MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

DEVELOPMENT PLAN IMPLEMENTATION (DPI) PROGRAMME

ANNUAL PERFORMANCE REPORT FY 2024/25

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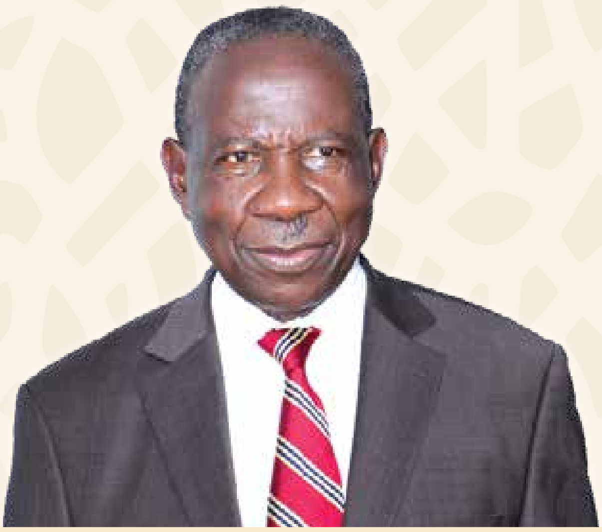
LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation/Acronym	Full Description
AAS	Annual Agricultural Survey
ADR	Alternative Dispute Resolution
AFCON	Africa Cup of Nations
AFROSAI-E	African Organisation of English-speaking Supreme Audit Institutions
AGO	Accountant General's Office
AI	Artificial Intelligence
APEX	Executive Oversight Framework under the Office of the President
API	Application Programming Interface
APS	Annual Performance Scorecard (or) Annual Performance Summary
ATMs	Key areas identified under the Tenfold Growth Strategy sectors
BCCs	Budget Call Circulars
BECs	Budget Execution Circulars
BFP	Budget Framework Paper
BoU	Bank of Uganda
CAIIP	Community Agricultural Infrastructure Improvement Programme
CAOs	Chief Administrative Officers
CAPI	Computer-Assisted Personal Interviews
CIPI	Construction Input Price Index
CIPS	Chartered Institute of Procurement & Supply
CISA	Certified Information Systems Auditor
CISM	Certified Information Security Manager
COBE	Census of Business Establishments
CoC	Certificate of Compliance
COFTU	Central Organisation of Free Trade Unions
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant
CPI	Consumer Price Index
CSCU	Civil Service College Uganda
DC	Development Committee
DDEG	Discretionary Development Equalisation Grant
DFMs	Development Financing Mechanisms
DLG	District Local Government
DLIs	Disbursement Linked Indicators
DPI	Development Plan Implementation
DPM	Deputy Prime Minister
DRMS	Domestic Revenue Mobilisation Strategy
DTS	Digital Tax Stamps
EAC	East African Community
EFDs	Electronic Fiscal Devices
EFRIS	Electronic Fiscal Receipting and Invoicing System
EOC	Equal Opportunities Commission
ESAMI	Eastern and Southern African Management Institute
FAO	Food and Agriculture Organization
FST	Food Systems Transformation
FSTAP	Food Systems Transformation Action Plan
FUE	Federation of Uganda Employers
FY	Fiscal Year
GAPR	Government Annual Performance Report
GCC	Gulf Cooperation Council
GCF	Gross Capital Formation
GDP	Gross Domestic Product
GER	Gross Enrolment Ratio
GGR	Gross Gaming Revenue
GKMA	Greater Kampala Metropolitan Area
GoU	Government of Uganda
GPS	Global Positioning System
H.E.	His Excellency

Abbreviation/Acronym	Full Description
HCI	Hyper-converged Infrastructure
HCIV	Health Centre IV
HH	Household
HIV	Human Immunodeficiency Virus
HLG	Higher Local Governments
HOD	Head of Department
HQ	Headquarters
IBP	Integrated Bank of Projects
ICF	Integrated Competence Framework
ICT	Information and Communication Technology
IDEA	Audit and Data Analysis Software
IDs	Identification Documents (or) Identifiers
IFMS	Integrated Financial Management System
IMF	International Monetary Fund
IPBAX	Internet Protocol Private Automatic Branch Exchange
IPSAS	International Public Sector Accounting Standards
IPSCM	Institute of Procurement and Supply Chain Management
IRAS	Integrated Revenue Administrative System
ISI	International Statistics Institute
IT	Information Technology
ITHUBA	ITHUBA Holdings Proprietary Limited
IUIU	Islamic University in Uganda
KCC	Kampala City Council (now KCCA)
KCCA	Kampala Capital City Authority
KPMG	KPMG International Limited
KRAs	Key Result Areas
LCV	Local Council Five
LEDICs	Local Economic Development Investment Committees
LG	Local Government
LGA	Local Government Authority
LGFC	Local Government Finance Commission
LGHT	Local Government Hotel Tax
LGMSD	Local Government Management of Service Delivery
LGs	Local Governments
LLGs	Lower Local Governments
LMS	Learning Management System
LR	Local Revenue
LST	Local Service Tax
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments, Agencies
MDG	Millennium Development Goals
MEMD	Ministry of Energy and Mineral Development
MEP	Makerere University Lung Institute Expansion Project
MER	Monitoring, Evaluation and Reporting
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoICT	Ministry of Information, Communications and Technology
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoPED	Ministry of Public Service and Economic Development
MoU	Memorandum of Understanding
MoWT	MoWE, the Ministry of Works and Transport
MPs	Members of Parliament
MPSs	Ministerial Policy Statements
MTIC	Ministry of Trade, Industry and Cooperatives

Abbreviation/Acronym	Full Description
MTR	Mid-Term Review
MWE	Ministry of Water and Environment
NAPR	National Annual Performance Report
NCEMS	National Central Electronic Monitoring System
NCHE	National Council for Higher Education
NDP	National Development Plan
NDPF	National Development Planning Forum
NDP III	Third National Development Plan
NDP IV	Fourth National Development Plan
NDPs	National Development Plans
NER	Net Enrolment Ratio
NGLRB	National Lotteries and Gaming Regulatory Board
NHRDF	National Human Resource Development Framework
NHRDP	National Human Resource Development Plan
NIR	National Identification Register
NIRA	National Identification and Registration Authority
NITA-U	National Information Technology Authority - Uganda
NLGRB	National Land Governance and Regulatory Board
NND	National Nutrition Dialogue
NNF	National Nutrition Forum
NPA	National Planning Authority
NPHC	National Population and Housing Census
NRM	National Resistance Movement
NSI	National Standard Indicators
NSS	National Statistical System
NSSF	National Social Security Fund
NTR	Non-Tax Revenue
NWSC	National Water and Sewerage Corporation
OAG	Office of the Auditor General
OBS	Open Budget Survey
OPM	Office of the Prime Minister
OWC	Operation Wealth Creation
PABX	Private Automatic Branch Exchange
PBA	Programme-Based Approach
PBB	Programme-Based Budgeting
PBS	Programme Budgeting System
PCU	Programme Coordination Unit
PDEs	Procuring and Disposing Entities
PDM	Parish Development Model
PEC	Presidential Economic Council
PFM	Public Financial Management
PFMA	Public Finance Management Act
PGD	Postgraduate Diploma
PhD	Doctor of Philosophy
PIAP	Programme Implementation Action Plan
PIFS	Public Investment Financing Strategy
PIM	Public Investment Management
PIMS	Project Information Management System
PIP	Public Investment Plan
PIRT	Presidential Investors Round Table
PNSD	Plan for National Statistical Development
PPDA	Public Procurement and Disposal of Public Assets Authority
PPI-M	Producer Price Index - Manufacturing
PPPs	Public-Private Partnerships
PRNs	Payment Reference Numbers
PSM	Public Sector Management

Abbreviation/Acronym	Full Description
PWDs	Persons with Disabilities
PWG	Programme Working Group
RDCs	Resident District Commissioners
REAP	Resource Enhancement and Accountability Programme
RIA	Regulatory Impact Assessment
RMC	Research Management Committee
RRF	Results and Reporting Framework
RRHs	Regional Referral Hospitals
SC	Steering Committee (or) Supreme Court (context-dependent)
SCI	Strategic Coordination and Implementation
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SPI	Statistical Performance Indicator
SPP	Sustainable Public Procurement
TBD	To Be Determined
TERs	Tax Exemptions Reports
TICC	Technical Implementation Coordination Committee
TILED	Trade, Industry, Local Economic Development
TINs	Tax Identification Numbers
ToR	Terms of Reference
TREP	Taxpayer Register Expansion Programme
TVET	Technical and Vocational Education and Training
UAE	United Arab Emirates
UCDA	Uganda Coffee Development Authority
UGX	Uganda Shilling
UHIS	Uganda Harmonised Integrated Survey
UMCS	Uganda Microfinance Support Centre
UMEME	UMEME Limited
UMI	Uganda Management Institute
UN	United Nations
UNAP	Uganda Nutrition Action Plan
UNDP	United Nations Development Programme
UNHS	Uganda National Household Survey
UNICEF	United Nations Children's Fund
UNPS	Uganda National Panel Survey
UNSDCF	United Nations Sustainable Development Cooperation Framework
UPF	Uganda Police Force
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
US	United States
USD	United States Dollar
USMID	Uganda Support to Municipal Infrastructure Development
USS	Uganda Statistics Society
VAT	Value-Added Tax
VFM	Value for Money
WAP	Working-Age Population
WB	World Bank
WBSCI	World Bank Statistical Capacity Indicator



FOREWORD

The Development Plan Implementation (DPI) Programme is a cornerstone of Uganda's development architecture, ensuring that government policies, plans, and budgets translate into tangible results. As the coordinating framework for planning, budgeting, resource mobilization, monitoring, and accountability under the Third National Development Plan (NDP III), the Programme plays a vital role in strengthening the effectiveness and credibility of public institutions.

This Annual Performance Report for FY 2024/25 marks the conclusion of NDP III and provides a comprehensive assessment of progress made in implementing national priorities. The report records commendable achievements, including stronger fiscal management, improved revenue mobilisation, enhanced Public Investment Management, and better use of data for evidence-based planning. Budget releases and absorption rates exceeded 95 percent, reflecting commitment to execution, while the revenue-to-GDP ratio improved to 14.2 percent. These results demonstrate steady progress in strengthening Uganda's capacity for effective plan implementation.

Nonetheless, challenges remain. Weak alignment between planning and budgeting, continued reliance on supplementary budgets, data gaps, and limited institutional capacity continue to constrain performance. Addressing these issues will require deeper fiscal discipline, improved coordination, and sustained investment in data and human capital systems.

As we transition to the Fourth National Development Plan (NDP IV), the focus will be on consolidating gains from NDP III, reinforcing accountability, and accelerating results delivery. I commend all institutions under the DPI Programme, the DPI Programme Secretariat and our Development Partners for their collaboration and commitment. Together, we shall continue working towards achieving the aspirations of Uganda's Vision 2040 i.e. a modern, inclusive, and prosperous society.

Matia Kasaija (MP)
Minister of Finance, Planning and Economic Development and Chairperson, DPI Programme Leadership Committee

ACKNOWLEDGEMENTS

The preparation of this Development Plan Implementation (DPI) Programme Annual Performance Report for FY 2024/25 marks an important milestone in the implementation of the Third National Development Plan (NDP III). It presents the collective efforts of government institutions responsible for driving planning, budgeting, resource mobilization, monitoring, evaluation, research, statistics and accountability reforms across the public sector.

On behalf of the DPI Programme Working Group, I extend my sincere appreciation to all participating Ministries, Departments, and Agencies (MDAs), Local Governments, and oversight institutions for their invaluable contributions. Special recognition goes to the DPI Programme Secretariat in the Ministry of Finance, Planning and Economic Development for coordinating the preparation of this report, and to the Civil Society members and Development Partners for their technical guidance and support throughout the process.

The insights and evidence presented in this report reflect the progress made in strengthening planning and implementation systems, improving fiscal management, and fostering a culture of results-based accountability. They also highlight areas that require sustained attention, particularly the need for greater alignment between planning and budgeting, stronger data systems, and enhanced coordination across institutions.

As we transition to the Fourth National Development Plan (NDP IV), the DPI Programme remains committed to consolidating the gains achieved under NDP III and deepening reforms that improve public investment efficiency, data quality, and institutional performance.

I thank all our stakeholders and development partners for their continued collaboration and support in advancing Uganda's transformation agenda.

Ramathan Ggoobi
Permanent Secretary/Secretary to the Treasury, and Chairperson,
DPI Programme Working Group
Ministry of Finance, Planning and Economic Development

EXECUTIVE SUMMARY

Achievement of NDP III targets improved from **50.4%** in FY2023/24 to **60%** **in FY2024/25**	**GDP growth rate** registered an improvement rising from 6.0% to **6.3%**	**Supplementary Budget PFMA threshold of 3%,** reduced significantly from 17.3% in FY2023/24 to **9.1%** **in FY2024/25**	The **share of budget alignment to NDP III** declined to **65.1%**

The Development Plan Implementation (DPI) Programme is one of the 20 Programmes under the Third National Development Plan (NDP III), anchored in Strategic Objective 5 — *Strengthening the role of the State in guiding and facilitating development*. As a cross-cutting enabler, the Programme seeks to guide and improve planning, budgeting, resource mobilization, coordination, monitoring, evaluation, research, statistics and accountability systems that ensure government policies and plans translate into tangible results for citizens.

Financial year 2024/25 marked the final year of NDP III and a pivotal moment in Uganda's journey towards Vision 2040. This report presents the Programme's financial and non-financial performance, progress made under the six Key Result Areas (KRAs), emerging challenges, and the strategic direction as Uganda transitions to the Fourth National Development Plan (NDP IV). Overall, the DPI Programme registered strong financial execution and moderate progress on non-financial outcomes, reflecting resilience in implementation but also persistent structural weaknesses. The lessons from this performance provide a foundation for reforms to enhance coordination, fiscal discipline, and data-driven decision-making under NDP IV.

The overall performance across the six Key Result Areas (KRAs) under the NDP III period shows that while DPI has strengthened fiscal credibility, resource utilization, and implementation capacity, challenges remain in planning consistency, data adequacy, and expenditure control.

Achievement of NDP III targets improved from 50.4% in FY2023/24 to 60% in FY2024/25, reflecting better programme implementation, though still short of the 80% target due to persistent data and coordination challenges. the GDP growth rate also registered an improvement rising from 6.0% to 6.3%.

The domestic revenue–to–GDP ratio, though still below the intended target of 15.43%. improved to 14.2% by the end of FY 2024/25, marking continued enhancement in revenue mobilization. Supplementary expenditure despite remaining above the Public Finance Management Act (PFMA) threshold of 3%, reduced significantly from 17.3% in FY2023/24 to 9.1% in FY2024/25 indicating better budget discipline.

The share of budget alignment to NDP III declined to 65.1%, highlighting ongoing coordination constraints that affected planning consistency across sectors. By the reporting period, data on domestic arrears was not yet computed, but the performance from a baseline of 1.0% in FY2020/21, arrears significantly declined to 0.4% by FY2023/24, demonstrating strengthened fiscal discipline.

Key Achievements in FY 2024/25:

1. **Enhanced Budget Execution and Fiscal Management:** Budget releases and absorptions exceeded 95 percent across MDAs, reflecting strong commitment to execution, improved liquidity management, and greater predictability of funds.

Budget releases and absorptions exceeded **95%** percent across MDAs	**Revenue-to-GDP** ratio increased from 13.71% to **14.27%**	(PIP) projects completed on time improved from **37%** to **67%**, supported by training over **400 officials**	The Uganda Bureau of Statistics (UBoS) successfully concluded the 2024 the **National Population Housing Census**

2. **Improved Domestic Revenue Mobilisation:** The revenue-to-GDP ratio increased from 13.71 to 14.27 percent, in line with the Domestic Revenue Mobilisation Strategy (DRMS) target of 0.5 percentage point annual growth. The second DRMS (FY 2024/25–2029/30) was also developed to sustain this trajectory.

3. **Strengthened Public Investment Management and Planning Capacity**: The share of Public Investment Plan (PIP) projects completed on time improved from 37 to 67 percent, supported by training over 400 officials in project appraisal, risk analysis, and use of the Integrated Bank of Projects (IBP) system.

4. **Advancement in Data Generation and Use:** The Uganda Bureau of Statistics (UBoS) successfully concluded the 2024 Population and Housing Census and enhanced administrative data systems across MDAs and Local Governments, strengthening the National Statistical System for evidence-based planning.

5. **Improved Coordination and Accountability Mechanisms:** During FY 2024/25, the Office of the Prime Minister (OPM) strengthened national coordination and accountability through the operationalization of multi-sectoral platforms aligned with the National Coordination Policy. New thematic frameworks such as One Health, Road Safety, Water Safety, and Food and Feed Security enhanced collaboration across MDAs, development partners, and the private sector, promoting coherent policy implementation and reduced duplication. The OPM also convened the National Partnership Forum (February 2025) and deepened engagement under the UN Sustainable Development Cooperation Framework (UNSDCF 2025–2030), ensuring alignment of external support with national priorities.

These efforts transitioned coordination from a compliance-oriented process to a results-driven framework, improving delivery oversight, policy coherence, and accountability in the lead-up to NDP IV.

Programme Challenges

Despite commendable progress, several systemic constraints continued to affect the DPI Programme performance during FY 2024/25. Weak alignment between institutional plans, budgets, and NDP III priorities, reflected in a decline in budget compliance to 65.1 percent, remained a key bottleneck. Fiscal indiscipline persisted, with supplementary expenditures averaging 9.1 percent of the approved budget, undermining predictability and credibility in resource allocation. The Programme also faced underfunding of its core coordination, monitoring, and evaluation functions, as 96 percent of its budget was absorbed by Treasury Operations. Additionally, inadequate statistical capacity, incomplete metadata for indicators, and limited technical skills across MDAs and Local Governments constrained evidence-based decision-making and effective performance tracking.

Way Forward

As Uganda transitions to the Fourth National Development Plan (NDP IV: FY 2025/26–2029/30), the DPI Programme will focus on consolidating the institutional reforms initiated under NDP III while addressing the persistent structural weaknesses that continue to constrain plan execution. A central priority will be strengthening fiscal discipline and credibility through the rigorous enforcement of the Public Finance Management Act (PFMA, 2015) and the Budget Commitment Control Guidelines. This includes containing supplementary spending within the statutory 3 percent threshold, minimizing the accumulation of new domestic arrears, and implementing a time-bound arrears clearance strategy informed by the ongoing audit of verified obligations. Accounting Officers will be required to ensure that all commitments are backed by available cash limits and that verified arrears receive first call on the subsequent year's budget, thereby restoring predictability and trust in government finances.

The Programme will also intensify efforts to improve alignment between planning, budgeting, and implementation by operationalizing fully costed and harmonized Programme Implementation Action Plans (PIAPs) across MDAs and Local Governments. This alignment will ensure that national priorities are adequately funded and that fiscal resources translate into measurable development outcomes. Equally, the DPI Programme will prioritize data quality and coordination, finalizing metadata for all indicators, strengthening the National Statistical System (NSS), and expanding the use of digital monitoring and evaluation platforms for real-time performance tracking.

