MOFPED TIMES

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DOING BUSINESS FORUM 2025

BUDGET FRAMEWORK PAPER FY2026/27-2030/31

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COVER PAGE

Uganda & USA Signed Bilateral Health Cooperation Agreement

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MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

Mission

To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to foster sustainable economic growth and development.

Vision

A competitive Economy for National Development

Values

- **Professionalism**
  We consistently demonstrate competence, knowledge, resourcefulness, quality, cooperation and a positive attitude, related to how we provide our professional services.
- **Result oriented**
  We embrace a goal-oriented culture that focuses on outcomes and drives accountability and growth.
- **Efficiency and effectiveness**
  We continuously seek effective and efficient ways to solve problems, better our services, and to remain fiscally responsible.

  We constantly demonstrate a commitment to be good stewards of the resources allocated to us, discover and apply safer, better, faster and more cost-efficient ways to provide the services.
- **Teamwork**
  We create effective working relationships with team members by treating others fairly, maintaining an approachable atmosphere, sustaining open and honest two-way communication, and involving others in decision-making processes when appropriate.
- **Integrity and Transparency**
  We conduct business honestly and ethically, expect and exemplify trust, respect, fairness and high character. We conduct ourselves with openness in all aspects of our work. We seek feedback from all stakeholders in order to achieve open communication and foster collaboration.
- **Innovativeness**
  We are driven by continuous improvement and unique cutting-edge concepts that optimize results by working better and smarter.

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Dr. Ramathan Ggoobi
Permanent Secretary and Secretary to the Treasury

Ministry of Finance, Planning and Economic Development

Greetings

Dear stakeholders,

I am pleased to share with you the good news about Uganda's economy in this edition of the TIMES. First of all, Uganda's economic outlook is positive, with growth projected to accelerate between 6.5% and 7.0% in 2026, and to double digits when oil starts to flow.

This positive outlook is due to a number of factors, including strategic government initiatives such as PDM and Emyooga, infrastructure investments, especially in the oil and gas sector and the Standard Gauge Railway, which have brought new productive capacity into our economy.

The stable macroeconomic environment characterised by low inflation, a stable exchange rate, increasing foreign direct investments and strong growth in exports, has created many opportunities for the private sector to flourish.

The prevailing peace, security and political stability are key enablers and will continue to support the economy to remain buoyant.

Our goal is to grow the size of our economy tenfold and make Uganda a 500-billion-dollar economy by 2040.

Happy New Year.

Enjoy reading the *TIMES*

Dr. Ramathan Ggoobi
Permanent Secretary and Secretary to the Treasury

10th Anniversary of Kapeeka Industrial Park

Apollo Munghinda
Principal Communications Officer

Ministry of Finance, Planning and Economic Development

Dear **Stakeholders**

I am, as always, delighted to share with you privileged insights in this 21st edition of the TIMES.

This FY 2025/26 marks a pivotal moment in Uganda's economic transformation journey guided by the National Development Plan IV and the Tenfold Growth Strategy, where we aspire to be a middle-income export-driven economy. Our bold target is becoming a 500-billion-dollar economy by 2040.

In line with the budget cycle, the Finance Ministry successfully laid before Parliament the National Budget Framework Paper for FY 2026/27-FY 2030/31. This edition brings you highlights of the Budget Framework Paper for next financial year.

This edition also highlights the key recommendations from both the 16th National Competitiveness Forum and the Doing Business Forum 2025, as well as the key takeaways from the five-year, USD 2.3 billion bilateral health cooperation Memorandum of Understanding (MOU) between Uganda and USA that outlines a comprehensive vision to strengthen Uganda's health system.

Finally, we look at the opportunities in Uganda's industrial sector, Government reforms in planning, executing and managing public investments, as well as strides in public private partnerships and financial inclusion, among other issues.

Happy New Year

Enjoy reading the MOFPED *TIMES*

Apollo Munghinda
Principal Communications Officer

NATIONAL BUDGET FRAMEWORK PAPER FY 2026/27 – FY 2030/31

New MoFPED Building

The Theme of the National Budget Framework Paper (NBFP) for FY 2026/27 is **"Full Monetisation of Uganda's Economy through Commercial Agriculture, Industrialisation, Expanding and Broadening Social Services, Digital Transformation and Market Access"**.

The NBFP is consistent with the Fourth National Development Plan (NDP IV) for the period FY 2025/26 to FY 2029/30 as well as the Charter for Fiscal Responsibility, and satisfies the requirements of gender, equity responsiveness and balanced development.

The FY 2026/27 NBFP marks the second year of implementing the NDP IV and the Tenfold Growth Strategy.

The strategic policy direction for FY 2026/27 and the medium term will focus on ongoing investments in priority sectors and key enablers of the Tenfold Growth Strategy.

Government will prioritise expenditure on interventions with high economic and employment impact, promoting export growth and diversification, deepening regional trade and market access, consolidating the stock and quality of infrastructure development, strengthening domestic revenue mobilisation, improving the return on public investment, and overall allocative efficiency.

Government will continue to: **(i)** pursue well-coordinated fiscal and monetary policies to aid high and sustainable economic growth; **(ii)** implement measures to mitigate the impact of economic shocks, including those arising from climate change; **(iii)** enhance the efficiency and effectiveness of public institutions; and **(iv)** strengthen anti-corruption efforts.

Uganda's economy is forecasted to expand by **10.4%** by the close of FY 2026/27, marking a significant growth rate from the estimated **6.6%** at the end of FY 2025/26. This robust growth outlook will be primarily driven by the commencement of oil production, which is expected to generate substantial revenue and stimulate productivity through strong intersectoral linkages.

Other factors that will drive economic expansion include strengthening good governance, security, and the role of the state in development; strong economic management to mitigate the negative effects of oil receipts on macroeconomic stability; and strong and coordinated management of mineral development and mineral receipts.

Others are enhanced human capital development along the entire life cycle; a private sector supported to drive growth and create jobs; the building and maintenance of strategic sustainable infrastructure in transport, housing, water, industry, and ICT; expansion of power generation and supply by diversifying the energy mix to include renewables like solar, thermal, and hydropower; and maintenance of roads and bridges, rehabilitation of the Metre Gauge Railway (MGR), construction of the Standard Gauge Railway (SGR), and development of water transport.

The macroeconomic objectives that will guide the FY 2026/27 budget and the medium term are:

(i) Reducing poverty from the current 16.1% to 14% by FY 2029/30;
(ii) Attaining double-digit growth to facilitate doubling the country's GDP by FY 2029/30;
(iii) Maintaining price stability and keeping core inflation within the target of 5%;
(iv) Enhancing management of the minerals to enhance economic diversification and expand the revenue base;
(v) Fast-tracking full monetisation of the economy and accelerating economic inclusion;
(vi) Achieving an average of 884,962 stock of new jobs annually over the NDP IV period;
(vii) Maintaining a prudent fiscal stance to safeguard macroeconomic stability

Uganda's GDP is projected to grow markedly from **Shs 251.450 trillion** in FY 2025/26 to **Shs 290.315 trillion** in FY 2026/27.

In FY 2026/27, domestic revenues are projected to amount to **Shs 40.090 trillion,** from an estimate of **Shs 37.227 trillion** in FY 2025/26.

The preliminary projected resource envelope for FY 2026/27 amounts to **Shs 69.399 trillion**, which has reduced by Shs 2.977 trillion from **Shs 72.376 trillion** of the current FY 2025/26. This Budget will be financed using both our domestic and external resources.

Budget financing (support) has reduced by **Shs 1.753 trillion**, from **Shs 2.084 trillion** to **Shs 0.331 trillion**, while domestic borrowing is projected at **Shs 8.953 trillion** in FY 2026/27, from **Shs 11.381 trillion** in FY 2025/26.

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

Hon. Musasizi (4th L) with Director Budget, Hannington Ashaba (3rd L) and Commissioners Muheirwoha and Mwanja (L) appearing before the Budget Committee of Parliament

16TH NATIONAL COMPETITIVENESS FORUM (NCF) 2025

Deputy Secretary to the Treasury Patrick Ocailap (2nd R front row) in group photo with other officials at the Forum

By MoFPED Comms Team

The National Competitiveness Forum (NCF) is a Public-Private Sector dialogue platform aimed at communicating the national competitiveness agenda and generating inputs for the national annual budget process.

This year's Forum, the 16th in a series, was held under the theme **"Leveraging regional opportunities to grow food processing and animal feeds sectors in Uganda"** at Golf Course Hotel, Kampala.

The objectives of the 16th NCF were to explore new insights, opportunities and best practices to position Uganda's processed food and animal feeds sector for regional trade opportunities, in addition to highlighting experiences by Ugandan processed food and feeds exporting companies in accessing regional markets.

The stakeholders were also expected to propose actionable recommendations to boost private sector entry and participation in the regional markets.

In his opening remarks, the Minister of State for Planning, Amos Lugoloobi, said the theme is in line with the Government of Uganda's objective of enhancing value addition to agricultural commodities under the Agro-Industrialisation pillar of the Tenfold Growth Strategy that seeks to propel Uganda's GDP to USD 500 billion by the year 2040.

He said this will be achieved partly by increasing the export value of agro-industrial products to USD 20 billion annually (five-fold), noting that implementation of the Tenfold Growth Strategy is aligned to the framework of the Fourth National Development Plan (NDP IV).

"Uganda's formal exports of compounded animal feed amount to 3,144 tons valued at USD1.0 million, while imports amount to 136,878 tons, valued at USD 52 million. This calls for rapid implementation of the import replacement and export promotion strategies. 40% of the animal feeds exports go within the EAC region while the 60% is traded in Uganda," said Lugoloobi.

The Minister, however, noted that the country still lacks enough capacity to produce high-quality processed food and animal premixes, attracting significant amounts of imports for high-quality processed food and animal feeds inputs.

"This, therefore, shows that, going forward, issues to do with value addition are non-negotiable. We must invest more in high-quality processing to guarantee quality, product standardisation, and packaging for food and feeds to easily access regional markets," said the Minister.

Lugoloobi also noted that strengthening market intelligence and export facilitation is important for the private sector to know the demand dynamics, trade routes, regulatory changes, and competitor landscapes in the regional markets.

Hon. Lugoloobi officiating at 16th NCF

To address some of the challenges, the Minister said Government has launched the Economic and Commercial Diplomacy (ECD) Strategy aimed at leveraging foreign missions to collect market intelligence for our export and investment mobilisation.

He also said Government has acquired a USD 96 million loan under the INVITE Project, a USD 104 million grant, and USD 18 million as part of a Multi-Donor Trust Fund in a bid to grow exports of manufactured products in line with the Tenfold Growth Strategy.

Earlier, the Deputy Secretary to the Treasury (DST), Patrick Ocailap delivered a keynote address on the **Regional Opportunities for Uganda's Agro-processed Exports.**

Ocailap said there is need to establish a competitive animal feeds industry to take advantage of the locally available raw materials such as maize, soybeans, sunflower, cottonseed, cassava, sweet potatoes and fish meal to produce high-quality and affordable compounded animal feed.

He said the rising incomes, rapid urbanisation, and a growing middle class across Africa are driving soaring demand for processed foods and animal proteins, adding that by 2040, the demand for processed foods is projected to increase sevenfold.

He noted that Uganda already exports 58% of its products to Africa, with over half of animal feeds destined for regional markets.

Ocailap said the African Continental Free Trade Area (AfCFTA) further expands this opportunity, providing access to 1.4 billion people with a combined GDP of over USD 3 trillion.

The DST said, already, Government, through the Parish Development Model (PDM), has disbursed Shs 3.209 trillion as of October 2025 to 3.251 million beneficiaries.

He said by end of FY 2024/25, Shs 350.3 billion had been allocated for piggery, Shs 334.2 billion for coffee, Shs 325.8 billion for poultry, Shs 289 billion for goats, Shs 247.9 billion for maize, Shs135 billion for beef cattle, Shs 154.4 billion for banana production and Shs 134 billion for cassava production, among others.

"This continues to boost production, creating backward linkages with smallholder farmers and creating opportunities for value addition," said Ocailap.

KEY TAKEAWAYS FROM THE FORUM:

a. To address the issue of unreliable and high power costs, the Forum recommended that Uganda Electricity Distribution Company Limited (UEDCL) should work with the Ministry of Energy and Mineral Development (MEMD) to prioritise the procurement of needed equipment to modernise the grid to guarantee reliable and affordable power. Firms should also take advantage of the midnight to 6:00 am window to benefit from cheap power at Shs 200 per KWh.

b. On logistical issues with regional exports, including transport costs and border inefficiencies, it was recommended that priority should be given to the multimodal logistical (rail, air cargo, road) infrastructure to improve competitiveness, in addition to supporting Uganda Airlines with additional cargo planes and fast-tracking the construction of the Standard Gauge Railway (SGR) and completion of the Metre Gauge Railway (MGR) rehabilitation.

c. Regarding the high cost of product certification by Uganda National Bureau of Standards (UNBS) and the low certification capacity, the Forum agreed that Government should review the UNBS financing model to enable subsidised product certification processes. The Forum also endorsed increasing UNBS funding to recruit more staff for timely certification processes.

d. On limited investment in development of skills in animal feed technology, it was recommended that training programmes for feed technologists should be developed to support the development of new animal feed products for enhanced product spaces.

e. To address the issue of limited access to affordable export finance to invest in processing of food items for export, the solution is to leverage the INVITE Project and other donor interventions to boost private investments in food processing.

4TH UGANDA-UAE BUSINESS FORUM

The Finance Minister Matia Kasaija and the PSST Dr. Ramathan Ggoobi wooed UAE investors at the Forum. Kasaija thanked Uganda's Mission in the UAE for promoting Commercial and Economic Diplomacy through organizing Forums of this nature that provide a platform for exchange of Ideas.

