Basic Medical Science		(7,500)	Bachelor's
Basic Nursing		(9,000)	Diploma
Gender and Development		(5,950)	Bachelor's
Gender Studies		(2,450)	Bachelor's
General Medicine		(2,275)	Bachelor's
General Nursing		(3,150)	Diploma
Psychology		(5,950)	Bachelor's
Public Health		(6,965)	Bachelor's
Secondary School Teaching		(10,000)	Bachelor's
Social Work and Social Administration		(22,500)	Bachelor's
Sociology		(18,000)	Bachelor's
Teaching (Primary)		(8,715)	Bachelor's
Teaching (Secondary)		(7,875)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.15: Estimated 5-year HR Gaps for the Innovation, Technology Development and Transfer

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Big Data Analysts		450	Master's
Cybersecurity Analysts		550	Bachelor's
Cybersecurity Architects		250	Master's
Prototype Engineers		350	Bachelor's/Master's
Data Scientists		700	Master's
DevOps Engineers		350	Bachelor's
Digital Data Architects		200	Master's
IoT (Internet of Things) Experts		450	Master's
Industry 4.0 Experts		125	Bachelor's/Master's
Robotics Engineers		250	Master's
Intellectual Property (IP) Managers		155	Bachelor's
Database Administration		1,800	Bachelor's
Research and Development (R&D) Scientists		1,920	Bachelor's /Diploma
Information Technology		3,930	Bachelor's
IT Support		1,453	Diploma
Mobile Application Development		4,320	Bachelor's
Mobile Phone Repair		6,000	Lower Secondary
Network Administration		4,920	Bachelor's
Network and System Administration		3,930	Diploma
Network Engineering		5,400	Bachelor's
Software Development Experts		2,400	Bachelor's/Master's
Software Engineering Experts		1,152	Bachelor's
Web Design and Development experts		3,150	Bachelor's /Diploma
Industrial Designers		950	Technical/Vocational
Database Designers and Administrators		(1,321)	Bachelor's
Graphic Design and Multimedia		(3,500)	Diploma
Systems Administrators		(3,447)	Bachelor's
Systems Analysts		(871)	Bachelor's
Videography workers		(4,700)	Diploma
Web and Multimedia Developers		(723)	Bachelor's
IT Consultants		(1,450)	Bachelor's
IT Managers		(550)	Bachelor's
IT Project Managers		(1,150)	Bachelor's
Sustainability Technologists		(300)	Diploma
IT Support Technicians		(2,300)	Diploma
Junior System Administrators		(1,800)	Bachelor's
Network Support Staff		(210)	Diploma
Network Technicians		(1,950)	Diploma
General Software Engineers		(2,100)	Bachelor's
Entry-Level Systems Engineers		(650)	Bachelor's
General Software Developers		(2,200)	Bachelor's

Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand

Annex 3.16: Estimated 5-year HR Gaps for Governance and Security Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Anti-Corruption Specialists		150	Master's
Anti-Money Laundering Specialists		138	Master's
Anti-Trafficking Specialists		160	Master's
Border Security Analysts		120	Bachelor's
Cyber Intelligence Analysts and Experts		350	Master's
Cybercrime Investigators		260	Bachelor's
Cybersecurity Analysts		150	Bachelor's
Cybersecurity Architects		120	Master's
Data Privacy Experts		250	Bachelor's
National Security Analysts		225	Master's
Public Security Management Specialists		250	Master's
Risk Management specialists		125	Bachelor's/ Master's
Security Analysis Trainers		125	Master's
Security Infrastructure Planners		340	Master's
Strategic Intelligence Analysts		300	Master's
Import-export Administrator		580	Diploma
Passport Officers (Issuing)		325	Bachelor's
Motor Vehicle Examiner		2,435	Diploma
Prison Wardens		910	Bachelor's
Prison Guards		2,223	Diploma
Custodial Services Officers		805	Diploma
Conflict Resolution and Peacebuilding		820	Bachelor's
Criminal Justices		800	Bachelor's
Disaster Risk Management		1,652	Bachelor's
Human Rights		1,137	Bachelor's
Network Security		651	Bachelor's
Public Policy analysts		1,843	Master's
Lawyers		(2,031)	Bachelor's
Security Guards		(11,892)	O-level Certificate
General Security Personnel		(1,100)	O-level Certificate
Governance Data Clerks		(9,300)	O-level Certificate
Office Support Staff		(2,000)	Bachelor's
Police Officers		(9,000)	Diploma/ Bachelor's
Policy Implementation Officers		(6,000)	Bachelor's
Records Clerks		(4,000)	Bachelor's
Security Assistants		(4,000)	O-level Certificate
Security Service Providers		(8,000)	Diploma/ Bachelor's
Security Supervisors		(7,000)	Diploma/ Bachelor's

*Source: NPA HR Projection Model. ***Figures in brackets represent oversupply, otherwise, net demand*

Annex 3.17: Estimated 5-year HR Gaps for Administration of Justice Programme

Occupations Title	Status	Estimated 5-year Gaps	Entry-Level Education
Anti-Corruption Specialists		150	Master's
Anti-Money Laundering Specialists		118	Master's
Anti-Trafficking Specialists		120	Master's
Cybercrime Investigators		104	Bachelor's
Cybersecurity Analysts		132	Bachelor's
Cybersecurity Architects		127	Master's
Data Privacy Experts		160	Bachelor's
Justices and Judges		522	Bachelors
Chief Magistrates		484	Bachelors
Magistrates (Grade One)		1,772	Bachelors
Court Bailiff		2,650	Certificate
Registrars		360	Bachelors
Private Investigator		937	Diploma
Forensic Detective		917	Diploma
Detective Intelligence		642	Diploma
Adjudicator		703	Bachelors
Private Investigator		876	Diploma
Associate Legal Professional		1,766	Diploma
Labour Dispute Enforcement Agent		417	Diploma
Civil Engineering		3,184	Bachelor's
Senior State Attorneys		355	Bachelor's
Forensic Scientists		587	Master's
Policy Analyst		47	Bachelors
Statistician		29	Bachelors
Economist		338	Bachelors
Accountant		700	Diploma
Sign language interpreter		114	Bachelor’s
Auditor		321	Bachelor’s
Court transcribers		605	Bachelor’s
ICT Officer		660	Bachelor’s
Mediator		760	Certificate
Arbitrator		205	Certificate
Court Orderly		3,438	Certificate
Public Relations Specialists		56	Bachelors
Court Clerk/Court Interpreters		1,657	Diploma
Court Interpreters		313	Bachelors
Process servers		1756	Certificate
Lawyers/Advocates (General Practice)		(2,031)	Bachelor's
Human Resource Officer		(149)	Bachelors
Political Science		(1,095)	Bachelor's
Records Officer		(1,625)	Diploma
Public Administration		(1,950)	Bachelor's
Public Relations Specialists		(920)	Bachelor's
Court Clerk		(850)	Diploma
Court Interpreters		(677)	Diploma

*Source: NPA HR Projection Model. ***Figures in brackets represent over supply, otherwise, net demand*

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