Building institutional capacity will remain a cornerstone of the Programme's agenda under NDP IV. Continuous professional development for planners, economists, and monitoring officers will be scaled up to enhance analytical, budgeting, and managerial competencies. Finally, the Programme will institutionalize research and evaluation frameworks to ensure that policy, planning, and budgeting decisions are consistently informed by evidence. Through these reforms, Uganda aims to entrench fiscal discipline, enhance implementation effectiveness, and strengthen governance and performance accountability across the public sector, laying a solid foundation for the successful execution of NDP IV.

1 Introduction

1.1 Background

Vision 2040 sets Uganda's long-term aspiration of transforming from a predominantly peasant economy into a modern and prosperous middle-income country within 30 years. To operationalise this Vision, the Government adopted a series of five-year National Development Plans (NDPs) that serve as medium-term frameworks for guiding policies, programmes, and investments.

The Third National Development Plan (NDP III), covering FY 2020/21 to FY 2024/25, builds on the achievements and lessons of the first two Plans. While NDP I focused on laying the foundation for growth and NDP II emphasised strengthening competitiveness for wealth creation, NDP III seeks to accelerate socioeconomic transformation through sustainable industrialisation, improved productivity, and enhanced service delivery.

NDP III was formulated amid both opportunities and persistent challenges. Uganda maintained steady macroeconomic growth averaging about 6 percent over the previous decade and achieved major investments in infrastructure. However, the country continued to grapple with high poverty levels, unemployment, informality, weak public sector capacity, corruption, and low domestic revenue mobilisation.

To address these challenges, NDP III introduced the Programme-Based Approach (PBA), a shift from the traditional sector-wide planning model. The PBA clusters government interventions into 20 interrelated programmes, each designed to align institutions, resources, and stakeholders around shared objectives and outcomes. This approach was intended to strengthen coordination, eliminate duplication, improve accountability, and ensure efficient use of resources to deliver tangible results for citizens.

Anchored on the theme "*Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation*", NDP III's overarching goal is to increase household incomes and improve the quality of life of Ugandans. The Plan focuses on five broad objectives:

1. Enhancing value addition in key growth opportunities;
2. Strengthening private sector capacity to drive growth and create jobs;
3. Consolidating and increasing the stock and quality of productive infrastructure;
4. Enhancing productivity and social well-being; and
5. Strengthening the role of the State in guiding and facilitating development.

Financial year 2024/25 marks the final year of NDP III and coincides with the conclusion of Uganda's first decade under Vision 2040. It, therefore, presents an opportunity to take stock of performance, identify gaps, and set the foundation for the design and implementation of the Fourth National Development Plan (NDP IV).

1.2 The Development Plan Implementation (DPI) Programme

The DPI Programme is one of the 20 Programmes established under NDP III. It is anchored in Objective 5 — *"Strengthening the role of the State in guiding and facilitating development"* — and functions as an enabler of all other Programmes by ensuring that national plans are effectively implemented and translated into tangible results.

Unlike thematic or sector-based programmes, the DPI Programme is cross-cutting and systemic, addressing Uganda's long-standing "implementation gap". Past reviews of NDP I and II consistently highlighted that while Uganda designs sound policies and plans, execution often falls short due to weak coordination, limited alignment of plans and budgets, poor monitoring, and accountability gaps. The DPI Programme was, therefore, established to close this gap by institutionalising systems for planning, coordination, monitoring, evaluation, and accountability across Government.

The Programme brings together key central government institutions with mandates critical to the public management cycle, including MoFPED, NPA, OPM, UBOS, MoPS, MoLG, OAG, Parliament, and the Equal Opportunities Commission (EOC). Through the Programme Working Group (PWG) mechanism, these institutions collaborate to strengthen coherence between planning, budgeting, implementation, and reporting.

A central innovation under the Programme is the APEX Platform, a high-level accountability mechanism for evidence-based performance dialogue. The platform facilitates progress reviews, identifies bottlenecks, and enforces accountability for results, promoting a whole-of-government and whole-of-society approach to development. The Programme Implementation Action Plans (PIAPs) further translate NDP III objectives into measurable actions, outputs, and targets, ensuring that institutional responsibilities and performance expectations are clearly defined.

Through these mechanisms, the DPI Programme plays an indispensable role in transforming Uganda's development plans into actionable and measurable outcomes. It strengthens government effectiveness, promotes transparency, and enhances delivery capacity across the public sector.

1.2.1 Objectives of the DPI Programme

The DPI Programme's six objectives address systemic weaknesses that have historically constrained effective implementation of development plans. They are designed to create the enabling environment for efficient, accountable, and results-oriented governance.

1. **Strengthen capacity for development planning** – Enhance institutional and human resource capacity for planning at all levels, ensure alignment with national priorities, and institutionalise costed and results-based planning.
2. **Enhance budgeting and resource mobilisation** – Strengthen programme-based budgeting, improve domestic revenue mobilisation, broaden the tax base, and ensure efficient resource allocation and fiscal discipline.
3. **Strengthen implementation capacity and focus on results** – Improve project appraisal, supervision, procurement, and monitoring to ensure timely and value-for-money delivery of public investments.
4. **Enhance coordination, monitoring, and reporting systems** – Institutionalise coordination through Programme Working Groups and digital monitoring tools to promote real-time, evidence-based performance management.
5. **Strengthen the National Statistical System (NSS)** – Improve data quality, expand administrative data use, complete indicator metadata, and modernise data collection through technology and geospatial tools.
6. **Institutionalise research and evaluation for evidence-based policy** – Promote systematic evaluations, build capacity for policy research, and integrate evidence into planning, budgeting, and implementation decisions.

1.2.2 Programme Key Result Areas (KRAs)

The DPI Programme tracks progress through a set of Key Result Areas (KRAs) that serve as benchmarks for assessing national implementation capacity:

1. Achieve at least **80 percent of NDP III targets** by FY 2024/25.
2. Support sustained **GDP growth to at least 7 percent per annum,** through improved planning, fiscal management, and coordination.
3. Raise the **revenue-to-GDP ratio** from 12.95 percent to 15.43 percent (rebased) by FY 2024/25.
4. Improve **budget alignment to NDP III** from 60 percent to at least 85 percent.
5. Maintain **supplementary expenditures below 3** percent of the approved budget, in line with the Public Finance Management Act.
6. Reduce **domestic arrears** from 1 percent to 0.2 percent of total expenditure to enhance fiscal credibility and private sector confidence.

1.2.3 Structure of the Report

The structure of this report mirrors the DPI Programme's objectives and results framework. It integrates quantitative performance data with qualitative analysis, highlighting achievements, challenges and lessons learnt. The report covers:

- **Chapter 1:** **Introduction** – Context, programme rationale, and framework.
- **Chapter 2:** **Financial Performance** – Budget execution, absorption, and fiscal implications.
- **Chapter 3:** **Non-Financial Performance** – Results against NDP III targets.
- **Chapter 4:** **Performance by Objective** – Achievements and outcomes by thematic area.
- **Chapter 5:** **Challenges, Lessons, and Way Forward** – Bottlenecks, insights, and recommendations for NDP IV.
- **Chapter 6:** **Conclusion** – Synthesis of overall performance and transition priorities.

1.2.4 Report Preparation Process

The preparation of this report followed a participatory and evidence-based approach consistent with government performance reporting standards. It was coordinated by the DPI Programme Secretariat in the Ministry of Finance, Planning and Economic Development (MoFPED), working closely with all the DPI Programme MDAs.

Data was sourced from institutions under the DPI Programme, including MoFPED, NPA, OPM, UBOS, OAG, EOC, IGG, and the Local Government Finance Commission (LGFC). Each entity provided quantitative and qualitative data derived from administrative records, financial reports, performance monitoring systems, and evaluation studies.

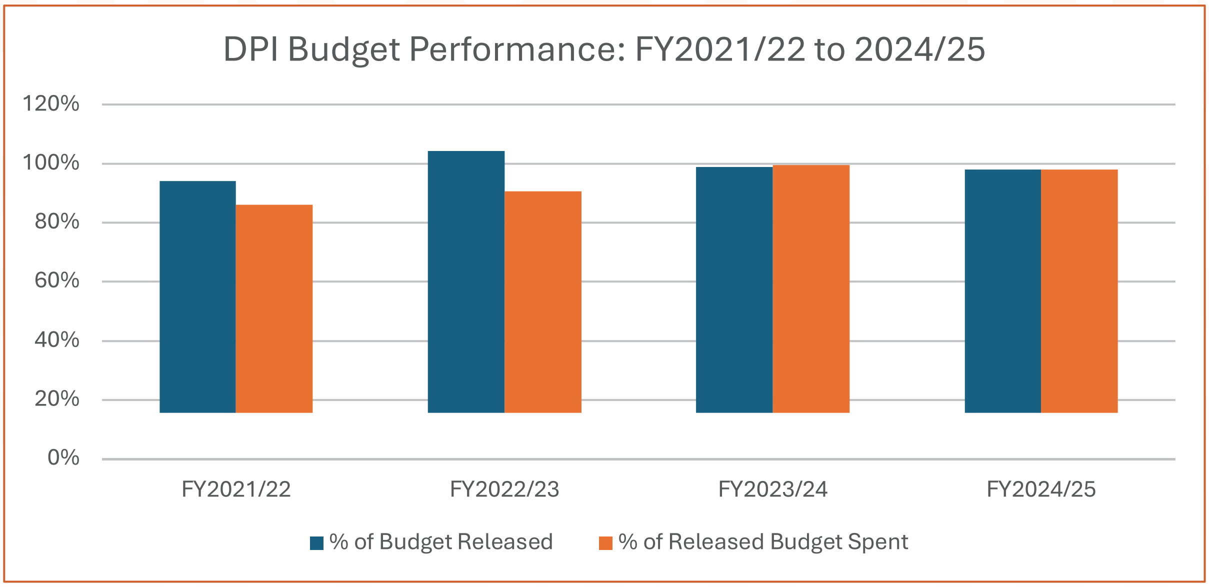
The draft report underwent technical review and validation through the Programme Technical Working Group (TWG), which reviewed data accuracy, consistency with Programme Implementation Action Plan (PIAP) indicators, and coherence with national performance frameworks. The validated report was endorsed by the DPI PWG and will be the basis for the Programme Annual Review for FY 2024/25.

2 Programme Financial Performance

The DPI Programme's financial performance for FY 2024/25 reflects a high level of fiscal execution and budget absorption, underscoring government's commitment to funding programme priorities despite macroeconomic pressures. Out of an approved budget of UGX 36.14 trillion, the Programme's effective operational allocation (excluding Treasury Operations) stood at UGX 1.55 trillion.

During the year, supplementary appropriations amounting to UGX 79.03 billion (5 percent of the approved budget) raised the revised allocation to UGX 1.63 trillion. Releases totalled UGX 1.626 trillion (99.9 percent of the revised budget), of which UGX 1.556 trillion (96 percent) was spent. This near-full absorption rate indicates commendable budget execution and improved predictability in fund disbursement.

Figure 1: DPI budget performance for FY2021/22 TO 2024/25



However, while this performance signals strong implementation capacity, the aggregate release rate of 106 percent of the originally approved budget carries important implications for fiscal discipline and budget credibility. The upward deviation was primarily driven by supplementary funding to Uganda Revenue Authority (UGX 53.1 billion), National Planning Authority (UGX 10.2 billion), and the Ministry of Finance, Planning and Economic Development (UGX 10.3 billion).

Although these increases supported critical policy and administrative priorities, the trend points to persistent weaknesses in expenditure planning and an overreliance on supplementary budgeting to address gaps that could have been anticipated during budget formulation.

From a fiscal management perspective, sustained supplementary allocations above the statutory ceiling of 3 percent under the Public Finance Management Act (PFMA) erode the credibility of the approved budget and complicate macro-fiscal control. Excessive in-year adjustments dilute the discipline of the resource envelope and limit Parliament's oversight on expenditure reallocation. Furthermore, while the absorption rate above 95 percent is generally positive, it may also mask inefficiencies, particularly where late-in-year releases trigger rushed spending to avoid unspent balances. Such patterns can reduce value for money and hinder proper monitoring of results linked to expenditures.

In terms of institutional performance, the highest budget shares went to URA (48 percent), MoFPED (27 percent), and UBOS (10 percent). These allocations reflect the Programme's structural orientation towards revenue mobilisation, fiscal management, and data generation. However, the heavy dominance of Treasury Operations, which accounts for over 96 percent of total programme resources (UGX 34.6 trillion), continues to overshadow core DPI functions such as planning, coordination, monitoring, and evaluation. This imbalance constrains the Programme's capacity to address systemic implementation challenges, despite its cross-cutting mandate under NDP III.

Table 1: Budget releases by vote

Vote	Approved Budget	Revised Budget	Budget Released	% of Budget Released	Budget Spent	% of Release Spent
Office of the President	21.36	21.01	21.01	100%	20.73	99%
Office of the Prime Minister	57.86	63.22	63.22	100%	61.68	98%
Ministry of Public Service	1.01	1.01	1.01	100%	1.00	99%
Ministry of Foreign Affairs	0.33	0.33	0.33	100%	0.32	97%
MoPED	429.45	439.78	438.72	100%	437.07	100%
Ministry of Local Government	4.93	4.93	4.93	100%	4.93	100%
Ministry of KCC & MA	0.05	0.05	0.05	100%	0.05	100%
Inspectorate of Government	7.06	7.06	7.06	100%	7.05	100%
National Planning Authority	64.93	75.17	75.17	100%	75.15	100%
Kampala Capital City Authority	9.92	9.92	9.92	100%	9.71	98%
NLGRB	17.39	17.39	17.39	100%	14.69	84%
Equal Opportunities Com.	16.92	16.92	16.92	100%	16.91	100%
Office of the Auditor General	4.00	4.00	4.00	100%	4.28	107%
Uganda Revenue Authority	732.55	785.69	785.69	100%	729.95	93%
Uganda Bureau of Statistics	158.33	158.33	158.33	100%	150.03	95%
LGFC	1.79	1.79	1.79	100%	1.79	100%
National Population Council	0.10	0.10	-	0%	-	
Missions Abroad	21.07	21.38	21.05	98%	20.60	98%
TOTAL (Excl. Treasury Ops)	**1,549.05**	**1,628.08**	**1,626.60**	**100%**	**1,555.93**	**96%**
Treasury Operations	34,589.16	35,022.78	25,144.51	72%	29,990.39	119%
TOTAL (Incl. Treasury Ops)	**36,138.21**	**36,650.86**	**26,771.10**	**73%**	**31,546.32**	**118%**

The high rate of fund release and absorption also needs to be interpreted in the context of inflationary pressures, exchange rate volatility, and elevated debt servicing costs during FY 2024/25. These factors tightened fiscal space and increased the cost of government operations. The decision to fully disburse funds to key DPI institutions, especially URA and NPA, demonstrates policy prioritisation of revenue enhancement and planning functions; however, it equally accentuates the challenge of maintaining expenditure sustainability amidst constrained revenue performance (revenue-to-GDP ratio at 14.2 percent against a 15.4 percent target).

Overall, while the DPI Programme demonstrated strong fiscal execution and resource utilisation, the pattern of budget releases exceeding approved levels underscores the need for stricter adherence to the PFMA's fiscal discipline provisions. Moving into NDP IV, the Ministry should focus on:

1. Improving budget credibility through realistic forecasting and minimising reliance on supplementary budgets;
2. Strengthening expenditure controls and commitment planning to prevent year-end spending spikes;
3. Enhancing efficiency monitoring to ensure that high absorption translates into tangible outputs and outcomes; and
4. Rebalancing programme allocations to provide adequate resources for planning, coordination, monitoring, and evaluation functions.

While FY 2024/25 financial performance reflects commendable progress in execution efficiency, Uganda's broader fiscal management challenge remains to ensure that "high absorption translates into high value", anchoring spending decisions in credible planning, transparent allocation, and measurable results under the forthcoming NDP IV framework.

3 Programme Key Results Performance

3.1 Performance on Key Result Areas

The DPI Programme was designed to strengthen Uganda's capacity to translate policy aspirations into tangible results by ensuring that annual budgets, institutional plans, and financing frameworks are fully aligned with NDP III. The programme is, therefore, judged not only by its ability to set up the right institutional and coordination mechanisms, but also by its effectiveness in delivering on measurable Key Result Areas (KRAs) that directly influence the overall performance of NDP III.

The performance of the KRAs is assessed using six core indicators, as shown in the table below. These indicators together form the foundation of budget credibility, fiscal discipline, resource alignment, and effective delivery of national development priorities.

Table 2: Programme performance against Key Result Areas (KRAs)

Indicator	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	Source
		Actual	Actual	Actual	Actual	Actual	Target	
Proportion (%) of NDP III targets achieved	0.0%	NA	17.0%	29.0%	50.4%	60.0%	80.0%	NPA
GDP growth rate	6.2	3	4.6	5.5	6	6.3	7.2	MoFPED
Revenue-to-GDP ratio	12.95%	13.20%	13.70%	12.93%	13.72%	14.20%	15.43%	MoFPED/ URA
Domestic arrears as a percentage of total expenditure	1.0%	6.9%	1.5%	1.0%	0.4%	0.0%	0.4%	MoFPED
Annual budget alignment to NDP III (%)	60	54.8	63.4	60.1	71	65.1	100	NPA
Supplementary expenditure as a percentage of the initial approved budget	5.89	10.3	9.86	6.15	17.3	9.1	<3	MoFPED

This chapter provides a detailed assessment of the performance of each KRA, drawing on actual data for FY 2023/24 and FY 2024/25 against agreed baselines and targets. The analysis highlights progress, emerging challenges, and implications for Uganda's fiscal management and development trajectory.

3.1.1 Improve Achievement of the NDP III Targets

At the core of the DPI Programme mandate is ensuring that Uganda makes steady progress in achieving the ambitious objectives laid out in NDP III. From a baseline of zero percent at the onset of implementation, significant strides have been made, with the proportion of NDP III targets achieved rising to 50.4 percent in FY 2023/24 and further to 60.0 percent in FY 2024/25. This trajectory demonstrates a commendable level of commitment across government institutions to deliver on planned outputs and outcomes.

However, performance remains below the NDP III target of 80 percent by end of FY 2024/25. This gap signals persistent challenges in execution, particularly around coordination, financing, and accountability for results. For instance, the NDP III Mid-Term Review (MTR) had highlighted that over 56 percent of indicators lacked adequate data, and many were ambiguous and had no clear metadata definitions. Such weaknesses in the results framework undermine the ability to systematically track progress and explain underperformance in certain areas.

3.1.2 Increase the GDP Growth Rate

Economic growth remains the most visible indicator of Uganda's development trajectory. After a challenging period marked by COVID-19 and global economic shocks, GDP growth recovered to 6.0 percent in FY 2023/24, slightly improving to 6.3 percent in FY 2024/25. Despite this rebound, the performance still falls short of the 7.2 percent NDP III target.