Finance Minister Kasaija signing on the board to mark the Event

Finance Minister Kasaija,State Minister for trade,Mbadi and other senior government officials in group photo with UAE investors at Munyonyo

PSST Dr. Ggoobi with UAE Investors

PSST Dr. Ggoobi in group photo with senior Government officials and Investors at Munyoyo

UGANDA AND USA SIGN MEMORANDUM OF UNDERSTANDING ON BILATERAL HEALTH COOPERATION WORTH USD 2.3 BILLION

Finance Minister Kasaija and American Ambassador H.E Popp signing the MOU at MoFPED

By MoFPED Comms Team

The five-year, USD 2.3 billion bilateral health cooperation outlines a comprehensive vision to save lives and strengthen Uganda's health system.

The MOU advances the US-Uganda bilateral relationship and supports Uganda to develop a resilient health system that prevents the spread of emerging and existing infectious diseases globally.

Finance Minister Matia Kasaija signed on behalf of the Government of Uganda, while the American Ambassador to Uganda, H.E. William W. Popp, signed on behalf of the United States of America.

Under the MOU, the United States plans to support priority health programmes and commodities, including HIV/AIDS, TB, malaria, maternal and child health, polio eradication, global health security, human resources, disease surveillance, and emergency preparedness.

Over the five-year period, the United States plans to provide USD 1.7 billion of support and the Government of Uganda pledges to increase domestic health expenditures by USD 500 million to gradually assume greater financial responsibility over the course of the framework. The agreement includes support for faith-based healthcare providers in Uganda.

"This collaboration will yield not only disease-specific outcomes but also significant improvements in national systems, institutions, and workforce capacity. This is highly commendable," said Finance Minister Matia Kasaija at the signing ceremony, adding

that this MOU will add another building block to the contributions the US Government has always made towards the support for the health sector programmes and commodities.

Ambassador William Popp said this agreement represents a significant, long-term commitment by the United States and Uganda to co-invest in their shared global health priorities.

"We are building on prior successes and making a significant shift towards promoting self-reliance in the health sector through strong community health systems, clear performance metrics, and a foundational commitment to data systems and global health security that will prevent and stop outbreaks from threatening Uganda, the United States and the world," said the US Ambassador.

The Health Minister, Jane Ruth Aceng, said the MOU sealed a transformative five-year partnership between Uganda and the United States, adding that this is a huge bilateral health investment in Uganda and a full testament to decades of friendship and resounding vote of confidence in Uganda's national vision and leadership.

She said USA partnership has for generations been instrumental in the fight against HIV/AIDS, malaria, maternal and child mortality, and emerging infectious diseases.

"Today we elevate that relationship from traditional aid to a strategic sovereign-driven partnership that fully aligns with and accelerates Uganda's own health sector development plan," she said, adding that the budget and off-budget support is predictable and flexible and will allow Uganda to recruit and retain health workers, upgrade and maintain infrastructure, and adequately provide essential medicines.

> ***This collaboration will yield not only disease-specific outcomes but also significant improvements in national systems, institutions, and workforce capacity. This is highly commendable-*** *Kasaija.*

Finance Minister Kasaija and the Ambassador display the agreement after signing together with Health Minister Aceng. PSST Dr. Ggoobi (R) and Ministry of Health PS Diana Atwine (2nd L) initialed the MOU.

FINANCIAL INCLUSION FORUM 2025

Finance Minister Kasaija and Deputy Governor BOU Prof.Nuwagaba with other Government officials at the Forum

By MoFPED Comms Team

Officiating at the Annual Financial Inclusion Forum 2025, Finance Minister Matia Kasaija highlighted the significant steps the Government of Uganda has undertaken in advancing financial inclusion.

He said wealth creation initiatives, including PDM and *Emyooga*, are continuing to drive financial inclusion at grass-roots level.

Kasaija said the implementation of the Large-Scale Farmers Financing Scheme, the Small Business Recovery Fund, the Agricultural Credit Facility, and capitalisation of the Uganda Development Bank, among others, are all aimed at responding to the needs of Ugandans.

The Finance Minister said the Uganda Agriculture Insurance Scheme has disbursed over UGX 40 billion to 885,623 beneficiary farmers, hence insuring agricultural loans worth UGX 2.47 trillion.

The Forum was held under the theme: **"From Access to Usage: Advancing Inclusive Financial Product Uptake across Uganda".**

Kasaija said the financial sector is a vital enabler of the Tenfold Economic Growth Strategy, adding that Government is committed to addressing the challenges of low savings and high credit costs as set out in the NDP IV and Vision 2040.

The Minister said this commitment requires concerted efforts to grow deposits within the banking ecosystem and promoting long-term savings in the non-bank sector, including pensions and capital markets.

The Permanent Secretary and Secretary to the Treasury (PSST), Ramathan Ggoobi, while closing the Forum, said Uganda's financial inclusion journey has been impressive.

"The latest Finscope Report (2023) shows that overall financial inclusion of adults has risen to 81%, up from 70% in 2009," said the PSST, adding that the overall financial inclusion in Uganda is mainly driven by mobile money usage.

He commended the innovators, fintech and financial institutions that are developing innovative products to serve the unserved and underserved.

The Deputy Governor Bank of Uganda, Prof. Augustus Nuwagaba, reiterated that financial inclusion should leave no one behind, including youth, women and people with disabilities (PWDs).

He said all financial products should consider the demand side in terms of affordability, trust and user needs.

Participants at the Forum

Panel discussants at the Forum

THE DOING BUSINESS FORUM 2025

The Head of Public Service and Secretary to Cabinet, Ms. Lucy Nakyobe, officiated at the 2nd Annual Doing Business Forum held at Golf Course Hotel in Kampala.

Head of Public Service and Secretary to Cabinet,Lucy Nakyobe

By MoFPED Comms Team

The Forum was held under the theme: "**Enhanced Public Sector Efficiency for Private Sector Competitiveness**".

Nakyobe emphasised the need for efficiency in the public sector to drive competitiveness, adding that there must be a productive partnership between the public sector and the private sector.

Nakyobe said that to achieve the much-needed efficiency, discipline, integrity, frugality, time management and empathy must be embraced, adding that all Ministries, Departments and Agencies (MDAs) must have service delivery standards, client charters and strategic plans aligned to the NDP IV by 30th December 2025.

She said although Government has put in place measures to improve the business environment, the private sector continues to face real challenges, including the licensing procedures which remain lengthy. She added that infrastructure approvals are fragmented, and access to serviced industrial parks or reliable utilities is often unpredictable.

She also said exporters continue to grapple with high compliance costs, excessive documentation, and delays at border points, adding that these bottlenecks increase the cost of doing business, erode competitiveness, and discourage both local and foreign investors.

"An efficient public sector is a necessity. It is the key to unlocking the potential of our entrepreneurs, manufacturers, and exporters. Efficiency must be measured not by promises, but by results, by faster service delivery, lower costs, and reduced red tape," said the Head of Public Service, adding that when institutions deliver effectively, businesses can invest confidently, compete fairly, create jobs and pay taxes.

She put forward three guiding principles that should anchor Uganda's reform agenda and these are: Efficiency which she said is non-negotiable; Public-Private Partnerships; and Accountability.

The Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, said Uganda stands at a pivotal moment in its economic journey, guided by the Fourth National Development Plan (NDP IV) and the Tenfold Growth Strategy.

He said Uganda aspires to transform into a middle-income, export-driven economy with a bold target to expand GDP tenfold to USD 500 billion by 2040.

"Our shared goal is simple and urgent: make the public sector work better so the private sector can create more jobs, add more value, and attract more investment," said Ggoobi.

He noted that under NDP IV's Public Sector Transformation Programme, Government seeks to build an efficient and responsive service system, and the targets include raising transparency and accountability in service delivery from 70 to 90%, improving staffing levels from 55 to 85%, increasing local government fiscal sustainability from 34 to 50%, and ensuring that at least 80% of Ugandans from the current 50% have access to efficient public services by 2030.

To address limited access to standards and certifications, the PSST said Government, through Uganda National Bureau of Standards (UNBS), has opened up regional offices in Gulu, Mbarara, and Mbale.

"Its [UNBS'] budget has increased from Shs 58.1 billion in FY 2024/25 to Shs 133. billion this FY to allow increase in the staff numbers and available standards aligned to the region," said Ggoobi, adding that plans are also underway to review the funding model to ensure that businesses can access services promptly once payments are made.

Participants at the Forum

Head of Service, Nakyobe, PSST Ggoobi, Prof. Suruma (R), Director Economic Affairs, Kaggwa (3rd R) Commissioner Enyimu (2nd R) and head of PSDU Diana Nanono at the Forum

To address persistent challenges in procurement, the PSST said the e-Government Procurement System (e-GP), rolled out to 62 MDAs and 134 Local Governments, is reducing delays, improving transparency, and eliminating manual inefficiencies in public procurement.

He also said there are efforts by NITA-U to provide affordable and reliable data by expanding the broadband via the National Backbone Infrastructure. "So far, 4,387 km of optic fibre have been laid across 56 districts, connecting over 1,800 sites. Plans for FY 2026/27 include adding 1,000 sites and further promoting last-mile connectivity to ensure affordable internet for all," said the PSST.

Ggoobi said efficiency is a shared responsibility between Government and the private sector, adding that the Doing Business Forum serves as a platform for joint action and accountability, in addition to reflecting on the urgent actions of reducing business costs by removing key bottlenecks and accelerating digitalisation with seamless platforms.

Mr. Aris Molfetas, the Senior Private Sector Development Specialist at the World Bank, emphasised that integrated digital service delivery is essential to reducing transaction costs and improving the user experience. He also highlighted the need for better data governance, clearer institutional roles, and unified digital entry points that simplify how businesses interact with Government. He reaffirmed that building a strong digital public infrastructure is the foundation for efficient, transparent, and modern service delivery.

Forum Recommendations

The forum highlighted key recommendations to address the challenges affecting the business environment such as bureaucracy, limited digitalisation, high trade and logistics costs, as well as corruption and weak coordination.

i **Institutionalise a National Efficiency Scorecard to monitor the performance of MDAs in delivering business-facing services.**

ii **Accelerate full digital integration and interoperability across all MDAs.**

iii **Scale up investments in the enablers of the Tenfold Growth Strategy, particularly reliable power, marine and rail transport, as well as cold chain infrastructure to enhance competitiveness.**

iv **Strengthen legal and regulatory frameworks for investor protection and contract enforcement.**

v **Simplify and automate compliance procedures for SMEs to encourage formalisation.**

vi **Provide patient capital specific to financing logistics and exporters to mitigate costs.**

vii **Cater for training for the private sector on the digital reforms introduced by Government.**

viii **Establish a joint public-private reform monitoring mechanism to track the progress of Doing Business Forum commitments.**

3RD MICROFINANCE AND SAVINGS GROUPS CONFERENCE 2025

The Minister of State for Microfinance, Al-Hajj Haruna Kasolo, has said the Government of Uganda remains firmly committed to inclusive prosperity and to realising a Uganda where no one is left behind.

Director Economic Affairs, Kaggwa (4th R front row) in group photo with participants at the conference

He said, together, we can build a financially empowered Uganda, a nation where opportunity, enterprise, and dignity are within the reach of every citizen.

Kasolo made the remarks this morning during the official opening of the 3rd Annual Microfinance and Savings Groups Conference 2025, at Hotel Africana in Kampala.

The theme of this conference is "**Sustainable financial inclusion for environmental, economic, and social impact",** which the Minister said resonates with the overall ideology of the National Resistance Movement (NRM) that envisions a modern, united, and prosperous Uganda anchored on socio-economic transformation, inclusive development, and the empowerment of citizens to participate fully in the country's progress.

Kasolo applauded the enactment of the National Payment System Act, adding that the National Payments Framework Reform has been instrumental in strengthening Uganda's financial architecture and reinforcing the foundations for sustained economic growth.

He said the improved regulatory environment has also catalysed innovation within the financial sector, enabling new solutions that simplify transactions while reducing associated risks and costs.

"In communities that previously had no banks or reliable access points, digital innovations such as Post Bank's Wendi Mobile Wallet, Stanbic's FlexiPay, Ensibuuko's digital platforms, among others, have significantly eased access to financial services," said the Minister.

Commenting on the *Emyooga* Programme, he said this will continue, with an expanded scope aimed at enabling beneficiaries to transition into viable small and medium enterprises capable of meaningfully participating in and transforming value chains across the country.

"Government will continue to support these enterprises to have their products certified by the Uganda National Bureau of Standards (UNBS) and to position them to supply goods and services to Ministries, Departments, and Agencies," he said.

The Minister said all the SACCO-strengthening initiatives and other financial inclusion interventions reflect Government's commitment to building a robust, inclusive, and enterprise-driven economy in which all Ugandans, especially women, youth, and rural communities can thrive.

"Effective regulation of the sector is crucial to protect it from fraudulent brokers and middlemen and every stakeholder has a role to play," he said.

State Minister for Microfinance Haruna Kasolo

The Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, said microfinance has long stood as a transformative force, a catalyst for change that lifts families out of poverty, empowers women and fuels the growth of micro and small enterprises.

"I have always said that there are arguably two 'opportunity equalisers' in life-education and financial inclusion," said Ggoobi, adding that microfinance is at the heart of financial inclusion for Uganda, where 33% of the people are still in the subsistence economy.

The PSST said microfinance is one of the key buttons that are going to enable Uganda to become a 500-billion-dollar economy that works for all. He said overall financial inclusion in Uganda is mainly driven by mobile money usage, which stands at 66%.

He said the latest Finscope Report (2023) shows that financial inclusion of adults has risen to 81%, up from 70% in 2009.

Ggoobi also said Government has, during the last 10 years, invested over Shs 11 trillion in wealth creation initiatives as part of the efforts to ensure access to finance.

Hon. Kasolo and PSST Dr. Ggoobi in group photo with other officials at the conference

STATEMENT BY THE PERMANENT SECRETARY AND SECRETARY TO THE TREASURY, DR. RAMATHAN GGOOBI, ON IMF/WB ANNUAL MEETINGS 2025

20th October 2025

Hon. Musasizi (2nd R) led the Ugandan delegation to the meetings

We have concluded the 2025 International Monetary Fund/ World Bank Annual Meetings in Washington D.C.

