MOFPED TIMES
Privileged Insights

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ISSUE No.10 Jan - March 2023

SPOTLIGHT

ENHANCED PAY HAS NOT IMPROVED SERVICE DELIVERY

POVERTY STATUS REPORT 2021

PUBLIC INVESTMENT FINANCING STRATEGY LAUNCHED

VISION

" A Competitive Economy for National Development"

MISSION

To Formulate Sound Economic Policies, Maximize Revenue Mobilization, Ensure Efficient Allocation and Accountabilty for Public Resources so as to Foster Sustainable Economic Growth and Development

CORE VALUES

Professionalism, Result - oriented, Efficiency and Effectiveness, Teamwork, Integrity, Transparency and Innovativeness

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PREVENTION OF

COVID-19

SAVE LIVES

1 **Wear a Mask**

Every time when in public

2 **Clean Your Hands**

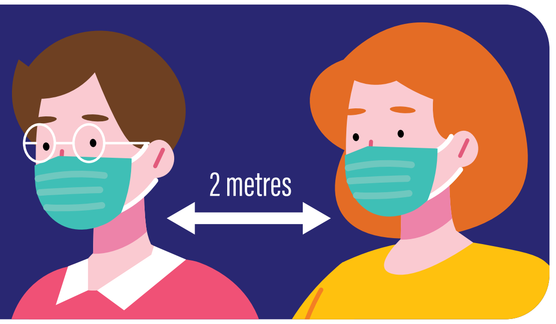
Use handsanitizer or soap and water

3 **Temperature Check**

Check the temperature before entering any public place

4 **Keep Safe Distance**

Keep 2 metres of safe distance



Be safe, for you and others

In this Issue

COVER PAGE

PUBLISHED BY
Ministry of Finance, Planning and Economic Development.
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www.finance.go.ug

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Ramathan Ggoobi
Permanent Secretary and
Secretary to the Treasury

Ministry of Finance,
Planning and Economic
Development

Greetings

Warm greetings to our esteemed stakeholders,

I am delighted to share with you good news about our economy which has remained resilient and now recovering steadily from the impact of COVID-19 pandemic and other external shocks. Our economy expanded by 7.5% in the first quarter of this financial year and is projected to grow at 5.3% this FY 2022/23 and 6% next financial year 2023/2024.

The business conditions have continued to improve and sentiments about doing business have remained optimistic. Uganda's annual inflation eased to 9.0% in March 2023, down from a peak of 10.7% in October 2022.

Going forward, we shall continue to vigorously undertake short and medium term interventions to revamp the economy and strengthen economic resilience through fiscal consolidation which entails enhanced domestic revenue mobilisation, reduced government domestic borrowing to support the private sector, scaling down on government expenditure, allocative efficiency of the available resources and reduction of supplementary expenditures.

During next FY 2023/24, a number of strategic interventions will be prioritised including; the Parish Development Model (PDM), maintenance of roads, construction of power sub-stations and transmission lines, small scale solar powered irrigation, rehabilitation of the metre gauge railway and construction of the standard gauge railway in addition to investment in the key fundamentals of health, education and water for human consumption.

We remain committed to provide long-term capital to support entrepreneurs through Uganda Development Bank and Uganda Development Corporation, in addition to financing ongoing initiatives such as the Small Business Recovery Fund (SBRF) and Emyooga programme.

Enjoy reading this Edition of the TIMES■

Ramathan Ggoobi

Permanent Secretary and Secretary to the Treasury

International Business Forum

H.E the President Yoweri Museveni and Minister of State for Investment and Privatization Evelyn Anite pose for photo with delegates at Lohana International Business Forum at Speke Resort Munyonyo,19-22, March 2023

Dear Stakeholders

Greetings from MoFPED,

It is always a pleasure to share with you Privileged Insights from MoFPED.

It has been a busy time at MoFPED as we finalise the budget for next FY 2023/24. We are grateful that all the necessary consultations and technical work are on point to deliver the budget as per the requirements and timelines of the Public Finance Management Act (PFMA) 2015 as amended.

In this edition, we share with you the highlights of the Government of Uganda Public Investment Financing Strategy which provides a framework for widening the scope of mobilization of financial resources from domestic, external, emerging and innovative financing options.

This Issue also brings you the findings of the Debt Sustainability Analysis Report (DSA),2022 which shows that Uganda's public debt remains sustainable in the medium to long term.

We draw your attention to the Poverty Status Report, 2021. You will find out what has changed about the status of poverty in Uganda, where the changes in poverty occurred and what has driven the changes in poverty among other issues.

Finally, we share MoFPED team findings on the status of health service delivery in the country.

Enjoy reading the MOFPED TIMES■

Apollo Munghinda
Principal Communications Officer

More Ugandans have moved out of poverty - PSR 2021

By MoFPED Comms Team

Hon. Musasizi launching PSR 2021

According to the recently launched Poverty Status Report 2021, Uganda has registered commendable progress in reducing the proportion of the population living below the poverty line from 56.4% in 1992/93 to 19.7% in 2012/13. Poverty increased slightly to 21.4% in 2016/17 and then decreased to 20.3% in 2019/2020.

The report produced by the Ministry of Finance, Planning and Economic Development with support from UNDP indicates that the poverty rate would be much lower than it is, had it not been COVID-19 and the associated public health measures which slowed down the growth of the economy.

The report whose theme is: **"Jobs, Informality and Poverty in Uganda: Insights on Performance Before and During COVID-19,"** is in line with Uganda's transformative agenda of moving households from low productive sectors into high productive sectors.

Overtime more people have moved out of poverty compared to those who have fallen back into poverty and inequality has reduced albeit with sub-regional disparities.

The Poverty Status Report (PSR) 2021, was launched by the Minister of State for General Duties Henry Musasizi who said Government had made a strong case for socioeconomic transformation, adding that poverty reduction is one of the key indicators of how well the socioeconomic agenda is performing.

"Government is keen to ensure that both development policies and public service delivery records are pro-poor," said Musasizi.

He said government has championed inclusive development policies and programmes since the 1990's including Entandikwa, Poverty Eradication Action Plan, Operation wealth creation, Emyooga, Social assistance Grant for Empowerment and now Parish Development Model to reduce incidence of poverty in the country.

The Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi said this Poverty Status Report (2021) builds on the previous two reports in 2012 and 2014 by addressing itself to Uganda's national target of attaining middle income status.

"This PSR 2021 has introduced a National Multi-dimensional Poverty Index (MPI) to complement the income measure of poverty in Uganda," noted the PSST.

12 Key Findings

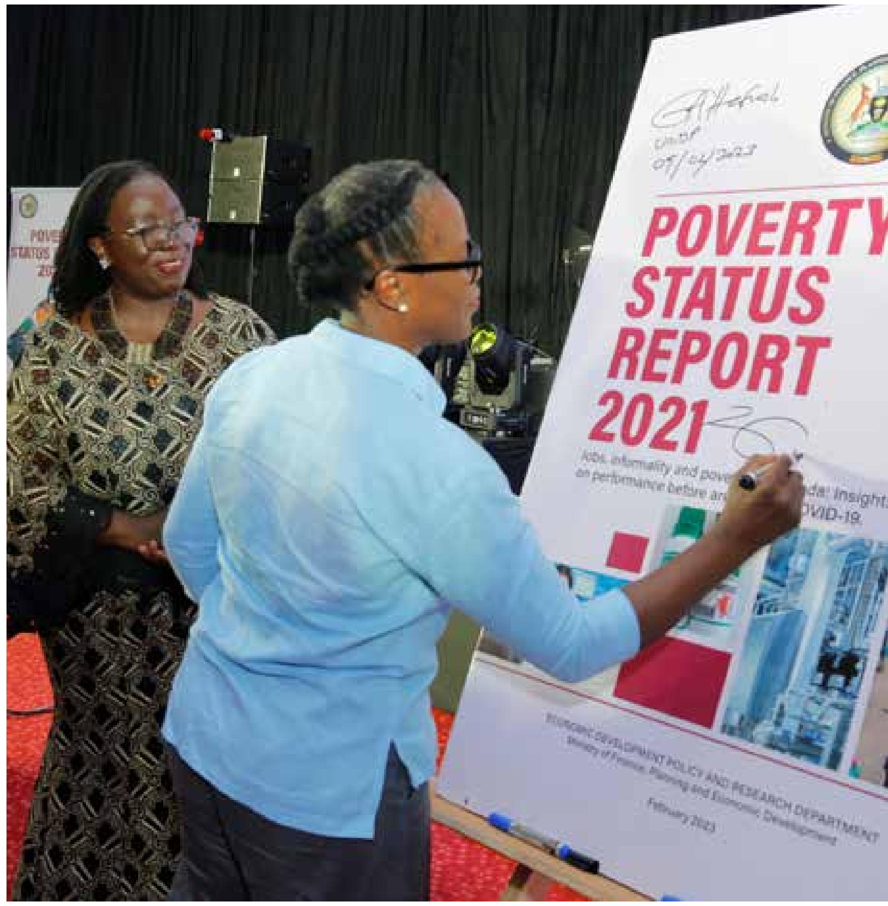
i. The report basing on 2019/2020 data shows that the poverty rate in rural areas was 23.42% while in urban areas, the average poverty rate was 11.66%. This indicates that the incidence of poverty is more severe and persistent in rural areas than in urban areas. The report also shows that the middle class is largely urban.

ii. In 2019/20, Acholi sub-region emerged as the poorest sub-region with a poverty rate of 66.7% and the second poorest sub-region was Karamoja at 65.7%. Lango sub-region was at 23.4% while West Nile was at 16.9%. Elgon sub-region stood at 13.2%. There was reduction in poverty in Bunyoro, Kampala, Buganda South, Busoga, Teso and Bukedi. Poverty is higher in female headed households. Increased poverty in the North is explained by increased urban poverty in Acholi and Lango.

According to the report, drought in Karamoja and other parts of the country, floods and poor harvest in 2019/20 season negatively impacted on household incomes and consumption levels.

iii. There was a reversal of gains in poverty reduction in Kigezi and Ankole sub-regions. Between 2016/17 and 2019/20 poverty rate more than doubled in Kigezi from 12.16% to 27.8% representing a 128.6% increase in 5 years.

Development Partners marking the launch of PSR 2021



Rising poverty in Ankole, Kigezi and Buganda North could be resulting from population pressure and trade barriers, but this requires more studies.

iv. There is an inverse relationship between land rights and subsistence livelihoods. About 68.65% of the land is held under customary land tenure and governed by customary rules in different regions. Most of the land is not registered, this has created a gap of securing ownership. Insecure land rights disincentives investment necessary for production and productivity growth.

v. Lack of formal education reduces the affected person's participation in the formal labour market and thus forces them into the informal or low productive sectors. Education remained a key route out of poverty because poverty rate decreased with an extra level of education completed by the household head and post-secondary education is associated with lowest poverty. Technical and Vocational Education and Training (TVET) could be the bridge to reaping Uganda's demographic dividend.

vi. Financial inclusion is critical in poverty reduction since it broadens access to credit, savings facilities, payment systems and insurance. People who are financially excluded have limited or no access to resources required to pay for goods and services. Access to financial services helps households to expand their productive capacity to exploit opportunities for income generation.

vii. Access to electricity, healthcare and roads among other public goods and services are important for poverty reduction.

viii. Findings also show a growth in the middle class. The number of Ugandans in the middle class increased from 14.12 million in FY 2016/17 to 15.64 million in FY 2019/20. These Ugandans have secured

Participants at launch of PSR 2021

better livelihoods which is important for socioeconomic transformation.

ix. Multi-dimensional poverty is higher than monetary poverty. Ugandans face deprivations in various forms such as access to education, healthcare, clean water, improved toilets and financial services. The multi-dimensional poverty rate stood at 42.1%

x. Vulnerability to poverty (risk of becoming poor) has become a development challenge. Many households face frequent shocks that make them vulnerable to poverty and understanding this vulnerability can inform policy debates and design of effective poverty prevention interventions.

xi. On the other hand, labour market informality is one of the major drivers of poverty in Uganda. Poverty rates are higher among households that earn their livelihood from informal employment compared to those that are formally employed.

xii. Special funds and economic infrastructures positively influence welfare. Households in communities that benefited from government programmes such as Operation Wealth Creation (OWC), Youth Livelihood Programme (YLP), Uganda Women Entrepreneurship Programme (UWEP), new roads, schools and health facilities had lower poverty than those that did not have access.

Recommendations to Government

1) Strengthen the organizational capacity of households to engage in commodity markets: Prioritise commercialization of farming-as a business as well as expansion and deepening of sub-regional Commodity Value-Chains across the 15 sub-regions using the Parish Development Model.

2) De-risk the economy and livelihoods: Scale up access to agricultural insurance, target vulnerability hot-spots in allocation of irrigation infrastructure, increase investment in early warning systems (e.g. weather forecasting), increase investment in social services as well as transport, energy infrastructure and social protection.

3) Scale-up access-tied public investment: Electrification, schooling and healthcare facilities since they help in poverty reduction

4) Strengthen Employment Governance: Speed up regulatory and administrative reforms on formalization of businesses and employment in addition to improving working conditions in the informal sector

5) Enhance community sensitization on raising manageable family sizes. Large family sizes are associated with higher poverty and the current population growth remains too high for sustainable poverty reduction.

For more details visit: www.finance.go.ug

What Development Partners Say

"This report will generate discussion and inform action in driving poverty eradication, wealth creation, social protection and economic growth for the people of Uganda," said Elsie Attafuah, UNDP Resident Representative, adding that industrialization and trade are key for socioeconomic transformation.

"The public debate has been on wealth creation but development is also very important. We need public infrastructure to create a platform for wealth creation," said UN Resident Coordinator Susan Ngongi Namondo, adding that beneficiaries should be involved in design, implementation and monitoring of development interventions.

Second Budget Call Circular FY 2023/24 highlights

PSST Ramathan Ggoobi

By MoFPED Comms Team

Pursuant to Section 10-13 of the Public Finance Management (PFM Regulations,2016 (as amended) the second budget call circular (2nd BCC) is issued to facilitate finalization of both the recurrent and development expenditure estimates for FY 2023/24.

The 2nd BCC was issued by the Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi on 15th February 2023 to all Technical Program Heads and All Accounting Officers of Central Government Votes, Missions Abroad, Local Government Votes and State-Owned Enterprises and Public Corporations.