The modest acceleration is attributable to improvements in the services sector, gradual recovery in tourism, and sustained public investment in infrastructure. Agricultural output also benefitted from favourable weather conditions and government interventions under the Parish Development Model (PDM). Nonetheless, persistent challenges, including high inflationary pressures, and global supply chain disruptions, have constrained faster growth.

Another critical factor has been the rising cost of debt servicing, which diverts resources from productive investments. Public investment projects have also faced implementation delays, limiting their multiplier effect on the economy. In addition, productivity in manufacturing has not kept pace with expectations, largely due to structural issues such as high electricity tariffs and inadequate logistics.

The 6.3 percent growth recorded in FY 2024/25, though commendable, underscores the difficulty of achieving the double-digit growth rates envisaged under NDP IV Tenfold Growth Strategy. For Uganda to reach the target trajectory in NDP IV, there will be need for deliberate efforts to enhance competitiveness, deepen regional trade, and address bottlenecks that undermine private sector growth.

3.1.3 Revenue-to-GDP Ratio

Fiscal sustainability is a cornerstone of the DPI Programme, and domestic revenue mobilisation is a critical driver. The revenue-to-GDP ratio improved from 12.95% at baseline to 13.72% in FY 2023/24, and further to 14.20% in FY 2024/25. This trajectory shows progress but still falls short of the 15.43% target.

The incremental gains have been achieved through tax policy reforms, enhanced compliance measures by the Uganda Revenue Authority (URA), and the rollout of digital systems such as the Electronic Fiscal Receipting and Invoicing System (EFRIS). Efforts to widen the tax base by formalizing segments of the informal economy have also contributed to this positive trend. Nonetheless, the persistent gap reflects structural limitations in Uganda's tax system. Heavy reliance on a narrow tax base, widespread informality, and pervasive tax evasion continue to constrain revenue mobilisation. Furthermore, resistance to new tax measures due to political sensitivities has slowed progress.

Closing the gap to the 15.43% target requires bold reforms, including rationalization of tax exemptions, stronger enforcement of compliance, and investments in technology to curb leakages. Without significant progress in domestic revenue mobilisation, fiscal space for priority development spending will remain limited, exacerbating reliance on external borrowing.

3.1.4 Reduction in Domestic Arrears

Domestic arrears remain a persistent fiscal management challenge, undermining Government's credibility, private sector liquidity, and the overall predictability of the budget. According to the Auditor General's Report for FY 2023/24, total government payables increased from UGX 10.502 trillion in FY 2022/23 to UGX 13.814 trillion by the end of FY 2023/24, reflecting a 31.54 percent rise in outstanding obligations. Further analysis shows that while UGX 6.639 trillion in new payables were incurred, only UGX 3.679 trillion was settled during the year, indicating that the rate at which arrears are accumulated significantly outpaces the rate of payment. This pattern points to continued weaknesses in expenditure commitment controls and poor adherence to the Budget Commitment Control Guidelines.

Despite progress made under previous fiscal consolidation efforts, Uganda's domestic arrears as a percentage of total expenditure — historically targeted at 0.4 percent — remain volatile. Past trends show fluctuations from 6.9 percent in FY 2020/21, 1.5 percent in FY 2021/22, 1.0 percent in FY 2022/23, and 0.4 percent in FY 2023/24, according to MoFPED data. However, the absence of a validated figure for FY 2024/25, pending completion of the ongoing arrears audit, limits the ability to accurately assess current performance. The increase in outstanding payables suggests that the problem is more structural than cyclical, reflecting a widening gap between appropriations and actual cash flow management.

The accumulation of arrears can largely be attributed to inadequate budgeting, cash flow constraints, and competing government priorities that crowd out supplier payments. Many votes continue to undertake commitments without verified funding sources, contrary to Section 21(2) of the Public Finance Management Act, 2015, which prohibits incurring credit obligations without appropriated funds. Such practices erode fiscal discipline, distort expenditure priorities, and undermine confidence among contractors and service providers—ultimately increasing the cost of doing business with Government.

To reverse this trend, Accounting Officers must strictly enforce commitment control regulations and desist from entering obligations without confirmed cash limits. Votes should give first call on the subsequent year's budget to verified arrears to prevent accumulation across financial years. Additionally, the ongoing comprehensive arrears audit should inform a time-bound arrears clearance strategy—prioritising old verified obligations and establishing clear accountability for any future accumulation. Strengthening the Commitment Control System (CCS) within the Integrated Financial Management System (IFMS), coupled with regular publication of arrears data, will be critical to restoring fiscal discipline, enhancing transparency, and safeguarding the credibility of public finances.

3.1.5 Attain Maximum Alignment between the Annual Budgets and the NDP III

One of the primary objectives of the DPI Programme is to ensure that annual budgets reflect the strategic priorities of NDP III. Alignment improved to 71 percent in FY 2023/24 but declined to 65.1 percent in FY 2024/25, well short of the 100 percent target.

The drop signals challenges in coordination between the planning and budgeting processes. In practice, political pressures, emergent priorities, and fiscal constraints often result in deviations from the NDP III framework. For instance, security and emergency-related expenditures have frequently been accommodated outside the structured resource allocation framework, thereby weakening alignment.

The implications are profound. Weak budget alignment undermines the delivery of development outcomes since resources are diverted to unplanned areas. It also complicates performance monitoring, as results frameworks are tied to NDP III objectives rather than ad hoc spending priorities.

Strengthening alignment requires strict adherence to Programme-Based Budgeting (PBB), enhanced oversight by the National Planning Authority, and political commitment to resist off-plan expenditures. As Uganda transitions to NDP IV, achieving higher levels of alignment will be central to ensuring that limited resources yield maximum impact.

3.1.6 Maintain Supplementary Budget Expenditure within 3 Percent

Perhaps the most concerning performance has been on the supplementary of the national budget expenditure. From a baseline of 5.89 percent, supplementary expenditure as a percentage of initial approved budget ballooned to **17.3 percent** in FY 2023/24 before reducing to **9.1 percent** in FY 2024/25. Although this reduction is a step in the right direction, the indicator remains significantly above the **<3 percent** target.

The high reliance on supplementary budgets reflects fiscal indiscipline and weak adherence to the PFMA's stipulations. While supplementary budgets are necessary to address unforeseen circumstances, their excessive use undermines predictability, distorts resource allocation, and erodes budget credibility. The surge in FY 2023/24 is partly explained by emergency security needs and unanticipated commitments, but it nonetheless highlights a systemic challenge.

Failure to contain supplementary spending has ripple effects on other KRAs. It disrupts budget alignment, crowds out resources for planned programmes, and creates fiscal stress that risks accumulation of new arrears. The persistence of this challenge suggests the need for stronger enforcement mechanisms, including parliamentary oversight and accountability sanctions for MDAs that abuse supplementary provisions.

As Uganda commences implementation of NDP IV, it is imperative that lessons from performance against the key result areas above inform future policy and institutional reforms. Greater discipline in planning and budgeting, stronger oversight mechanisms, and bolder reforms in domestic revenue mobilisation will be essential for the country to achieve the ambitious targets of its national development agenda.

Figure 3: *H.E. the President of the Republic of Uganda signs a dummy to launch the NDP IV*

4 Programme Performance by Objective

Introduction

This chapter presents an in-depth assessment of the DPI Programme's performance against its agreed objectives, outcomes and outputs for the reporting period, as outlined in the Programme Implementation Action Plan (PIAP). The analysis reviews progress made in translating the Programme's objectives into tangible results, highlighting both achievements and challenges encountered during implementation.

This chapter highlights key achievements of the DPI Programme and underscores its catalytic role in driving the performance of other NDP III Programmes, owing to its cross-cutting mandate in establishing the institutional and systemic foundations necessary for effective plan implementation across government. At the same time, it identifies persistent bottlenecks that continue to impede progress, including gaps in data quality, capacity constraints, and institutional fragmentation, which undermine coordination and consistency in results delivery.

Performance analysis is organised around the Programme's six strategic objectives, providing a structured and coherent evaluation of how each objective has contributed to overall Programme performance. For each objective, the narrative presents key outputs delivered, milestones achieved, emerging issues, and remaining performance gaps. Where relevant, the discussion draws linkages between Programme results and broader fiscal and macroeconomic developments, including budget execution, domestic arrears management, and revenue mobilisation, as well as external factors such as policy reforms, institutional readiness, and stakeholder collaboration.

Ultimately, this chapter provides policymakers, oversight institutions and development partners with an evidence-based account of the DPI Programme's contribution to national priorities and NDP III targets. It also serves as a forward-looking guide, identifying areas requiring policy action, resource prioritisation, and institutional strengthening as Uganda transitions into NDP IV. Through this systematic and results-oriented assessment, the chapter not only evaluates progress to date but also defines the strategic pathways for sustaining and accelerating implementation performance in the next planning period.

4.1 Objective 1: Strengthen Capacity for Development Planning

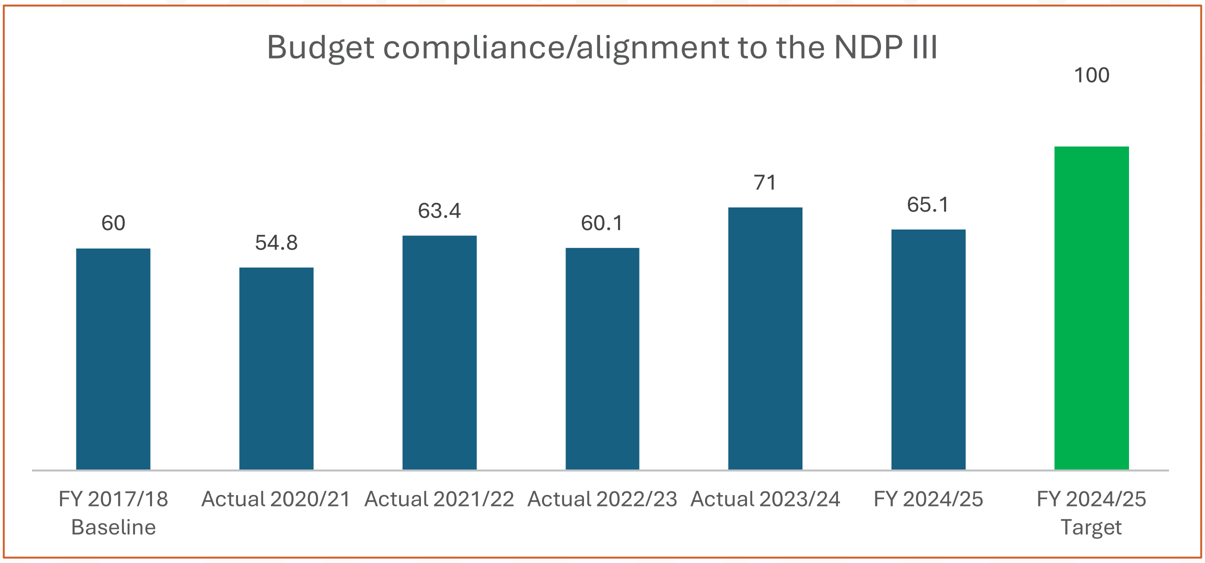
Development planning is one of the key pillars of Uganda's Development Planning framework which guides and supports the country in allocating its resources to achieve national goals. Recognising that effective planning is one of the foundations for achieving long-term national aspirations, the DPI Programme prioritised supporting the preparation of integrated development plans and improving systems for Public Investment Management. The Programme sought to ensure that resources are allocated more equitably and efficiently to strengthen institutional and technical capacities in planning across Ministries, Departments and Agencies (MDAs), and Local Governments (LGs) to achieve clear development results. This focus sought to address longstanding bottlenecks such as gaps in the implementation of plans, poor alignment of plans to budgets, limited monitoring, evaluation and reporting (MER), and fragmented coordination.

Throughout the NDPIII, Government has made progress in training MDAs and Local Governments in planning, developing more integrated plans, and promoting fiscal decentralisation to improve service delivery. However, challenges such as limited funding, limited data and statistics to measure development results and gaps in monitoring and evaluation meant that some targets were not fully met. Despite these highlighted challenges, the Programme has strived to make planning a more consistent government-wide practice and improved coordination between short, medium and long-term plans. Under this objective, NDP III aimed to achieve three key outcomes, namely: (i) Improved alignment of the Decentralised Plans to NDP III; (ii) Effective Public Investment Management; and (iii) Effective and efficient allocation and utilisation of public resources. As we conclude NDP III, the focus on building stronger planning systems provides a good base for NDP IV, where better alignment of plans, budgets, and investments will be critical for faster and more inclusive socioeconomic growth.

4.1.1 Outcome 1: Improved Alignment of the Decentralised Plans to NDP III

This outcome looks at ensuring that the resources allocated in the national and local government budgets directly correspond to the priorities, objectives, and interventions outlined in the National Development Plan (NDP) and Programme Implementation Action Plans (PIAPs). This ensures that the resources allocated are used efficiently to deliver the intended results.

Figure 4: Budget compliance with/alignment to NDP III



4.1.1.1 Budget Compliance with NDP %

The key indicator for measuring this outcome is the Budget Alignment to the NDP (%). Performance throughout the NDP III period has been mixed. The FY 2020/21 was 54.8 percent, largely due to the economic disruptions of the COVID-19 pandemic, which forced Government to divert resources to emergency health and social protection responses, as well as the transition challenges associated with adopting the Programme-Based Approach (PBA). During FY 2021/22, performance improved to 63.4 percent as MDAs and Local Governments increasingly aligned their budgets to Programme Implementation Action Plans (PIAPs). Regardless of the decline in FY 2022/23 to 60.1 percent, performance improved in FY 2023/24 to 71 percent. This improvement is mainly attributed to stronger enforcement of budget guidelines, and improved capacity of MDAs and Local Governments for Programme-Based Budgeting (PBB). However, in FY 2024/25, performance declined again to 65.1 percent, which not only represents a fall from the previous year but also remained below the target of 85 percent.

Table 3: Certificate of Compliance (CoC) of the annual budget performance

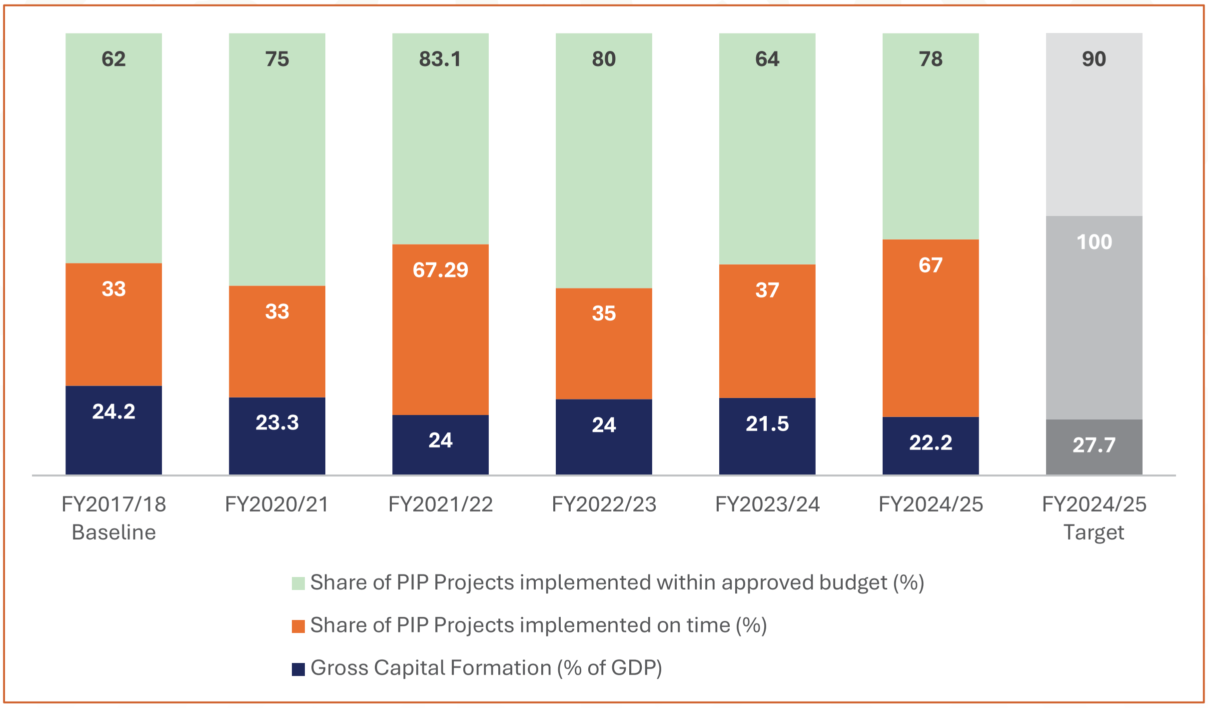
No.	Level of Assessment	Weighted Score (%)					Classification
		FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	(FY 2024/25)
1	Macroeconomic compliance	59.1	75.0	66.4	72.7	70.1	Satisfactory
2	National Strategic Direction	61.0	68.4	65.8	74.5	67.3	Moderately Satisfactory
3	Programmes	48.9	59.9	64.7	70.7	57.9	Moderately Satisfactory
4	MDAs	60.8	64.5	65.2	73.3	66.3	Moderately Satisfactory
5	Local Govts	51.5	60.5	44.7	70.8	69.6	Moderately Satisfactory
	Overall score (weighted)	54.8	63.4	60.1	71.0	65.1	Moderately Satisfactory

Data source: *The Certificate of Compliance report for FY 2024/25*

4.1.2 Outcome 2: Effective Public Investment Management

The concept of Public Investment Management (PIM) entails the processes and institutions that the Government uses to plan, appraise, select, fund, implement, and evaluate public investment projects to ensure they deliver maximum value for money. Effective PIM means these investments are well-prioritised, efficiently executed, and sustainable so that they generate the intended social and economic benefits.

Figure 5: Programme performance on outcome of effective Public Investment Management



4.1.2.1 Gross Capital Formation (% of GDP)

In Uganda, **Gross Capital Formation (GCF)** refers to the total value of resources invested in building the country's productive capacity. It measures the additions to the stock of fixed assets such as buildings, factories, roads, energy plants, machinery, equipment, and intellectual property, together with changes in business inventories like raw materials and finished goods.

In essence, GCF reflects how much of the value created in the economy is being reinvested rather than consumed, making it a critical driver of economic growth, industrialisation, and infrastructure development. For Uganda, it is closely monitored under the National Development Plans (NDP III and IV) as an indicator of structural transformation, since higher gross capital formation signals stronger domestic investment and improved long-term productive capacity.

In the last financial year of NDP III, the GCF was at 22.2 percent against a target of 27.7 percent. This performance indicates a shortfall in the level of investment required to drive the country's growth. It also reflects constraints in mobilising both public and private capital, challenges in project execution and absorption. This underperformance, therefore, points to the need for Uganda to invest in productive assets such as infrastructure and technology, which are critical for boosting productivity, expanding industrial capacity, and achieving the objectives of the National Development Plan.

4.1.2.2 Share of PIP Projects Implemented on Time (%)

This indicator measures the number of Government projects delivered within their scheduled timelines. A higher share reflects efficiency, good project management, and credibility, while a lower share signals delays, inefficiencies, and risks of wasted resources.