The President of the World Bank Group, Ajay Banga, has made the Bank start appreciating that development is not just about doing projects. The World Bank (WB) is now focused more on unlocking the power of the private sector to create jobs.

The International Monetary Fund (IMF) says the global economy has remained resilient despite the sweeping policy distortions by the United States (U.S.). Reason? Private sector adaptability. In particular, artificial intelligence (AI) is helping companies to cut costs as they raise productivity. Singapore, the U.S. and Denmark are leading the way.

For Uganda, I am glad to announce that concessional financing is back. In the next three financial years, the World Bank will disburse over USD 2 billion of new money to finance our development. The current total investment is USD 4.9 billion.

Where are we investing this money? Roads and bridges, electricity transmission and last-mile distribution, building infrastructure in regional cities, schools, IT, agriculture, water and irrigation, an export guarantee scheme, skilling, and social protection.

In addition, the International Finance Corporation (IFC) will provide patient capital to private sector investors in the minerals, renewable energy, agro-industrialisation, science and innovation, and co-invest with Government in State-owned Enterprises (SoEs).

We continued negotiations with the IMF for a new Extended Credit Facility (ECF) programme after the elections. Key reforms we are targeting include: increasing domestic revenue collection; improving budgeting to stamp out budget games and supplementary budgets; and further strengthening the financial sector.

The World Bank has committed to support our Tenfold Growth Strategy (investment in ATMS and their enablers). The Fund is focused on helping us to continue maintaining a stable macroeconomy as we build a richer and more prosperous Uganda.

We also interacted with Ugandans working in the IMF and the World Bank, and updated them on the state of Uganda's economy. The Fund has continued to rank Uganda among the fastest-growing economies in Africa and, by extension, in the world. Our macroeconomy is stable.

> ***Private sector adaptability. In particular, artificial intelligence (AI) is helping companies to cut costs as they raise productivity. Singapore, the U.S. and Denmark are leading the way.***

PSST Dr. Ggoobi speaking at one of the engagements. (L) is Attorney General Kiryowa Kiwanuka

LAUNCH OF THE PAN-AFRICAN FINANCE MINISTERS' FORUM FOR CLIMATE ACTION – LUSAKA, ZAMBIA

Joint action to mark the Launch of the Forum in Lusaka Zambia

By Shaka Isaac

Finance Minister Matia Kasaija has applauded Africa's collective resolve to place climate-responsive economic transformation at the centre of the continent's development agenda.

Kasaija, who is also the Chair of the Global Coalition of Finance Ministers for Climate Action, said this forum will enable the leaders to speak with one voice, grounded in African priorities and realities, adding that it will promote peer-to-peer learning, strengthen institutional capacities, and ensure that Africa's economic planning fully integrates climate risk, adaptation needs, and the opportunities presented by green growth.

The Uganda Finance Minister's remarks were delivered on his behalf by Dr. Albert Musisi, the Commissioner Macro-Economic Policy at Uganda's Ministry of Finance, Planning and Economic Development, at the opening of the second meeting of African Ministers of Finance in Lusaka, Zambia.

The main objective of the Global Coalition of Finance Ministers for Climate Action is to ensure that climate change actions are embedded in public finance management. It was designed to help Finance Ministries integrate climate action into economic policy, aligning national budgets with the Paris Agreement, promoting carbon pricing, mobilising private finance, and sharing best practices for low-carbon and resilient economies.

"We see climate action as a catalyst for economic transformation, creation of jobs, and enhancement of food security, expanding clean energy access, and protecting the natural assets on which our communities depend. This meeting is therefore timely and urgent for the Ministries of Finance to use their fiscal power in shaping the macroeconomic, fiscal, and financial strategies for Africa to thrive," said Kasaija.

Dr. Sam Mugume Koojo, the Technical Coordinator at the Secretariat for Uganda, said some countries in Africa have advanced in green budgeting practices, strengthened climate tagging, and also established Climate Finance units, green bonds and other innovative financing instruments.

Zambia's Accountant General, Nsandi Manza, who represented Zambia's Finance Minister, said the continent is already feeling the impact of climate change with unprecedented intensity despite being rich in natural resources, renewable energy potential and human capital, among other resources.

"The reality of climate vulnerability and climate opportunity defines the purpose of our meeting. Across Africa, droughts, floods, cyclones and food insecurity are no longer distant risks," she said, adding that they are present and costly realities reducing Africa's gross domestic product (GDP), straining public resources and undermining long-term development gains.

Nsandi said Africa is central to the global solution, adding that there is opportunity to translate the potential into bankable and growth-enhancing economic strategies.

> ***We see climate action as a catalyst for economic transformation, creation of jobs, and enhancement of food security, expanding clean energy access, and protecting the natural assets on which our communities depend. This meeting is therefore timely and urgent for the Ministries of Finance to use their fiscal power in shaping the macroeconomic, fiscal, and financial strategies for Africa to thrive***
>
> ***Said Kasaija.***

Dr. Albert Musisi represented Finance Minister Matia Kasaija

PIM PLUS OPERATION LAUNCHED

Group photo of Government Officials and World Bank team after launch of PIM PLUS at Serena Hotel, Kampala

By Oscar Kalyango

The Permanent Secretary and Secretary to the Treasury, Dr. Ramathan Ggoobi, launched the Public Investment Management Plus (PIM PLUS) Operation, a six-year programme designed to reform and redefine how Government plans, prepare, execute and manage public investments.

It is a budget support mechanism intended to finance Government of Uganda (GoU) priority infrastructure projects. It will be implemented by GoU under the Resource Enhancement and Accountability Programme (REAP), with support from the World Bank, to the tune of USD 200 million. The Government of Uganda has also committed USD 343 million, making a total of USD 543 million.

The operation supports key Public Finance Management (PFM) areas such as Domestic Resource Mobilisation (DRM), Public Investment Management (including resilience and sustainability), Asset Management, and Procurement, among others. The programme is fully aligned with the PFM Strategy 2025-2030, which seeks to foster PFM for growth and improved service delivery.

PSST Ggoobi Launching PIM PLUS

The USD 200 million World Bank facility will be disbursed upon the achievements of agreed Disbursement-Linked Indicators (DLIs) and Intermediate Results Indicators (IRIs).

The PSST said this arrangement will ensure resources are earned not by spending, but by improving processes and Institutions.

"PIM PLUS is a Programme for Results (PforR). It utilises our own systems and disburses funds only when we achieve and verify the agreed upon results," said the PSST, adding that this result-driven approach makes PIM PLUS more accountable, empowering, and aligned to strengthening government institutions to deliver real outcomes.

Dr. Ggoobi said the result-based approach has already demonstrated its effectiveness through the implementation of PforR since 2013 such as UgIFT, the Uganda Support to Municipal Infrastructure Development (USMID) Project, and the Greater Kampala Metropolitan Area Urban Development Programme.

This programme is expected to address the persistent and entrenched bottlenecks in the Public Investment Management System, including weaknesses in project preparation, execution, monitoring, maintenance, asset management and climate-related losses estimated at over USD 140 million annually.

Under PIM PLUS, USD 40 million will go towards facilitating the Project Preparation Facility under the National Planning Authority, while USD 160 million is for financing investment projects to achieve NDP IV and Tenfold Growth targets through implementation of the ATMS and their enablers.

On behalf of the World Bank's Country Management Unit for Uganda, Annette Tamale Katuramu, the Senior Procurement Specialist, said the operation will support a set of exemplary feasibility studies that will hopefully result in fully ready-to-implement projects over the coming years.

"PIM PLUS is expected to bring about a set of very well-prepared new projects that we and other Development Partners expect to fund over the coming decade in support of Uganda's development agenda," said Katuramu.

The Acting Director Budget, Hannington Ashaba, said the PIM PLUS Programme presents a significant opportunity for Government to strengthen Public Investment Management and Asset Management through enhanced project planning and timely implementation of climate-resilient infrastructure.

"With the World Bank's support and Government's commitment, we are well-positioned to implement public investments that will enhance efficiency, accountability, and sustainability," said Ashaba.

World Bank Team at Launch

GOVERNMENT PILOTS OKUSEVINGA TO DEEPEN DOMESTIC SAVINGS AND CREDIT MARKETS

Governor Bank of Uganda, Atingi-Ego and Director Debt and Cash Policy,Maris Wanyera investing in the Okusevinga Unit Trust Fund

Government has taken a major step towards deepening domestic savings and expanding access to secure investment opportunities with the pilot launch of Okusevinga, a digital money market unit trust scheme designed to reach Ugandans both at home and abroad.

Speaking during the pilot launch, the Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, said digital platforms such as Okusevinga will enable the Government of Uganda to reach segments of the population that are often underserved by conventional financial systems, particularly rural communities and the Diaspora. He noted that technology-driven platforms provide an efficient bridge between citizens and government-backed investment opportunities, helping to democratise participation in the financial markets.

"In addition to securities, Government will leverage this infrastructure to mobilise retail pensions, contributions towards insurance products, and other mass resource mobilisation efforts," Dr. Ggoobi said, underscoring the platform's long-term potential beyond savings and bonds.

Launched on 17th December 2025 by the Ministry of Finance, Planning and Economic Development (MoFPED) and the Bank of Uganda, Okusevinga is Africa's first government-owned unit trust scheme. The initiative marks a strategic shift from simply expanding access to financial services towards enabling meaningful participation in regulated savings and investment instruments.

While Uganda has made significant strides in financial inclusion, with over 80% of adults accessing financial services, a large proportion of savings still remains informal. Okusevinga seeks to bridge this gap by allowing individuals to invest small amounts directly into regulated money market and bond funds using a simple mobile-based platform

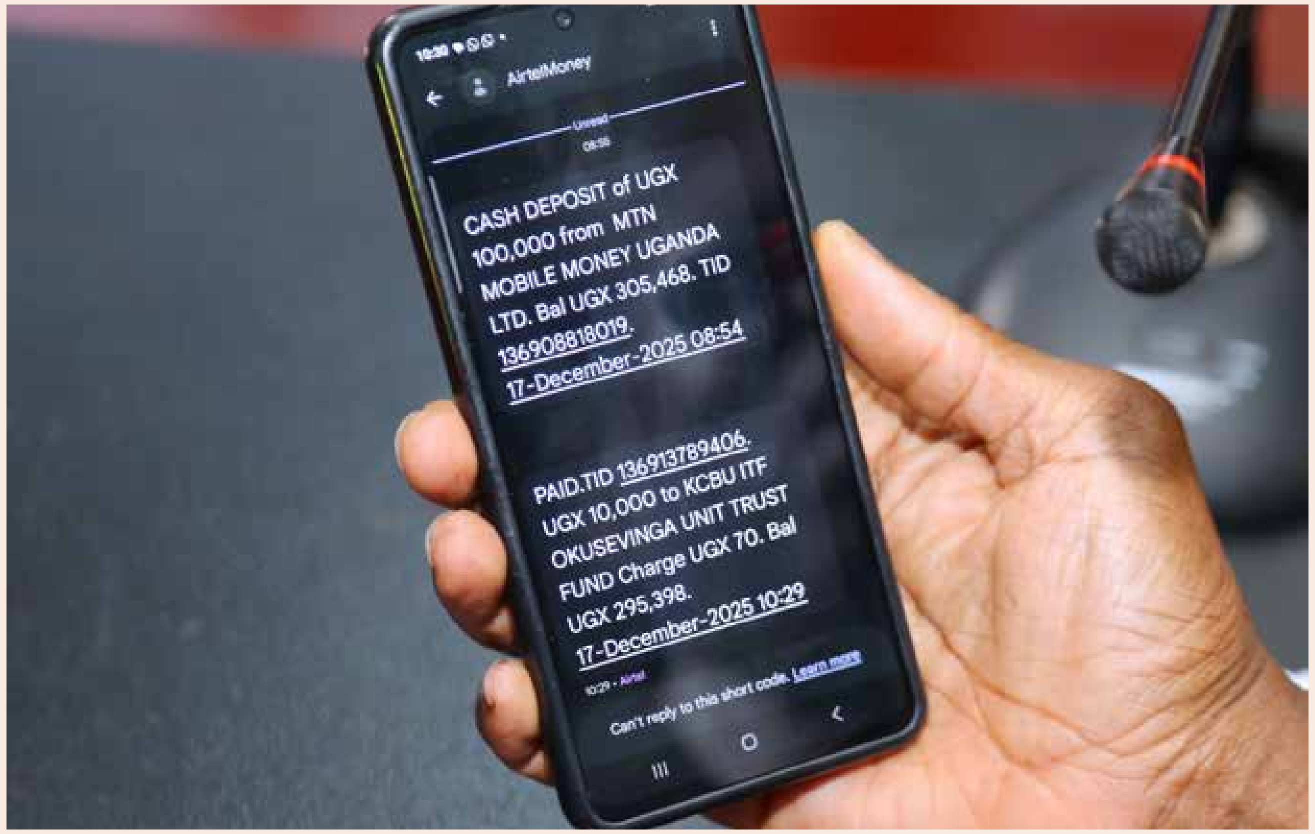
Dr. Ggoobi emphasised that stimulating a strong savings culture is critical as Uganda pursues its tenfold growth agenda. "As our economy grows, we must identify alternative revenue sources, particularly from the domestic financial market," he said, adding that Okusevinga will also help lower government borrowing costs by mobilising domestic capital more efficiently.

The Governor Bank of Uganda, Michael Atingi-Ego, said through a simple USSD code, any Ugandan with a mobile phone can invest a minimum of UGX 10,000 – approximately USD 3 – into money market and bond funds with no intermediaries, no prohibitive minimums and no branch visits, but just accessible, transparent, return-generating investment.

"The 200 pilot participants are pioneers, testing a platform that could, within years, serve millions. If we execute thoughtfully, Okusevinga will stand as proof that innovation need not sacrifice inclusion; that technology can democratise opportunity; and that small savers, aggregated, constitute a force for national development," said the Governor.

The pilot phase involves testing the platform's full functionality, including registration, transactions, and balance inquiries. This phased approach is intended to validate system performance, strengthen consumer protection, and refine the user experience ahead of a full public rollout.