State of the Economy

Uganda's economy is projected to grow at between 6% and 7% in FY 2023/24 up from 5.3% in this current FY 2022/2023.

The Theme for FY 2023/24 Budget is: **"Full Monetization of the Ugandan Economy through Commercial Agriculture, Industrialization, Expanding and Broadening Services, Digital Transformation and Market Access."** This is consistent with the overall East Africa Community's agenda of **"Accelerating Economic Recovery and Enhancing Productive Sectors for Improved Livelihoods."**

Indicative Budget Ceilings for FY 2023/2024

The Preliminary Resource Envelope for FY 2023/24 has been revised upwards from **UGX 47.328 trillion** (as per 1st BCC) to **UGX 50.871 trillion** of which **UGX 28.922 trillion** is domestic revenues; **UGX 2.471 trillion** is budget support, **UGX 2.010 trillion** is domestic borrowing; **UGX 8.870 trillion** is Project support; **UGX 8.358 trillion** is domestic refinancing; **UGX 238.5 billion** is Appropriation in Aid (AIA) and **UGX 90.39 billion** is Non-tax revenue (NTR).

Whereas the overall budget has increased from **UGX 47.328 trillion** in FY 2022/23 to **UGX 50.871 trillion** in FY 2023/24, the discretionary resource has reduced by **UGX 3.370 trillion** and consequently, the budget ceilings for programs and Votes have been adjusted to ensure that the critical priorities for FY2023/24 are catered for within the available resources.

Fiscal Policy Guidelines

The following initiatives as directed by H.E the President are prioritised in the budget for FY 2023/24;

i. Starting the construction of the Standard Gauge Railway and finalisation of the rehabilitation of the Metre Gauge Railway.

ii. Enhance small scale solar powered irrigation investments as well as addressing climate change and food security.

iii. Construction of power service stations and transmission lines.

iv. Capitalization of Uganda Development Bank(UDB) and Uganda Development Corporation (UDC) to continue supporting private sector development and economic transformation.

Critical investments in the key fundamentals such as Security, Peace and Governance, Human Capital Development (Health, Education and water), Road maintenance; social spending and investments in oil and gas will also be prioritised.

Government will be operating with limited resources and a number of fiscal guidelines have been used to repurpose the budget for FY 2023/24:

1. There will be no new borrowing next financial year and this shall continue over the short-to-medium term to minimize share of URA revenues being used to service debt so as to make resources available to finance critical development priorities of government.

2. No entity shall receive an increase in the budget in light of the **UGX 3.37 trillion** reduction in discretionary resources.

3. Travel abroad spending shall be restricted to only H. E the President, H.E the Vice President, the Rt.Hon. Speaker and Deputy Speaker, His Lordship the Chief Justice and Deputy Chief Justice, Rt. Hon Prime Minister, Principal Judge and the critical travel for security, arbitration of Government cases and resource mobilisation.

4. Salary enhancement is suspended by one year (for FY 2023/2024) and implementation of the comprehensive salary enhancement plan will commence effective FY 2024/25.

5. No new non-concessional projects shall commence, except those already

Dr. Edward Sengonzi Damulira, MoFPED Under Secretary/ Accounting officer

provided for in the debt framework, or those with no direct or indirect claim on the consolidated fund.

6. Vehicle purchase is frozen for FY 2023/24 with the exception of hospital ambulances, vehicles for medical supplies/ distribution, agricultural extension services, security and revenue mobilization.

7. Spending on workshops and seminars shall be reduced by 50% while considering the mandate of the vote.

8. Restored the reduced wage and non-wage for revenue generating subventions and those with statutory requirements.

9. Only allocations for on-going commitments under multi-year projects and retooling projects have been provided.

According to the Circular, Accounting households still engaged in subsistence agriculture into the money economy.

According to the 2nd BCC, Wage allocations and ceilings for FY 2023/24 have been based on the FY 2022/23 approved wage budgets for staff in-post, adjusted by the verified shortfalls this FY. The Pension allocation for FY 2023/24 is also based on the pensioners on the payroll, reported monthly pension shortfalls, new retirees for FY 2023/24 and the provision of the index of 5% for FY 2022/23 and another 5% for FY 2023/24.

Regarding Gratuity, allocations for FY 2023/24 are based on projections as submitted by Accounting Officers to the Ministry of Public Service. Salaries, Pension and Gratuity Arrears for FY 2023/24 have also been made based on Accounting Officer's verified arrears claims submitted to MoFPED.

Mainstreaming of HIV and AIDS into the national development processes has been prioritised in the program approach under NDP III to ensure a sustained response to the epidemic through domestic HIV financing

Officers were urged to mainstream clear interventions for environmental conservation and mitigation of/adaption of climate change effects.

To ensure effectiveness of Public Investments, MoFPED will continue to undertake annual reviews of the Public Investment Plan (PIP) to identify projects to exit and approve new ones to enter the PIP.

It should also be noted that due to the resource constraints, only **UGX 200 billion** has been provided in the budget for domestic arrears. Accounting Officers of the beneficiary Votes were urged to budget for arrears and note that no more accumulation of arrears will be tolerated. The Internal Auditor General report shows that the stock of arrears stood at UGX 2.74 trillion by end of June 2022.

An allocation of **UGX 1.059 trillion** has been maintained in the budget for FY 2023/24, like it's this FY to finance the Parish Development Model, a key driver for helping the 39% of

Accounting Officers were also urged to budget adequately for titling of land for all completed and new projects for FY 2023/24. It was noted that many projects have been undertaken on unsecured land.

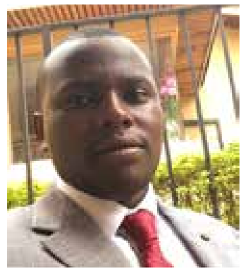
For cross cutting issues, PSST said mainstreaming of HIV and AIDS into the national development processes has been prioritised in the program approach under NDP III to ensure a sustained response to the epidemic through domestic HIV financing.

Ggoobi said all Accounting Officers should ensure that gender and equity issues are mainstreamed in the detailed budget estimates for FY 2023/2024 in accordance with the guidelines issued by the Equal Opportunities Commission.

For details visit: www.finance.go.ug

Summary of revenue performance for the period July to February, 2023 FY 2022/23

Ag. Director Economic Affairs Moses Kaggwa and URA CG John Musinguzi Rujoki at MoFPED top management meeting



By Isaac Arinaitwe

Revenue projection for FY 2022/23

As at 1st July 2022, revenues for FY 2022/23 were projected to amount to **Shs. 25,550.69 billion** of which tax revenue was **Shs. 23,754.86 billion** and Non-Tax Revenue (NTR) was Shs. **1,795.83 billion**. This projection was based on the following assumptions;

a. The base of **Shs. 22,425 billion** – the projected revenue collections of FY 2021/22.

b. Revenue gains of **Shs. 1,591 billion** on account of increase in the level of economic activities (buoyancy); and

c. Revenue gains of **Shs. 1,500 billion** from improved efficiency in tax administration.

It is important to note that in FY 2022/23, Government did not introduce new taxes due to the need to facilitate a faster recovery of the economy. This also ensured stability of the tax system which is critical for the private sector to thrive. Therefore, revenue generating efforts in FY 2022/23 are largely driven by enhancement of efficiency in tax administration.

Performance for the period July 2022 to February 2023

For FY 2022/23, domestic revenues during

REVENUE

the period July 2022 to February 2023 grew by **14% (UShs. 1,962.57 billion)** compared to the same period FY 2021/22. The growth of **14%** is higher than the average growth rate in revenues of **10%** for the same period for the last four financial years. Despite this robust growth, revenues for the period registered a shortfall of **UShs. 151.18 billion** against the projection of **UShs. 16,015.30 billion**.

Major surpluses were registered under PAYE (**Shs 364.46 billion**), rental income tax (**Shs 20.44 billion**), temporary road licenses (**Shs 15.52 billion**), import duty (**Shs 24.67 billion**) and NTR (**Shs 177.58 billion**), while major deficits were registered under excise duty on fuel (**Shs 47.13 billion**), Corporate Income Tax (Shs 56.05 billion), Withholding tax (**Shs 75.44 billion**) and local VAT on phone talk time (**Shs 36.62 billion**).

Factors underlying revenue performance

The above performance has been influenced by both positive and negative factors as mentioned below;

1. Positive factors

i. There was a surplus of **Shs. 364.46 billion** registered under taxes on employment income on account of;

a. Increased recruitment in private sector, especially in the manufacturing sector, banking and oil & gas. This led to an additional **Shs 383.58 billion** in revenues compared to FY 2021/22.

b. A slight increase in recruitment in Government, coupled with enhancement of salaries for scientists which has led to an increase in revenues by **Shs. 123.78 billion** compared to same period last financial year.

ii. A surplus of **Shs. 20.44 billion** was registered under tax on rental income tax, translating into growth in revenues of **Shs. 30.95 billion**, compared to same period last financial year. This is attributed to the reform of the rental income tax regime which rationalized the tax treatment of individuals with that of companies. In addition, the reform increased the effective tax rate of companies from **12%** to **15%**.

iii. There were increased efficiencies in tax administration by Uganda Revenue Authority which generated an additional **UShs. 649.34 billion** during the period under review.

iv. URA and Uganda Police increased enforcement efforts against foreign registered cars which led to a surplus of Shs 15.52 billion and a growth in revenues of **Shs 36.07 billion** under temporary road licenses.

v. The general increase in the prices of goods and services globally led to a surplus of **Shs 24.67 billion** under import duty. However, it is important to note that if such inflationary pressures persist, import volumes will be dampened.

vi. Surplus of **Shs 177.58 billion** under NTR performance, which is attributed to enhanced coordination and streamlining of NTR activities across Government by Ministry of Finance, Planning and Economic Development. This has improved efficiency along the entire NTR value chain (i.e. assessment, collection, reporting and accountability).

Increased recruitment in private sector, especially in the manufacturing sector, banking and oil & gas. This led to an additional Shs 383.58 billion in revenues compared to FY 2021/22

2. Negative Factors

i. A deficit of **Shs 36.62 billion** was registered under VAT on phone talk time on account of increased input costs by telecommunication companies. These increased costs imply high VAT refund claims by the companies.

ii. There was a deficit of **Shs 75.44 billion** registered under withholding taxes mainly on account of;

a. **Shs 121.13 billion** deficit under general supplies due to subdued aggregate demand on account of general increase in the cost of goods and services.

b. **Shs. 23.61 billion** on government payments due to budget cuts of MDAs;

iii. Revenue performance continues to be undermined by exemptions, including incentives for investment promotion. Revenue foregone on account of these amounted **1.56%** of GDP in FY 2021/22.

iv. General poor compliance to tax obligations by taxpayers including Government, leading to an increase in the stock of arrears stock to **Shs. 4,632.89 billion** as at end of February 2023. Of these arrears, Government accounts for **Shs. 855.93 billion** while other taxpayers account for **UShs. 3.77.96 billion**.

v. There was a deficit of **Shs. 56.05 billion** on tax on business income due to decline in profitability of firms, as a result of low levels of economic activity. Examples are;

a. Transport, storage and communications registered a shortfall of Shs. 56.83 billion and a decline in revenues of **Shs. 14.77 billion** compared to same period last financial year.

b. Tax payments by Airtel declined **by Shs. 19.77 billion** compared to same period last financial year on account of high capital deductions due to investment in equipment

c. The manufacturing sector registered a deficit of **Shs. 58.97 billion**.

d. Utilities (water and electricity supply) registered a deficit of **Shs. 14.76 billion** (and a decline in revenues of **Shs. 5.47 billion)** due to delayed payments by Government Ministries, departments and Agencies.

Outlook for June 2023

On account of revenue performance for the period July 2022 to February 2023 and the current levels of economic activity, revenues for FY 2022/23 at 30th June 2023 are projected to amount to **UShs. 25,185.56 billion** against a projection of **UShs. 25,550.69 billion**, hence a shortfall of **UShs. 365.13 billion**. This translates into a revenue effort of **13.6%** of GDP and growth in revenue effort of **0.2%** of GDP compared to FY 2021/22.

The writer is a Senior Economist in the Tax Policy Department.

Rental apartments: A surplus was registered under rental income tax

PIFS

Finance minister launches Public Investment Financing Strategy

By MoFPED Comms Team

Finance Minister Matia Kasaija launched the Government of Uganda Public Investment Financing Strategy (PIFS), a framework aimed at aligning government programmes to sustainable financing options, so as to achieve value for money.

In 2015, at the 3rd United Nations International Conference, World Leaders met in Addis Ababa Ethiopia and agreed to the development of Integrated National Financing Frameworks (INFFS) that provide a framework for providing sustainable development at the country level.

The Public Investment Financing Strategy (PIFS) was developed by MoFPED in alignment with the INFFS to widen the scope of mobilization of financial resources from domestic, external, emerging and innovative financing options to meet the resource needs of the National Development Plan and Sustainable Development Goals (SDGs).

Speaking at the Public launch and Dissemination of the PIFS at Sheraton Hotel, Kampala, Finance Minister Matia Kasaija said the implementation of this financing strategy was a priority of government.

He said the overall cost of financing all government planned programmes was estimated at 411.7 trillion Uganda shillings which averages at 82.3 trillion shillings over the 5 year NDP III period.

Kasaija noted that government of Uganda budget has been about 49 trillion shillings hence an annual financing gap of about 33 trillion shillings.

"In light of the huge development needs including the sustainable development goals, borrowing and grants are necessary but not sufficient options for funding government programmes," said the Finance Minister.

Kasaija said the financing strategy was formulated through wide consultations. He thanked the World Bank and United Nations Development Programme for the support in the finalisation of Strategy as well as its public dissemination.

Objectives of PIFS

i. Improve alignment of financing options to suitable government programmes;

ii. Minimize the cost and risk exposure of financing modalities;

Finance Minister Kasaija officiating at the launch

"I pledge the continued support of the United Nations Development Programme and the wider United Nations Development System for the implementation of the PIFS as well as Uganda's Journey towards achieving its 2040 Vision," said Ngatia.

PIFS

The Acting Director Debt and Cash Policy-MoFPED, Ms Maris Wanyera said the PIFS will ensure that projects are prepared in advance for financing. "Successful implementation of this Integrated National Financing Framework/ Public Investment Financing Strategy (INFF/PIFS) initiative will enable Uganda to attain long term fiscal sustainability," she said.