As highlighted in figure 3 above, performance against this indicator showed a fluctuating trend. In FY 2020/21, only 33 percent of projects were completed on time. In FY 2021/22, the performance improved to 67.3 percent. During FY 2022/23, the performance dropped to 35 percent and slightly increased to 37 percent in FY 2023/24. During FY 2024/25 performance significantly improved to 67 percent. This improvement is attributed to the strengthening of project preparation processes, enhanced coordination across implementing MDAs, closer monitoring of project execution, and enforcement of procurement timelines.

Despite an improvement, the performance remained below the projected target of 100 percent, which reflects persistent challenges in project execution and delays, which are mainly attributed to inadequate project preparation and slow procurement, which also delays the realisation of socioeconomic benefits envisaged under NDP III.

It is worth noting that over the NDP III period, there have been significant efforts by Government to strengthen project appraisal, enhance procurement efficiency, and improve institutional capacity for project management, all aimed at increasing the proportion of PIP projects completed within their planned timelines and Public Investment Management.

4.1.2.3 Share of PIP Projects Implemented within the Approved Budget (%)

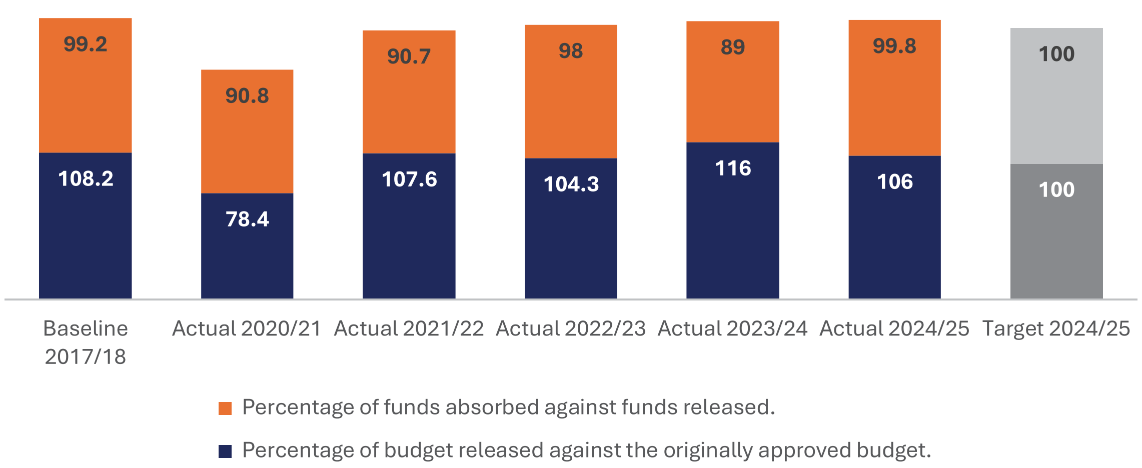
The performance of the indicator measuring the proportion of Public Investment Plan (PIP) projects completed within the approved budget under NDP III reflects a generally encouraging trend. During the first years of implementation of the Plan, performance showed strong cost control, rising from 75 percent in FY 2020/21 to 83.1 percent in FY 2021/22. This performance pointed towards improved project appraisal, more realistic budgeting, and stronger expenditure discipline during the period under review.

However, performance slightly decreased to 80 percent in FY 2022/23, then falling sharply to 64 percent in FY 2023/24, against a target of 80 percent. This decline pointed to challenges such as inflationary pressures on input costs, procurement delays, weak contract management, and funding shortfalls that undermined cost efficiency. In FY 2024/25, performance recovered to 78 percent, reflecting the benefits of improved financial management systems, stricter expenditure controls, and enhanced Public Investment Management. Overall, while Uganda demonstrated relatively strong performance in containing project costs during NDP III, the fluctuations highlight the need for greater consistency in project planning, contract enforcement, and risk management to ensure value for money in public investments.

4.1.3 Outcome 3: Effective and Efficient Allocation and Utilisation of Public Resources

This outcome envisions an efficient and credible Public Financial Management system where the budget is fully aligned with NDP priorities, resources are released and absorbed on time, and the intended goals and objectives are achieved effectively and sustainably. It is measured using two indicators: percentage of budget released against approved budget; and percentage of funds absorbed against funds released. Performance against these indicators is illustrated hereunder.

Figure 6: Performance on the effective and efficient allocation and utilisation of public resources outcome indicators



4.1.3.1 Percentage of Budget Released against the Originally Approved Budget

This indicator refers to the proportion of the approved budget made available for use within a given financial year. Throughout the NDP III period, the budget released exceeded the originally approved budget, except for FY 2020/21. The exceeding performance was attributed to supplementary budgets. In FY 2020/21 performance against this indicator was **78.4 percent**, primarily as a result of budgetary restrictions and the COVID-19 pandemic's economic effects. In FY 2021/22, performance was 112.3 percent, in FY 2022/23, performance was 104.3 percent, while during FY 2023/24, performance was **116 percent**. During the period of reporting in FY 2024/25, an improvement in performance was registered at 106.0%, above the target of 100%.

Overall, the performance across NDPIII was characterised by frequent budget releases above the originally approved budget, reflecting Government's responsiveness to unforeseen needs, but also pointing to persistent weaknesses in budget credibility and planning.

4.1.3.2 Percentage of Funds Absorbed against Funds Released

This indictor measures the extent to which MDAs and Local Governments absorb the funds released. A high absorption rate shows that institutions were able to effectively use the resources, which reflects effective planning. Low absorption, on the other hand, indicates delays and capacity gaps.

The performance for FY 24/25 demonstrates exceptional efficiency, with 99.8 percent of released funds successfully absorbed. This near-perfect rate indicates that resources were utilised with minimal idle time, ensuring that planned government programmes and projects were funded and implemented as intended. This high level of execution is a strong indicator of effective financial management and directly supports the timely achievement of national development objectives. This performance can be attributed to enhanced budgetary discipline and proactive management across spending agencies.

Key interventions under this objective

4.1.3.2.1 Strengthening capacity for development planning, particularly at the MDAs and Local Governments

During the year, the National Planning Authority (NPA) revised both the MDA and LG development planning guidelines to serve as a basis for capacity building. This was followed by the provision of technical backstopping to all MDAs and LGs on the use and application of the guidelines, enabling them to prepare their respective development/strategic plans and align them with NDP IV.

As a result of continuous capacity building and technical backstopping provided to all MDAs, LGs, and Programmes, 98 percent of LGs, 94 percent of MDAs and all programmes had their plans aligned to NDP IV.

Furthermore, these efforts enabled the 18 programmes to prepare their respective NDP IV–aligned Programme Implementation Action Plans (PIAPs). Similarly, MDAs and LGs embarked on developing their strategic plans, leading to the submission of plans by 63 MDAs and 134 LGs for review and certification. Additionally,18 PIAPs, 22 MDA plans, and 24 LG plans were certified.

However, some MDAs and LGs delay in submitting their plans for review and certification, while others take longer to revise their plans in line with the comments provided by NPA for improvement. This has affected the timely completion of the decentralised plans.

The Ministry also conducted training for all planners in both Central and Local Government Votes on the Programme Budgeting System (PBS). This training was aimed at improving the planning and reporting function of MDAs and LGs and at supporting timely reporting within the set timelines. The training brought together planners and heads of Department from MDAs, state enterprises/public corporations, and Local Governments with the objective of equipping them with hands-on skills in effectively using the Programme Budgeting System (PBS). This intervention came at a critical time, following observed challenges in the preparation of budgets, work plans, and performance reports due to limited technical capacity, staff turnover, and the structural reforms introduced under NDP IV. The activity not only strengthened the operational capacity of planning units within Government Votes, but also laid a solid foundation for integrated and results-oriented planning and budgeting across the public sector.

However, the training faced several challenges that limited its effectiveness. Participants had varying levels of technical competence in the PBS, which made it difficult to progress at the same pace. Connectivity issues, including unreliable internet and system downtimes, further disrupted practical sessions. High staff turnover also created knowledge gaps, as some participants were new and lacked proper handovers. In addition, inadequate equipment such as outdated or missing laptops hindered full participation. Finally, many participants struggled to balance the training with their regular workload, resulting in absenteeism and partial attendance.

The Equal Opportunities Commission (EOC), in accordance with Section 13 (11) e (i)[1] of the Public Finance Management Act, Cap. 171, and Section 4.21.9 of the 2017 Treasury Instructions[2], carried out capacity-building initiatives in selected MDAs and LGs. The main objective was to strengthen the capacity of technical staff for inclusive planning and budgeting. The MDAs trained included the Ministry of Justice and Constitutional Affairs (MoJCA), Kampala Capital City Authority (KCCA), the Ministry of Energy and Mineral Development (MEMD), the Ministry of Education and Sports (MoES), the Ministry of Information and Communication Technology and National Guidance (MoICT&NG), the Ministry of Local Government (MoLG), the Ministry of Public Service (MoPS), the Ministry of Lands, Housing and Urban Development (MLHUD), the Ministry of Works and Transport (MoWT), the Ministry of Water and Environment (MWE), the National Curriculum Development Centre (NCDC), and the National Council for Higher Education (NCHE). These were in addition to 17 Regional Referral Hospitals and one National Referral Hospital of Butabika. Some of the challenges noted included limited capacity by MDAs to internalise gender and equity issues during planning and budgeting, and limited resources allocated to comprehensively address gender and equity interventions.

The Commission also built the capacity of technical staff, gender and equity focal persons, and planners for gender and equity planning and budgeting in all the 30 municipal councils, 10 cities and 136 districts, which was 99.9% of self-accounting administrative units. The Commission also oriented 17 Local Governments and municipal councils on gender and equity budgeting, and these include Iganga, Buikwe, Kayunga, Bugweri, Bududa, Butaleja, Kibuku, Budaka, Mukono, Mubende, Kiboga,

1 The section provides that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission – (i) certifying that the policy statement is gender and equity responsive.

2 The Ministry in consultation with the Equal Opportunities Commission and the Ministry responsible for Gender shall conduct training for all sectors and votes on assessment requirements and guidelines.

Wakiso, Buyende, Njeru MC, Iganga MC, Lugazi MC, Butambala, and Jinja City. In addition, 22 Lower Local Governments (LLGs) were also oriented in selected districts of Bududa (Bubita, Bukalasi, Bumayoka, Nabwera, Nakatsi, Bulusheke and Bushenyi), Iganga (Bulangi, Nawaningi, Nakala, Nawandala, Nabitende, Nambale and Namungalwe), and Jinja (Budondo, Busedde, Bugembe, Butagaya, Buwenge, Mafubira and Bushiribo). This was intended to strengthen the capacity of the district and councils for addressing gender and equity in plans and budgets.

Figure 7: *Training of councilors in selected Local Governments and Lower Local Governments*

The Commission carried out a joint tracking exercise on the implementation of the gender and equity commitments by Local Governments. This is an annual activity conducted to assess how the gender and equity interventions of the preceding financial year were implemented. The purpose of the tracking exercise is to guide the programme on subsequent planning and budgeting, and ensure the programme budget creates an impact on different categories of people. In this regard, the Commission conducted the tracking of gender and equity interventions in the three programmes of Agro-Industrialisation, Human Capital Development, and Development Plan Implementation. The findings of the tracking report informed subsequent planning and budgeting. Significant findings noted during the tracking include the following:

i. A number of government-sponsored initiatives, like the Special Grant for Persons with Disabilities (PWDs), suffered from funding shortfalls that restricted their scope and influence.

ii. Rural communities faced significant barriers to accessing critical health and education services due to poorly distributed infrastructure and resources.

iii. Many low-income populations were unable to afford specialised services, such as those provided by the Uganda Heart Institute, which prevented them from accessing life-saving care.

iv. Some government investments, such as the pineapple processing facility in Kayunga District, were found to be non-operational owing to management inefficiencies.

v. Mismanagement of funds was observed, with some beneficiaries failing to utilise grants as intended, particularly under the Special Enterprise Grant for Older Persons (SEGOP).

vi. Communities, particularly in hard-to-reach areas, lacked knowledge about government initiatives, such as the Parish Development Model, among others.

4.1.3.2.2 Strengthening human resource planning to inform skills projections to support expansion of the economy

During the year, the National Planning Authority (NPA) produced the NDP IV National Human Resource Development Plan (NHRDP). The Plan was developed in line with the National Human Resource Development Framework (NHRDF) as approved by Cabinet in 2018, which mandates the Authority to prepare the 5-year NHRDP. The goal of the plan is “to increase the stock of skilled, productive and competitive human resources”.

It sets out four strategic objectives, including: aligning education and training with labour market needs; reforming and expanding TVET; enabling innovation, entrepreneurship, and employment creation; and strengthening national coordination in manpower planning. It also articulates interventions and actions for building skilled, productive, and competitive human resources, with a focus on addressing human labour market mismatches in the country.

In addition, the Authority revised the National Human Resource Development Planning Guidelines for MDAs and LGs to guide the incorporation human resource needs in their respective strategic plans.

4.1.3.2.3 Strengthening Public Investment Management across the entire government to be able to develop bankable projects on time

During the year, the Ministry of Finance, Planning and Economic Development (MoFPED) upgraded and maintained the Integrated Bank of Projects (IBP) system to effectively support project preparation and management for enhanced transparency to reduce project costs in terms of time and the resources spent. Additionally, the project monitoring module of the IBP was updated with monitoring reports of various projects.

The capacity of MDAs and LGs was built to use the IBP for project management, and 409 government officials were trained in the use of the national parameters and unit prices to conduct project analysis and appraisal. Additionally, the PIMS policy was disseminated to all stakeholders, and the PIMS manual for the human capital development project was reviewed.

The Development Committee Guidelines were reviewed and disseminated to all stakeholders to support the project development cycle, and DC meetings were also convened to support new and existing projects through the PIMS process.

A curriculum for the PIMs Centre of Excellence at Makerere University was also developed. Subsequently, the capacity of 35 MDAs was built for investment appraisal and risk analysis. This was intended to strengthen the capacity for project development and implementation to reduce delays and cost overruns in project management.

The National Planning Authority also prepared and supported the preparation of several pre-feasibility and feasibility studies. These included: The cable car system and ancillary facilities in Rwenzori Mountains National Park; value addition to bagasse (a by-product of sugarcane) for paper manufacturing; the Cassava Integrated Development Project in Eastern Uganda; the engineering design of Kira–Kito–Nsasa–Lusirika Road (6.1 km); the Kampala Capital City Street Lighting Project; a market study for limestone value addition in Uganda; and the establishment of a National Technology Demonstration Centre in Uganda.

Other studies covered the engineering design of Kitende–Kitovu–Nsagu Road (11.3 km) and Manyangwa–Kabubu HCIV Road (7.5 km); the proposed construction of URA Regional Offices and staff housing in Mbale, Gulu, and Fort Portal; the establishment of the South Sudan Economic Hub; sustainable biofuels infrastructure development feasibility studies; the Geothermal Energy Resources Development Project – Phase II; and the Makerere University Infrastructure Improvement Project (pre-feasibility and feasibility studies).

For the Makerere University Infrastructure Improvement (Korea Education V) Project – Phase II, detailed designs were prepared for infrastructure in the Naguru Medical Hub, Mountains of the Moon University, and Makerere University Business School PPP Projects. Other studies included the Makerere University Lung Institute Expansion Project (MEP) and a financing/strategy study to enhance the market share and capitalisation.

4.2. Objective 2: Strengthen Budgeting and Resource Mobilisation

Over the course of NDP III, the Government prioritised strengthening budgeting and resource mobilisation as a cornerstone for financing development programmes and ensuring fiscal discipline. This objective aimed at improving the capacity for budgeting while enhancing revenues. From the onset of the plan, emphasis under this objective was placed on achieving fiscal credibility and sustainability and improved budget credibility through aligning budget processes to national priorities. These priorities were anchored in the need to expand budget self-sufficiency, promote sustainable economic growth and stability, and align budget allocations more closely to the strategic goals of NDP III.

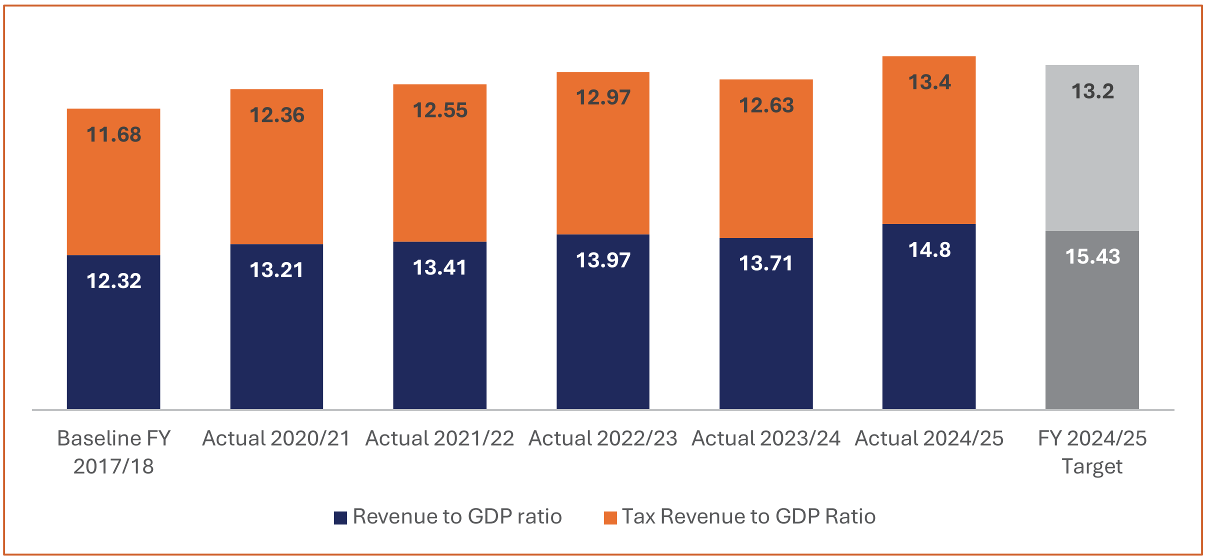
The aspect of budgeting remains critical in driving the efficient allocation, management, and utilisation of resources, while the resource mobilisation aspect is focused on generating resources from both domestic and external sources for the purposes of financing the Plan. The DPI Programme pursued measurable targets linked to outcome indicators such as revenue collection, budgetary efficiency, external financing, and Public Investment Management. These efforts not only tracked performance against annual targets, but also highlighted trends, challenges, and opportunities across the Plan period. With the conclusion of NDP III, there is need to consolidate the lessons and gains made with improved budget sustainability and resource mobilisation, in order to provide a stronger platform for transitioning into NDP IV.