Supported by partners including the Capital Markets Authority, NITA-U, UCC, Financial Sector Deepening Uganda, KCB, Airtel Uganda and INNOVA Limited, Okusevinga is expected to enhance household financial resilience while contributing to deeper domestic capital markets and sustainable economic development.



The pilot participants can successfully transact on the platform

DPI PROGRAMME ANNUAL REVIEW HIGHLIGHTS REFORMS TO STRENGTHEN NDP IV IMPLEMENTATION

"We must have fewer, well-defined and measurable performance indicators with realistic targets if we are to achieve real accountability under NDP IV," said *Dr. Ramathan Ggoobi, PSST.*

Participants at the DPI Programme Review Meeting

The Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, said the annual review of the Development Plan Implementation (DPI) Programme provides a critical opportunity for stakeholders to jointly reflect on the implementation of the DPI Programme and the Public Finance Management Strategy over the past five years, while identifying areas for improvement as Uganda transitions into the implementation of the Fourth National Development Plan (NDP IV).

Dr. Ggoobi described the DPI Programme under NDP III as an innovative initiative that created a dedicated mechanism focused specifically on ensuring effective implementation of the National Development Plan. He noted that several lessons from NDP III will be instrumental in achieving better results under NDP IV. Among these, he highlighted the need for fewer, well-defined, and measurable performance indicators with realistic targets to strengthen performance accountability. He also emphasised the importance of involving all key stakeholders, including Local Governments, and setting clear priorities that are aligned with the available resource envelope.

"As the theme of this annual review states, we must leverage the lessons learnt from NDP III for effective delivery of NDP IV and the Tenfold Growth Strategy," said Dr. Ggoobi during the review meeting at Golf Course Hotel in Kampala.

The Speaker of Parliament, Rt. Hon. Anita Annet Among, reiterated Parliament's commitment to supporting the programme-based approach under the National Development Plan. She said Parliament is willing to reform its committees to align with this approach and is refocusing its business processes to adopt a more results-oriented framework for scrutinising and tracking budget performance, including Ministerial Policy Statements.

The Speaker's keynote address at the DPI Programme Annual Review for FY 2024/25 was delivered on her behalf by the Minister of Public Service, Hon. Muruli Mukasa. She commended the Ministry of Finance, Planning and Economic Development for involving Parliament in the development of the National Development Plan.

She further urged the DPI Programme to effectively execute its superintendent role, and also called upon participants to use the annual review to identify and address persistent obstacles hindering the delivery of development goals and quality public services. Among the key challenges highlighted were resource constraints, slow project implementation, procurement bottlenecks, project delays leading to cost overruns, and youth unemployment.

On behalf of the Speaker, Hon. Muruli Mukasa also launched the DPI Programme Implementation Action Plan (PIAP) and commissioned the NDP IV Monitoring and Evaluation System under the Office of the Prime Minister.

The Deputy Head of Public Service, Ms. Jane Kyarisiima Mwesiga, described the newly commissioned integrated web-based system as a national performance infrastructure facility that links planning, budgeting, implementation, and reporting into a single results chain. She noted that the system is fully aligned with the NDP IV results framework and programme implementation action plans, and is fully integrated with the Programme-Based Budgeting System.

She said the system is expected to significantly enhance coordination, accountability, and performance tracking across government, thereby strengthening the effective delivery of NDP IV priorities.

According to the DPI programme annual performance report FY 2024/25, the proportion of NDP III targets achieved improved from 50.4% in FY 2023/24 to 60% in FY 2024/25, but below the 80% target.

The report also identified major data gaps across Ministries, Departments and Agencies (MDAs) as well as Local Governments with weak integration of planning, budgeting, monitoring and evaluation.

Regarding some of the key result areas, the report notes that GDP growth rebounded to 6.3% in FY 2024/25 from 3% in FY 2020/21, but below 7.2% target for the year. In terms of revenue-to-GDP ratio, this improved from 12.95% in FY 2017/18 to 14.2%, but still below the target of 15.43%.

The report also highlights challenges of clearing and preventing domestic arrears, fiscal indiscipline driven by weak expenditure controls and commitment controls, and supplementary appropriations. The DPI Programme recommends that these must be strongly addressed under NDP IV by enforcing the Public Finance Management Act, fiscal rules and commitment controls.

Deputy Head of Public Service Kyariisima Mwesiga

Hon. Muruli Mukasa representing the Speaker of Parliament

PSST VISITS ANTI-TICK VACCINE FACILITY AT NARO, NAKYESASA

PSST Dr.Ggoobi visiting the Vaccine Facility in Nakyesasa

The Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, visited the National Agricultural Research Organisation (NARO) anti-vaccine facility at Nakyesasa, Namulonge in Wakiso District to establish its preparedness and requirements ahead of commercial production in the coming months.

Dr. Ggoobi was taken on a guided tour of the facility by NARO Director General Dr. Yona Baguma, his Deputy Dr. Swidiq Mugerwa, and other Directors.

The PSST thanked NARO for changing the dynamics of research and development in agriculture. "You are actively solving real-life problems we have been facing as a country," said Dr. Ggoobi.

He said Uganda is on a mission to grow the economy tenfold, adding that under ATMS, agro-industrialisation is expected to contribute USD 20 billion annually for the next 15 years to ensure Uganda becomes a USD 500 billion economy by 2040.

The PSST, who was accompanied by the Acting Director Debt and Cash Policy, Maris Wanyera, and Commissioner Paul Mwanja, pledged to support NARO to complete this investment, adding that NARO has already demonstrated accountability with results.

Dr. Baguma, on his part, extended gratitude to H.E. the President Yoweri Museveni and the Finance Ministry for supporting anti-tick vaccine research and construction of the facility in preparation for the anti-tick vaccine rollout.

He said NARO is now ready to deliver the product to the market, adding that Uganda is now a global competitive leader in the field of cattle research.

This anti-tick vaccine facility is the largest in the whole world with a capacity to produce 42 million doses annually.

UGANDA LAUNCHES FOURTH EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE (EITI) REPORT

Group photo of participants with Hon. Lugoloobi at the Launch of the Report

By Gibran Begumya

The Uganda Extractive Industries Transparency Initiative (UGEITI) has today launched its Fourth EITI Report, which covers the period 1st July 2022 to 30th June 2023.

The report was officially launched by the State Minister for Planning, Hon. Amos Lugoloobi, and witnessed by officials from the Ministry of Energy and Mineral Development, the UGEITI Multi-Stakeholder Group (MSG), Development Partners and the private sector, among others.

The Report has been submitted to the International Secretariat in Oslo, Norway, in fulfilment of Uganda's commitment to strengthening transparency, accountability, and good governance in the extractive sector.

According to the Report, total revenue from the extractive sector in FY 2022/2023 amounted to **UGX 530.17 billion**.

- Of this, the mining sector contributed **UGX 299.95 billion**, while the oil and gas sector contributed **UGX 230.23 billion**.
- Contribution of the extractive sector to the economy was as follows: 1.47% to GDP, 0.026% to total employment, 0.001% to total exports, and 1.13% to general government revenues.

The value of mineral exports was UGX 33.6 billion, with vermiculite, iron ore and tungsten accounting for the largest share of export value. There was no oil and gas production or export during the reporting period, as the sector remained in the exploration and pre-production phases.

While launching the report, Lugoloobi said transparency is not only a guardrail against corruption but a catalyst for investment and a foundation for inclusive growth.

He said the EITI framework has helped to reduce leakages, curb illicit financial flows and ensure that revenues due to the State are fully collected.

"The EITI framework has helped to enhance public confidence.

Hon. Lugoolobi officiating at the Launch

When citizens trust that natural resource revenues are being managed transparently, compliance with tax obligations improves," said the Minister.

The Director Economic Affairs, Moses Kaggwa, who is also the Chair of the UGEITI MSG, reiterated the significance of transparency in attracting investment and fostering economic growth, adding that transparency gives citizens confidence that their revenues are well managed.

He, however, acknowledged that there is need to strengthen the compliance and enforcement mechanisms to boost the performance of the extractive sector.

Data disclosure and information sharing provide an accurate basis for informed public awareness and debate, thereby promoting the key EITI principles of transparency and accountability.

The Extractive Industries Transparency Initiative (EITI) is a global standard that promotes the accountable and transparent management of extractive industries through adherence to the EITI Standard, a set of criteria that define international best practices in the management of extractives along the value chain – from exploration, production, exportation, revenue collection, allocation, social and economic spending, to energy transition, anti-corruption, gender and environmental issues, and the wider benefits of extractive resources to the economy.

> **The EITI framework has helped to enhance public confidence. When citizens trust that natural resource revenues are being managed transparently, compliance with tax obligations improves**

Hon. Lugoolobi Launching the Report

DR. SENGONZI DAMULIRA APPOINTED BOARD CHAIRPERSON VISION GROUP

Dr. Sengonzi Damulira

The Vision Group, at its 24th Annual General Meeting at Vision Group Headquarters in Kampala, named Dr. Edward Sengonzi Damulira, the Undersecretary and Accounting Officer at the Ministry of Finance, Planning and Economic Development, as the Chairperson, Board of Directors of Vision Group, for a three-year term.

He takes over from Patrick Ayota, the Managing Director, National Social Security Fund (NSSF). The other new Board members are Aggrey David Kibenge, the Permanent Secretary, Ministry of Gender, Labour and Social Development, as well as Amanda Ayebare, an accomplished finance and audit professional.

In his remarks, Dr. Sengonzi thanked the outgoing Chairperson for his focused and dedicated leadership, adding that the Chairperson, the entire Board and staff exhibited resilience during the challenging time of the COVID-19 pandemic.

Participants at the AGM

He said he was aware of the task before him, adding that he will use his experience as the Chairperson of the Finance and Investment Committee on the same Board to improve the profitability of the company and also the share price.

"I request for support from the Board, Management and the entire staff of Vision Group and all those associated with the company, so that we can grow stronger," said Dr. Sengonzi.

The Director Economic Affairs at the Ministry of Finance, Planning and Economic Development, Mr. Moses Kaggwa, who represented Finance Minister Matia Kasaija, thanked the Vision Group for consistently navigating an evolving and highly competitive media landscape.

He noted that Vision Group has continued to play its constitutional and development role by shaping public dialogue and informing the nation.

"The innovation and creativity exhibited in campaigns, like The Home and Construction Expo, Pakasa Forum, and Harvest Money Expo, has gone beyond information sharing to supporting national development priorities," said Kaggwa.

He said Government expects Vision Group to continue modernising its operations, investing in digital content, and improving cost efficiency.

The outgoing Chairperson, Mr. Patrick Ayota, on his part thanked Government, the Board and Management for keeping the company afloat, adding that focus must be on growing revenue and ensuring that the company is profitable.

> **I request for support from the Board, Management and the entire staff of Vision Group and all those associated with the company, so that we can grow stronger,"** said Dr. Sengonzi.

TRAINING AND ROLL-OUT OF CASH FLOW FORECASTING MODULE IN THE PROGRAMME BUDGETING SYSTEM

Ms Maris Wanyera

By Apollo Munghinda

The Finance Ministry has embarked on the training technical staff from Ministries, Departments and Agencies (MDAs) and rolling out the monthly cash flow forecasting module in the Programme Budgeting System (PBS) for financial year 2025/26.

The Acting Director Debt and Cash Policy, Maris Wanyera, officiated at the training at Serena Hotel, Kigo, on behalf of the Permanent Secretary and Secretary to the Treasury, Dr. Ramathan Ggoobi.

The Director emphasised the importance of sound fiscal management, urging MDAs and Local Governments to practise prudent macro-fiscal management and ensure transparent and accountable use of public resources.

"We cannot afford wastage or irresponsible spending on non-core activities that do not advance your institutional mandate or the broader goals of government," said Wanyera.

She said cash management ensures that Government has the right resources in the right place at the right time to finance its obligations, such as paying salaries, funding projects and clearing arrears in a timely manner.

Participants at the training

Wanyera said this predictability builds confidence among businesses and households, stimulating stronger economic activity.

The Cash Management Framework was established in 2024 to address weak forecasting capacity and accumulation of arrears.

The trained Votes, including the Uganda Police Force, the Parliamentary Commission, Uganda Bureau of Statistics (UBOS), the Ministry of Education and Sports as well as the Ministry of Energy and Mineral Development, are expected to prepare and submit cash flow plans for FY 2025/26.

The Commissioner Cash Policy Department, Stephen Kasangaki, said effective cash management rides on transparency and timely information sharing between all stakeholders, including the Bank of Uganda, Uganda Revenue Authority, MDAs and Local Governments.

He said the reform will help to address some challenges which Government faces in cash management as a result of temporary shortfalls in revenue.

The Commissioner for Debt Policy and Issuance, Paul Okitoi, who closed the training on behalf of the Permanent Secretary and Secretary to the Treasury, said cash management is more than bookkeeping, adding that it is the backbone of fiscal policy.

"Without prudent cash management, debt obligations may be compromised, arrears can accumulate and confidence in the fiscal system erodes," said Okitoi, adding that this is the reason for shifting the narrative of cash management from just a back-office accounting function to a strategic instrument of economic governance.

We cannot afford wastage or irresponsible spending on non-core activities that do not advance your institutional mandate or the broader goals of government,"

said Wanyera.

Group photo of the participants at the training

SECURING TOMORROW: INSIDE UGANDA'S PENSION TRANSFORMATION

As Uganda's pension sector expands in scale, complexity, and strategic importance, the conversation around coverage, innovation, and long-term sustainability has never been more urgent. With assets now exceeding UGX 30 trillion and new schemes emerging to serve both formal and informal workers, the industry is undergoing a quiet but decisive transformation. At the centre of this evolution is the Uganda Retirement Benefits Regulatory Authority (URBRA), whose mandate on supervision and market conduct continues to shape the direction of retirement savings in the country. At the recently concluded Pan-African Pension Conference (*26th-28th November, Diani, Kenya*), **Daisy Lynda Nabakooza, Chief Manager Supervision and Market Conduct at URBRA**, offered insights into the state of the pension industry in Uganda, emerging innovations, and the reforms driving higher participation across the workforce.