Panelists at the PIFS public launch

iii. Leverage additional financing from traditional and other innovative sources;

iv. Provide a framework for partnership with the private sector, both in the implementation and financing of public investment programmes and projects;

v. Ensure sequenced loan financing and timely disbursement of funds;

vi. Achieve long term fiscal sustainability.

The key elements for the effective and successful implementation of PIFS will constitute establishment of the Project Preparation Fund (PPF) financed by government resources.

MoFPED recently inaugurated the Resource Allocation Committee (RAC) that will provide strategic leadership to ensure sustained adherence to the proposed alignment framework in the PIFS.

Development Financing Options for Uganda

According to the Public Investment Financing Strategy, a number of financing options are highlighted in the context of Uganda (traditional and new financing options) and these include; Tax revenues and Non-Tax revenues, Domestic borrowing, Domestic Bank Financing, Pension Funds, Equity Investment Financing, Private Domestic Investment, Grants, Loans and Public Private Partnerships

Others are; Foreign Direct Investment, Remittances, Philanthropy, Crowd funding, Climate finance, International Bonds and Infrastructure Bonds as well as Islamic Finance.

What Development Partners said...

On behalf of the United Nations Development Programme, Sheila Ngatia the Deputy Resident Representative said developing an integrated and comprehensive financing strategy is critical for effective implementation of the 2030 Agenda for sustainable development.

"I pledge the continued support of the United Nations Development Programme and the wider United Nations Development System for the implementation of the PIFS as well as Uganda's Journey towards achieving its 2040 Vision," said Ngatia.

The United Nations Resident Coordinator Susan Ngongi Namondo commended MoFPED for embracing INFF in the quest for transformative approaches to development financing.

She also pledged the support of the UN family in the successful implementation of the strategy including capacity building, adding that government should expedite the implementation of the tax exemption rationalisation plan to address issues of transparency, fairness and effectiveness in mobilisation of resources for the country.

The World Bank Senior Economist, Rachael Sebudde expressed the commitment of the World Bank to support PIFS and also called upon government to implement reforms that support a private sector driven economy. She noted that there is need to sensitise stakeholders about PIFS in addition to ensuring value for money for all the interventions implemented.

The Head of Cooperation at the European Union Delegation in Uganda, Caroline Adriaensen said this was an important milestone that will help Development Partners to align their support to the priorities of government.

She said the EU was ready to support Uganda in pursing it's development agenda, adding that the EU had already approved Euros 15 million towards climate finance.

You will be personally held accountable for mismanaging payroll - PSST tells Accounting officers

By MoFPED Comms Team

The Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi has urged all Accounting officers (Central and Local Governments) to properly project and budget appropriately for wage, pension and gratuity estimates during FY 2023/24, adding that any shortfalls due to negligence and mismanagement of the payroll will result into personal consequences.

The PSST made the remarks during the meeting to harmonise wage, pension and gratuity budget requirement for FY 2023/24 and FY 2022/23 at Imperial Royale Hotel in Kampala.

Ggoobi said this meeting followed various correspondences from Accounting officers on wage, pension and gratuity shortfalls for FY 2022/23.

"Whereas we recognize that some of the shortfalls are a result of Government's decision to enhance salaries for scientists across service in FY 2022/23, there are other major issues that relate to payroll management and supervision of the human resource function," said the PSST.

Other Causes

An analysis of the Public service payroll which was conducted in July 2022 shows the following:

1. Discrepancies in information: It was noted that some employees on the

PSST addressing Accounting officers and their technical team at Imperial Royale Hotel payroll have wrong post tittles, wrong salary scales and codes as well as wrong salary amount and un matching total wage bill.

2. Mischarge on the wage item: Some Accounting officers have been charging payment of local and contract staff as well as other non-wage expenditures from the salaries item.

3. Poor budgeting: It has been noted that some staff are not budgeted for under their respective departments or they are under budgeted for and this has led to some deficits and surpluses across departments and in other wage categories (General and contract) within the same institution.

4. Recruitment without clearance from Ministry of Public Service: Some of the Accounting officers have been recruiting without confirmation of availability of wage to recruit, resulting in wage shortfalls and supplementary requests during budget execution.

5. Delays in processing of pension and gratuity files for retired staff: Despite decentralization of this function to respective votes, there are still delays in accessing retirement benefits of retired staff.

6. Non adherence to government policies to improve transparency and accountability: Accounting officers are required to distribute individual monthly pay slips and also display of monthly payrolls on vote notice boards to ensure transparency and accountability in a bid to mitigate against payment of ghost staff and incorrect amounts.

The PSST said preparations by the Auditor General to carry out a forensic audit on the payroll had commenced adding that any shortfalls that will arise in FY 2023/24 will be charged on the non-wage of the respective votes.

PS Public Service, Catherine Musingwiire addressing Accounting officers

He said supplementary requests for wage, pension and gratuity will going forward not be accepted by MoFPED.

The Permanent Secretary Ministry of Public Service, Catherine Musingwiire also decried rampant cases of recruitment without clearance and sometimes circumventing procedures and using political influence to manage the payroll. She said some Accounting officers were paying the salary of scientists to non-scientists which she said was very irregular and a major cause supplementary requests for wage.

Accounting officers especially from Local Governments confessed that they face a lot of pressure from politicians to recruit even when clearance has not been granted by the Ministry of Public Service.

It was also noted that some Accounting Officers and Human Resource personnel in Local Governments lack clear understanding on classification of scientists hence payment of salaries of scientists to non-scientists.

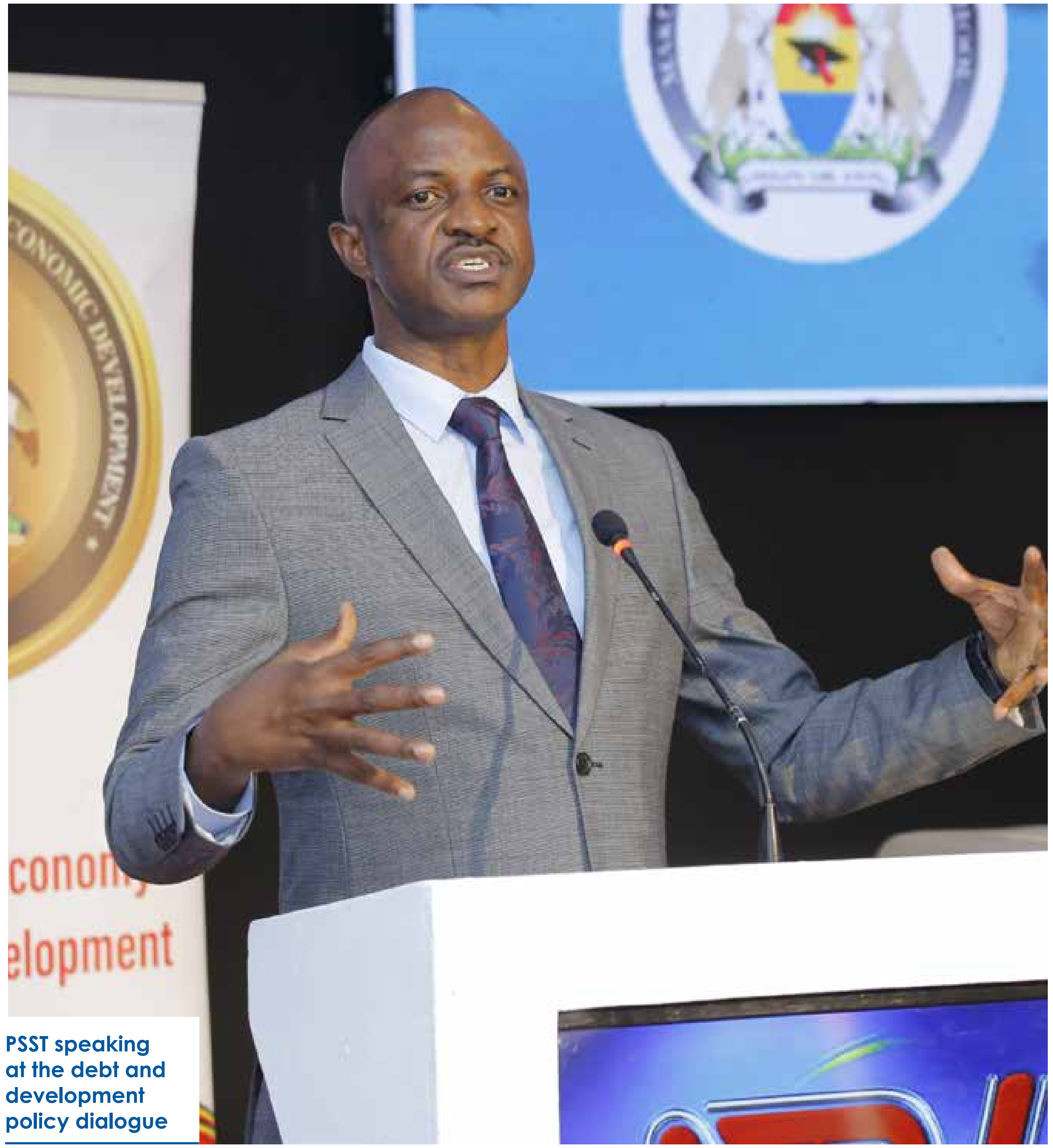
Local Government Accounting officers are also under pressure to pay ex-gratia to elected leaders in addition to managing the increasing cases of early retirement which are affecting pension and gratuity payments among other challenges.

Accounting Officers were tasked to establish the following:

1. Actual wage, pension and gratuity budget requirement for FY 2022/23 by vote and category.
2. Actual wage, pension and gratuity budget for FY 2023/24.
3. Total validated number of staff in post under each vote.
4. Actual number of legitimately recruited staff under each vote in FY 2022/23.

Ag. Commissioner Budget Policy and Evaluation Dept, John Muheirwoha at the meeting with Accounting officers

Our debt is sustainable and will reduce in the medium term says PSST Ggoobi



PSST speaking at the debt and development policy dialogue

By MoFPED Comms Team

The Permanent Secretary/Secretary to the Treasury, Ramathan Ggoobi has said the Debt Sustainability Analysis (DSA) report 2022 shows that Uganda's debt is sustainable and below that of peer countries, adding that debt levels are projected to reduce in the medium term according to the report jointly published by the IMF and the World Bank.

He however noted that the risk rating deteriorated from "LOW" before the COVID-19 pandemic to "MODERATE."

Ggoobi made the remarks at Kampala Serena Hotel during the Debt and Development Policy Dialogue under the theme: Debt and Development - How Sustainable is the Public Debt for Uganda?

He said public debt increased from 41 percent of GDP in June 2020 to 48.4 percent in June 2022, noting that this increase was much smaller than what has been experienced in the previous years on account of fiscal consolidation and improvement in gross domestic product (GDP) performance.

"Going forward, we expect public debt as a share of GDP to be on a declining trend, on the back of robust Economic Growth, enhanced tax Revenue Mobilization and increased caution on the expenditure side," Ggoobi said.

"On the tax revenue front, the PSST said government is currently implementing the Domestic Revenue Mobilization Strategy (DRMS), which aims at increasing the tax to GDP ratio by 0.5 percentage points every financial year. The main thrust of DRMS is to improve efficiency in collection of existing taxes, rather than the introduction of new taxes," he said.

"Debt Planning is critical in understanding our negotiating position, determining borrowing needs, costs and making decisions where to borrow from. We have put money into roads and energy for decades and I think it is high time we balanced investments and put money in social sectors," said Julius Mukunda, ED CSBAG.

Dr.Fred Muhumuza said the uncertainty about growth at global and local levels, and evidence of some countries drastically going into debt default makes it imperative for stakeholders in Uganda to review the different aspects of the current and possible implications of debt on the economy in the short, medium and long-term.

They recommended that government should slow down on acquiring debt, focus on long term financing and target reduction of fiscal deficit.

Commenting on economic growth prospects, Ggoobi said economic growth will be driven by a number of targeted government initiatives, including the Parish Development Model (PDM), a multi- sectoral strategy that aims at reaching Ugandan households still in the subsistence economy and supporting them to join the money economy.

The PSST said that in the medium term, economic growth will be driven primarily by activities in the Oil and Gas sector, which are already taking off in preparation for first oil in 2025, adding that projections show that real GDP growth will increase to over 7 percent at the start of Commercial Oil Production.

"On the tax revenue front, the PSST said government is currently implementing the Domestic Revenue Mobilization Strategy (DRMS), which aims at increasing the tax to GDP ratio by 0.5 percentage points every financial year. The main thrust of DRMS is to improve efficiency in collection of existing taxes, rather than the introduction of new taxes," he said.

He said government is also prioritizing e-government, financial management and procurement reforms as well as special performance and forensic audits among other measures to intensify the fight against corruption in the country.

Paul Wabiga and Fred Muhumuza in their presentation titled 'Is Uganda's public debt hurting private investment? argued that, like other developing economies, debt has had many positive and negative impacts on the ability of the countries to provide basic services and support sustainable and inclusive growth.

Participants at the debt and development dialogue

"We need to collect more taxes and pay attention to increasing exports to reduce the import bill. Without collective action among African countries, we will remain perpetually in debt," said Prof. Waswa Balunywa, Principal MUBS.

They contend that rising public debt has been driven by ambitious targets enshrined in both NDPs and vision 2040, adding that from 2005, the debt stock has been rising rapidly and triggering a range of negative results and risks hence the current concerns and debate.

Wabiga and Muhumuza said the uncertainty about growth at global and local levels, and evidence of some countries drastically going into debt default makes it imperative for stakeholders in Uganda to review the different aspects of the current and possible implications of debt on the economy in the short, medium and long-term.

They called for clear policy guidelines on issuance, management and monitoring of the different tax benefits and incentives, adding that government should desist from initiating and implementing projects without proper planning and feasibility studies.

They recommended that government should slow down on acquiring debt, focus on long term financing and target reduction of fiscal deficit. They also advised government to prioritise the restructuring of Ministries, Departments and Agencies and also rely on standards and statistics in provision of social and economic services.