Performance against Key Outcomes under the Objective

4.2.1 Outcome 1: Increased budget self-sufficiency

Increased budget self-sufficiency is the extent to which a government is able to finance its national budget using its own domestic resources as opposed to broader reliance on external financing. By expanding and improving domestic revenue mobilisation through tax reforms, broadening the tax base, reducing informality, and strengthening compliance, Uganda can reduce dependence on external borrowing and donor aid to finance its own expenditure. This will lead to fiscal independence, resilience, and long-term sustainability of development financing. Under the programme, the key indicators are revenue-to-GDP ratio and tax revenue-to-GDP ratio that are used to measure Uganda's progress towards greater budget self-sufficiency.

Figure 8: Programme performance against Increased budget self-sufficiency outcome indicators



Uganda's revenue-to-GDP increased by 0.56 percentage points, rising from 13.71 percent of GDP in FY 2023/24 to 14.8 percent of GDP in FY 2024/25. This is in line with the Domestic Revenue Mobilisation Strategy, which targets an annual growth of 0.5 percentage points in the revenue-to-GDP ratio.

However, despite this upward trend, the revenue effort still fell short of the rebased NDP III target of 15.43 percent of GDP by the end of FY 2024/25.

Consequently, the overall net revenue collections amounted to UGX 32,296.83 billion, against the projection of UGX 32,275.82 billion, hence a surplus of UGX 21.00 billion. This performance translates into revenue growth of 15.61 percent (UGX 4,361.36 billion), compared to the same period in FY 2023/24. Accordingly, this growth rate is higher than the average growth rate of 12.79 percent for the last four financial years. This revenue performance translated into an increase in revenue effort by 0.56 percent from -0.26% registered in FY 2023/24.

Table 4: Trend of revenue collections under NDP III

Revenue Head	Actual FY 2020/21	Actual FY 2021/22	Actual FY 2022/23	Actual FY 2023/24	Actual 2024/25	Revenue Head
Domestic Taxes	12,479.31	13,837.06	16,860.71	19,019.11	21,915.01	Domestic Taxes
International Trade Taxes	7,505.86	8,434.17	9,326.64	9,553.63	11,105.26	International Trade Taxes
Less Tax Refunds	(386.87)	(440.05)	(543.00)	(637.27)	(723.44)	Less Tax Refunds
Total	**19,598.31**	**21,831.18**	**25,644.35**	**27,935.47**	**32,296.83**	**Total**

Revenue collections in Uganda throughout the NDP III implementation period have shown an upward trajectory, reflecting improvements in tax administration, compliance, and domestic resource mobilisation. The main driver of this growth has been domestic taxes, which consistently accounted for the largest share of revenue. The steady increase in domestic tax collections has shown the effectiveness of reforms in VAT, income tax, and excise duty administration. Despite the slow pace, international trade taxes also increased. The slow growth reflects global trade disruptions, import substitution policies, and tariff adjustments. On the other hand, tax refunds have steadily risen which indicates increased taxpayer compliance and efficiency in refund processing but also places pressure on net collections.

Overall, the upward trend in total revenues underscores progress in enhancing fiscal self-reliance under NDP III. However, the slower growth in trade taxes compared to domestic taxes highlights the need to further strengthen customs efficiency and diversify Uganda's trade base to sustain revenue growth in this regard.

The first Domestic Revenue Mobilisation Strategy (DRMS) ran from FY 2019/20 to FY 2023/24. It was centred on generating sufficient revenues to support Uganda's development goals, with a target to increase the revenue-to-GDP ratio to 18 percent (15.43 percent, rebased) by the end of FY 2023/24. The Strategy focused on enhancing financial self-reliance by moving closer to revenue potential, while providing certainty to investors and citizens regarding reforms, and promoting broader stakeholder involvement in policy design. However, its implementation was severely impacted by the COVID-19 pandemic and constrained by heightened inflation pressures worldwide associated with global supply disruptions.

Building on the lessons from DRMS I, Government developed **the second Domestic Revenue Mobilisation Strategy** for FY 2024/25 to FY 2029/30. DRMS II is responsive to shifting global and regional dynamics that pose both challenges and opportunities for Uganda's revenue landscape, thus highlighting the importance of resilience and revenue sovereignty in the context of external shocks. DRMS II proposes reforms to enable Uganda to exploit high-impact growth areas identified under the Tenfold Growth Strategy sectors (ATMs), focusing on widening Uganda's tax base, modernising tax administration, and improving governance to support inclusive and sustainable economic growth.

4.2.1.1 Performance of Revenue Mobilising Institutions

4.2.1.1.1 Kampala Capital City Authority (KCCA)

In FY 2024/25, the Kampala Capital City Authority (KCCA) recorded total revenue collections of UGX 127.64 billion against a target of UGX 120 billion, representing 106 percent performance and a 12 percent increase compared to UGX 114.36 billion realised in FY 2023/24. The strong outturn was attributed to enhanced administrative efficiencies, increased managerial and political support, and targeted financing from the DPI Programme towards strengthening local revenue mobilisation initiatives.

During the year, KCCA also prepared to operationalise the Outdoor Advertising Ordinance, which was expected to boost non-tax revenue collections. The Authority re-engineered and automated the outdoor advertising revenue processes, culminating in the development of an automated Outdoor Advertising Module within its revenue management system.

In addition, staff were trained and public sensitisation campaigns were conducted to support smooth implementation of the new ordinance. However, collections under this source did not proceed as planned following a court injunction that temporarily halted implementation. KCCA has since filed pleadings seeking to vacate the ruling to enable resumption of collections under the new framework.

4.2.1.2 Revenue Performance Trends (FY 2019/20 – FY 2024/25)

Over the five-year period, KCCA's revenue performance has demonstrated a consistent upward trajectory, increasing from UGX 78.4 billion in FY 2019/20 to UGX 127.64 billion in FY 2024/25. The strongest growth drivers were property rates, which more than doubled from UGX 30.33 billion to UGX 64.79 billion, and business licence fees, which rose steadily to UGX 18.97 billion. Other sources, including Local Service Tax (LST) and building fees, also registered notable improvements, reflecting enhanced taxpayer compliance, improved enforcement, and increased automation of revenue processes.

In contrast, Outdoor Advertising Fees have stagnated since FY 2019/20 owing to the ongoing legal restriction on enforcement of the ordinance. Nonetheless, the overall positive growth trend in major revenue sources underscores KCCA's improved revenue mobilisation capacity, driven by reforms in automation, compliance enforcement, and better coordination between the technical and political leadership.

Table 5: Local revenue collection (KCCA and LGFC) in UGX (millions)

Revenue Source	FY 2023/24	FY 2024/25	Change	Growth (%)
Business Licence Fees	53,273	58,001	4,728	8.90%
Property Rates	107,577	116,933	9,356	8.70%
Ground Rent	10,923	50,342	39,420	360.90%
Road User & Street Parking	18,800	19,845	1,045	5.60%
Advertising Fees	2,422	2,549	127	5.20%
Markets Dues/Fees	13,930	13,968	39	0.30%
Land Fees	15,162	16,324	1,162	7.70%
Local Service Tax (LST)	41,357	60,098	18,740	45.30%
Building Fees	5,566	4,826	-741	-13.30%
Local Hotel Tax	5,048	2,876	-2,172	-43.00%
Other Revenue Sources	93,879	99,631	5,751	6.10%
TOTAL	**367,938**	**445,393**	**77,455**	**21.10%**

Total local revenue grew by 21.1 percent, a strong performance, with the biggest contributor to growth being ground rent, which more than quadrupled owing to revaluation of leased public land and LST, indicating better compliance, improved collection efficiency, or a higher wage bill in LGs. Property rates and business licences also grew steadily, signalling healthy local economic activity.

Underperformance was registered in the Local Hotel Tax Suggesting reduced hotel occupancy, tourism slowdown, or compliance issues and building fees signalling fewer building approvals and lower construction activity.

4.2.1.2.1 National Lotteries and Gaming Regulatory Board (NGLRB)

During FY 2024/25, the National Lotteries and Gaming Regulatory Board (NGLRB) generated a total of UGX 323.75 billion in revenue, surpassing the annual target of UGX 240 billion by UGX 83.75 billion, equivalent to a 34.9 percent over performance. Of this amount, UGX 314.96 billion (97.3%) was realised from tax revenue, while UGX 8.79 billion (2.7%) was from non-tax revenue (NTR). This performance represents a 66.5 percent increase, compared to FY 2023/2024. Notably, NTR grew significantly by 151.86 percent from the previous year, reflecting strengthened compliance and efficiency in revenue administration.

4.2.1.3 Progress on Key Interventions

4.2.1.3.1 Reducing informality and streamlining taxation at national and local government levels

During FY 2024/25, the Uganda Revenue Authority (URA) implemented a comprehensive set of initiatives designed to strengthen tax compliance, optimise operational efficiency, and tackle informality within the economy. This effort combined intelligence-led enforcement, technology-driven tax administration, and customer-focused reforms, all aimed at expanding the tax base and safeguarding national revenue. During FY 2024/25, 728,640 new taxpayers were added to the taxpayer register, representing a growth of 16.11 percent against a targeted growth of 15.00 percent.

Table 6: Growth in the taxpayer register during the NDP III period

Category	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Taxpayer register	1,783,493	2,618,008	3,500,294	4,523,234	5,251,874
New registrations	189,377	834,455	882,286	1,022,940	728,640
% growth in register	11.74%	46.79%	33.7%	29.22%	16.11%

Source: *URA Databases*

Strategies that facilitated the performance of the register are mainly attributed to the following:

a) URA has continuously implemented targeted taxpayer education by sector. In addition, stakeholder engagements, taxpayer sensitisation, taxpayer compliance, and courtesy visits have been intensified to increase awareness of tax obligations and ultimately positively impact taxpayer behaviour.

b) The Instant TIN Solution. The former lengthy TIN application template and process was replaced by an online template that aids instant TIN application and approval. This has led to a better taxpayer experience, which was a pain point in the past.

c) Extended Business Registration and Taxpayer Register Expansion Programme (TREP) activities.

d) URA has leveraged the Mobile Bus by providing mobile tax services to taxpayers in remote and hard-to-reach areas. This has enabled URA to widen the tax base.

e) Exchange of information/data sharing which linked e-tax with IFMs and enhanced accessibility of electronic services for small taxpayers to comply with new tax requirements. In addition, data from UMEME, NWSC, and KCCA played a part in improving the taxpayer register. From this activity, multiple others have been kick-started, such as enforcing rental tax compliance using the above data.

f) The government directive to ensure that all their employees get Tax Identification Numbers (TINs) before their salaries are paid on IFMS caused a big growth in employee registrations.

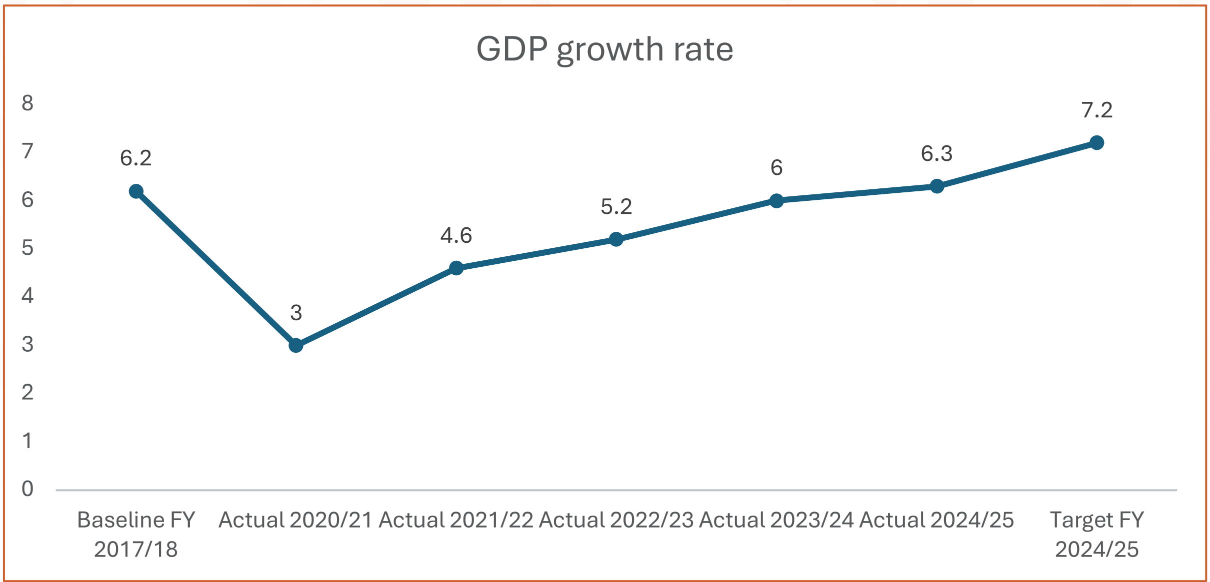
g) Amendment of the Tax Procedure's Code, making it mandatory to have a TIN before provision of a licence or permit to operate any income-generating activity.

4.2.1.3.2 Implementation of IRAS

The Local Government Finance Commission (LGFC), through the Integrated Revenue Administrative System (IRAS), supported the automation of local revenue collection. As a result, revenues collected on the IRAS platform increased by 47 percent, rising from UGX 107.1 billion in FY 2023/24 to UGX 157.7 billion in FY 2024/25.

Over the NDP III period, collections on the IRAS system showed a consistently improving trend, growing from only UGX 8.3 billion in FY 2020/21 to UGX 157.7 billion in FY 2024/25. This remarkable performance was largely attributed to the automation of revenue administration, improved compliance, reduction in leakages, and strengthened enforcement measures. The use of IRAS also enhanced transparency, data accuracy, and convenience for taxpayers, which encouraged greater participation in local revenue mobilisation.

Figure 9: IRAS local revenue collections across the NDP III (UGX billions)



The performance above was due to the adoption of digital tools (IRAS) by Local Governments, which led to significant improvements in revenue collection through various ways such as:

i. Minimising leakages and under-collection through automated billing and real-time payment tracking.
ii. Increasing access to accurate and timely revenue data, which has improved planning and decision making, allowing for evidence-based budgeting and prompt adjustments in service delivery.
iii. Taxpayers have also benefitted from greater convenience through online and mobile payments, reducing reliance on physical offices and intermediaries, while digital notifications and e-receipts enhance communication and accountability.
iv. These systems have also enhanced transparency and accountability, as platforms like IRAS generate audit trails and enable both Central and Local Governments to monitor transactions, while providing citizens with receipts and confirmations that build trust.
v. Monitoring and performance evaluation have become more efficient, as local leaders can assess revenue by source, location, and period using dashboards and analytics that support regular reporting to stakeholders.
vi. Inter-government coordination has been strengthened through system integration with institutions like URA, MoFPED, and NIRA, enabling data validation, harmonisation of revenue sources, and alignment with platforms such as PBS and IFMS.
vii. Administrative costs and errors have decreased, with automation streamlining operations and freeing staff to focus on strategic tasks.
viii. Improved data-driven planning accountability and transparency through IRAS.

However, there have been some challenges. These include:

1. **Delays in accessing local revenue.** Final numbers due to the local government final accounts available at the end of August. The Commission is engaging with the Accountant General's Office to streamline the timelines for submission of final accounts and exploring mechanisms to work with provisional data for earlier analysis while awaiting audited figures.

2. **The existing legal and policy frameworks for local revenue remain inadequate and outdated.** The legal review of local revenue sources done during the financial year reveals gaps in both the tax base definitions and enforcement mechanisms, with proposed reforms aimed at broadening collections and enhancing compliance. The gaps identified include:

i. **Local Service Tax (LST)**: Exemptions are considered excessive and enforcement provisions weak; reforms propose reducing tax bands and expanding penalties.

ii. **Local Government Hotel Tax (LGHT)**: Weak enforcement remains a central concern, calling for stronger deterrent provisions.

iii. **Property rates** are undermined by overly broad exemptions on owner-occupied houses and difficulties in recovering arrears; reviews suggest capping rates modestly and tightening enforcement.

iv. **Land-based** charges such as ground rent, building plan approvals, and land fees rely on statutory instruments that require clearer and updated provisions.

v. **Business licences** under the Trade Licensing Act face criticism for having little correlation with business size or profitability, necessitating rate restructuring.

vi. **Royalties** (hydropower, minerals, protected areas), legislation heavily favours districts while excluding municipalities, cities, and sub-counties even when they host resources. Amendments were proposed to widen benefit sharing, cover alternative power sources, standardise rates, and impose penalties for defaults.

vii. **Fess on produce,** i.e., forest product fees, and water fees lack clear provisions for LG royalties, calling for amendments to guarantee LG shares where resources are harvested.

viii. **Agency fees**: Although Section 80(3) of the LGA provides for them, URA does not remit such fees to LGs because the Income Tax Act has no provision; reform should harmonise these laws.

ix. **Other departmental revenues** such as veterinary, fishing, and registration fees are also diverted to the Central Government, requiring legislative review to guarantee LG retention.

Although efforts have progressed through development of the above-cited proposals and enhancements, the Programme will benefit from having these proposals tabled before Cabinet, and parliamentary amendment of the relevant laws.

3. **Some Local Governments remain adamant about not fully automating revenue collection, continuing to use manual methods alongside digital systems**. This dual approach undermines the effectiveness of automation by creating loopholes for leakages, inconsistencies in data, and difficulties in tracking and reconciling collections. With support from MoFPED, the Commission is enforcing Budget Execution Circulars (BECs) and Budget Call Circulars (BCCs) that prohibit manual collections. The Commission is working towards the closure of all manual accounts to ensure complete automation of local revenue collection systems and minimising leakages.

The Local Government Finance Commission (LGFC) continued to extend technical support and capacity-building initiatives to Local Governments for Integrated Revenue Administrative System (IRAS) implementation. This was done through training, mentorship, and technical support. These initiatives improved Local Governments' ability to manage revenue collection systems effectively, interpret financial data, and implement compliance strategies, thereby strengthening institutional performance.

Hands-on support was provided to six regional centres (Gulu, Soroti, Masaka, Lira, Mbale, Mbarara), covering 75 Local

Governments out of 166. The Commission was not able to cover all the LGs owing to resource constraints. Additionally, LG leaders were trained on the use of performance monitoring tools, i.e., the IRAS dashboard, which enabled them to monitor IRAS dashboards, hence reducing informality and increasing effective local revenue collection and sharing between Higher and Lower Local Governments.

In this period, the Commission also continued to conduct follow-up training to improve the utilisation of IRAS in all the 166 LGs where it had been activated. However, during the visits and while using the IRAS call centre data, it was noted that the targeted local government collections were lower than their local revenue target budgets. Many of these LGs grappled with network challenges that make IRAS functions, such as generating PRNs, difficult. To address such challenges, the LGFC has engaged the Uganda Communication Commission (UCC) to discuss solutions to cover the network shadow areas.