Q: How would you define the pension industry in Uganda and what is the penetration rate?

Nabakooza: The pension industry in Uganda comprises 66 retirement savings schemes regulated by URBRA (as of June 2025), facilitating long-term savings for retirement through both voluntary and compulsory contributions. The 66 comprise three mandatory schemes, 47 occupational/employer-based schemes, 14 umbrella schemes and two individual/informal sector schemes. As of June 2025, sector assets had grown to approximately 30 trillion Uganda shillings, majorly attributed to increase in contributions and increase in investment income. The penetration rate is approximately 15-18% of the working population, with approximately 3.1 to 3.4 million savers of an estimated 15 million workers, representing coverage mainly of the formal sector. The immediate challenge facing the pensions sector is low coverage, as evidenced by the low penetration rate. Nearly 85% of Uganda's workforce (most of whom are non-salaried workers) are not saving for old age. Low coverage is partly due to the design of the retirement benefit system, which excludes informal sector workers. Informality therefore presents specific issues in retirement income provision and these cannot be addressed by extending conventional retirement benefit arrangements to these workers.

Q: As the officer in charge of market conduct at URBRA, what trends are you seeing in the industry geared towards increasing penetration?

Nabakooza: Key trends include growth in voluntary retirement savings, increased employer and employee participation in umbrella schemes, and rising assets under management. We are also seeing a positive shift towards voluntary and micro-pension schemes, digital onboarding, and partnerships with organised groupings and existing saving platforms such as SACCO networks, FinTechs, and mobile money platforms. There is also greater emphasis on financial literacy, transparency, and consumer protection, which are strengthening public confidence and participation in the sector. We have also noted more innovation in products that encourage wider participation, including flexibility and ease in contribution remittance as well as access. We are seeing schemes adjust their frameworks to better accommodate the needs of the informal sector, including intermittent access and targeted benefits that meet the social needs of contributors. Increasingly, there is a sustained focus on improving regulatory frameworks and enhancing member confidence to bring more informal sector workers into pension schemes

Q: What is Uganda doing to interest and capture young savers?

Nabakooza: Uganda is promoting innovative pension products tailored for the informal and youthful workforce – including integrating technology such as mobile-based savings platforms, flexible contribution options, and targeted financial education campaigns. Efforts are also underway to integrate pensions into gig and digital economy ecosystems to attract younger contributors, meeting the contributors at their point of convenience. URBRA's financial literacy strategy has also incorporated the use of platforms that are predominantly utilised by the young people and deploys young people to conduct the literacy sessions, to have more peer-to-peer engagements.

Q: Which asset classes form the largest share of pension fund investments in Uganda?

Nabakooza: Pension funds in Uganda typically invest in a diversified portfolio comprised mainly of government securities, equities, corporate bonds, real estate, and fixed deposits. As of June 2025, the sector investments were invested 82.4% in government securities, 11.2% in quoted equities, 2.7% in immovable property, 1.4% in unquoted equities, and cash and demand deposits, fixed deposits and other investments carrying less that 1% each. There is growing interest in alternative investments such as infrastructure and private equity, and in turn the need to revise the URBRA's prudential investment guidelines to facilitate prudence and oversight over the changing investment spectrum

Q: What are some of the innovations taking place in the pension industry?

Nabakooza: Key innovations in the pension industry are reshaping how schemes operate and how members engage with retirement savings. One of the most notable developments is the rise of mobile sign-up and contribution platforms, alongside digital pension management applications, dashboards, and member self-service portals. These tools have significantly enhanced flexibility and ease of remitting contributions, improved transparency and accountability, and expanded pension coverage to the informal sector by fostering greater trust and confidence. Another major area of innovation is the development and adoption of advanced supervisory technology. Regulators are increasingly using data-driven supervision and analytics to support risk and compliance management, which in turn promotes more efficient and prudent oversight across the sector. Additionally, pension schemes are progressively embracing ESG-aligned investment frameworks. This shift reflects a growing recognition that investment decisions must incorporate sustainability considerations. Beyond focusing solely on returns, schemes are now integrating environmental, social, and governance factors into their investment strategies, accompanied by sustainability reporting to track impact. There is also growing interest in alternative investments, with ongoing discussions on positioning pension funds as a viable source of long-term capital for private sector growth and infrastructure development. This trend is contributing to the deepening of capital markets and presents pension funds as an increasingly important alternative to dwindling foreign aid.

DRIVING REVENUE, ENSURING COMPLIANCE: NLGRB'S STRATEGIC MILESTONES AND FUTURE OUTLOOK

The National Lotteries and Gaming Regulatory Board (NLGRB) is a statutory body established under the Lotteries and Gaming Act, Cap. 334 of the Laws of Uganda. The Board is mandated to license, supervise and regulate the establishment, management and operations of lotteries, gaming, betting and casinos in Uganda, and to protect citizens from the adverse effects of gaming and betting in Uganda.

Destruction of illegal Gaming Machines

The NLGRB core functions are derived from Section 4 of the Lotteries and Gaming Act and include: Supervising and regulating the establishment, conduct, and operation of lotteries, gaming, and betting activities; licensing and monitoring gaming operators; ensuring compliance with the law, regulations, and licence conditions; promoting responsible gaming and protecting minors and other vulnerable groups from the adverse effects of gaming and betting; and advising Government on policy matters related to lotteries and gaming. The National Lotteries and Gaming Regulatory Board (NLGRB) continues to execute its mandate of regulating Uganda's gaming industry with a focus on revenue optimisation, robust compliance, and the promotion of responsible gaming.

1. Revenue Performance

The NLGRB has recorded exceptional growth in revenue generation, underscoring the success of its regulatory reforms and operational efficiency.

I. **Sector revenue collection –** Total revenues collected from the gaming sector have seen a six-fold increase, growing from **UGX 50.6 billion in FY 2019/20** to an impressive **UGX 323 billion in FY 2024/25**. This growth is attributed to prudent regulation, automation of business processes for efficiency which encouraged new operators to enter the market, and strengthened collaboration with the Uganda Revenue Authority (URA).

II. **Non-tax revenue (NTR) for the Board –** The Board's own NTR collections also increased from **UGX 1.14 billion in FY2019/20** to **UGX 8.79 billion in FY 2024/25**. This increase was driven by the automation of business processes (e-licensing, National Central Electronic Monitoring System) and the revision of the fees structure through the *Lotteries and Gaming (Fees) Regulations, 2024*.

2. Compliance – Strengthening Enforcement and Sector Integrity

Under **Section 67 of the Lotteries and Gaming Act, Cap. 334**, operating without a licence is a criminal offence. A core function of the NLGRB is to ensure a compliant and fair gaming environment.

i. **Confiscation and destruction of illegal gaming machines (recently code-named Operation "Mashine Haramu") –** This sustained enforcement initiative targets unlicensed and illegal gaming operations across the country. From FY2019/20 to FY2024/25, the Board has confiscated over **6,000** and destroyed over **3,000 illegal gaming machines** in partnership with **the National Enterprise Corporation (NEC)**. This decisive action protects players from unregulated practices and safeguards government revenue.

ii. **Establishment of regional offices –** Field inspections and enforcement actions have been conducted in the **Kampala Metropolitan Area, Greater Kampala, Western, and Eastern Regions** of Uganda. The establishment of regional offices in **Gulu, Mbale, and Mbarara** has been pivotal in extending this regulatory reach.

iii. **Enhanced monitoring –** The implementation of the **National Central Electronic Monitoring System (NCEMS)**, procured with support from the Ministry of Finance, Planning and Economic Development, provides enhanced monitoring of significant events and transactions of gaming operators.

iv. **Legal and regulatory framework –** The Board has developed 14 compulsory gaming technical standards, of which seven have already been gazetted by UNBS.

3. Responsible Gaming - Protecting Citizens and Promoting Sustainability

The NLGRB is committed to mitigating the potential harms associated with gaming.

I. **Public awareness and strategic collaboration –** The Board has conducted intensive awareness campaigns using media, workshops, and materials to sensitise the public on gaming harms. The population sensitised reached an average of **87.5%**. In addition, the NLGRB has partnered with key stakeholders, such as the Ministry of Health, the Ministry of Education, and all referral hospitals, Village Health Teams (VHTs) in Uganda, who are a key pillar of support in not only creating awareness about gaming and its harms but also offering counselling services to problem gamblers.

A bar chart showing the trend in revenue from UGX 50.6 billion (2019/20) to UGX 323 billion (2024/25)

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Revenues in Billions	50.6	43.4	110	151.9	194	323

Responsible Gaming awareness with Safe Boda Uganda

II. **Structures and responsible gaming tools –** A dedicated **Responsible Gaming Department** has been established with a **call centre** and referral system in place for addiction-related support. The NCEMS also promotes responsible gaming by facilitating **player self-exclusions** and flagging excessive play. These efforts have yielded positive results, with the incidence of punters (players) exhibiting gambling problems declining from 60% to 15%.

4. Future Prospects

The future focus will be on continued growth and regulatory excellence:

I. **Strategic Plan implementation –** The successful implementation of the National Lotteries and Gaming Regulatory Board Strategic Plan 2025/26–2029/30 will be a key priority, focusing on transforming the Board into a tech-led regulator to support GDP growth and fostering a modern, transparent gaming industry. This execution is centred on pivotal pillars such as driving digital transformation, nurturing local talent and content, and integrating emerging technologies like AI and blockchain to secure the gaming industry's contribution to the national economy.

II. **Digitalisation and technology –** Efforts will be accelerated to expand automation and the use of AI in licensing, compliance tracking, and operator monitoring. Full rollout of the Compliance and Enforcement Information Management System is underway.

III. **Stakeholder collaboration –** Enhanced inter-agency coordination with the Office of the Director of Public Prosecution (ODPP), the Uganda Police, and the Judiciary will be pursued to streamline enforcement. Partnerships with institutions like Macau Polytechnic University and BMM Testlabs will professionalise staff capacity.

IV. **Responsible Gaming Strategy –** A clear framework for public awareness and targeted intervention programs will be finalised and implemented to further protect vulnerable groups.

V. **Staff capacity enhancement in data analytics and responsible gaming mechanisms –** This initiative will equip our staff with advanced data-driven oversight tools and deepen their expertise in mitigating gaming-related harm, fundamentally strengthening both our regulatory effectiveness and our public protection mandate.

Conclusion

The National Lotteries and Gaming Regulatory Board (NLGRB) remains steadfast in its mission to promote a well-regulated, technology-driven, and responsible gaming industry. The significant milestones achieved in revenue generation, compliance enforcement, and protecting citizens from the adverse effects of gaming demonstrate the Board's commitment to contributing to Uganda's sustainable socio-economic development. We look forward to continuing this progress in collaboration with the Ministry of Finance, Planning and Economic Development and all our stakeholders.

EXPANSION OF SOROTI FRUIT FACTORY IN THE OFFING

PSST Ggoobi and PS Trade, Bagonza and with their technical team visiting Soroti fruit factory

The Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, has said plans are underway to expand and modernise Soroti Fruit Factory in partnership with a management firm from Ethiopia.

Ggoobi said the expansion project will cost about USD 30 million and will take a period of about two years to become operational once construction starts.

The PSST made the remarks while visiting Soroti Fruits Ltd, to assess the performance of the factory on the directive of H.E. the President.

He was accompanied by the Permanent Secretary, Ministry of Trade, Industry and Cooperatives, Lynette Bagonza, the Director Economic Affairs, Moses Kaggwa, and Commissioners from both the Ministries of Finance and Trade.

The PSST said the factory is changing the destiny of the region in terms of processing and adding value. He thanked the partners from Ethiopia for helping Government to manage the factory more effectively and transforming it to become more successful.

The planned new factory will have advanced technology with an automatic bottling and packaging line, multi-fruit processing units, and organic fertiliser and animal feeds production, among others.

ADVANCING THE INDUSTRIAL AGENDA

PSST Ggoobi and technical team visiting Mbale Industrial Park

The Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, accompanied by the Permanent Secretary Ministry of Trade, Lynette Bagonza, Director Economic Affairs, Moses Kaggwa, and other Commissioners, visited the Sino-Uganda Mbale Industrial Park to address all the outstanding challenges of the park as per the directive of H.E. the President.

The PSST and his delegation were received by the Chairman, Tian Tang Group, Paul Zhang, and his management team.

The PSST said the three key pending issues Government is addressing are the drainage channel to address the issue of flooding in the park, the mobile power substation to ensure the park has a reliable power supply, and construction of infrastructure in the park, including roads.

"We are going to support you fully to address the infrastructure challenges in the industrial park," said the PSST, adding that industrialisation is a sure way of transforming society because of the forward-and-backward linkages.

They also discussed the issue of integrating skilling centres in the industrial parks, increasing the percentage of exports, and expanding markets in the region and beyond.

The Tian Tang Group Chairman said the industrial park employs 12,000 people, adding that the group has fully diversified into other sectors such as real estate and tourism.

He said there is need to fast-track the construction of the drainage channel to permanently address the issue of flooding.

Textile Industry products at Mbale Industrial Park

PPP

PPP MOBILISES OVER SHS 100 BILLION TO FUND SOLAR PROJECT IN L. VICTORIA – 152 MINI-GRIDS ON MULTIPLE ISLANDS

By Monica Namuli

In Uganda's journey towards becoming a modern and prosperous nation, a key goal of Vision 2040 is to ensure that eight out of 10 Ugandans have access to electricity. However, for remote villages and island communities, connecting to the main national grid is often not feasible.

To overcome this, and in light of new efforts towards the 10-fold growth initiative, Government is turning to an alternative solution: solar mini-grids developed through strategic Public-Private Partnerships (PPPs), expertly guided by the PPP Unit of the Ministry of Finance to ensure affordability, value for money and proper management of risks.

This solution has been applied to the GET Access Uganda Mini-Grids Systems PPP Project. The project, domiciled in the Ministry of Energy and Mineral Development (MEMD), will see the construction of solar mini-grids across 139 villages in the refugee-hosting areas. To be covered are such unconnected areas as Palorinya and Maaji, the island communities of Buvuma East and West, and the fishing villages in the Kalangala and Wakiso region.