Yasin Mayanja, a Principal Economist at MoFPED presented the Debt Sustainability Analysis Report and emphasised the following;

i. Uganda's Economy has remained resilient in the face of strong external and internal headwinds;

ii. Public debt remains sustainable in the medium and long term;

iii. The debt to GDP ratio remains one of the lowest in the region;

iv. In order to reduce the cost debt, government will continue to prioritise concessional financing to the extent possible before considering non-concessional credit;

v. Government has put in place export promotion and import substitution initiatives in order to increase foreign currency inflows and reduce the outflows.

vi. Government is currently implementing the Public Investment Management Strategy (PIMS) framework to ensure that only ready projects that are technically and economically viable are included in the Public Investment Plan.

NSPSDII

The 2nd National strategy for Private Sector Development

By MoFPED Comms Team

On 1st December, 2022, the Ministry of Finance, Planning and Economic Development hosted the 13th National Competitiveness Forum (NCF) where the second National Strategy for Private Sector Development (NSPSDII) was launched.

What is NSPSD II?

NSPSDII is a five-year framework that consolidates and enhances coordination of private sector interventions in various planning and institutional frameworks for private sector competitiveness. This coordinating framework will ensure that all efforts aimed at consolidating private sector competitiveness in Uganda are achieved as envisaged by the third National Development Plan (NDPIII) on which the strategy is anchored.

What NSPSD II is intended to achieve

The goal of NSPSDII is to position the private sector to accelerate inclusive monetization of the economy in line with its theme that focuses on consolidating efforts for private sector competitiveness. The resilience of the private sector drives real economic growth.

This goal is well aligned with the Parish Development Model aimed at improving service delivery and enhancing the incomes and welfare of the 39% of households still in the subsistence economy into the money economy and by extension the NDPIII's goal of increasing household incomes and improving the quality of life of Ugandans.

The NSPSDII provides feasible interventions at the macro, meso, and micro levels of the economy to turn around the private sector in terms of growth, competitiveness, and resilience.

The strategy is motivated by the fact that private sector is still the critical engine to the development of the economy and inclusive growth.

Secondly the evaluation, lessons learnt from the NSPSD 2017/18-2021/22) pointed to the gaps that required to be addressed in this new strategy;

Third is the need to consolidate private sector issues contained in the 20 NDP III programs, which need to be handled in a systematic manner, to drive the private sector development agenda as envisaged under NDPIII.

Lastly, the desire for equitable development through subnational level interventions through area based commodity development (ABCD) and PDM strategies and how these can address emerging issues that affect private sector competitiveness mainly from internal & external shocks.

How will the above goal be achieved?

To attain the above goal, four specific objectives will be pursued, namely:

i. Sustaining efforts in reducing informality and increasing the competitiveness of the private sector;

ii. Fostering recovery and restoration of the private sector to drive sustainable economic growth and development;

iii. Strengthening area-based private sector development along commodity and product value chains; and

iv. Strengthening the coordination of state and non-state efforts for effective delivery of the whole of government approach to private sector development.

Plan to ensure effectiveness of NSPSD II implementation

To ensure effective implementation of this strategy, the following have been considered;

1) The Strategic Execution Matrix that spells out the crucial benchmarks for each of the identified Ministries, Departments and Agencies (MDAs) to be achieved within the five-year NSPSDII implementation period has been developed.

Hon. Lugoloobi handing a copy of the strategy to the Head Private Sector Development Unit, Dianah Nannono

Central Business District - Kikuubo lane

2) To ensure service delivery, the strategy adopted a whole of Government approach, with a detailed service delivery matrix and robust monitoring and evaluation (M&E) plan outlining services and routine deliverables for each relevant MDA and their required contribution to the NSPSDII implementation.

3) Leveraging and maximizing Public–Private dialogue and events such as the National Competitiveness Forum (NCF), Cluster Platforms, the Business Licensing Reform Committee and the Growth Forum among others to achieve whole of Government support to private sector development.

4) Improving private sector representation and streamlining actions for policy development using private sector associations.

5) Strengthening the functionality and coordination of key committees on administrative data for evidence-based policies for Private Sector Development E.g. Area Based Commodity Development Portal, etc.

6) Positioning private sector participation in the implementation of development programs such as the Parish Development Model (PDM).

7) A Strategy Monitoring Group composed of both private and public stakeholders including donors, private sector associations, Research Institutions, academia etc. has been formed and will monitor implementation of the NSPSD II.

Achievements registered during NSPSDI

Some of the major achievements of NSPSDI include among others increased export earnings by 12% in 2018/19 (USD 6.05 billion in 2019, rising to USD 6.34 billion), creation of over 7,000 jobs, national backbone infrastructure (756km completed by end of 2018), digitalization of land registry through developing and operationalizing the Land Information System (LIS) and Capitalization of both Uganda Development Bank and Uganda Development Corporation.

Highlights of the debt sustainability analysis report FY 2021/2022

By MoFPED Comms Team

The Government of Uganda conducts an annual Debt Sustainability Analysis (DSA) exercise in fulfilment of requirements of the Charter for Fiscal Responsibility and the Public Finance Management Act (2015).

The DSA exercise is done with a view to ascertaining the sustainability of public debt over the medium to long term. Emphasis is placed on key debt burden indicators, such as the size of debt relative to GDP as well as the share of domestic revenues needed to meet debt service obligations.

The DSA exercise also identifies risks and vulnerabilities associated with the debt portfolio and proposes remedial policy interventions to mitigate such risks and vulnerabilities.

Conducting a regular Debt Sustainability Analysis (DSA) is a best practice for countries to identify risks and vulnerabilities associated with the debt profile and is a key tool for debt management in Uganda.

The DSA finds that Uganda's public debt remains sustainable in the medium to long term, at a moderate risk of debt distress. This outlook is supported by prudent fiscal policy and strong economic performance following continued recovery from the COVID-19 – induced economic downturn of the last few years.

As a share of GDP, public debt is projected to decline in the medium term, largely supported by improving tax revenues on the back of successful implementation of the Domestic Revenue Mobilization Strategy.

Challenges to debt management stem primarily from the rising cost of debt service, which has been driven by increases in costly domestic debt as well as external commercial loans.

Going forward, Government will contract less domestic debt in an effort to reduce the debt service burden on the budget and minimize crowding out of the private sector from the domestic debt market.

On the external front, priority will continue to be given to concessional loans, which carry low interest rates and have long maturity periods, easing the debt service burden.

Uganda's public debt stock increased from USD 19.54 billion (UGX 69,512.5 billion) in FY2020/21 to USD 20.99 billion (UGX 78,833.4 billion) in FY2021/22. This represents a much smaller increase in public debt compared to the previous two financial years. External public debt increased from USD 12.39 billion (UGX 44,061.4 billion) to USD 12.82 billion (UGX 48,171.8 billion) between June 2021 and June 2022, while domestic public debt increased from USD 7.16 billion (UGX 25,451.1 billion) to USD 8.16 billion (UGX 30,661.6 billion) over the same period. As a share of GDP, public debt increased to 48.4 percent in June 2022 from 47.0 in June 2021.

Measured in present value terms, the stock of public debt amounted to 39.5 percent of GDP up from 37.5 percent the previous financial year.

The slowdown in the rate of debt accumulation is on account of a number of factors, including: recovery in GDP growth and Government's deliberate efforts towards fiscal consolidation as the effects of the Covid-19 pandemic continue to subside, as well as a pickup in revenue growth partly supported by the implementation of the Domestic Revenue Mobilization Strategy (DRMS).

Government plans to continue its efforts towards fiscal consolidation over the medium term appropriately based on both revenue and expenditure measures, as such nominal public debt to GDP is projected to decrease to 47.6 percent by end June 2023 and continue on a downward trend over the medium term.

Debt in present value terms is projected to follow a similar trend, decreasing to 38.4 percent of GDP in FY2022/23 which is below the ceiling of 50 percent stipulated by the convergence criteria under the East African Monetary Union protocol.

The findings of this DSA indicate that public debt is projected to remain sustainable over the medium to long-term. Debt sustainability will majorly be supported by a recovery in GDP growth as the economy returns to its pre-Covid-19 potential; a reduction in borrowing as some major infrastructure projects come to a completion in the medium term, alongside strong revenue growth following the implementation of the Domestic Revenue Mobilisation Strategy; and realisation of oil revenues in the medium to long term.

The debt outlook is faced with moderate risk of debt distress, with the major vulnerabilities relating to the slow growth of exports and the increasing debt service burden. Debt service as a percentage of revenue increased to over 30 percent in FY2021/22 and is projected to rise further in FY 2022/23, especially due to heightened domestic interest rates following the recent high level of domestic inflation, as well as the increasing cost of external debt as global financing conditions tighten.

The analysis also indicates that Uganda has limited space to absorb shocks, meaning that an extreme economic shock could potentially lead to a deterioration in the rating to high risk of debt distress.

Why we borrow: Karuma Dam constructed with support of external financing

Debt Sustainability

Measures to maintain debt at sustainable levels over the medium term will include: increasing domestic revenue collections through the full operationalization of the Domestic Revenue Mobilization Strategy; increasing the efficiency and effectiveness of Government expenditure, particularly by allocating more resources to sectors that generate a higher multiplier effect on growth.

The Domestic Revenue Mobilisation Strategy (DRMS) targets to increase domestic revenue to GDP by 0.5 percentage points per annum.
Government will also continue to rely on external borrowing over the medium term as the main avenue to finance the deficit.

This is consistent with the policy of reducing domestic debt to no more than 1 percent of GDP, in a bid to avoid crowding out of the private sector, which is the engine of growth. As the deficit declines due to higher revenues (including from oil), there will be a reduction in external (and domestic) borrowing starting around 2028.

The reduction in the debt to GDP ratio will also be supported by Government's deliberate efforts towards fiscal consolidation through reduction of public expenditures as well as the onset of oil production towards the end of the medium term, which will altogether reduce the reliance on debt for budget financing.

Government is also implementing the Public Investment Management Strategy (PIMS) framework that requires projects to go through the four stage gates of: concept, profile, re-feasibility and feasibility study. This is aimed at ensuring that only ready projects that are technically and economically viable are included in the Public Investment Plan (PIP), thereby maximizing returns on investment. This will help ensure maximum benefits from Government projects, which will boost economic growth.

However, debt service still remains a key area of concern for debt sustainability. The ratio of total debt service to domestic revenue continued on an upward trend increasing to 30.6 percent in FY2021/22 and is projected to increase further in FY2022/23. This implies that debt service is increasingly taking up bigger share of resources, hence constraining the allocations to other areas of the budget.

Other major risks to debt sustainability relate to: the slow growth of exports; the increased recourse to commercial external and domestic debt for budget support; lower than anticipated GDP growth; lower than projected tax revenues; delays in oil production; and challenges in the project management cycle, which delay project benefits and often lead to cost overruns.

To mitigate these risks, initiatives have been put in place to enhance export promotion and import substitution in order to increase foreign currency inflows and reduce the outflows. Other initiatives include the development of several industrial parks around the country as outlined in the NDP III. In order to reduce the cost of debt, Government will continue to prioritise concessional financing to the extent possible before considering non-concessional credit.

The DSA Report is produced by the Macroeconomic Policy Department. For details visit: www.finance.go.ug/mepd.finance.go.ug

External public debt increased from USD 12.39 billion (UGX 44,061.4 billion) to USD 12.82 billion (UGX 48,171.8 billion) between June 2021 and June 2022, while domestic public debt increased from USD 7.16 billion (UGX 25,451.1 billion) to USD 8.16 billion (UGX 30,661.6 billion) over the same period.

Kasolo intensifies Emyooga monitoring across the country

Hon. Kasolo speaking to Emyooga beneficiaries in Kigorobya, Hoima

By Oscar Kalyango

The Emyooga and the Parish Development Model are essentially last mile poverty alleviation programmes being implemented by Government to ensure that Ugandans still in the subsistence economy transit into the money economy.

Wealth creation, improved livelihoods and job creation through provision of seed capital to SACCO's formed by locals in every Constituency across the country is at the core of these interventions.

Minister of State for Microfinance Haruna Kasolo was recently on Emyooga monitoring mission in the Bunyoro region where he visited the districts of Kakumiro, Kibaale Kikuube, Hoima, Hoima city and Buliisa.

In Kibaale district, Kasolo was joined by the finance Minister Matia Kasaija, Members of Parliament in the region and other local leaders.

The focus of this monitoring visit across the country is on performance of SACCOs Particularly on the saving aspect, shares and recovery rates. Buliisa district for example received Ugshs 550m as seed capital, disbursed Ugshs 678m including their own savings and have so far recovered Ugshs 132m putting their recovery rate 19.4%. Hoima city received a total of Ugshs 1.180bn as

EMYOOGA

seed capital, disbursed Ugshs 1.12bn and has recovered Ugshs 627m representing about 56% recovery rate.

Hoima district received a seed capital of Ugshs 1.120bn and loan recovery is at Ugshs 346m representing recovery rate of 28.8%. Kikuube district got a seed capital of Ugshs 1.12bn and recovery rate is at 16.9% while Kakumiro district received seed capital of 1.17bn and the recovery is at 24%.

In the constituencies of Kigorobya and Bugahya, Hoima district an average of 3,255 households have received the Emyooga seed capital and are involved in economic activities that range from tailoring, fishing, produce, fabrication and metal works as well as mechanics. The Emyooga programme has an all-inclusive approach that seeks to cater for everyone and this is indeed starting to manifest in the Bunyoro region.

Some of the challenges the Minister identified include; Mismanagement of SACCOs funds by the associations leadership team and a case in point is John Paul Mugambe, a leader in the boda-boda association in Kikuube district in Buhanguzi constituency who fraudulently took Ugshs 15m from the association. The Minister ordered Police to arrest him, which was done in real time and asked the Uganda Police to properly investigate the matter and ensure money meant for the association is recovered so that other members with business intentions can access it.

The other challenge is low loan repayment where members who got the first round of loans had failed to pay back making it difficult for funds to revolve and enable others access the funds. The long distances to the banks for example in Kakumiro district also made it difficult for all the 3 association members to travel and sign for money in the bank.

There is also some misconception by some beneficiaries that the Emyooga Seed Capital was a political thank you from the President after the elections.

It should also be noted that the COVID-19 pandemic greatly affected the Program. This program had just started when COVID-19 hit the country thus affecting businesses and this has affected recoveries from beneficiaries. Many SACCOs do not have computers, stationery or other office equipment to enhance information management and reporting at the district and constituency levels.