4.2.1.3.3 National Lotteries and Gaming Regulatory Board Intervention

The National Lotteries and Gaming Regulatory Board (NLGRB) implemented a number of interventions:

i. **Inspection of premises:** For calendar year 2025, the Board had received a total of 2,119 premises declarations by 30th June. This was above the 2,000 expected for the year, representing a 106 percent performance, and the number is expected to increase further since premises declarations are made throughout the calendar year. The Board conducts inspections as and when they are declared and paid for. The inspections are done to check whether the premises met the licensing requirements as specified in the Act and the licensing regulations. The Board managed to inspect 1,631, out of which 1,202 premises were recommended for licensing. Additionally, the Board completed the development of a premises database for the Kampala area, with plans to expand the exercise to other parts of the country in FY 2025/26.

ii. **Principal operating licences**: The Board mobilised UGX 0.325 billion through the seamless e-licensing system. The set target was 80 licences, which was successfully surpassed. A total of 109 applications were received across different categories, of which 104 were approved and 52 principal operating licences were issued. The delay in issuing some licences arose from operators' delay in fully integrating their systems with the National Central Electronic Monitoring System (NCEMS), as required under Section 61 of the Act. The primary purpose of principal operating licences is to regulate and authorise gaming operators in line with Section 4(b) of the Lotteries and Gaming Act, Cap. 334, which mandates the Board to license gaming operations in Uganda. These licences ensure compliance, accountability, and effective oversight of the industry.

iii. **Special employee licences.** In accordance with Section 4(c) of the Lotteries and Gaming Act, Cap. 334, the Board is mandated to license key persons operating in casinos as well as other casino employees. The Board received and evaluated 647 applications for special employee licences. Out of these, 93 key employee licences were issued, 143 applications were approved subject to payment of top-up fees in line with the Lotteries and Gaming Fees Regulations, while 411 applications were deferred, pending the submission of additional requirements. These licensing activities generated non-tax revenue (NTR) amounting to UGX 0.065 billion.

iv. **Total licensing and approvals NTR fees:** The Board generated NTR totalling UGX 8.791 billion through the e-licensing system and the URA portal. The collaboration between NLGRB and URA has strengthened efforts to curb revenue leakages in both tax and non-tax collections from the gaming industry. The revenue was realised from multiple streams, including application fees, good causes tax, key employee licences, licence fees, gaming machines, premises, promotional competitions, and other regulatory fees.

v. **Enforcement:** Revenue collection following the fulfilment of the compliance requirements is assured by a robust enforcement mechanism.

In the course of implementing the enforcement component, the Board confiscated and destroyed illegal gaming equipment countrywide worth UGX 4.694 billion.

vi. **Support to individuals struggling with gambling addiction:** In line with its mandate to promote responsible gaming, the Board provides structured support to individuals adversely affected by gambling. During FY 2024/25, a total of 26 problem gamblers were identified primarily through the Board's toll-free call centre, which serves as the first point of contact for reporting and seeking help. Out of these, 12 individuals received first-line counselling through the call centre, while 11 were referred for specialised counselling and treatment at Butabika Hospital under an existing Memorandum of Understanding (MOU) between the Board and the Ministry of Health. The support services offered include initial counselling, psychosocial guidance, and structured referral pathways to professional mental healthcare providers.

vii. **The National Lottery licence** was issued to ITHUBA Uganda by the Minister of Finance for a renewable period of 10 years, subject to annual review. Operations commenced in FY 2024/2025 with the launch of six games: Powerball, Spin4Cash, Daily Lotto, Lotto, EaziWin, and SportStake10. However, SportStake10 was later discontinued owing to low sales performance. During the year, the National Lottery generated total sales of UGX 2.418 billion. Prize pay-outs amounted to UGX 4.119 billion, resulting in a negative Gross Gaming Revenue (GGR) of UGX 1.716 billion. Despite this loss, the Lottery contributed UGX 0.605 billion to the economy, comprising UGX 0.196 billion in gaming tax and UGX 0.405 billion towards good causes, which were below the annual forecast as agreed. The underperformance is largely attributed to limited knowledge of the Ugandan market, competition from established gaming options such as sports betting and casinos, and the fact that lottery games are still in their early stages of development. To address this, beginning in FY 2025/26, the Board has instituted monthly national lottery performance reviews. These reviews will assess sales forecasts, the impact of marketing activities, and actual performance, with the goal of ensuring that forecasts remain aligned with market realities.

4.2.1.4 Facilitate the development of an integrated identification system

The Government has made significant progress in developing an integrated identification system by linking the National Identification Register (NIR) with both public and private sector institutions. This integration, enabled through the Third-Party Interface (TPI), has strengthened efficiency in service delivery by allowing real-time verification and authentication of identity information. Currently, over 100 systems are connected to the NIR, including those of banks, telecom companies, the Passport Office, the driving licensing system, URA, the National Social Security Fund (NSSF), the Uganda Registration Services Bureau (URSB), and the Ministry of Public Service (MoPS), among others. This interoperability has reduced duplication, saved time, and streamlined processes, thereby making access to essential services more seamless, reliable, and user-friendly.

4.2.1.5 Expand financing beyond the traditional sources

During FY 2023/24, the International Monetary Fund (IMF) Mission recommended the approval of the Cash Management Policy under MoFPED, which subsequently informed the development of the Cash Management Framework, 2024, and its operationalisation. During FY 2024/25, another IMF East AFRITAC Mission was undertaken to review progress on cash management under the framework. The mission also supported the design of the investment of temporary cash balances and preparation of the Annual Borrowing and Financing Plan. An interim report from the mission was prepared and disseminated to various stakeholders for input. The stakeholders included Bank of Uganda (BoU), Commercial Banks, i.e., Stanbic Bank and Centenary Bank, URA, Office of the Accountant General and all directorates of MoFPED.

The Ministry also developed a concept note on the monthly cash flow forecasting module for all MDA and LG votes for proper cash management. This resulted in the first training being provided to all the MoFPED departments, before rollout to other MDAs and LGs.

A draft Credit Rating Strategy merged with Bank of Uganda's paper was developed. This strategy aims at improving Uganda's credit profile by rating agencies and ultimately shifting Uganda's rating from speculative to investment grade in the medium term. Additionally, the Credit Rating Strategy seeks to strengthen the country's creditworthiness by securing a positive outlook in the short term and laying the groundwork for future upgrades. It focuses on creating a coordinated government Rating Committee, building technical capacity, proactively engaging with rating agencies, and implementing reforms that improve rating metrics and resilience. The strategy will guide Government in preparing for reviews and enhancing dialogue with agencies to protect and improve Uganda's ratings.

Guidelines for conducting tap sales were disseminated to relevant stakeholders as part of efforts to improve efficiency in domestic debt issuance. In the issuance of government securities, there are instances where primary dealer banks submit bids that are not successful in the auction but later express willingness to adjust their bid prices to align with the cut-off rate determined by Government. Under the conventional auction framework, such bids cannot be considered once the auction has closed. Therefore, tap sales provide a solution by allowing primary dealer banks to re-submit their bids at the cut-off rate after the close of the auction. This mechanism enables Government to mobilise additional funds at more affordable rates, while simultaneously enhancing participation and liquidity in the domestic debt market.

Tap sales enhance cost-effectiveness by enabling funds to be raised at prevailing market-clearing rates, thereby reducing borrowing costs. They provide flexibility, as they allow Government to quickly mobilise additional resources in response to immediate financing needs, and also contribute to market deepening by encouraging stronger participation from primary dealer banks and broadening the scope and liquidity of the domestic debt market.

By issuing guidelines and initiating tap sales, the Ministry took a practical step towards strengthening public debt management and ensuring that government financing needs are met in a cost-effective and sustainable manner.

4.2.1.6 Development of the Green and Climate-Resilient Bonds Framework and Taxonomy

During FY 2024/25, the Climate Finance Unit (CFU) under MoFPED finalised the Green and Climate-Resilient Bonds Framework[3] and the National Green Taxonomy to guide the mobilisation of sustainable finance for Uganda's climate and environmental priorities. The Framework establishes the principles, eligible sectors, governance arrangements, and reporting mechanisms for the issuance of sovereign and non-sovereign green bonds in line with the International Capital Market Association (ICMA) Green Bond Principles (2021) and the ASEAN Green Bond Standards (2018). The initiative aims to unlock private and institutional capital for climate adaptation and mitigation investments in key sectors such as renewable energy, sustainable transport, waste management, climate-smart agriculture, forestry, and water resource management.

The Uganda Green Taxonomy, developed in collaboration with the National Planning Authority (NPA), Bank of Uganda (BoU), and the Capital Markets Authority (CMA), provides a classification system for environmentally sustainable economic activities, ensuring consistency, transparency, and alignment with international benchmarks such as the EU Sustainable Finance Taxonomy and the African Development Bank's Green Finance Guidelines. Together, the Framework and Taxonomy will enhance Uganda's capacity to attract climate-aligned investments, integrate climate risk considerations into public financial management, and contribute to the country's transition towards a low-carbon and climate-resilient economy under NDP IV and Vision 2040.

3 Ministry of Finance, Planning and Economic Development (MoFPED), *Climate Finance Strategy and Resource Mobilisation Plan (2023–2030)* – A Government framework for leveraging public and private climate finance in Uganda.

4.2.1.6.1 Ministry of Foreign Affairs initiatives

The Ministry of Foreign Affairs (MoFA) mobilised and coordinated grants, technical cooperation agreements, and private-sector linkages during the reporting period. Specifically, the Ministry secured four grants to support Uganda's development priorities. Key among them was the signing of a UGX 21 billion contract between the Ministry of Health and M/S SIRIUS Corporation (Japan) for the supply and installation of medical equipment at Soroti and Jinja Regional Referral Hospitals under the JICA-funded Project for the Improvement of Medical Equipment at RRHs in Uganda. In addition, the Ministry mobilised a €44.875 million grant from the German Government (2024–2026), earmarked for projects in climate resilience and water infrastructure for refugees and host communities in Northern Uganda (€15 million), strengthening governance and civil society (€3 million), and other areas such as green financing, women's empowerment, education of the girl child, and support for vulnerable groups, including the elderly and persons with albinism.

To strengthen Uganda's technological and social development base, MoFA negotiated two technical cooperation agreements. The first was with 4700 Holding APS (Denmark), which expressed commitment to set up low-cost housing worth €5 billion in seven satellite cities, targeting vulnerable communities. The second was with BEEAH Group, a UAE-based company that carried out a technical mission to assess Uganda's waste management systems (including facilities at Kitezi, Wankoko, Buyala, and plastic recycling plants), with the aim of introducing advanced technologies for sustainable waste management.

In addition to grant mobilisation and cooperation agreements, the Ministry coordinated four private-sector linkages with international counterparts to attract investment and appropriate technology targeting vulnerable groups and local communities. These included exploratory partnerships in waste management and low-cost housing, notably with BEEAH Group and 4700 Holding APS.

Relatedly, the Ministry also hosted the Inaugural Diaspora Convention (18th–19th December 2024), which mobilised remittances, investment interest, and knowledge transfer from Ugandans abroad. This marked the start of a structured mechanism for sustained diaspora engagement as a development resource.

Figure 10: *H.E. the Vice President, Maj. (Rtd) Jesca Alupo (C) and other dignitaries at the Inaugural Uganda Diaspora Convention, which took place at the Speke Resort, Munyonyo.*

4.2.1.7 Amend and develop relevant legal frameworks to facilitate resource mobilisation and budget execution

During FY 2024/25, several amendments to policies, administration, NTR and legal frameworks were amended or developed. The highlights are elaborated below:

4.2.1.7.1 Policy, administration and non-tax revenue (NTR) measures

In FY 2024/25, the policy, administrative and NTR measures were expected to generate a total net revenue gain of UGX 1,469.68 billion through focus on excise duty, Value Added Tax (VAT), gaming tax, penalty, customs duty rate changes, administrative measures, and NTR measures.

By the end of June 2025, policy, administrative and NTR measures resulted in a net revenue gain of UGX 676.25 billion, of which the estimated revenue gains were a net of UGX 100.66 billion from the policy measures, UGX 335.07 billion from administrative measures, and UGX 240.52 billion from NTR measures. Measured against the target, the administrative measures performed at 39.34 percent of the annual target of UGX 851.65 billion, while the performance of the NTR measures was at 75.33 percent of the annual target. Policy measures performed at 33.67 percent of their annual target. The highlights of the performance and justification of the specific tax policy measures are depicted in the table below.

Table 7: Summary of tax policy measures performance by tax head

	Tax Measure (UGX Bn)	Annual Target	Estimated Revenue impact (UGX Bn)
		FY 2024/25	FY 2024/25
A	Excise Duty	217.82	241.6
B	Value Added Tax	23	0.54
C	Gaming Tax	51.42	0.37
D	Penalty	6.5	0
E	Customs Rate Changes	0	-141.85
F	Administrative Measures	851.65	335.07
G	NTR Measures	319.29	240.52
	Total	**1469.68**	**676.25**

***Source**: URA databases and reports*

4.2.1.7.2 Amendment of the Lotteries and Gaming Fees 2024

One of the major legal milestones achieved during FY 2024/25 was the enactment of the Lotteries and Gaming (Fees) Regulations 2024 (S.I. No. 89 of 2024), which came into effect on 13th September 2024. This amendment is part of broader efforts by the Board to modernise the sector's legal instruments to curb leakages in the mobilisation of gaming-related tax and non-tax revenues. The immediate tangible result is the collection of UGX 8.79 billion NTR during FY 2024/2025.

During FY 2024/25 several engagements provided a platform for generating proposals to update outdated provisions, close gaps in existing legislation, and introduce progressive measures that would improve the efficiency of local revenue mobilisation and administration. The proposals as a result of the engagements are highlighted below.

The Local Government Finance Commission (LGFC) facilitated the review of local revenue legal frameworks through consultations with **16 Local Governments**[4] in collaboration with the Uganda Law Reform Commission and proposed amendments to laws governing key revenue sources, i.e., Property Rates, Local Service Tax, Hotel Tax, and Royalties, and to gather input. This process aims to modernise and strengthen the legal basis for local revenue collection. When effected, these amendments will improve the administration and enforcement for local revenue sources, and the amount of money collected as local revenue in Uganda.

Additionally, the Commission engaged the Solicitor General to reverse a prior legal opinion exempting private schools from property rates. This engagement resulted in the **reinstatement of** this revenue stream into Local Governments.

4 These included Gomba, Butambala, Kayunga, Mpigi, Kabale, Bushenyi, Rubirizi, Kasese, Buyende, Bududa, Tororo, Kumi, Lira, Kitgum, Nebbi, and Pader.

Two strategic meetings focusing on property rates and market revenues were held with **Local Revenue Enhancement Coordinating Committees** and, in turn, identified and addressed operational and policy challenges in those revenue sources.

During FY 2024/25, Kampala Capital City Authority (KCCA) intensified efforts to strengthen its legal and regulatory framework as part of the broader Development Plan Implementation (DPI) Programme intervention aimed at facilitating resource mobilisation and enhancing budget execution. A series of consultative meetings were held with critical stakeholders, including the Law Reform Programme, the Ministry of Local Government (MoLG), LGFC, and the Ministry of Trade, Industry and Cooperatives (MTIC). These engagements provided a platform for generating proposals to update outdated provisions, close gaps in existing legislation, and introduce progressive measures that would improve the efficiency of local revenue mobilisation and administration. As a result of these consultations, KCCA developed and submitted a set of proposals for amendments to various legal instruments governing property rates, local hotel tax, local service tax, the Land Act, and the Trade Licence Act.

Below is a summary of the KCCA proposed legal amendments and their intended impact on resource mobilisation and administration:

Table 8: Proposed amendments to key Local Government legal frameworks

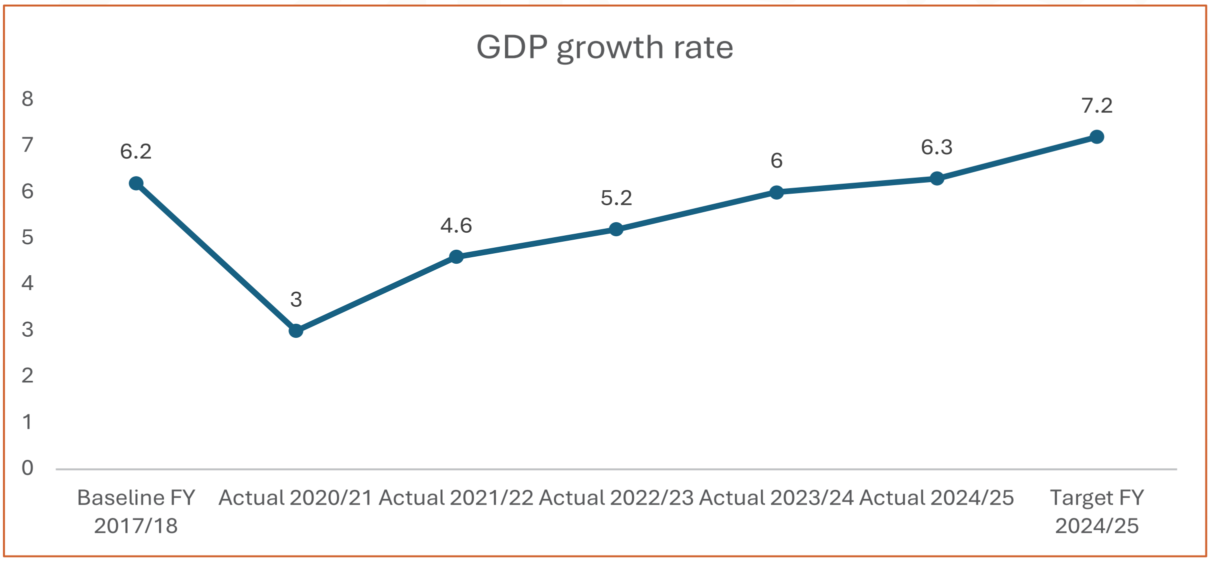
SN	Legal Framework	Key Proposed Amendments	Intended Impact on Resource Mobilisation & Administration
1	Local Government Rating Act	• Clarify and expand definitions (e.g., person, owner-occupied property, property to include masts). • Extend valuation roll period from 5 to 10 years. • Provide for electronic service of notices. • Empower Local Governments to temporarily close properties for non-compliance. • Introduce owner declarations on tenants and property status changes.	• Increase clarity and fairness in rate administration. • Reduce valuation costs for LGs. • Improve compliance and enforcement efficiency. • Enhance accountability of property owners.
2	Local Hotel Tax Act	• Replace grading-based charges with 5% of room rate. • Expand coverage to Airbnb, self-serviced apartments, and other emerging facilities. • Introduce monthly penalisation (5%) for late remittances. • Require accommodation facilities to maintain proper books of accounts, with LGs empowered to audit.	• Expand tax base to new accommodation trends. • Increase consistency and equity in hotel tax application. • Improve timely remittances and compliance. • Strengthen audit and accountability mechanisms.
3	Local Service Tax Act	• Extend tax to self-employed professionals. • Introduce new tax bands: UGX 100,000 for UGX 1 m–5 m; UGX 200,000 for above UGX5m. • Remove 2-year limitation on recoveries. • Require proper bookkeeping for audit purposes.	• Broaden tax base. • Increase progressivity and fairness of taxation. • Enhance compliance through record-keeping. • Unlock additional local revenues.
4	Land Act	• Introduce penalty provisions for delayed ground rent and lease premiums. • Clarify re-entry provisions.	• Strengthen compliance in ground rent payments. • Improve predictability and transparency in lease management.
5	Trade License Act	• Provide express provision for payment of arrears. • Empower LGs to temporarily close businesses for non-compliance.	• Improve recovery of arrears. • Strengthen enforcement and compliance mechanisms. • Enhance local revenue performance.