The PPP Unit and MEMD have structured the project to deliver a substantial total generation capacity of 5.3 megawatts. The project is expected to create over 100,000 new electricity connections, fundamentally impacting the lives of more than half a million Ugandans in the respective communities. Estimated at USD 29.45 million (approx. Shs104.38 billion), the PPP solution will feature a unique blended finance approach whose partnerships include the German Federal Ministry of Economic Cooperation and Development, the European Union through KfW, and the Government of Uganda.

Primarily, the Government of Uganda will contribute land, funds for the distribution grid and last-mile connections, and cover project management costs. Private partners, on the other hand, will mobilise 20% of the project cost through equity and debt financing. The EU grant is performance-based. The implications is that subsidies will be disbursed as developers meet predetermined performance targets. This project is in the final stages of procurement, with solar installation at 152 mini-grid sites expected to commence in early 2026.

Alongside this effort, the Mukono Solar Mini-Grid PPP Project is a pioneering example of a PPP at the local government level. Processed under the PPP Unit's recently launched local government PPP guidelines, the project is expected to power the island communities of Nsazi, Lwanga Mukulu, and Koome on Lake Victoria. The deducted fast-track local government PPP guidelines, whose purpose is to facilitate and ease small to midsize project initiation and delivery, will see the installation of a total of 440 kilowatts of solar power. This will be supported by 620 kilowatt-hours of battery storage to guarantee a stable and reliable power supply day and night.

At a USD 2.42 million investment from the United Nations Capital Development Fund and a private partner, Engie Equatorial Limited, the project reached a critical milestone at end of September, 2025, when the Solicitor General cleared the project agreement, hence the legal greenlight for project advancement to the final documentation stage and construction commencement.

Besides the above, the true impact of these projects extends far beyond the simple provision of light. The adopted PPP process will enable the project to catalyse holistic socio-economic development in direct contribution to the 10-fold growth. By providing reliable electricity, these projects will boost local incomes, and enable fishermen to power freezers and cold storage for their catch.

Access to power will drastically reduce spoilage and increase profitability. Farmers will be able to use electric milling machines to process their grains, adding significant value to their harvests. The projects will also profoundly improve social services; health centres will be able to refrigerate vaccines and power life-saving medical equipment, while school children will gain the invaluable ability to study after dark, and schools can introduce computers for digital literacy.

The PPP modality whose core principle is to enable private capital, speed and innovation, among others, to play a major role in delivering critical public services will, through these projects and the availability of power, spur the creation of entirely new small and medium-sized enterprises. These will range from welding workshops to enhanced hospitality services, to creating diverse and sustainable local employment opportunities that move communities beyond subsistence living.

> **"The PPP Unit and MEMD have structured the project to deliver a substantial total generation capacity of 5.3 megawatts. The project is expected to create over 100,000 new electricity connections, fundamentally impacting the lives of more than half a million Ugandans in the respective communities.**

PPPs offering this alternative mode of project finance that is less reliant on immediately available budget demonstrates the ability to harness a deliberate holistic procurement mode that is not limited to just delivering light. Through the PPPs mode, Government has deliberately re-engineered the mini-grid process and elevated their functions to deliver a reloaded 'Productive Use of Energy' approach. The project is to ensure the use of electricity not just for light, but as a direct tool to create jobs and boost incomes.

The successful advancement of these solar mini-grid projects underscores the Government's unwavering commitment through the PPP Unit to leverage strategic partnerships with the private sector for inclusive development. By combining public oversight with private sector efficiency, these solar mini-grids are laying the foundation for a future where all Ugandans, no matter how remote, can access the power to build a more prosperous future.

The writer is a PPP Officer at the PPP Unit, Ministry of Finance

LIAO SHEN INDUSTRIAL PARK IN KAPEEKA CELEBRATES 10TH ANNIVERSARY

Chinese Investors at the industrial park pose for a group photo with Gen. Salim Saleh

Speaking at the 10th Anniversary celebrations at the Industrial Park in Kapeeka, Nakaseke District, the Permanent Secretary and Secretary to the Treasury (PSST), Dr. Ramathan Ggoobi, said the industrial park model is the most appropriate for countries like Uganda because it concentrates infrastructure such as power, roads and water in a particular area, making it attractive for investors to set up industries.

He said it was gratifying to see a transformed area which was just a maize garden about 12 years ago. The industrial park sits on 5.2 square km of land with projected investment of about USD 600 million.

The PSST gave an assurance that the Government of Uganda was ready and committed to continue investing in infrastructure for all industrial parks, adding that the plan is to build 24 industrial parks across the country.

Dr. Ggoobi said all industrial parks must now focus on ensuring that local content increases in the parks by using locally sourced materials and equipping young people with transferable skills.

"How do we ensure that we provide good jobs, that pay well – a living wage?" asked Ggoobi, adding that Government will continue providing incentives as long as investors align with what the country aspires to achieve.

PSST Ggoobi at the celebrations

The Chief Coordinator, Operation Wealth Creation and Senior Presidential Advisor on Defence, Gen. Salim Saleh,

who was the chief guest, said the park now produces over 1,000 products from the initial dream of 50 products, adding that 36,000 jobs have been created and people are now distributing these goods to the various markets.

Gen. Saleh, however, challenged the historical leaders of this area, including former Finance Minister Syda Bbumba, to explore suitable ways of addressing the rampant poverty and unemployment, especially among the communities surrounding the industrial park.

Kapeeka Industrial Park has more than 30 operating factories and some of the products include electric cables and appliances, ceramic floor tiles, ceramic sanitary and kitchen ware, agricultural tools, food processing, shoes, bags, clothes, fishing nets and gear, among others.

Guests at the 10th Anniversary celebrations

Gen Saleh in group photo with officials at the celebrations in Kapeeka

GOV'T ADOPTS PPP TO HOUSE 15,500 STUDENTS AT UNIVERSITIES

MUBS, KYAMBOGO, SOROTI, BUSITEMA AND MMU ARE PILOTS

By Elijah Mushabe

Higher education in Uganda has undergone a remarkable transformation. When early universities such as Makerere were established, their founders envisioned self-sufficient institutions offering not only teaching and research facilities but also accommodation and social amenities. Student halls of residence were central to campus life – serving meals, providing recreation, and fostering camaraderie and identity. Alumni still speak nostalgically of halls like Lumumba and Mitchell, which once symbolised pride and belonging.

Staff were also typically housed within university premises. Estates departments maintained these institutional assets, including staff quarters and student housing. This arrangement ensured a supportive academic environment: students accessed campus easily, enjoyed safety and social interaction, while staff focused on teaching and research without worrying about long commutes or housing challenges. At the time, student numbers were modest, and government financing could comfortably sustain such infrastructure.

However, the exponential growth in university enrollment over the past decades has placed enormous pressure on existing facilities. Many public universities now accommodate far more students than they were originally designed for. The conversion of former national colleges into universities has further stretched limited infrastructure, especially for student and staff housing.

As a result, on-campus accommodation in most public universities has become scarce. Institutions with historical halls struggle with dilapidated structures due to years of underfunding, while many others have no facilities at all. Both students and staff are forced to seek housing off-campus – often far from university grounds, leading to long commutes, higher living costs, insecurity, and less time for study or research.

To address this crisis, the Government of Uganda, through the Public Private Partnerships (PPP) Unit of the Ministry of Finance, has adopted the alternative but innovative PPP model as a strategic solution. A PPP allows Government to collaborate with the private sector to deliver infrastructure and related services under clearly defined contracts. The model typically allocates responsibilities such as design, build, finance, operate, and maintain (DBFOM) to the private party for an agreed period, while Government provides land, sets standards, and offers regulatory oversight or financial guarantees.

This arrangement eases the immediate financial burden on the government while creating investment opportunities for the private sector. On time and on budget are the bedrock of this arrangement. Investors recover costs either through user fees, availability payments from the government, or a mix of both. Importantly, PPP contracts include performance incentives and penalties, ensuring service quality and accountability throughout the project life-cycle.

Under this framework, Government launched pilot accommodation projects in five public universities: Makerere University Business School, Kyambogo University, Busitema University, Mountains of the Moon University (MMU), and Soroti University. These projects aim to deliver modern, purpose-built student and staff residences equipped with essential amenities such as recreational spaces, cafeterias, business centres, laundry facilities, and wellness areas. The goal is to create an integrated environment that supports both academic and social well-being.

Across the pilot universities, at least 15,000 student bed spaces and 500 staff housing units are planned, with room for future expansion. Kyambogo University has already advanced to the final stages of procurement, while feasibility studies for the other institutions are nearing completion.

Parallel to implementing the pilot phase at the above universities, the model will be extended to other universities such as Kabale, Muni and Makerere. The initiative is expected to significantly enhance the quality of life for students and staff, strengthen institutional performance, and promote sustainable partnerships between the public and private sectors.

In readiness to implement the above alternative private sector-led financing model to solve student housing and other infrastructure needs, the PPP Unit has over the years rebuilt all systems that were lost, trained over 1,000 public servants, and ensured that at least 30 achieve internationally recognised APMG certification.

The PPP Unit currently has 43 projects in its pipeline at various stages of implementation. Going forward in the next 5 years, the Unit has put in place a strategy that will build on the foundation so far laid to blend approaches to grow the pipeline further and close projects faster.

By leveraging PPPs, Uganda is not only addressing a long-standing accommodation challenge but also setting a precedent for innovative infrastructure delivery in higher education. The approach promises to restore the integrated campus experience once envisioned by the country's founding education leaders – modern, inclusive, and conducive for learning and research.

The writer is a Legal Officer, Public-Private Partnerships Unit, Ministry of Finance, Planning and Economic Development

By leveraging PPPs, Uganda is not only addressing a long-standing accommodation challenge but also setting a precedent for innovative infrastructure delivery in higher education


MINISTRY OF FINANCE PLANNING

IMPROVING SERVICE DELIVERY DEMANDS MORE THAN ADDITIONAL RESOURCES

The Finance Ministry has evidence that, indeed, some Local Governments do not adhere to the Chart of Accounts while preparing budget estimates. Others allocate the budget to wrong budget items, resulting in budget adjustments during the financial year or in failure to absorb the budget.

By Apollo Munghinda

As part of the budget preparation process for next financial year (FY) 2026/27, the Finance Ministry, together with key service delivery Ministries, Departments and Agencies, consulted Local Government leaders across the country from mid-September until the first week of October 2025 on the proposed budget strategy for FY 2026/27.

This followed the National Budget Conference held on 11th September 2025, during which the Finance Minister consulted key stakeholders at the national level on the budget strategy for FY 2026/27.

This consultative process is in accordance with Article 155(1) and (2) of the Constitution of the Republic of Uganda and Section 12(1) and (2) of the Public Finance Management Act (PFMA), Cap.171.

These engagements had a special focus on exploring service delivery challenges, improving Government efficiency, strengthening project execution, and improving the productivity of all Ugandans.

It was also an opportunity to provide feedback on actions taken concerning the issues raised during the previous consultations on the budget for FY 2025/26. Some of the key issues responded to include the low share of Local Government financing, lack of transport, and unharmonised revenue systems.

Actually, the financing of Local Government services has greatly improved from Shs 2,361.4 billion in FY 2015/16 to Shs 7,345 billion in FY 2025/26, which is 10% of the national budget. Indeed, substantial funding has gone towards financing operations in health, education, water, agriculture, the Parish Development Model (PDM) and *Emyooga*, among others.

The issue of lack of transport for monitoring Government programmes and projects also came out strongly. In response, Government has provided Shs 35.2 billion in the budget for this financial year towards the purchase of cars for Chairpersons and City/Municipal Mayors. These cars have already been procured and distributed to the district leaders.

Regarding non-induction of political leaders (Councillors), a new roadmap is now very clear. These leaders will be inducted after the 2026 general elections, and funds for this activity will be provided in the budget for FY 2026/27.

Uganda's top export earner after Gold

Anti-tick vaccine facility at Nakyesasa,Namulonge

The revenue systems have also been harmonised. All Local Governments are now using the Integrated Revenue Administration System (IRAS) effective this FY 2025/26.

During the recent consultations, a new set of issues were raised which the Government is expected to address. These include low morale due to salary disparities within and across the different cadres; wage, pension and gratuity shortfalls; commercialisation of recruitment in Local Governments; and inequitable distribution of road funds and PDM funds.

The Local Government leaders concurred that salary disparities have caused low morale, absenteeism and early retirement among Local Government staff, thus affecting service delivery.

In response, the Ministry of Public Service expressed the commitment of Government to increase the salaries of all public servants over the next five years in a phased manner as per the pay plan, subject to the availability of resources.

Surprisingly, wage, pension and gratuity shortfalls are still a challenge despite the increase in the budget for wage, pension and gratuity following the recent audit by the Office of the Auditor General. The staffing levels have not been addressed, and some Local Governments are still filing supplementary budgets for salaries.

According to the Finance Minister, this persistent trend of wage, pension and gratuity shortfalls signals underlying issues of poor budgeting and fiscal indiscipline. He has now made it categorically clear that effective FY 2026/27, emphasis will be on strict adherence to verified payroll audits and the integrity of data captured on the Human Capital Management System (HCM).

The Finance Ministry has evidence that, indeed, some Local Governments do not adhere to the Chart of Accounts while preparing budget estimates. Others allocate the budget to wrong budget items, resulting in budget adjustments during the financial year or in failure to absorb the budget.

This poor planning and budgeting ultimately deny citizens the required services, since resources are tied to certain areas where they cannot be utilised, with limited possibilities for virement, resulting in returning the money to the Consolidated Fund at the end of the financial year.

Incidentally, whereas the budget is financed through taxes, among

PSST Dr. Ggoobi and his technical team visiting Mbale Industrial Park

Participants at cash flow forecasting training at Serena Kigo

other sources, many Local Gvernments also do not prioritise payment of statutory deductions, such as PAYE, to Uganda Revenue Authority (URA), resulting in revenue shortfalls and hence delayed payment of service providers.