At the implementation level the SACCO leaders in their reports to the Minister expressed concern about payment for audits prior to their Annual General Meetings (AGM) noting that this defeated the purpose of the much needed saving and lending to members. Hon. Kasolo asked Microfinance Support Centre, the implementing partner to halt this payment for audits with immediate effect.

The Minister also directed the Microfinance Support Centre team especially at the regional level to organize training and refresher apprentice sessions with all individuals in the Emyooga programme with focus inculcating the saving culture particularly, daily savings and increasing SACCO members to reap faster and more desirable dividends.

Certainly, the Emyooga programme is creating great socio-economic dividends in the Bunyoro region just like other parts of the country. Hoima City Resident Commissioner Badru Mugabi said the crime rate in the city has drastically gone down because many young people are now engaged in economic activities under the Emyooga programme.

Much to the delight of the SACCO leaders the Microfinance State Minister assured them the that H.E the President had directed that Ugshs 20 million be added to all the 18 associations in every constituency across the country.

The Minister called for regular supervision by Microfinance Support Centre and District leaders to ensure that the Emyooga Program stays on the right course towards improving incomes, livelihoods, poverty reduction and ultimately socio economic transformation of the country.

Hon. Kasolo with Emyooga beneficiaries in Hoima City East

Hoima district received a seed capital of Ugshs 1.120bn and loan recovery is at Ugshs 346m representing recovery rate of 28.8%. Kikuube district got a seed capital Ugshs 1.12bn and recovery rate is at 16.9% while Kakumiro district received seed capital of 1.17bn and the recovery is at 24%.

South - South Cooperation vital for Human Capital Investment and self-reliance - Lugoloobi

By Shaka Isaac

The State Minister for Planning Amos Lugoloobi has said South-South cooperation represents a form of collaboration between countries of the global south, which is based on sharing experience and addressing common goals like poverty alleviation, sustainable societies, and human capital investment to promote self-reliance.

In his opening remarks during Africa High-Level Forum of South-South and Triangular Cooperation on January 17th 2023 at Speke Resort Munyonyo, Lugoloobi said the forum has been institutionalized based on several recommendations provided by development practitioners, member states and strategic partners to keep Africa on track as far as the implementation of South-South and Triangular Cooperation is concerned.

“Our major aim at this forum is to come up with clear recommendations for the second ten-year implementation plan of Agenda 2063 particularly those pertinent to governance and the role of youth and women in promoting those modalities of cooperation,” said Lugoloobi.

“We are therefore optimistic that this Kampala Forum will achieve its overall objective of uplifting development cooperation particularly South-South and Triangular Cooperation at the bilateral, regional and continental levels by sharing good practices and experiences,” said Lugoloobi.

South-South and Triangular Cooperation (SSTC) is a development and humanitarian programming modality mandated by the member states of the United Nations as articulated in numerous International Agreements and UN General Assembly resolutions.

Uganda in partnership with the African Peer Review Mechanism (APRM) organized the Second High-Level Forum on South-to-South Triangular Cooperation (SSTrC) under the theme: ***Building national capacities for South-South and Triangular-Cooperation ecosystems in Africa and forging horizontal partnerships for sustainable and resilient societies.***

This 2nd Africa High Level Forum of South-South Triangular Cooperation for Sustainable Development was built on the outcome of the First Forum which was organized in Cairo, Egypt in 2021.

The Forum brought together political leaders and heads of corporations and institutions from key private partners and public institutions which is a demonstration of the commitment to accelerate SSTrC implementation.

This forum serves as a component of Africa Peer Review Mechanism (APRM) to enhance South-South and Triangular Cooperation (SSTrC) effectiveness for the implementation of Agenda 2063 and Sustainable Development Goals.

Lugoloobi said the forum provides the platform for Africans in the diaspora and

President Museveni giving a keynote address at the 2nd Africa high – level forum for South-South Triangular Co-operation for sustainable development - Munyonyo - 19th Jan 2023

strategic partners to share innovative ideas on how to support the continent’s development while understanding the specificities of our African context especially after the negative consequences of COVID-19.

The top 10 recipients of Official Development Assistance in Africa, namely Ethiopia, Nigeria, Kenya, Democratic Republic of Congo, Tanzania, Uganda, Mozambique, Mali, Somalia, and Egypt are strongly involved in triangular cooperation programs. Uganda in particular, has more than 63 triangular partnerships.

Triangular cooperation has mainly supported strategic sectors, including institutional structures and civil society, agriculture, and food security, as well as healthcare.

“Our major aim at this forum is to come up with clear recommendations for the second ten-year implementation plan of Agenda 2063 particularly those pertinent to governance and the role of youth and women in promoting those modalities of cooperation,” said Lugoloobi.

The Minister who is also the national focal person of the African Peer Review Mechanism, said the Forum also focused on strengthening cooperation among the countries in the global south and exploring ways to make the implementation of development agendas more robust.

South-South cooperation is a Manifestation of solidarity

President Yoweri Museveni who closed the three-day conference described the theme of this Second Africa High-Level Forum: “Building National Capacities for South-South and Triangular Cooperation Ecosystem in Africa and Forging Horizontal Partnerships for Sustainable and Resilient Societies” as timely.

President Museveni said: “Indeed, over

Minister of State for Planning Hon. Lugoloobi

SOUTH-SOUTH COOPERATION

"We are therefore optimistic that this Kampala Forum will achieve its overall objective of uplifting development cooperation particularly South-South and Triangular Cooperation at the bilateral, regional and continental levels by sharing good practices and experiences," said Lugoloobi.

the years, we as Africa and the Global South and Global North have built capacity to understand what the South to South and Triangular Cooperation is."

The President said South-South cooperation is a manifestation of the solidarity among peoples and countries of the South that contribute to their national well-being, their national and collective self-reliance, and the attainment of internationally agreed Development Goals, including the 2030 Agenda for Sustainable Development.

He said the South-South Cooperation Agenda and Initiatives must therefore be determined by the countries of the South, guided by the principles of respect for national sovereignty, national ownership independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit.

"Therefore, conferences such as this one help us to clearly define what needs to be done and how to do it and also share experience of what has worked and not worked. However, we still have some way to go in defining, operationalizing and building national capacities for the South- South and Triangular Cooperation for Sustainable Development (SSTrC), especially in Africa and forging horizontal partnerships for sustainable and resilient societies," he said.

President Museveni said Agriculture has been and remains central to Africa's economic growth and poverty reduction, adding that it is a major source of raw materials for the manufacturing sector, a market for non- agricultural output, a source of surplus for investment and a source of employment. He said strategic investment for modernization of this sector will transform it into a springboard for socio- economic transformation of Africa.

On the Fragmented Markets, Market Access and Expansion, President Museveni said: "We need a market to absorb what the private and traditional sectors produce. We must have a market to absorb and stimulate production in the economy. The South-to-South Cooperation Framework provides an opportunity to link our needs to new financing options for our development aspirations."

Forum Resolutions

At the Forum member states were urged to take advantage of available support under the Islamic Development Bank (IsDB) for capacity development.

Member countries were also urged to leverage South-South cooperation to achieve sustainable development by sharing development solutions, mutual support and technical assistance.

The Forum urged the Global South to explore ways to implement development agendas more robust to achieve their aspirations, discover innovative pathways for addressing multidimensional poverty in the global South as well as regional interventions aimed at stabilizing of the Great Lakes Region and the Horn of Africa.

South-South cooperation refers to development cooperation between developing countries in the Global South. When South-South Cooperation is implemented with the support of a Northern partner, it is referred to as Triangular Cooperation. South-South and Triangular Cooperation (SSTC) is a tool used by governments, international organizations, academics, social partners, civil society and the private sector to collaborate and share good practices in decent work and approaches to initiatives in specific areas such as agricultural development, human rights, urbanization, health, climate change, social protection and employment.

Delegates at the 2nd Africa high – level forum for South-South Triangular Co-operation for sustainable development - Munyonyo - 19th Jan 2023

Remain independent and offer timely advise to Accounting officers - says Internal Auditor General

By MoFPED Comms Team

The Internal Auditor General Dr. Fixon Akonya Okonye has urged Internal Auditors to exhibit the highest level of integrity and professionalism while doing their work as provided for under the Public Finance Management Act (2015).

The Internal Auditor General made the remarks during the half year performance review for FY 2022/23 at the Ministry of Finance, Planning and Economic Development.

The vision of the Government of Uganda Internal Audit is to be a leading provider of value adding assurance and advisory services to government.

Section 48 (2) (a) of the PFMA (2015) mandates the Internal Auditor to appraise the soundness and application of the accounting function and operational controls of a vote.

Dr Okonye who is the first internal Auditor General of Uganda asked internal auditors to submit timely reports to their supervisors adding that they should be nationalistic, ethical, relevant and analytical in their work.

"Understand the environment you work in, make wise decisions and be a team player," said the Internal Auditor General.

Internal Auditors contribute to risk management processes of a vote and provide assurance on the efficiency and effectiveness of the economy in the administration of the programmes and operations of a vote.

The Commissioner Internal Audit Management in the Office of the Internal Auditor General Hussein Isingoma said the concerns for Internal Audit effectiveness include; comprehensiveness of audit coverage, quality of internal audit reports and timeliness of reports, collaboration with management and audit committees as well as competence requirements amidst new audit demands (skills development).

Speaking about quality assurance, Isingoma said delivering quality requires a systematic and disciplined approach which Internal auditors should embrace.

"Understand the environment you work in, make wise decisions and be a team player," said the Internal Auditor General.

He said the planned strategies for improving the internal audit function include; skills development and training support, alignment of audit results to work plans and leveraging technology in the audit process.

Some of the audit focus areas in government include; payroll management, special projects and programs such as Parish Development Model (PDM) and domestic arrears.

Like other public servants Internal Auditors said they need enhancement of their salaries as well as improvement of their budgets to manage the internal audit function more effectively.

Internal Auditor General Dr Fixon Okonye

Internal Auditors at half year performance review

FATF

Drive to remove Uganda from the Financial Action Taskforce (FATF) grey list

By Vicky Ruth Malongo

The anti-money laundering / combating financing of terrorism (AML/CFT) framework is premised on global standards established by the Financial Action Taskforce (FATF). The AML/CFT global standards describe what amounts to money laundering, terrorism financing and proliferation financing. They prescribe a framework for prevention, detection, investigation, prosecution, penalization, confiscation and international cooperation. The FATF operates through regional bodies like the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG) to which Uganda is a member.

The Financial Action Taskforce (FATF) is an inter-governmental body established by the Group of Seven (G7) in 1989. Under the FATF, all member countries have an obligation to ensure that their financial systems are protected against money laundering, terrorist financing, proliferation financing and other financial crimes.

FATF has an established sanctions framework. It may place a non-compliant jurisdiction under increased monitoring also known as the Grey List after strategic deficiencies in their AML/CFT systems are identified through the Mutual Evaluation Report. The country is obliged to commit to resolve the identified strategic deficiencies within agreed timelines failure to do so, a country is blacklisted. Uganda was placed on the Grey List because of identified deficiencies.

Being placed on the FATF Grey List implies that every FATF member country is required to exercise caution and take appropriate steps against financial transactions originating from or destined to Uganda. Accordingly, international financial institutions may apply enhanced due diligence measures, leading to un-necessary delays and increased cost of doing business.

The European Commission adopted a regulation that identifies third countries having strategic AML/CFT deficiencies in their regimes (EU list on AML/CFT). This aims to protect the European Union's financial system and the proper functioning of their internal market. All countries on the FATF Grey List are included in the EU list on AML/CFT.

Jurisdictions may also be subjected to a call for action (Blacklisted) if FATF deems them to be non-cooperative in the global fight against money laundering and terrorist financing. These jurisdictions are called Non-Cooperative Countries or Territories (NCCTs). They include Democratic People's Republic of Korea (DPRK), Iran and Myanmar.

The Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG) conducted a Mutual Evaluation Assessment of our Anti-Money Laundering / Combatting Financing of Terrorism (AML/CFT) regime in the FY 2015/2016. The assessment identified strategic deficiencies, relating to the effectiveness of Uganda's AML/CFT framework. Uganda scored "Low" in all the effectiveness measures (Eleven (11) Immediate Outcomes (IOs)) and as a result, was placed under a one-year Observation Period that ended in December, 2019.

The Post Observation Period Report, conducted in December 2019 by the FATF-ICRG concluded that Uganda had not made tangible and positive

MoFPED Top management meeting in session.

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progress towards addressing the identified deficiencies in its legal and regulatory regime. 1 out of 11 immediate outcomes was rated as satisfactory.

In March 2020, following a decision of the FATF plenary, Uganda was placed on the list of Jurisdictions under increased monitoring (Grey List) because of the identified strategic deficiencies. Accordingly, Uganda was obliged to implement the FATF action plan if the country was to be removed from the Grey List.

Under this action plan, Uganda was required to;

i. Adopt a National Anti-Money Laundering/Combatting Financing of Terrorism (AML/CFT) Strategy

ii. Seek international cooperation in line with the country's risk profile.

iii. Develop and implement risk-based supervision of Financial Institutions and Designated Non-Financial Businesses & Professions (DNFBPs);

iv. Ensure that competent authorities have timely access to accurate basic and beneficial ownership information for legal entities;

v. Demonstrate that Law Enforcement Agencies (LEAs) and judicial authorities apply the Money Laundering (ML) offence consistent with the identified risks;

vi. Establish and implement policies and procedures for identifying, tracing, seizing and confiscating proceeds and instrumentalities of crime;

vii. Address the technical deficiencies in the legal framework to implement Proliferation Financing (PF) related to targeted financial sanctions;

viii. Implement a risk-based approach for supervision of its Non-Profit Organization (NPO) sector to prevent Terrorism Financing abuse.

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Status of implementation of the FATF-icrg action plan

The Hon. Minister of Finance, Planning and Economic Development in 2015 reconstituted the National Anti – Money Laundering / Combatting Financing of Terrorism (AML/CFT) Task Force. This taskforce is chaired by the Permanent Secretary / Secretary to the Treasury who delegated this role to the Director, Economic Affairs. The Financial Intelligence Authority is the Secretariat. The taskforce is responsible for promoting coordination and cooperation amongst all stakeholders in the development and implementation of AML/CFT strategies and policies.

To demonstrate the national resolve to address the deficiencies, Government has through the National Anti-Money Laundering / Combating Financing of Terrorism (AML/CFT) Taskforce worked intensely to resolve them. These actions included amendment of the various laws and strengthening institutions to combat money laundering, terrorist financing and proliferation financing.