Taken together, these initiatives demonstrate KCCA's commitment to unlocking resource mobilisation opportunities by removing ambiguities in the legal framework, strengthening compliance mechanisms, and adapting legislation to the realities of a rapidly evolving economy. The ultimate goal is to enhance revenue mobilisation, reduce leakages, and ensure timely budget execution, thereby supporting improved service delivery under the DPI Programme.

4.2.2 Outcome 2: Sustainable Economic Growth and Stability

In the context of Uganda's DPI Programme and the NDP, sustainable economic growth and stability refers to achieving steady, inclusive, and resilient increases in national income and productivity while maintaining macroeconomic balance. It entails efficient resource mobilisation, sound budgeting, and effective implementation to finance development priorities. Within the NDP framework, it focused on creating a predictable economic environment that attracted investment, generated jobs, reduced poverty, and supported Uganda's long-term aspirations.

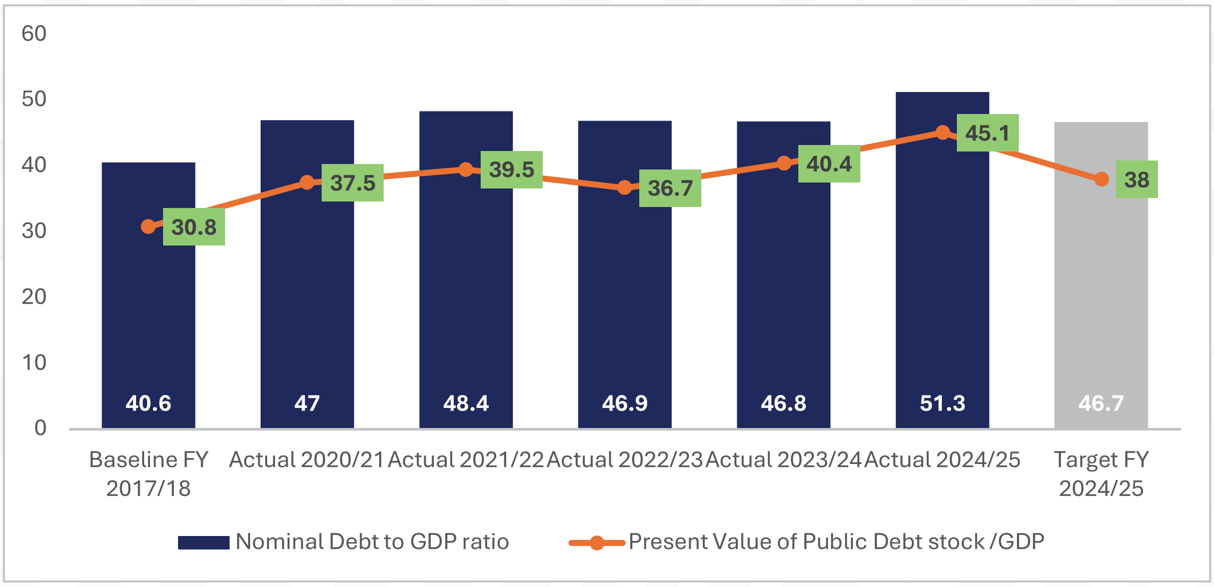
Figure 11: GDP growth rate from FY 2017/18 to FY2024/25



The GDP growth rate is a key indicator of economic performance and progress towards sustainable development. A higher and stable GDP growth rate reflects increased production, investment, and employment opportunities. There was a slowdown in GDP growth at the start of the NDP III period largely due to COVID-19 and external shocks. However, the economy has since recovered, posting a growth rate of 6.3 percent in FY 2024/25.

This trend reflects Uganda's economic resilience and the effectiveness of recovery measures adopted after the pandemic. The steady upward trajectory signals renewed investor confidence and stronger private sector activity. However, growth remains below the 7–8 percent target needed to achieve middle-income aspirations, underscoring the need for deeper structural reforms. Sustaining and accelerating this momentum will require greater investment in industrialisation, export diversification, infrastructure, and human capital development, alongside maintaining macroeconomic stability and fiscal discipline.

Figure 12: Programme performance on key debt indicators



The performance of the nominal debt-to-GDP ratio increased in FY 2020/21 and FY 2021/22 due to increased borrowing to finance government expenditure through the COVID-19 pandemic. There was a decline in domestic revenues (taxes) at the time due to the lockdown that led to a slowdown in business activity. Additionally, economic growth slowed negatively, affecting GDP. The later slight decline (FY 2022/23 – FY 2024/25) was due to economic recovery and higher nominal GDP growth, which stabilised the ratio despite continued borrowing. However, FY 2024/25 registered a sharp increase in this ratio, mainly due to settling of earlier accrued obligations to Bank of Uganda, through the issuance of treasury bonds amounting to UGX 7.8 trillion.

The ratio of the present value (PV) of public debt to GDP has followed a trend similar to the nominal debt-to-GDP ratio. From FY 2022/23 onwards, Government's increased reliance on non-concessional and domestic borrowing, often at higher interest rates, contributed to a rise in the PV of debt relative to GDP. In addition, currency depreciation against the US dollar further elevated the burden of external debt in PV terms, as the shilling cost of foreign-denominated obligations increased.

4.2.2.1 Alignment of government borrowing with NDP priorities

A review of implementation of the Public Investment Financing Strategy (PIFS) was conducted. This review provided the status of implementation and required actions for FY 2025/26 in order to align financing to expenditure. The PIFS was formulated to help finance the NDP and growth objectives. The PIFS will ensure that the Government (GoU) mobilises, allocates, and manages financing for public investment in a sustainable, cost-effective, and growth-enhancing manner. Uganda's financing strategy seeks to mobilise adequate resources for priority projects in infrastructure, energy, health, education, and transport while safeguarding debt sustainability. It focuses on reducing costs and risks, leveraging private and institutional capital through PPPs and bonds, and ensuring transparency and accountability in project selection and implementation. The overall goal is to maximise economic and social returns from borrowed resources while maintaining fiscal stability.

Building of a mobile platform for investment in Government securities using mobile money (Okusevinga) was concluded. Project Okusevinga is a joint initiative by MoFPED and the Bank of Uganda to establish a mobile-based platform enabling Ugandans to buy and sell government securities such as treasury bills and bonds directly via mobile money wallets. By the end of the financial year, a change management consultant was procured to help in conducting a nationwide sensitisation campaign. The purpose of the campaign is to mobilise the population to embrace and take up the Okusevinga scheme. The campaign will be conducted in the first quarter of FY 2025/26.

The Auction Calendar introducing a 25-year bond in FY 2025/26 was also concluded. The Auction Calendar is a schedule that indicates when government securities will be issued to the market throughout the financial year. The introduction of a 25-year bond offers multiple benefits, including extending the average maturity period of Uganda's domestic debt portfolio, thereby easing the repayment burden and enhancing fiscal sustainability. It provides an efficient investment vehicle for long-term institutional investors such as pension funds and insurance firms, while also establishing a reliable benchmark for pricing long-term loans, given that commercial banks reference government securities when setting lending rates to the private sector. Additionally, the bond is expected to strengthen and deepen the financial market by attracting new and foreign investors interested in very long-term public debt instruments.

The Ministry also introduced the Sukuk bond. **Sukuk (Islamic bonds)** are asset-based securities where investors earn returns from profits generated by the underlying project, not from interest. Recruitment of a sharia-compliant consultant was initiated. Islamic financing refers to financial products and practices that comply with **Sharia (Islamic law).** It has grown significantly, especially in countries like Malaysia, Indonesia, Saudi Arabia, and the UAE. The Sukuk bond offers Uganda several benefits, including diversifying financing sources beyond traditional Eurobonds and costly domestic securities, while unlocking access to substantial Middle Eastern capital from Gulf Cooperation Council (GCC) countries, the Islamic Development Bank, and Sharia-compliant investors. It also provides opportunities for lower-cost financing with longer maturities, and its asset-backed structure makes it particularly suitable for funding critical infrastructure projects such as energy, transport, and industrial development.

4.2.2.2 Alignment of budgets to development plans at national and sub-national levels

During the year, the National Planning Authority (NPA) carried out an assessment where the annual budget for FY 2024/25 was 65.1 percent aligned to NDP III, with the performance as set out in the table below.

The alignment of the budget registered in FY 2024/25 was slightly lower than 71.1 percent that was registered in FY 2023/24.

Table 9: Alignment to NDP III

NO.	LEVEL OF ASSESSMENT	Weighted Score	Classification
A	Macroeconomic Level Assessment	70.1	Satisfactory
B	National Strategic Level Assessment	67.3	Moderately satisfactory
C	Programme Level Assessment	57.9	Moderately satisfactory
D	Ministries, Departments and Agency Level	66.3	Moderately satisfactory
E	Local Government Level	69.6	Moderately satisfactory
	Weighted Score	**65.1**	**Moderately satisfactory**

***Data source**: The Certificate of Compliance report for FY 2024/25*

The Ministry of Finance, Planning and Economic Development also developed Programme Budget Framework Papers, Ministerial Policy Statements and Budget Estimates for FY 2025/26 in line with NDP IV and the Tenfold Growth Strategy.

During the year, MoFPED reviewed all Budget Framework Papers for MDAs and Local Governments and appropriate guidance was provided to the respective Votes. Consequently, the National Budget Framework Paper was drafted and submitted to Parliament by December 2024 for approval.

The Ministry also conducted training for all planners in both Central and Local Government Votes on the Programme Budgeting System (PBS). This training was aimed at improving the planning and reporting function of MDAs and LGs and to support timely reporting within the set timelines. The trainings brought together planners and Heads of Department (HODs) from MDAs, state enterprises/public corporations and Local Governments with the objective of equipping them with hands-on skills in effectively using the PBS. This intervention came at a critical time, following observed challenges in the preparation of budgets, work plans, and performance reports due to limited technical capacity, staff turnover, and the structural reforms introduced under NDP IV. The activity not only strengthened the operational capacity of planning units within Government votes but also laid a solid foundation for integrated and results-oriented planning and budgeting across the public sector.

4.2.2.3 Integration of GoU Public Financial Management (PFM)

The transition to full Accrual International Public Sector Accounting Standards (IPSAS) continued to advance in FY 2024/25 in line with the Government's 10-year phased implementation roadmap (FY 2022/23–FY 2031/32). The phased approach aims to build institutional readiness, strengthen accounting infrastructure, and enhance the quality of financial information to international standards. During the year, the onboarding of all Government assets was initiated in accordance with the IPSAS Accrual Roadmap, and asset validation exercises continued across Votes to establish a comprehensive and verified National Asset Register. This process is critical for accurately valuing and reporting the Government's financial position and ensuring effective asset stewardship.

As part of the broader effort to enhance fiscal discipline and transparency, the Accountant General's Office completed a national supplier data validation exercise to clean up supplier records and eliminate data inconsistencies within the Integrated Financial Management System (IFMS). This exercise supports the effective integration of IFMS with the Electronic Fiscal Receipting and Invoicing System (EFRIS), thereby improving real-time monitoring of transactions and strengthening tax compliance. A total of 54 institutions, including educational institutions and subventions, were reclassified from suppliers to government institutions, and 716 individuals were re-categorised from government suppliers to employees. This exercise enhanced data integrity, eliminated duplication, and streamlined supplier management, thereby improving the accuracy and reliability of Government's financial data.

Support for the EFRIS–IFMS integration continued during the year to ensure seamless interfacing between the tax and financial management platforms. The integration facilitates real-time posting of tax-related transactions into the IFMS, strengthens expenditure controls, and promotes end-to-end traceability of public funds. This reform remains central to Uganda's goal of achieving a transparent and fully automated public financial management environment.

Significant progress was also registered in strengthening financial reporting and system management across Uganda's foreign missions. The Accountant General's Office provided comprehensive technical support to all missions for the preparation and timely submission of the nine-month accounts for FY 2024/25. Capacity-building missions were undertaken to enhance accounting practices, conduct system health checks for Microsoft Dynamics NAV (Navision) installations, and ensure data security. The team uploaded the PBS report object on the Navision environment for 13 missions, retrieved backups from nine mission databases for secure archiving at the Treasury, and configured three new mission databases for Khartoum, Havana, and Luanda in preparation for full system rollout. These interventions improved the consistency, reliability, and timeliness of financial reporting from Uganda's missions abroad.

In addition, progress was made under e-Government Procurement (e-GP) implementation, which is a key reform to enhance transparency and efficiency in public procurement. The Ministry, in collaboration with the system vendor, provided continuous support to 36 entities already using the e-GP platform while preparing for a nationwide system upgrade. Integration of the e-GP system with the NITA-U Unified Messaging and Collaboration System (UMCS), which manages official notification channels, was completed, improving communication and workflow efficiency. Furthermore, the Application Programming Interface (API) enabling data exchange between the Integrated Revenue Administration System (IRAS) and the e-GP platform was finalised. This milestone allows for automated tax validation and enhances the integrity of supplier registration and procurement processes.

Collectively, these initiatives reflect the Government's continued commitment to strengthening fiscal governance, accountability, and transparency through digital transformation of public financial management systems. As the country transitions into NDP IV, focus will shift towards:

- Completing the National Asset Register and full IPSAS compliance for all Central and Local Government entities;
- Expanding EFRIS-IFMS and e-GP integrations to all spending agencies; and
- Embedding real-time reporting and analytics to support performance-based budgeting and value-for-money oversight.

These reforms are expected to significantly enhance the credibility, efficiency, and accountability of Uganda's public financial management architecture.

4.2.2.4 Conducting a cost-benefit analysis of current tax exemptions and government subsidies

The Ministry of Finance, in collaboration with the Uganda Revenue Authority (URA), established a dedicated team to conduct a robust cost-benefit analysis of tax exemptions. The purpose of this exercise was/is to strengthen fiscal transparency and enhance governance of Uganda's tax policy. It enabled/will enable Government to carefully evaluate the scale and distributional impact of revenue foregone through exemptions, incentives, and other preferential treatments, while weighing these against their intended social and economic benefits. When completed, the analysis is expected to guide evidence-based decision making on whether such measures align with Uganda's long-term development goals and efficient public resource allocation.

As part of Uganda's broader efforts to improve transparency, the Ministry institutionalised the regular publication of Tax Exemptions Reports (TERs). These reports provide a comprehensive account of the cost of tax incentives and other revenue foregone, thereby bringing greater visibility to the fiscal implications of tax policy choices. The most recent report, covering FY 2023/24, estimated that total tax expenditures amounted to UGX 3,609 billion, equivalent to about 1.78% of GDP and nearly 13% of all tax revenue collected.

The report showed that customs duty was the largest contributor, accounting for about 32% of total tax exemptions, followed by excise, personal income tax, and corporate income tax.

A closer look at recent trends also reveals significant shifts in Uganda's tax exemptions profile. For instance, while VAT previously constituted one of the largest components of foregone revenue, the FY 2023/24 report highlights a notable decline. This reduction is attributed in large part to stronger administrative measures introduced by URA, including tighter compliance checks and improved systems for monitoring exemptions. Such changes underscore the importance of continuously reviewing and strengthening tax policy and administration to maximise efficiency.

By embedding cost-benefit analysis within the annual tax exemptions reporting process, Government is better positioned to identify which incentives and exemptions deliver tangible value and which may no longer be justified. This creates a sound basis for reforming Uganda's tax system in line with principles of equity, efficiency, and accountability. In turn, it promotes public confidence, ensures alignment with fiscal sustainability goals, and strengthens the credibility of Uganda's domestic revenue mobilisation efforts.

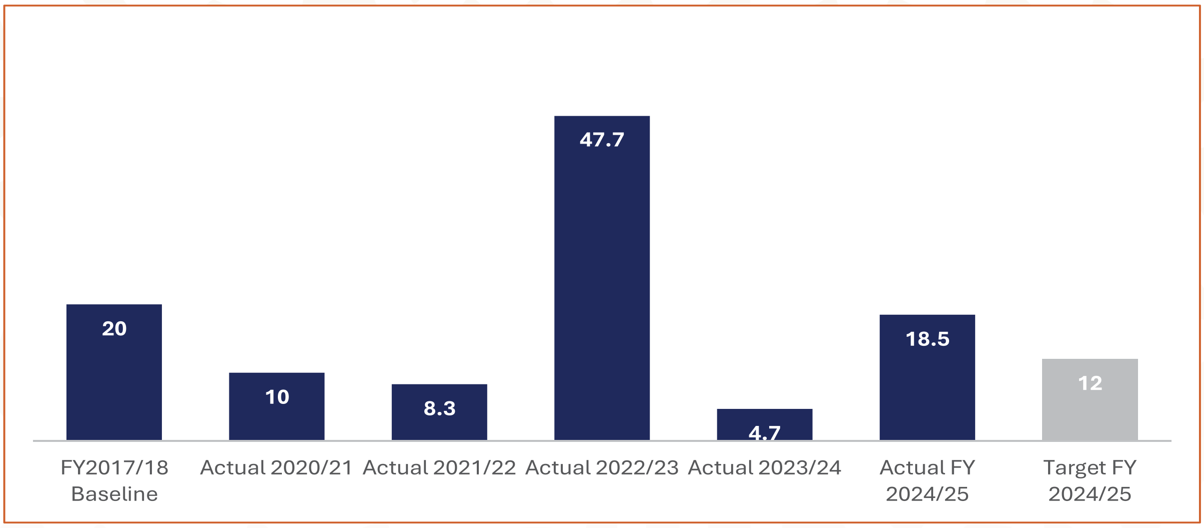
4.2.3 Outcome 3: Fiscal Credibility and Sustainability

Fiscal credibility refers to the Government's ability to develop and implement fiscal policies in a way that is predictable, transparent, and trusted by citizens. In practice, fiscal credibility in Uganda means preparing budgets that are realistic and aligned with available resources, reducing deviations between approved budgets and actual releases/expenditures.

On the other hand, fiscal sustainability refers to the country's ability to keep public debt at manageable levels, ensuring that government borrowing is used for productive investments that generate growth and revenues. However, Uganda has faced challenges which affect service delivery and the credibility of government commitments and the ability to finance development priorities owing to revenue shortfalls, supplementary budgets, a narrow tax base, rising debt servicing costs, and limited fiscal space.