During these budget consultations, the Finance Ministry reiterated that the budget strategy for FY 2026/27 is guided by the strategic direction of H.E. the President, the Tenfold Growth Strategy, and the Fourth National Development Plan (NDP IV).

Ultimately, these engagements deepened the understanding of the budget strategy, whose focus is anchored on implementation of the four growth sectors of Agro-Industrialisation, Tourism Development, Mineral-Based Industrial Development, Science, Technology and Innovation, including ICT and the Creative Arts Industry (ATMS), as well as the Enablers, such as security, transport infrastructure, and social services. This is intended to grow the economy tenfold to USD 500 billion by 2040.

The critical service delivery challenges, such as low productivity, the silo mentality, absenteeism in schools and hospitals, and poor project implementation and monitoring, among others, were also clearly identified. In connection with this, the role of Local Governments was clarified in ensuring bottom-up planning and effective implementation of Government projects to improve service delivery.

All stakeholders must, therefore, do their part in implementing the necessary reforms and actions to fix the binding constraints on the productivity and efficiency of Government.

District leaders should also utilise the available Government airtime on radio stations to create awareness about Government programmes, provide accountability to the citizens, and also encourage them to embrace wealth creation programmes like PDM and *Emyooga*.

The issues raised and the recommendations made have now been shared with relevant stakeholders for consideration during the preparation and finalisation of the budget for FY 2026/27.

The writer is the Principal Communications Officer at the Ministry of Finance, Planning and Economic Development.

NEWS BITS

The Acting Accountant General, Godfrey Ssemugooma, officially opened the week-long Treasury customer service week under the theme: "**Public Financial Management Systems for Growth and Improved Service Delivery".**

Ssemugoma emphasised the importance of the Customer Service Week, noting that it is an opportunity to receive feedback from customers and also share the successes.

He said resolving the challenges faced by the customers when using the PFM systems and overall customer satisfaction are key priorities.

Ssemugooma said all customers are valuable and, therefore, there is need to ensure that the systems are reliable and the Treasury service team is keen to listen and attend to all the concerns of the customers.

The Treasury Customer Service Week also took place in the 11 regional support centres, including Masaka, Mbarara, Gulu, Mbale, Jinja, Lira and Soroti.

Speaking at the 14th Ministerial Meeting of the Coalition of Finance Ministers for Climate Action in Washington D.C. on behalf of Uganda, State Minister for General Duties Henry Musasizi said regional synergies must be fully utilised in the work of the Coalition. Uganda is a co-chair of the Coalition.

"Together with other African member countries, we are working towards establishing an African Platform for Finance Ministers, which will be launched in Lusaka during the African Regional deputies' meeting in December 2025," said the Minister.

He thanked other co-chairs and the Secretariat team for working hard to raise the number of member countries to 100.

"I want to join my co-chair to welcome Bhutan, the 100th country member," said Musasizi, adding that he is confident that regional platforms will bring even greater synergies and enhance the engagement of Ministries of Finance in climate action, which is the core objective.

Finance Minister Matia Kasaija officially opened the 31st Uganda International Trade Fair at Uganda Manufacturers Association (UMA) showgrounds, Lugogo on behalf of H.E. the President.

President Museveni said manufacturing, with a 15.6% contribution to Uganda's GDP, is the largest subsector in the economy and also the highest contributor to GDP in the East African Community.

He said the broader industrial sector accounts for 25.4% of the GDP, outpacing agriculture at 23.5%, while complementing the services sector at 52.7%.

Mr. Museveni said this is clear evidence that manufacturing sits at the very heart of Uganda's journey from a factor-driven to an innovative-driven economy.

"I want to salute you the wealth creators for enabling Uganda to wake up its industrial potential in East Africa," said the President, adding that it is encouraging to see that the manufacturing capacity is growing steadily.

The theme of the year's Trade Fair was: **"Sustainable industrialisation for inclusive growth, employment and wealth creation".**

Kasaija was taken on a guided tour of the exhibition stalls, where he interfaced with innovators and industry leaders who were showcasing the potential of the industrial sector.

The Trade Fair attracted business people, innovators and investors from the East African region and beyond to explore opportunities and partnerships.

The Green Climate Fund awarded **USD 31 million** to Uganda for verified results in **curbing deforestation and lowering carbon emissions.** This is Africa's First Green Climate Fund Result-Based Payment.

The funding for a period of 7 years follows the presentation of the project entitled "Uganda REDD-plus Results-Based Payment for Emission Reductions (2016–2017)" at the forty-third GCF Board meeting held from 27th to 30th October 2025 in Songdo, Republic of Korea. The Food and Agriculture Organization of the United Nations (FAO), as the Accredited Entity acting on behalf of the Government of Uganda, facilitated the submission.

FAO and the Government of Uganda will channel the GCF funds into initiatives such as sustainable land management, agroforestry and fuelwood; restoration of degraded natural forests, commercial woodlots for smallholder farmers and community; monitoring, reporting and verification of information related to climate change; and emissions reduction.

Uganda's forests are facing increasing threats from agricultural and settlement expansion, grazing, and unsustainable wood harvesting for charcoal and timber.

During the virtual signing ceremony for the approval of the funding on 30th October 2025, Finance Minister Matia Kasaija said this milestone reflects Uganda's unwavering commitment to protecting forests, reducing greenhouse gas emissions, and advancing a resilient and inclusive green economy that benefits both the people and our ecosystems.

DID YOU KNOW?

1

Medium, Small and Micro Enterprises (MSMEs) are the lifeblood of Uganda's economy, accounting for over 90% of private sector firms and employing millions of citizens. Their vitality directly impacts the livelihoods of countless families and communities across our country. This report shines a light on the tremendous entrepreneurial spirit of Ugandans and the resilience of our MSMEs, whilst also identifying critical gaps and barriers constraining their growth and success..

2

Entrepreneurship serves as a cornerstone of innovation, economic growth, and social development. In Uganda Micro, Small, and Medium Enterprises (MSMEs) form the backbone of the entrepreneurial ecosystem, contributing significantly to employment, productivity, and competitiveness. MSMEs employ over 2.5 million people (UBOS 2021) and generate 80% of manufactured output, which contributes 20% to GDP.

3

Uganda's economy is forecasted to expand by 10.4% by the close of FY 2026/27, marking a significant growth rate from the estimated 6.6% at the end of FY 2025/26. This robust growth outlook will be primarily driven by the commencement of oil production, which is expected to generate substantial revenue and stimulate productivity through strong intersectoral linkages. Additionally, the economy will benefit from sustained investments in the priority sectors outlined in the Tenfold Growth Strategy.

4

In FY 2024/25, tourism inflows increased by 13.5% to USD 1,571.96 million, from USD 1,384.99 million in FY 2023/24, surpassing pre-COVID-19 levels. This improvement is mainly on account of strategic marketing efforts, improved partnerships, and continued investments in tourism infrastructure and conservation.

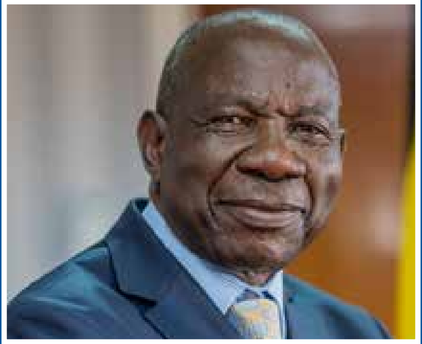
5

Climate change is no longer a distant threat but one of the most significant and escalating risks to Uganda's economic stability, financial systems, and development aspirations. We are already experiencing prolonged droughts affecting agricultural productivity and floods damaging critical infrastructure. The impact of climate variability is undermining national growth, food security, livelihoods, and development. Managing climate-related risks and aligning investment flows with Uganda's development priorities are no longer optional but necessary actions for safeguarding our economy and future.

6

The Ministry of Finance developed a monthly forecasting module within the Programme Based Budgeting System (PBS) for purposes of improving cash management by Ministries, Departments and Agencies (MDAs) as well as Local Governments. Cash management is more than bookkeeping. The Cash Management Framework 2024, therefore, addresses a number of challenges including weak forecasting capacity, which limits an entity to project the liquidity needs. The other is accumulation of arrears, which reflects a gap between commitments and available resources.

"Quote"



"Over the last three years, Uganda and UAE have strengthened economic cooperation significantly. The UAE has become Uganda's largest export destination, and it has invested a substantial amount in our country. Bilateral trade has reached USD 2.85 billion, and UAE investments have grown to USD 3.5 billion, particularly in energy, infrastructure, healthcare, agribusiness, oil and gas, manufacturing, construction, real estate and tourism," said Finance Minister Matia Kasaija at the 4th Uganda-United Arab Emirates Business Forum in Kampala.

"I believe that regional synergies must be fully utilised in the work of the Coalition. Together with other African member countries, we are working towards establishing an African Platform for Finance Ministers, which will be launched in Lusaka. I am confident that regional platforms will bring even greater synergies and enhance the engagement of Ministries of Finance in climate action, our core objective," said Minister of State for General Duties, Henry Musasizi, at the 14th Ministerial Meeting of the Coalition of Finance Ministers for Climate Action, Washington D.C.

"Uganda's economic story has always been one of ambition anchored in the belief that disciplined policy and the strategic use of domestic capital can transform our nation. To the pension funds of Africa, you are not passive custodians of savings; you are partners in transformation," said the Permanent Secretary and Secretary to the Treasury Dr. Ramathan Ggoobi during the All Africa Pension Summit 2025 held in Kampala.

"While in Geneva at the G77 and China Ministerial Meeting of the 16th Session of the United Nations Conference on Trade and Development, I reaffirmed Uganda's commitment to multilateralism rooted in fairness, mutual respect and shared prosperity and our focus on investment and trade as key drivers of decent jobs and improved livelihoods," said Minister of State for Investment and Privatisation, Hon. Evelyn Anite.

"I had the honour of closing a full-day Financial Literacy and Mindset Change training for primary and secondary school teachers from Kyotera District as Chief Guest. I encouraged our teachers to develop a daily income-generating activity alongside their salary so they can build resilience, reduce financial pressure, and create a more secure future for their families. A transformed mindset and empowered teachers lead to transformed communities," said Minister of State for Microfinance, Hon. Haruna Kasolo, also NRM Vice Chairperson, Central Region.

"Going forward, issues to do with value addition are non-negotiable. We must invest more in high-quality processing to guarantee quality, product standardisation, and packaging for food and feeds to easily access regional markets," said Minister of State for Planning, Amos Lugoloobi, at the 16th National Competitiveness Forum held in Kampala.

EXPLORE UGANDA

King of the Jungle at Queen Elizabeth National Park in Western Uganda

Tourists have renewed optimism: Tourism earnings reached USD 1.7 billion in fiscal year 2024/25. This impressive growth is attributed to the sustainable peace, increased competitiveness of Uganda's tourism industry and Government investment in strategic tourism infrastructure.

POLICY ISSUES

LOCAL CONTENT WITH SPECIFIC EMPHASIS ON TRADE BALANCE

INTERVENTIONS

The Fourth National Development Plan (NDP IV) and the Tenfold Growth Strategy emphasise the need to improve Uganda's trade balance by accelerating value addition, boosting productivity in key export sectors, and reducing reliance on imported goods. The Plan aims to reduce the overall trade balance deficit from 4.5% of GDP in FY 2024/25 to 3.5% in FY 2029/30, an average of about 3.6% over the NDP IV period.

To reduce the trade balance deficit, Government will continue:

1

Implementing the '**Buy Uganda Build Uganda' (BUBU**) Policy to promote import substitution and local production of goods such as cement, steel, textiles, building materials and consumer electronics. Government, through Uganda Investment Authority (UIA), has established industrial parks such as Namanve, Mbale and Soroti Industrial Business Parks to encourage private sector investment in import-substituting ventures, to reduce importation of products that have the potential to be produced domestically.

2

Diversifying the export base from being traditionally reliant on agricultural exports like coffee, tea and fish to value-added goods and non-traditional sectors. Uganda has added 31 new products to its export basket in the last 15 years, including light manufactured products such as steel, processed food, cement, pharmaceuticals, dairy products, ceramics and cloth.

There are ongoing efforts to increase processing of raw materials domestically, such as turning coffee beans into finished products, to increase export value as well as create jobs locally.

3

Exploring new markets for its goods. Uganda's main export market has diversified beyond the EAC to include the Middle East, Asia and the European Union (EU). In FY 2024/25, formal exports to the Middle East and the EU grew by 80.8% and 77.2%, respectively. Trade performance in the Middle East was primarily driven by gold trade. Uganda is opening up opportunities for its products to reach a wider audience by strengthening Economic Commercial Diplomacy (ECD) to expand market access and attract strategic partnerships that open new trade opportunities for local producers. Under the Tenfold Growth Strategy, Uganda's ECD is focused on proactively engaging foreign markets and investors through:

(i) **Bilateral Trade Missions**: Regular high-level delegations to priority markets in Europe, the Middle East, and Asia.

(ii) **Commercial Attaché Network**: Strengthening Ugandan missions abroad with dedicated commercial officers to facilitate export contracts and investment leads.

(iii) **Trade and Investment Forums**: Hosting sector-specific investor conferences and virtual buyer-seller platforms to showcase Ugandan products and opportunities.

(iv) **Policy Advocacy**: Negotiating trade facilitation agreements, reducing tariff and non-tariff barriers, and championing Uganda's interests in AfCFTA and COMESA.

4

Facilitating infrastructure development for trade facilitation. Related interventions include:

(i) Construction of Kabalega International Airport, which is near completion (at 98%), representing a strategic asset for oil sector development and regional connectivity;

(ii) Progress on the Metre Gauge Railway (MGR) rehabilitation (9% for Kampala-Namanve, 28% for Tororo-Gulu); and

(iii) Commissioning of the Uganda Connect Trade Hub at Entebbe Airport and the Free Zones Export Facility.

CYBERSECURITY FROM THE INSIDE OUT — GUARDING AGAINST INSIDER THREATS!