As at February 2023, 15 out of 22 action plan items have been addressed. Seven (7) action items are outstanding of which progress has been registered on 6 of them which have been ranked as partly addressed and one (1), not addressed. These outstanding action items will be discussed in the next reporting cycle of the FATF – ICRG in May 2023.

Summary of outstanding FATF action plan items

Further to the information submitted to the FATF – ICRG, which was found to be satisfactory, various MDA's are required to implement the following.

1.1 Develop and implement comprehensive risk-based supervision of the financial and Designated Non-Financial Businesses and Professions (DNFBPs) sectors by:

a) Implementing risk-based monitoring procedures e.g. on-site and off-site inspections

b) Taking remedial actions and apply proportionate and dissuasive sanctions for non-compliance

1.2 Demonstrate that competent authorities have timely access to accurate basic and beneficial ownership information for legal entities (held by the company registry and/or by regulated entities)

1.3 Strengthen and implement the system of sanctions for violations of beneficial ownership transparency obligations.

1.4 Address the remaining technical deficiencies in its legal and institutional framework to implement a targeted financial sanctions framework related to the financing of proliferation of weapons of mass destruction.

1.5 Competent Authorities should increase awareness on Proliferation Financing (PF) - related Targeted Financial Sanctions (TFS) by:

a) Providing written guidance to obliged entities on the implementation of Targeted Financial Sanctions related to Proliferation Financing (PF).

b) Conducting training for Financial Institutions and Designated Non-Financial Businesses and Professions (DNFBPs) on Targeted Financing Sanctions (TFS)

Conclusion

As at February 24, 2023, there are Seven (7) outstanding Action Plan items. Six (6) Action Plan Items are Partly Addressed and one (1) item is Not Addressed.

The National Anti-Money Laundering / Combatting of Terrorism Taskforce is working with relevant Government Ministries, Departments and Agencies (MDAs) with outstanding Action Plan items to expeditiously address them.

The Progress report on the implementation of the FATF-ICRG Action plan for Uganda was submitted on March 17, 2023. Discussions on this Report with the FATF – ICRG are scheduled to be held in May 2023.

The writer is an Economist in the Financial Services Department

Acting Director Economic Affairs,Moses Kaggwa

BMAU REPORT

SPOTLIGHT

Enhanced pay for health workers has not improved service delivery

The experiences of ordinary Ugandans in Naguru and Kiruddu referral hospitals

By BMAU Team

In Financial Year (FY) 2022/23 Ug shs 495 billion was provided for the enhancement of salaries for medical workers, scientists and science teachers. This pushed the Health Sector wage bill from Ug shs 685.7 billion in FY 2021/22 to Ug shs 1,028.1 billion in FY2022/23. This pronouncement of a salary increment was received with great joy, with many citizens believing that better wages would lead to better service delivery in the health sector.

It is against this background that officers from the Budget Monitoring and Accountability Unit (BMAU) sought health services from various hospital departments as patients to assess health service delivery. The assessment used a beneficiary satisfaction tool that sought to examine the performance of hospitals concerning standard hospital procedures.

The main objective of this assessment was to check whether ordinary Ugandans now receive better health services as a result of enhanced pay to health workers, and also establish whether there were other factors constraining health service delivery in Uganda.

The assessment was conducted between January and February 2023 in Mulago Hospital, Uganda Heart Institute, Kiruddu and Naguru National Referral Hospitals, six Regional Referral Hospitals (RRHs) - Mubende, Mbale, Gulu, Fort Portal, Jinja and Masaka, and three local governments - Mukono, Wakiso, and Nakasongola districts.

Patients waiting for medical attention at Kiruddu NRH

Findings of the Assessment

It was established that the link between enhanced pay and better health services remained weak in the RRHs and local governments monitored. Despite the salary enhancement, patients still suffered long waiting hours, and undercover payments which exacerbated the out-of-pocket expenditure.

Other findings include referrals to private hospitals by consultants, lack of essential medicines, inadequate equipment and poor attitude of some health workers who were spending time on social media while on duty among others.

Some consultants at Mulago Hospital continued to refer patients to private hospitals partly due to the high demand for services characterized by long waiting lists, inadequate space due to unending renovation works and inadequate tools, among others.

Additionally, all the RRHs registered stock-outs of essential medicines during the period under review which was attributed to big patient numbers compared to the budget.

The main objective of this assessment was to check whether ordinary Ugandans now receive better health services as a result of enhanced pay to health workers, and also establish whether there were other factors constraining health service delivery in Uganda.

Service delivery at Naguru and Kiruddu National Referral Hospitals

The assessment entailed a detailed case study for these two referral hospitals. The two hospitals heavily relied on medical interns to provide services across the various units, and incidents of health workers moonlighting were still prevalent.

At the Naguru Hospital Outpatient Department (OPD), all patients were expected to buy a Ug shs 500 notebook to be registered to access medical services. Patients without notebooks were barred from accessing services since medical records were noted in that book. It took an hour and 7 minutes to get registered and receive a patient number from a very rude and seemingly agitated health worker at the counter. On the other hand, patients at Kiruddu Hospital were given free pink cards and the entire registration took approximately 3 minutes.

The two hospitals provided health education to registered patients in the waiting area. Topics handled included causes, dangers, symptoms of Tuberculosis, and the importance of seeking medical attention. Patients with persistent coughs were asked to provide sputum for testing.

Triage (preliminary assessment of patients or casualties in order to determine the urgency and nature of treatment required) was handled by intern doctors, with that at Naguru taking four minutes longer since one of the nurses kept scrolling through one of her social media accounts while on duty. It also took approximately 1 hour and 45 minutes to see a doctor at Naguru hospital. The doctor assessed patients while scrolling through his social media account. The assessment did not last five minutes for the BMAU team member and a Rapid Malaria Test (RDT) and H-pylori test were recommended.

At Kiruddu Hospital, the waiting time was approximately one hour and the assessment of the same medical condition was done in 15 minutes. The doctor recommended a Urinalysis and H-pylori test.

Despite a clearly labelled notice that all laboratory services at Kiruddu Hospital were free, health workers continued to charge patients in the general ward for some tests. These fees had to be paid directly to the health workers requesting the funds. The cost of the H-Pylori test at Kiruddu NRH was Ug shs 20,000 and Ug shs 35,000 at Naguru NRH.

On the other hand, for a minor eye surgery at the Kiruddu Hospital Eye clinic, one had to pay Ug shs 100,000 to buy some items like sutures. This payment was supposed to be made to the doctor and not the cashier's office. Although it was indicated that pharmacies at the OPD were open 24hrs, all were closed save for the Accident and Emergency pharmacy. The monitoring teams were asked to buy drugs outside the health facilities. Although the OPD at Kiruddu Hospital closes at 4:30pm, the head of the department remained to offer services to patients while the rest of the clinicians retired.

Due to congestion at both facilities, instances of extortion and brokerage were common to jump the long awaiting queues at various service delivery points.

Patients were asked to part with at least Ug shs 20,000 at the Naguru Maternal and Child Health Department. At Kiruddu Hospital, the team waited close to five hours to receive a urinalysis test which ideally should not take more than 30 minutes. A urine sample was submitted at 11:50am and results got at 3:10pm upon engaging a "broker", while those who did not opt for brokerage services got their results at 4:00pm.

Four hours into the waiting, a man in the waiting area asked a BMAU team member, ***"What is the issue? You have been here for so long? "It's because you did not cooperate accordingly. Here, you either have to be lucky, have a lot of time or use a broker… this hospital has several brokers. I use one of them to avoid time wastage. I make sure that I call him before arrival and he waits for me. Let me call him, he will help. These are hospital***

The assessment did not last five minutes for the BMAU team member and a Rapid Malaria Test (RDT) and H-pylori test were recommended.

Medical personel attending to a patient at Naguru NRH

records personnel and cleaners.

The health workers fear to directly take money from patients so they use brokers. The payment depends on the services. If the test is Ug shs 10,000, you have to add Ug shs 5,000. You also gauge and see the amount of work done and time taken," he shared. Some patients walked away after waiting for so long, some slept on the benches while cursing the health system.

Response from the Hospital Administrators

In response to the issues raised by the monitoring teams, the Hospital Administrators noted that the institutions had not received stationery for a long time yet the Integrated Intelligence Computer System (IICS) installed to reduce the paperwork through electronic prescriptions and diagnosis failed to work at Naguru RRH. "We got second-hand computers which failed after a short time.

"Our stationery budget is too low to support procurement of patient files, currently, we also don't have printing stationery," said the Senior Hospital Administrator (SHA).

The long waiting hours were attributed to inadequate staff, a slow IICS characterized by frequent breakdowns, and lack of adequate laboratory equipment. For instance, Naguru NRH has only one microscope to be used on over 100 patients.

The Administrators condemned the extortion of money from patients, noting that although they had cautioned and interdicted some health workers, the vice persists even after salary increments. Some laboratory services like testing for H-Pylori are not supported by Government of Uganda (GoU) funding so patients are expected to pay for such private services.

The increased floor cases were attributed to limited spacing amidst rising number of patients. "Naguru Hospital was designed for 100 beds, while the hospital handles more than 300 inpatients. The hospital still runs as a health centre and provides all services provided at lower facilities. Floor cases are expected unless we work on the referral system," noted the SHA.

Conclusion

Although the Government expects better services from health workers as a result of enhanced pay, this is far from being achieved. An examination of the processes and procedures for the attainment of better health services indicates that the system is clogged by impediments caused by poor planning across government entities and inadequate prioritization of disease prevention.

Inadequate staffing, medical supplies, infrastructure and equipment affect the proper functionality of the referral system. These factors have translated into a higher demand than supply for services, resulting in congestion of health facilities, long waiting hours and distress among ordinary Ugandans. All these are breeding grounds for corruption and extortion tendencies by both health workers and patients to ration supply. This is leading to increased out-of-pocket expenditures on health and reinforcing poverty at the household level.

Future salary enhancement strategies should therefore be performance-based.

The health workers could be given contracts with clear terms of reference and a result framework for better service delivery. These should also be followed by adequate investment in infrastructure, medical supplies, and an improved referral system for better health service delivery.

Patients waiting for medical attention at Naguru NRH

Recommendations

For the Ministry of Health (MoH)

- The MoH should prioritize disease prevention through carrot-and-stick measures. Districts that demonstrate a low disease burden should be recognized nationally, while those with a high burden of preventable diseases should be penalized.

- The MoH should streamline the referral system through effective planning and functionalization of lower facilities to enable patients to access services at the first line of care and leave RRHs to handle specialized ailments.

- Additionally, the newly established and upgraded health centre IIIs under the Uganda Inter-governmental Fiscal Transfers Program (UGFIT) should be closely monitored by District Health Officers to offer effective health services. General patients from beneficiary sub-counties should present legitimate referral letters to RRHs to access services.

- The MoH should support the Ministry of Public Service to develop a target tool for all health workers. The tool should consider the quality of service, timeliness and the number of patients seen as part of the assessment variables.

- The Result-Based Financing should be expanded to cover all hospital services. All health workers should be able to exhibit results at all levels of government.

- The MoH should strengthen and evaluate the performance of the Electronic Medical Records System across hospitals where the system has been installed. Efforts to support hospitals struggling with the system should be fast-tracked through the involvement of companies and development partners that supported the installations.

- The MoH should guide and regulate hospital boards concerning the pricing of general and private hospital services.

The two hospitals should separate the points of service for both general and private patients in the laboratory and other service areas

For Naguru and Kiruddu National Referral Hospitals

- The Naguru NRH Management should use the retooling project to prioritize investment in key laboratory diagnostic equipment such as the microscopes which were the biggest cause of congestion at the service delivery unit.

- The two hospitals should undertake routine and independent monitoring and investigations to eliminate brokerage of services, improve waiting time and service delivery as well as enforce clinicians to follow the standard clinical guidelines in the prescription of drugs.

- The two hospitals should separate the points of service for both general and private patients in the laboratory and other service areas.

- Hospital Administrators should encourage their health workers to use their phones during their breaks. Regulation of the use of phones during working hours should expeditiously be handled.

Assessment conducted by the Human Capital Development (HCD) Team
Budget Monitoring and Accountability Unit

BUDGET

Ggoobi tells journalists to embrace programme paradigm in reporting

By Shaka Isaac

Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi has urged members of the fourth Estate to embrace government's new holistic (integrated and multi-sectoral) approach to planning and budgeting as opposed to the previous sector wide approach.

The PSST made the remarks while closing the Uganda Parliamentary Press Association training on the programme approach to Planning and budgeting organised by Ministry of Finance at Hotel Africana in Kampala.

Government adopted the programme approach to planning in the NDPIII with the objective of enhancing synergies, increasing coordination, harmonising resources and sequencing interventions to create a better link between resources and results.

"Let me reassure you that your contribution through accurate reporting on the economy is instrumental in supporting government development agenda through dissemination of information during the preparation, approval, execution and oversight of the budget," said PSST.

Ggoobi in his remarks thanked members of the Media fraternity for engaging with government to understand, seek clarity and obtain the right information on the budget and the economy, adding that his Ministry is committed to continue working with media fraternity.

"Let me reassure you that your contribution through accurate reporting on the economy is instrumental in supporting government development agenda through dissemination of information during the preparation, approval, execution and oversight of the budget," said the PSST.

Why Programme Based Planning and Budgeting?

The PSST said government was in the past engaged in Escapist planning, promising in the plan what it can't deliver or pay for in the budget.

The other practice was enclave budgeting characterised by protecting of budgets by walling–off enclaves from the rest of the budget regardless of whether priorities change or not hence breeding fiscal indiscipline.

He also highlighted silo planning and budgeting which led to uncoordinated interventions in government and mandate wars with government entities personalising resources.

Government currently has 20 Programmes (effective FY 2021/2022) under NDPIII, each with clear objectives and goals. All budget interventions are aligned to the Programme Implementation Action Plans (PIAPs) to achieve the objectives of each of these Programmes using value chain approach.

The Programme Implementation Action Plans were reprioritized with a goal of retaining only actions that have high multiplier effect on the attainment of the NDPIII results and achievable within the projected resource envelope among other factors.

Criteria for Reprioritization of PIAPS

The reprioritization process retained actions which met the criteria below:

1. High multiplier effect on attainment of NDP III goals and objectives;
2. Improves household income and food security;
3. Supports economic resilience and operationalization of the Parish Development Model (PDM);
4. Contributes to implementation of Presidential Directives;
5. Improves government efficiency;
6. Fits within the available fiscal space;
7. Achievable by end of NDP III.

This training was conducted by both MoFPED's Budget Policy and Evaluation Department and National Planning Authority.

Concerns of UPPA Members

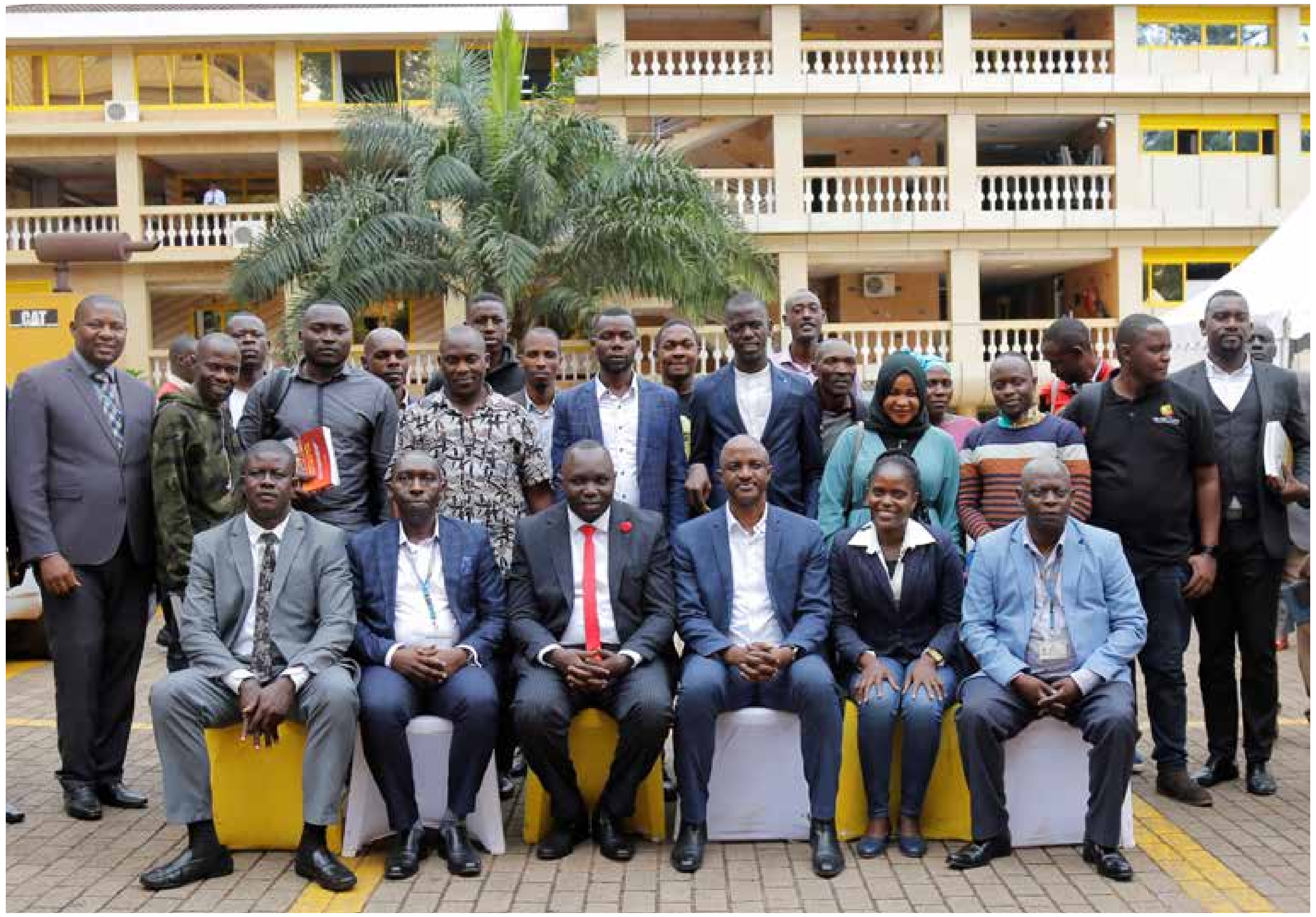
Members of the Uganda Parliamentary Press Association were concerned about the slow progress of the Parish Development Model (PDM) and the various policy directives. They also raised the issue of the increasing debt burden for the country.

The PSST in his response noted that the operational issues affecting implementation of PDM are being addressed. He expressed optimism that resources are for the first time directly going to Ugandans who have been financially excluded.

Regarding public debt, the PSST said government was very keen on ensuring that public debt remains sustainable over the medium to long term as spelt out the most recent Debt Sustainability Analysis (DSA) report FY 2021/2022.

The President Uganda Parliamentary Press Association, Sam Ibanda Mugabi applauded the Ministry of Finance, Planning and Economic Development for this partnership and readiness to offer necessary training whenever called upon.

He said the training had empowered his members with the necessary knowledge to report accurately from an informed point of view on issues of planning and budgeting in government, adding that this Partnership with MoFPED should continue to grow from strength to strength.



PSST and his technical team in group photo with members of UPPA after the training at Hotel Africana.

The exchange Notes for Economic and Social Development Programme provides about USD 6 million and is also expected to contribute to mitigating food and nutrition insecurity situation in Karamoja.

The signing ceremony at the Office of the Prime Minister was witnessed by the Rt. Hon Prime Minister Robinah Nabbanja.

Finance Minister Kasaija at signing a Grant Aid Program with the Japanese Ambassador to Uganda Fukuzawa Hidemoto for increased food production in Karamoja sub-region.

Lugoloobi, the APRM focal point said one of the outstanding milestones of the APRM in Uganda is the mainstreaming of APRM issues in the development planning process of the country (NDP prepared every five years.

The African Peer Review Mechanism (APRM) is an initiative of the African Union aimed at promoting good governance and socio-economic development in African countries. Uganda is one of pioneer countries that acceded to the APRM at its inception in March,2003.

Minister of State for Planning Amos Lugoloobi hosting the Namibian APRM delegation on a benchmarking visit to Uganda at Hotel Africana in Kampala. Delegation was led by Amb. Lineekela Mboti, CEO and focal point APRM Namibia.

The production line has capacity to produce over 30,000 bottles per hour (small 330ml) or 25,000 bottles per hour (large 550ml).

Musasizi said government has put in place a conducive environment to facilitate the growth of business in the country, adding that this is a testimony of the prudent macro-economic management policies.

Minister of State for General Duties Henry Musasizi launching Uganda Breweries Ltd production line 5.

The PSST said Uganda's ranking according to the 2022 index climbed to 4th from 6th in 2021 on account of improved environmental, social and governance(ESG) incentives and standards.

"I am confident that the Africa Group Financial Markets index will contribute to our policy and investment decisions for both the public and private sector," said PSST.

PSST Ramathan Ggoobi speaking at the ABSA Economic Outlook Forum and Presentation of the ABSA Group Financial Markets Index at Kampala Serena Hotel.

NEWSBITS

Finance Minister meets American Ambassador on new PEPFAR 5-year Strategy

Finance Minister Matia Kasaija met the American Ambassador to Uganda Natalie Brown who led a delegation including Mary Borgman, the PEPFAR country coordinator and Richard Nelson, USAID Mission Director to strategically discuss and generate a common understanding of the new 5-year United State President's Emergency Plan for AIDS Relief (PEPFAR) Strategy.

The PEPFAR funding allocation for Uganda will reduce from about USD 400 million in 2023 to USD 385 million in 2024 and further down to USD 365 million in 2025.

Kasaija who was flanked by his Health Minister counterpart Dr. Jane Ruth Aceng thanked PEPFAR for the continued support in the fight against HIV/AIDS and also pledged to provide additional resources for interventions that will be affected by the reduction in PEPFAR funding.

The American Ambassador thanked the government of Uganda for the collaborative leadership and contribution towards the HIV response in the country.

She urged the Government of Uganda to focus on health equity for priority populations, sustaining the response following reduced funding by PEPFAR and strengthening public health systems in the country.

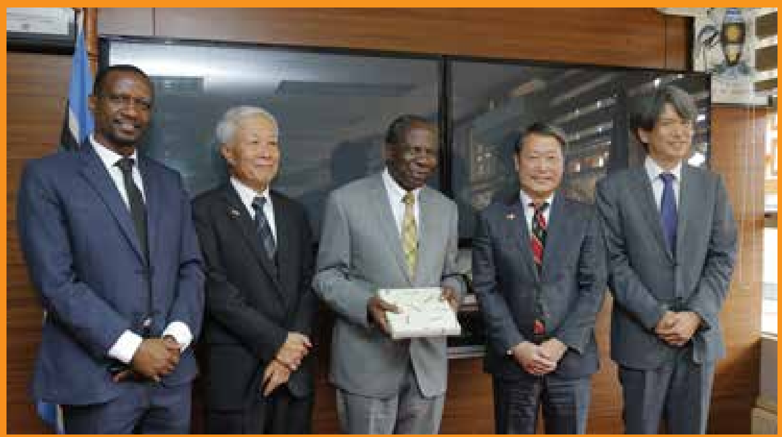
The PEPFAR strategy goal is to reach global 95/95/95 treatment targets for all ages, genders and population groups.

Finance Minister meets JICA Executive Senior Vice President

Finance Minister Matia Kasaija met the Japan International Cooperation Agency (JICA) Executive Senior Vice President Dr. Yamada Junichi who was accompanied by the Japanese Ambassador to Uganda Fukazawa Hidemoto.

His visit to Uganda was aimed at assessing the progress of the on-going projects including the Kampala Flyover Construction and Road upgrading project and identifying future areas of collaboration with the government of Uganda.

On behalf of the government of Uganda, the Finance Minister extended gratitude to the government of Japan for the long standing cordial bilateral cooperation that dates back to the 1980s.



Kasaija said the Government of Uganda has yielded a number of benefits from the cooperation with the government of Japan including the Nile Bridge Project in Jinja.

The JICA Executive Senior Vice President pledged his Government's continued support to Uganda.

National Council of Sports signs MOU with Uganda Investment Authority

On 8th February 2023, Uganda Investment Authority (UIA) in partnership with National Council of Sports signed a memorandum of understanding to drive investments in the sports sector including building of modern sports stadiums.

The signing was witnessed by the Minister of State for Investment and Privatization, Evelyn Anite and Minister of State for Sports Peter Ogwang…

National Council of Sports is expected to submit bankable proposals for sports projects in the country and UIA will promote and market these projects across the globe as part of the investment opportunities in Uganda.

The national sports body will also share information on sports infrastructure developments in the different regions of Uganda and UIA will provide land within the different industrial parks for the development of that infrastructure.

In addition, UIA will provide land within those industrial parks for the establishment of factories to manufacture sports equipment, a move that should drastically cut on costs and prices in accordance with the national Buy Uganda Build Uganda (BUBU) strategy.

IMF Staff Visit Uganda in Preparation for the 4th Review Mission

The IMF mission was led by Dr. Nabar Malhar to prepare the fourth review of the Extended Credit Facility (ECF) which has significantly supported Government of Uganda to recover from the effects of COVID-19 Pandemic and other external shocks such as the Russia-Ukraine war.

Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi during the opening meeting said Uganda was making considerable progress in the reforms agreed upon with IMF under ECF-supported program. The PSST said the economy was expected to grow by 5.3% this financial year and 6.0% in FY 2023/24.

"Following the successful 2nd and 3rd review mission, the IMF disbursed USD 240 million to Uganda which was critical in our fiscal operations," said the PSST.
The Minister of State for Investment and Privatization, Evelyn Anite closed the meeting thanking the IMF for the continued collaboration with the government of Uganda to ensure economic recovery and fiscal sustainability.

She said since the start of the program, Uganda has been able to reduce its fiscal deficit from 9.0% in FY 2020/21 to the projected 5.1% this FY.

The IMF Mission Chief Dr. Nabar Malhar said the key issues in the 4th ECF review include targets and benchmarks agreed upon at the combined 2nd and 3rd review as well as the forward looking policy settings for FY 2023/24.

DID YOU KNOW?

1 The Uganda Inter-Governmental Fiscal Transfer (UGIFT) Reforms Programme is aimed at restoring the adequacy in financing of Local Governments (LGs) to deliver services to the citizens, including refugees and host communities. It is also aimed at promoting equity in the allocation of funds and improving the efficiency of LGs in the management of resources

2 Government will continue to rely on external borrowing over the medium term as the main avenue to finance the deficit. This is consistent with the policy of reducing domestic debt to no more than 1% of the GDP, in a bid to avoid crowding out of the private sector which is an engine of growth in the economy

3 The findings of the Debt Sustainability Analysis (DSA) report FY 2021/2022 indicate that public debt is projected to remain sustainable over the medium to long- term. Debt sustainability will majorly be supported by a recovery in GDP growth as the economy returns to its pre-covid potential.

4 Section 11 (2) (m) of the Public Finance Management Act 2015, requires the Secretary to the Treasury to prepare a Treasury Memorandum on recommendations of Parliament in respect to the reports of the Auditor General. The Treasury Memorandum outlines actions taken by entities to implement the recommendations of Parliament. Section 53 requires the Finance Minister to submit the Treasury Memorandum within six months of Parliament's consideration of the report of the Auditor General

5 In Uganda, about 68.65% of the land is held under customary land tenure and governed by customary rules/laws in the different regions (North, South, Western and Eastern Uganda) of the country. For instance, in northern region, and in some districts land is communally owned and mostly based on hereditary principles

6 The National poverty rate decreased from 21.4% in 2016/17 to 20.3% in 2019/20. The decline in the poverty rate is consistent with the overall long-term trend although the incidence of poverty is higher in rural areas than in urban areas. Access to electricity, education, healthcare and roads are important for poverty reduction. Education remains a key route out of poverty

7 Although the measurement of poverty rate is based on the monetary poverty line, households often face multiple deprivations beyond consumption or expenditure. A multidimensional poverty approach shows that if deprivation in terms of education, health, welfare and empowerment is considered,42.1% of Ugandans are poor.