By Byereeta Leone Samson

An **insider threat** refers to a cybersecurity risk that originates from within the organisation. It typically occurs when a current or former employee, contractor, vendor or partner with legitimate user credentials misuses their access to the detriment of the organisation's networks, systems and data.

An insider threat may be executed "intentionally" or "unintentionally". However, no matter the intent, the end result is compromised confidentiality, availability, and/or integrity of the organisations ICT sub-systems and data. Insider Threats could be the cause of most cybersecurity and data breaches/violations.

Our conventional cybersecurity strategies, policies, procedures and systems often focus only on external threats YET most organisations are vulnerable to attacks from within. Because the insider already has valid authorisation to data and systems, it is difficult for IT security professionals and applications to distinguish between normal and harmful activity.

Types of Insider Threats

- **Malicious Insider Threats**

  The principal goals of malicious insider threats include fraud, espionage, intellectual property theft and sabotage. They intentionally abuse their privileged access to steal information or degrade systems for financial, personal and/or malicious reasons. Examples include an employee who introduces devastating malware on the organisation's network.

- **Careless Insider Threats**

  Careless insider security threats occur inadvertently. They are often the result of human error, poor judgement, unintentional aiding and abetting, convenience, phishing (and other social engineering tactics), malware and stolen credentials. The individual involved unknowingly exposes enterprise systems to external attack.

- **A Mole**

A mole is an outsider but one who has gained insider access to the organisation's systems. They may pose as a vendor, partner, contractor or employee, thereby obtaining privileged authorisation they otherwise would not qualify for.

How to Detect an Insider Threat

Most threat intelligence tools focus on the analysis of network, computer and application data while giving scant attention to the actions of authorised persons who could misuse their privileged access. For secure cyber defence against an insider threat, you have to keep an eye on anomalous **behavioural** and **digital** activity.

Behavioural Indicators

There are a few different indicators of an insider threat that should be looked out for, including:

- ✓ *A dissatisfied or disgruntled employee, contractor, vendor or partner.*
- ✓ *Attempts to circumvent security.*
- ✓ *Regularly working off-hours.*
- ✓ *Displays resentment towards co-workers.*
- ✓ *Routine violation of organisational policies.*
- ✓ *Contemplating resignation or discussing new opportunities.*

Digital Indicators

- ✓ *Signing into enterprise applications and networks at unusual times. For instance, an employee who, without prompting, signs into the network at 3 am may be cause for concern.*
- ✓ *Accessing resources that they usually don't or that they are not permitted to.*
- ✓ *Accessing data that is not relevant for their job function.*
- ✓ *Repeated requests for access to system resources not relevant for their job function.*
- ✓ *Using unauthorised devices such as USB drives.*
- ✓ *Network crawling and deliberate search for sensitive information.*
- ✓ *Emailing sensitive information outside the organisation.*

How to Protect against Insider Attacks

- ❖ **Protect Critical Assets:** Identify an organisation's critical logical and physical assets. These include networks, systems, confidential data (including clients' information, employee details, financial details and detailed strategic plans), facilities and people. Understand each critical asset, rank the assets in order of priority and determine the current state of each assets protection. Naturally, highest-priority assets should be given the highest level of protection from insider threats.

- ❖ **Create a Baseline of Normal User and Device Behaviour:** Creating a baseline of normal behaviour for each individual user and device as well as for job function and job title can be of help. With this baseline, deviations can be flagged and investigated.

- ❖ **Increase Visibility:** Employees lack visibility over insider misuse. Therefore, it is important to deploy tools that continuously monitor user activity as well as aggregate and correlate activity information from multiple sources.

- ❖ **Enforce IT Security Policies:** Define, document and disseminate the organisation's security policies. This prevents ambiguity and establishes the right foundation for enforcement. No employee, contractor, vendor or partner should have any doubts about what acceptable behaviour is as it relates to their organisation's security stance.

- ❖ **Promote Culture Changes:** Employees and other stakeholders should regularly participate in security training and awareness that educate them on IT security matters, with this article for the *MOFPED TIMES* being a very good example.

> **Our conventional cybersecurity strategies, policies, procedures and systems often focus only on external threats YET most organisations are vulnerable to attacks from within. Because the insider already has valid authorisation to data and systems, it is difficult for IT security professionals and applications to distinguish between normal and harmful activity**

Treasury Customer Service Week Dates and Theme

Deputy Secretary to the Treasury Patrick Ocailap planting the tree to mark the Treasury Customer Service Week

DST Ocailap recognising one of the staff for excellent performance during 2025

Acting Accountant General Ssemugooma appreciating PPDA team for participating in the Treasury Customer Service Week

Cake cutting

Staff Group Photo

NDP IV PROGRAMMES AND CORRESPONDING LEAD VOTES

Programme	Lead MDAs/VOTE
Agro-industrialisation:	MAAIF
Sustainable Extractives Industry Development:	MEMD
Tourism Development:	MoTWA
Private Sector Development:	MoFPED
Manufacturing:	MoTIC
Natural Resources, Environment, Climate Change, Land and Water Management:	MoWE
Integrated Transport Infrastructure and Services:	MoWT
Sustainable Energy Development:	MEMD
Digital Transformation:	MoICT & NG
Innovation, Technology Development and Transfer:	STI/OP
Sustainable Urbanization and Housing:	MoLHUD
Human Capital Development:	MoES
Regional Development:	MoLG
Public Sector Transformation:	MoPS
Governance and Security:	OP
Administration of Justice:	JUDICIARY
Legislation, Oversight and Representation:	PARLIAMENT
Development Plan Implementation:	MoFPED

MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

CLIENT CHARTER

OUR MANDATE
To: Formulate policies for economic growth and development; Mobilise local and external financial resources; Regulate financial
management and ensure efficiency in public expenditure; and oversee national planning and
strategic development initiatives.

OUR VALUES
Professionalism;
Results oriented;
Efficiency & effectiveness;
Teamwork;
Integrity;
Transparency; and
Innovativeness

OBLIGATIONS OF OUR CLIENTS
1. Provide timely feedback (complaints, compliments, and comments).
2. Respect for others
3. Provide accurate information.
4. Not to compromise our staff in any way such as intimidation and bribery.

OUR PROMISE
1. Open our offices from Monday to Friday 8:00a.m to 12:45pm and 2: 00p.m to 5: 00p.m, except on gazetted public holidays.
2. Receive and treat all persons with courtesy and respect, without any form of discrimination.
3. Handle all requests and inquiries promptly and diligently.
4. Zero tolerance to corruption
5. Our staff shall always be available during working hours and will commit working hours to official duties.
6. Foster a consultative and evidence-based approach to delivering our mandate.
7. Communicate in a manner that is simple and clear to understand.
8. Our staff shall always be identifiable by an Official Identity Card during Official hours.
9. Respect confidentiality of personal information of our clients.
10. Provide access to information and facilities in accordance with relevant laws and policies.

KEY LEGISLATIONS AND POLICY FRAMEWORKS
1. The Constitution of the Republic of Uganda 1995 (amended)
2. Public Finance Management Act 2015 (amended)
3. The Local Government Act
4. Public Procurement and Disposal of Public Assets Act 2003
5. PPP Act 2015
6. Treasury Instructions 2017
7. National Development Plan
8. The Ruling Party Manifesto
9. National Public Sector Procurement Policy
10. Public Service Standing Orders

SOURCES OF INFORMATION
Ministry Website
https://www.finance.go.ug/

Economic Affairs
- Charter for Fiscal Responsibility.
- Domestic Revenue Mobilisation Strategy.
- Financial Inclusion Strategy
- https://development.finance.go.ug/knowledge-centre-reports/economy
- https://mepd.finance.go.ug/apps/macrodataportal/

Public Expenditure (Budget)
- Citizens Guide to the Budget
- https://budget.finance.go.ug
- www.pppunit.go.ug

Debt Management
- Debt Management Strategy
- Public Investment Financing Strategy
- https://www.finance.go.ug/directorate/directorate-debt-and-cash-policy

Government Accounts and Treasury Operations
- PFM Reform Strategy.
- Accountant General Annual Report

Internal Audit
Internal Audit Charter
Internal Audit Strategy
Annual Consolidated Internal Audit Report

Administration
- Budget Framework Paper
- Ministerial Policy Statement

KEY TIMELINES
1. Appointment of Accounting Officers (By 10th June)
2. Reading of the Budget Speech in Parliament (By 15th June or as agreed on by EAC Council of Ministers)
3. Issuance of the Budget Execution Circular (By 30th June)
4. Release of funds to MDAs and LGs (by the 10th day of the 1st month of the Quarter)
5. Review and approval of Accounting Warrants (within 48 hours)
6. Repayment of unexpended balance into the Consolidated Fund (31st July)
7. Submission of Charter for Fiscal Responsibility to Parliament (within 30 days of 1st Session of Parliament)
8. Publication of Charter for Fiscal Responsibility (within 30 days after Parliamentary approval)
9. National Budget Conference (Every September)
10. The First Budget Call Circular (15th September)
11. Consultations with Local Governments on the Budget (Last half of September to early October)
12. Submission of the National Budget Framework Paper to Parliament (By 31st December)
13. Issue the Second Budget Call Circular (By 15th February)
14. Submission of reports on fiscal performance to Parliament (28th February & 31st October)
15. Submission of Ministerial Policy Statements to Parliament (By 15th March)
16. Presentation of the Annual Budget to Parliament (By 1st April)
17. Analysis and Appraisal of Projects by the Development Committee (within one month)
18. Approval of certificates of financial implication (within one week, subject to adequacy of request)
19. Pay salaries and pensions by 28th of every month.
20. Preparation of Treasury Memoranda (6 months after Parliament adopts Auditor General report)

HOW TO HOLD US ACCOUNTABLE
Key contacts and options to share your feedback, concerns and inquiries are:
- The Permanent Secretary/Secretary to the Treasury (finance@finance.go.ug)
- The Under Secretary/Accounting Officer (undersecretary@finance.go.ug)
- Complaints Desk (complaints@finance.go.ug)
- Call Telephone 041 4707 000 or our Toll-free line 0800229229
- Drop a written message in the suggestion box located at our visitor area

MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

Call Center
0800 229 229

budget@finance.go.ug

Keep up to date with information regarding your Local Government plans and spending on services, Infrastructure, Agriculture, Water, Education, Health and much more...

Monday - Friday 9:00am - 5:00pm

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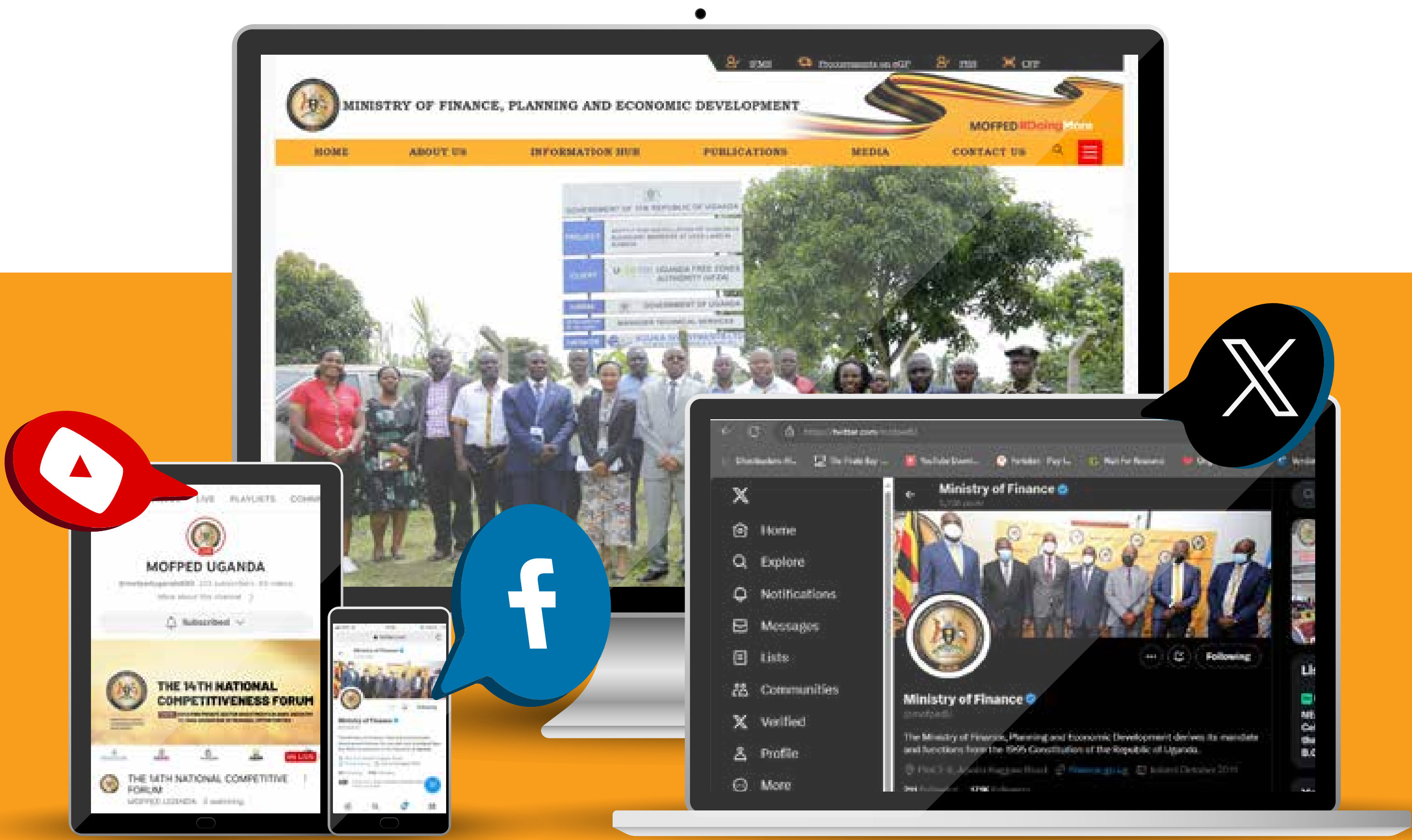

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