8 In the year 2022, Uganda's National Parks hosted 367,869 tourists (59% of whom are domestic tourists). This has never been achieved since the establishment of National parks in Uganda

9 Uganda's market share for green coffee beans stand at 2.3% of the estimated USD 18.66 billion global market for green coffee beans. Global market for exports of roasted coffee is estimated at about USD 10.455 billion but Uganda's share is 0%. 91% of the global value added coffee business takes place in 15 non-coffee producing nations and the four big players are Switzerland, Germany, Italy and France

10 The Public Investment Management for Agro-Industry (PIMA) strategy outlines the urgent need for government to shift the country's economic centre of gravity from low value agriculture to value-added manufacturing. This will be achieved by focusing on nine agro-industrial game changers namely; coffee, cotton, tea, cassava, maize, vegetable oil, fisheries, dairy and beef

QUOTE

“The Government of Uganda Public Investment Financing Strategy is a framework aimed at aligning government programmes to the suitable financing options, so as to achieve value for money,” said Finance Minister Matia Kasaija while launching the Public Investment Financing Strategy at the Ministry of Finance

“In 2020, the Uganda Government put in place National Payments Systems Law to regulate and oversee electronic payments. This regulatory framework is necessary to ensure stability of the overall financial systems and prudent behaviour of financial institutions to minimize risk for consumers and financial institutions themselves,” said State Minister for General Duties Henry Musasizi while officiating at the Airtel Money Stakeholders’ workshop

“The sounds of guns, bombs and land mines that ravaged Northern Uganda for over 20 years have now gone silent, thanks to President Yoweri Kaguta Museveni. We have now declared war against poverty in Acholi land,” said Minister of State for Investment and Privatization Evelyn Anite during the recent wealth creation tour in Acholi sub-region

“The government is looking at climate change actions as a whole government approach. The program based approach to planning and budgeting is one way of ensuring that major objectives such as accessing and good use of climate financing is attained,” said State Minister for Planning Amos Lugoloobi at the high level round table and panel discussion with the IMF’s Managing Director in Kigali, Rwanda

“The money you save today will save you tomorrow. Make sure you have a daily saving culture to raise money to save you tomorrow,” said Minister of State for Microfinance Haruna Kasolo while in Kibaale district to assess the progress of Emyooga Programme

“For any shortfalls that will arise in FY 2023/24 due to your failure to properly project and budget appropriately for wage, pension and gratuity estimates in addition to the mismanagement of the payroll during budget execution, you as the Accounting Officer will be personally held accountable,” said PSST Ramathan Ggoobi while meeting Accounting Officers to harmonise wage, pension and gratuity budget requirements for FY 2023/24 and FY 2022/23

POLICY BRIEFS

1 Efforts geared towards lowering power tariffs for households, firms and industry.

The NDP III recognizes the impact of high power tariffs and unreliable power supply as major impediments to the growth of the manufacturing and services sectors.

These impediments result in higher costs of production and limit the sector's competitiveness. To address the constraint of affordability and unreliable power supply, government has undertaken the following measures:

1. Established mechanisms to reduce end-user tariffs. In January 2022, the Electricity Regulatory Authority issued a revised tariff structure. The reviewed structure included the following measures:

a) A pilot for a special Tariff of 5 US cents per KWh for Industrial Parks, commencing with the Lao Shen Industrial Park in Kapeeka and MMP Industrial Park in Buikwe district. The pilot will be rolled out to other industrial parks after assessing its impact.

b) Introduction of a special tariff for domestic consumers to encourage cooking with electricity in homes. This is intended to reduce the use of charcoal for cooking and lessen health-associated costs due to use of charcoal. It is also intended to complement efforts aimed at conservation of the environment. The cooking tariff, introduced under a declining block tariff structure allows for differentiated tariff levels based on the amount of electricity consumed.

c) A declining block tariff structure for large and extra-large industrial consumers to lower the cost of production. The declining block tariff structure is applied to energy consumed above the threshold determined by the Electricity Regulatory Authority. This initiative aims at reducing production costs and increasing production and thereby increase electricity consumption.

d) Government is continuing with the implementation of the Electricity Free Connection Policy (ECP), which facilitated over 350,000 connections by June 2022. The ECP and the scale-up projects are on-going.

3 Which Products Should Uganda Leverage For Export Diversification?

The Brief by Economic Policy Research Centre (2021) underscores the need to support export diversification in order to reduce Uganda's trade deficit, address distortions in trade attributed to COVID-19 pandemic and other shocks such as climate change and geopolitical related issues, and to sustain economic growth and development.

The brief indicates that light manufacturing and agricultural sectors have a high potential for export diversification, relative to other sectors. Additionally, Uganda's potential export markets have been identified as Africa, Europe and Asia.

This brief identifies the sectors and products that could be considered as game-changers for Uganda's export development, mainly through export diversification efforts. Overall, the results suggest that Uganda has higher chances for export diversification in light manufacturing and agricultural sectors in comparison to other sectors.

The brief recommends strengthening the public and private sector efforts to boost the quality and quantity of products through sustainable value addition and innovation, introducing prospective exporters to new markets and providing information necessary to boost and sustain export diversification.

The brief also recommends building current and prospective exporters' production, marketing and exporting capacities to tap into the regional markets in addition to Uganda looking at the African continent for diversification into light manufactured and agricultural products.

For instance, Uganda's best options for export diversification in Africa are wheat or meslin flour, crude palm oil, and mineral or chemical fertilisers. For the European market, the products include; cashew nuts, molluscs and other aquatic invertebrates, crude palm oil, pineapple juice, fish flours, aluminium, melons, and cane molasses and edible parts of plants, among others. Lastly, in Asia, the products include cashew nuts (in shell and shelled), flours of fish or crustaceans, crude palm oil, cloves, cardamons and copper cathodes.

2 Gambling On Development

Prof. Stefan Dercon, a University of Oxford Don in his book: Gambling on Development-Why Some countries win and others lose avers that elites with power and influence in poor countries must be committed to growth and development and also be willing to make economic and political choices that reflect such development. He says such an elite bargain is a development bargain.

He defines development bargain as actions in politics and economics supportive of political stability, economic growth and development.

Stefan notes that success is not guaranteed (It's a gamble) because benefits come late and political dynamics often undermines elite positions, adding that many countries remain stuck in elite bargains that are not consistent with development and growth of their countries.

Focusing on International Development, Prof Dercon says outside actors have lesser role than they believe, adding that Aid never changed countries but political and economic choices by local actors did. He said Aid that buys into these choices by local actors is helpful. The Oxford Professor of Economic Policy also notes that silver bullets and magic beans that claim to solve and fix issues are a waste of time and money, adding that any success must rest on the foundation of a bargain among elites who commit to development and are willing to learn.

Dercon says development finance whether from Beijing or China reinforces elite bargains that are not developmental by lack of selectively or failure to understand local elite politics. He looks at economic development across the world from China to India, Pakistan to Kenya and Ghana among other countries.

4 National Backbone Infrastructure Project (NBI/EGI)

National Information Technology Authority-Uganda (NITA-U) under the Ministry of ICT and National Guidance is leading in the efforts of enhancing the digital transformation programme of NDP III.

Despite progress made in ICT infrastructure development, Uganda still faces huge deficits in expanding the national fibre network connecting to all MDAs, local governments, hospitals, health Centres and Government universities. E-government services are not yet reaching all parts of the country due to this limited infrastructure.

These gaps in infrastructural provision affect the service delivery to citizens, business climate and increase the cost of doing business, with implications for enterprise growth and jobs. The development of ICT Infrastructure will greatly contribute towards the improvement of Uganda's ranking on the global ICT indices.

Government through NITA-U is now establishing the IT shared Platform(GOVNET) to bridge this digital divide and close the gaps in ICT infrastructure and the provision of e-services across the country. The GOVNET project is divided into three (3) components as follows;

i. Connectivity (phase 5) of the NBI/EGI which will see the extension of the broadband infrastructure to the underserved regions of the country not previously covered under phases 1, 2, 3 of the NBI and also not catered for under the missing links component of the World Bank – Regional Communications Infrastructure Program (RCIP). Under this same component, connectivity will be provided to over 3,111 government administrative units and service centres (MDAs, Health centres, schools, municipal and town councils) across the country and these will access e-services through the backbone to enhance efficiency in service delivery to citizens.

ii. Government Data Centre Infrastructure (3rd Government Data Centre) to provide centralized hosting services for all Government data, applications and systems will also be established to handle the ever increasing hosting requirements for Government. Under the Phase 2 of the NBI, the Primary Data Centre was built with a Disaster Recovery (DR) site. However, under this project a third Government Data Centre will be built to provide additional backup for government data, applications and systems.

iii. Government through NITA-U will also undertake the development of e-Government services including the requisite platforms to deliver the services. These platforms include; (1) Integration of Government IT systems to enhance information sharing among Government Agencies (2) e-payment gateway to provide seamless modes of payment/ transactions in order to promote e-commerce and financial inclusion etc.

Phishing could be the world's most common cyber threat!

By Leone Byereeta

How to Detect & Avoid the vice

According to some Cybersecurity abstract, over three (3) billion fraudulent emails are sent every day with the aim compromising information. And according to the 2021 edition of the Phishing Benchmark Global Report (https://terranovasecurity.com/gone-phishing-tournament-2022-report/) one in every five phishing email recipients is prone to clicking on the enclosed malicious link.

Being able to consistently detect and avoid any phishing emails that land in your inbox is a key component of strong cyber security. Technical safeguards, like spam filters, cannot guarantee your sensitive information's safety.

It's essential to understand what a phishing email looks like and what warning signs you should watch out for in each scenario.

What is a Phishing Email?

A phishing email is a cyber crime that relies on deception to steal confidential information from users and organizations. Phishing victims are tricked into disclosing information they know should be kept private. Because they trust the source of the information request and believe the party is acting with the best intentions.

phishing email victims typically respond without thinking twice.

In a phishing email, cyber criminals will typically ask for your:
- Date of birth
- Phone numbers
- Credit/Debit VISA card details
- Home address
- Password information (or what they need to re-set your password)

Cyber criminals then use this information to impersonate the victim for their selfish interests.

How Does Phishing Happen?

Phishing happens when a victim replies to a fraudulent email that demands urgent action.
Examples of requested actions in a phishing email include:

- Clicking an attachment
- Enabling macros in Word document
- Updating a password
- Responding to a social media connection request
- Using a new Wi-Fi hotspot.

Every year, cyber criminals become intelligent in a negative way with their phishing attacks and have tried-and-tested methods to deceive and steal from their victims. Just like everything else on the internet, phishing email attacks have evolved over the years to become more intricate, enticing, and tougher to spot.

How to Protect Your Information from Phishing Emails

There are several steps you can take to protect against Phishing for example, if you receive a suspicious email, do the following: -

- Do not reply, even if you recognize the sender as a well-known business or financial institution. If you have an account with this institution, contact them directly and ask them to verify the information included in the email.

- Do not click any links provided in these emails (or cut and paste them into a browser). This may download viruses to your computer, or at best, confirm your email address to phishers.

- Do not open any attachments. If you receive an attachment you are not expecting, confirm with the senders that they did indeed send the message and meant to send an attachment.

- Do not enter your personal information or passwords on an untrusted Website or form referenced in the email.

- Report any suspicious messages to security@ifms.go.ug

- Delete the message.

The IT Security Team at MoFPED will continue to create and support optimal levels of cyber security awareness training through different forums like the MOFPED TIMES, e-mails and soon phishing simulation tools to monitor the Ministry's employee Cyber-Security corporate culture.

The writer is Ag.Senior Systems Analyst/Programmer MIS,Accountant General's Office.

H.E the President Yoweri Museveni and Minister of State for Investment and Privatization Evelyn Anite pose for photo with delegates at Lohana International Business Forum at Speke Resort Munyonyo,19-22,March 2023

Minister of State for General Duties Hon. Musasizi (6th L) represented Rt. Hon Prime Minister Nabbanja at official opening of 14th East African Procurement Forum at Sheraton hotel, Kampala on 23rd March 2023

PICTORIAL

Minister of State for Planning Hon. Lugoloobi poses for photo with staff of Public Private Partnership Unit headed by Jim Mugunga-Executive Director

State Minister for General Duties Hon. Musasizi,with MoFPED Accounting Officer Dr.Sengonzi and other officials appearing before Budget Committee of Parliament to discuss Supplementary schedule No.1 FY 2022/2023

Finance Minister Kasaija met the Ambassador of Saudi Arabia to Uganda H.E Jamal Al-Madani with whom they discussed ways of strengthening bilateral relations between the two countries.

Minister of State for General Duties Henry Musasizi officiated at the 13th graduation ceremony of the Institute of Certified Public Accountants of Uganda at Hotel Africana in Kampala

State Minister for Planning Amos Lugoloobi (4th R) at meeting with Uganda Retirement Benefits Regulatory Authority Board and Management. URBRA is supervised by MoFPED

Hon Anite (L) with exihibitor of Ugandan products at the recent Uganda-South Africa Trade, Tourism and Investment Summit 2023.

Finance Minister Matia Kasaija (3rd L), Hon. Lugoloobi and PSST Ggoobi with Development Partners launching PIFS at MoFPED

Minister of State for General Duties Hon.Musasizi accompanied by Deputy Secretary to the Treasury, Patrick Ocailap, Accounting Officer Dr.Sengonzi & other technical staff appearing before Parliamentary Committee on Finance,Planning and Economic Development to present Ministerial Policy Statement for FY 2023/24

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NDP III PROGRAMMES AND CORRESPONDING LEAD VOTES

Programme/Sub-Programme code	Programme	Lead MDAs/VOTE
010000	Agro-Industrialization	MAAIF
020000	Mineral Development	MEMD
030000	Sustainable Petroleum Development	MEMD
040000	Manufacturing	MoTIC
050000	Tourism Development	MoTWA
060000	Natural Resources, Environment, Climate Change, Land and Water Management	MoWE
070000	Private Sector Development	MoFPED
080000	Sustainable Energy Development	MEMD
090000	Integrated Transport Infrastructure and Services	MoWT
100000	Sustainable Urbanization and Housing	MoLHUD
110000	Digital Transformation	MoICT&NG
120000	Human Capital Development	MoES
130000	Technology Transfer and Development	State House
140000	Public Sector Transformation	MoPS
150000	Community Mobilization and Mindset Change	MoGLSD
160000	Governance and Security	OP
170000	Regional Balanced Development	MoLG
180000	Development Plan Implementation	MoFPED
190000	Administration of Justice	Judiciary
200000	Legislature, Oversight and Representation	Parliament

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