4.2.3.1 The external resource envelope as a percentage of the national budget

Figure 13: External resource envelope as a percentage of the national budget

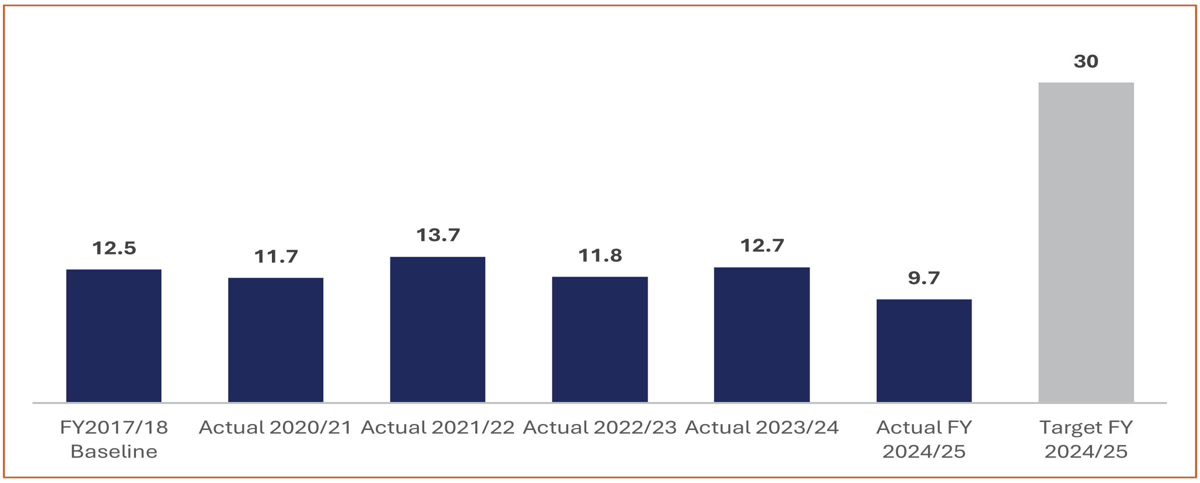


The external resource envelope as a percentage of the national budget has shown significant volatility between FY 2017/18 and FY 2024/25. From the baseline of 20 percent in FY 2017/18, the share of external financing declined to 8.3 percent by FY 2021/22, reflecting reduced donor inflows, the conclusion of some development projects, and increased domestic revenue mobilisation. During this period, Uganda also strengthened its fiscal systems, reducing reliance on external resources. The COVID-19 pandemic in 2020–2021 added further complexity, as emergency health responses and economic stimulus measures led to targeted donor support that temporarily altered the composition of external resources.

The period from FY 2022/23 to FY 2024/25 highlights the impact of exceptional inflows and post-pandemic adjustments. In FY 2022/23, the envelope increased moderately, followed by a sharp surge to 47 percent in FY 2023/24, largely driven by COVID-19-related donor inflows and large-scale development financing. This exceptional increase was temporary, and by FY 2024/25, the share adjusted to 18.5 percent, exceeding the target of 12 percent, reflecting continued but normalised donor engagement for strategic projects and recovery initiatives. This sharp decrease resulted from the completion of some externally funded large infrastructure projects, lower external loan disbursements, and a tightening of access to concessional financing due to global economic conditions. Additionally, the Government has increasingly shifted towards prioritising domestic revenue mobilisation and fiscal consolidation measures, in line with debt sustainability objectives.

4.2.3.2 The proportion of direct budget transfers to Local Governments

Figure 14: Proportion of direct budget transfers to Local Governments



In FY 2024/25, direct transfers to Local Governments amounted to UGX 6.999 trillion, representing 9.7 percent of the approved national budget of UGX 72.137 trillion. The bulk of these resources were concentrated in a few key sectors.

Education was by far the largest beneficiary, receiving UGX 2.576 trillion, which accounted for over a third of all Local Government transfers. This was followed by Health, with UGX 1.115 trillion, reflecting the prioritisation of frontline social services. The Parish Development Model Fund was another major allocation, absorbing UGX 1.050 trillion, while district wage transfers amounted to UGX 359.2 billion. Pensions also claimed a significant share, at UGX 325.1 billion. –

The highlighted allocation underscores Government's focus on education, health, livelihoods, and statutory obligations at the Local Government level.

Table 10: Direct budget transfers to Local Governments for FY 2024/25 (UGX million)

Grant	Amount
Production and Marketing – Wage Conditional Grant	177,283
Production and Marketing – Non-Wage Recurrent Conditional Grant	56,863
Production and Marketing Development Grant	82,375
Transitional Development – Production and Marketing	700
Tourism Development Grant– Non-Wage Recurrent	760
Tourism Development Grant– Development	1,140
Water and Environment – Non-Wage Recurrent Conditional Grant	4,820
Trade and Industry – Non Wage Conditional Grant	2,232
Transitional Development Trade and Industry	740
Works and Transport – Non-Wage Recurrent Conditional Grant	176,000
Works and Transport – Development Grant	10,910
Transitional Development – Works Ad Hoc	32,303
Health – Wage Conditional Grant	880,129
Health – Non-Wage Conditional Grant	157,776
Health – Development Conditional Grant	72,645
Transitional Development – Health	4,114
Education – Wage Recurrent Conditional Grant	1,872,473
Education – Non-Wage Recurrent Conditional Grant	490,298
Education – Development Conditional Grant	203,328
Transitional Development – Education Ad Hoc	10,040
Water and Environment – Non-Wage Recurrent Conditional Grant	13,300
Water and Environment – Development Grant	91,043
Transitional Development – Water	2,310
Social Development Services – Non-Wage Recurrent Conditional Grant	7,640
Salary Arrears	11,502
Pension and Gratuity Arrears	22,672
Gratuity	163,192
Pension	325,127
Transitional Development – PSM Ad Hoc	46,057
Urban Discretionary Development Equalisation Grant	63,625
District Discretionary Development Equalisation Grant	87,793
Urban Unconditional Grant – Wage	62,738
Urban Unconditional Grant – Non-Wage Recurrent	42,107
District Unconditional Grant – Wage	359,191
District Unconditional Grant – Non-Wage Recurrent	119,774
Local Revenue Non-Wage Recurrent	243,308
Local Revenue Development	50,591
PDM Funds Held	1,049,600
Total	**6,998,502**

4.2.3.3 Progress on key interventions

4.2.3.3.1 Implement electronic tax systems to improve compliance both at national and LG levels

The implementation of electronic tax systems progressed significantly during the year. The deployment of Electronic Fiscal Devices (EFDs), the e-invoicing system (EFRIS), and Digital Tax Stamps (DTS) continued to expand coverage and improve efficiency in tax collection. By June 2025, DTS usage among gazetted taxpayers had reached an impressive 96.48 percent. This success was supported by ongoing measures such as continuous register cleaning, follow-up and reconciliation of stock, risk-based issuance of advisories, and cases sent to enforcement based on risk assessment (targeted enforcement actions against non-compliant taxpayers).

Similarly, EFRIS saw substantial growth, with the EFRIS register expanding to 93,670 taxpayers, registering a growth of 20 percent in FY 2024/25. EFRIS usage levels stood at 78.4 percent, against a target of 85 percent as at June 2025. To enhance the performance of EFRIS, URA issued advisories to taxpayers not issuing electronic receipts, held targeted engagements with taxpayers identified as not issuing, and took enforcement action where necessary.

Running alongside these systems were a series of compliance improvement programmes that delivered tangible results. Domestic compliance interventions resulted in an assessment worth UGX 1,230.91 billion, of which UGX 324.62 billion was realised.

Table 11: Domestic compliance interventions executed during FY 2024/25

Initiative	Target FY 2024/25	Completed FY 2024/25	Tax Assessed (UGX Bn)	Tax Collected (UGX Bn)
Compliance advisories	23,391	22,114	796.21	195.51
Compliance visits	323	321	27.55	21.33
Comprehensive audits	374	341	197.52	28.71
Issue audits	1,010	970	209.63	79.07
Total tax	**46,756**	**44,337**	**1,231**	**325**
Register maintenance	21,658	20,591	-	-

Source: *URA databases*

On the customs side, post-clearance audits exceeded annual targets, with 314 audits completed, against a target of 305, identifying UGX 129.61 billion and collecting UGX 112.05 billion, further streamlining customs processes while safeguarding revenue integrity.

Table 12: Post-clearance audits performance during FY 2024/25

Initiative	Target	Completed	Tax Identified (UGX Bn)	Amount collected (UGX Bn)
Post-clearance audits	305	314	129.61	112.05

Source*: URA databases*

Additional actions were undertaken by URA that led to improved compliance at national level. These actions included:

- **URA Contact Centre implementation:** The operationalisation of the URA Contact Centre enhanced taxpayer support by providing a centralised platform for inquiries, complaints, and information dissemination, contributing to improved client satisfaction scores, which currently stand at 67%.
- **Objections and disputes management:** Enhanced objections and disputes handling improved case management efficiency. Alternative Dispute Resolution (ADR) mechanisms successfully concluded 2,547 cases, valued at UGX 929.80 billion, while litigation maintained a 90 percent success rate, recovering UGX 279.27 billion.

The National Lotteries and Gaming Regulatory Board (NLGRB) is reaping significant benefits from the National Central Electronic Monitoring System (NCEMS) and the e-licensing system. The e-licensing platform has enhanced the efficiency of processing and managing online gaming licences, resulting in higher levels of compliance and improved effectiveness in both tax and non-tax revenue (NTR) collection within the gaming industry. This enhanced efficiency is reflected in faster payment turnaround times and a notable increase in NTR, which rose from UGX 3.49 billion in FY 2023/24 to UGX 8.79 billion in FY 2024/25.

4.2.3.2.2 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process

During the financial year, the Ministry of Finance, under the Procurement Policy and Management Department, in conjunction with the Public Procurement and Disposal of Public Assets Authority (PPDA) and the Ministry of Local Government (MoLG), conducted a two-week dissemination exercise of the PPDA Act, Cap. 205 and the revised PPDA Regulations, 2023. The dissemination reached 449 participants drawn from 213 MDAs. It is important to note that the dissemination of these guidelines to Local Governments was done during FY 2023/24. The revised PPDA Regulations, which came into effect on 5th February 2024, are aimed at improving Uganda's procurement processes by promoting sustainable procurement, positioning procurement as a socioeconomic tool, and addressing bottlenecks that hinder effective service delivery. In addition, the Ministry conducted inspections in 80 Central and Local Government Procuring and Disposing Entities (PDEs).

The inspections identified challenges related to procurement processes and governance structures in some PDEs, and recommendations for capacity building and expanding governance structures were made. However, inspections of foreign missions could not be undertaken owing to financial constraints, despite continued concerns highlighted in oversight reports about inadequate procurement guidance and regulation in Uganda's missions abroad.

During the year, MoFPED, in collaboration with the Ministry of Justice and Constitutional Affairs (MoJCA), continued working on the draft Institute of Procurement and Supply Chain Management (IPSCM) Bill. The Bill seeks to professionalise the procurement cadre, strengthen values and ethics in the profession, and establish the IPSCM as the body responsible for regulating, developing, and promoting procurement and supply chain management professionals in Uganda. A draft Bill was submitted by the First Parliamentary Counsel, and stakeholder consultations were held with practitioners, development partners, civil society organisations (CSOs), the private sector, and Ministries. By the end of the year, the Bill was undergoing final drafting before submission to Cabinet and Parliament for discussion and enactment.

In line with the National Public Sector Procurement Policy, the Ministry continued efforts to advance Sustainable Public Procurement (SPP). The policy is anchored in Section 66 of the PPDA Act, Cap. 205, which mandates government acquisitions to consider environmental protection, social inclusion, and innovation. To coordinate these efforts, the Ministry established the Sustainable Public Procurement Secretariat as a one-stop centre for SPP. This initiative is expected to strengthen the integration of sustainability considerations into public procurement practices across government entities. Additionally, with support from the World Bank, an e-Learning Management System (e-LMS) was developed to facilitate capacity building around sustainable procurement. The system is planned for launching in FY 2025/26.

The PPDA Appeals Tribunal also played a key role in ensuring accountability and transparency in procurement processes. During FY 2024/25, the Tribunal heard and determined 33 cases, with decisions issued on time. To enhance awareness, four regional awareness drives were conducted in Kampala and Mubende (Central Region), the Kigezi Region, and the Ankole Region. A total of 482 stakeholders from 69 PDEs were sensitised on the role and mandate of the PPDA Appeals Tribunal.

4.2.4 Outcome 4: Improved Budget Credibility

Budget credibility refers to the extent to which government spending and revenue collection align with the approved budget. When the actual budget execution closely matches the planned allocations, it shows that the budget is realistic, well-prepared, and implemented effectively.

In Uganda, improved budget credibility means that the revenues projected are collected as planned, and cash is released and spent in line with the approved budget. It minimises large deviations between approved budgets and actual outcomes, reducing reliance on frequent supplementary budgets. It also strengthens trust and confidence in Government's ability to deliver to its citizen by demonstrating discipline, predictability, and transparency in Public Financial Management.

Indicator Description	Baseline FY2017/18	Actual 2020/21	Actual 2021/22	Actual 2022/23	Actual 2023/24	Target FY 2024/25	Actual 2024/25	Resp. MDA
Budget Transparency Index	60	58	58	58	59	90	59	MoFPED
National budget compliance with gender and equity (%)	55	65	65.02	53	67	80	68	EOC
Supplementary expenditure as a percentage of the initial approved budget	5.89	10.28	9.86	6.15	17.3	<3	9.10	MoFPED
Arrears as a percentage of total expenditure for FY N-1	1	6.9	1.5	1	0.4	1.5	TBD	MoFPED

4.2.4.1 Budget transparency

The Open Budget Survey (OBS) 2023 shows that Uganda's budget transparency score improved slightly from 58 in 2021 to 59 in 2023, ranking first in East Africa and 44th globally. While this reflects steady progress, the score remains below the benchmark of 61, which is considered sufficient for enabling informed public debate. Uganda performed strongly in publishing timely core documents, particularly the Enacted Budget, which scored 78 in 2023 after being delayed in 2021, and the Pre-Budget Statement, which remained robust, though slightly declining from 89 to 83. In-Year Reports also improved to 89, showing very strong performance. However, the Executive's Budget Proposal fell from 62 to 58 owing to missing macroeconomic forecasts, financial position data, expenditure arrears, and contingent liabilities, while the Citizens Budget was published late in 2023 and, therefore, not assessed, limiting citizen engagement.

Weaknesses persist in oversight-related documents. The Mid-Year Review declined from 44 to 41, lacking detailed updates on implementation, while the Year-End Report showed only marginal improvement (57 to 59), missing comparisons of borrowing estimates and macroeconomic projections against actuals. Audit Reports stagnated at a weak 48, reflecting limited examination of public accounts. Overall, Uganda's performance is strongest on timeliness and accessibility of information but weaker on comprehensiveness and citizen-focused reporting. Uganda must ensure timely publication of the Citizens Budget, provide fuller fiscal and macroeconomic data in the Executive's Budget Proposal, and strengthen the analytical depth of Mid-Year, Year-End, and Audit Reports.

Table 13: Performance on the Budget Transparency score card

Document	Score (2021)	Score (2023)	Assessment	Key Gaps
Pre-Budget Statement	89/100	83/100	Strong	Minimal gaps
Executive's Budget Proposal	62/100	58/100	Moderate	Missing: macroeconomic forecasts, financial position data, expenditure arrears, contingent liabilities
Enacted Budget	Published late	78/100	Relatively strong	
Citizens Budget	50/100	N/A (published late)	Not assessed due to tardiness	
In-Year Reports	85/100	89/100	Very strong	
Mid-Year Review	44/100	41/100	Weak	Lacks comprehensive implementation updates
Year-End Report	57/100	59/100	Moderate	Missing: borrowing estimates vs. actuals, macroeconomic forecasts vs. actuals
Audit Report	48/100	48/100	Weak	Lacks comprehensive examination of accounts
Transparency score	58	59		

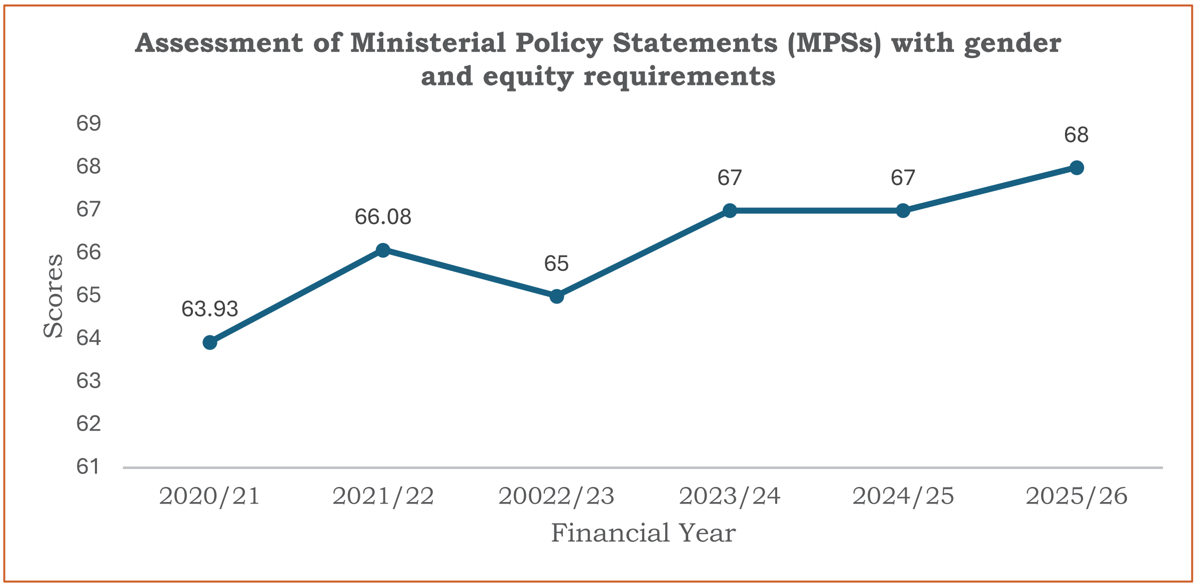
***Source**: Open Budget Survey 2023*

4.2.4.2 National budget compliance with gender and equity

The **National Budget Compliance with Gender and Equity** indicator measures the extent to which Government is committed to allocating resources to address gender and equity concerns.

In a bid to improve budget credibility, the EOC projected MDAs to reach 80% performance level in addressing gender and equity in their plans and budgets in FY 2024/25. However, the assessment of 150 Ministerial Policy Statements (MPSs) by EOC, national average performance in FY 2024/25 was 68 percent. This was a 1 percent improvement from the FY 2023/24 assessment, which stood at 67 percent. The improved 1 percent point was attributed to the capacity building carried out by the Commission in selected MDAs. The graph below provides highlights of MDA performance across NDP III:

Figure 15:



***Source**: EOC MPS assessment reports*

During the years under review, performance against the planned 80 percent target for gender and equity compliance was not achieved owing to a number of challenges. A major limitation was the inadequate capacity within MDAs to effectively integrate gender and equity considerations into planning, budgeting, and subsequent reporting. This was compounded by the inadequate allocation of resources to support inclusive planning, particularly in addressing key variables such as gender, age, disability, and geographical location, which are critical for equitable service delivery. Another challenge was the absence of gender and equity disaggregated data, limiting the ability of MDAs to conduct comprehensive analyses and ensure informed planning and budgeting, and the delayed submission of Ministerial Policy Statements (MPSs) by several MDAs, which created challenges in conducting timely assessments and providing adequate advice to the Minister responsible for Finance on gender and equity compliance.

In accordance with Section 9(6) (a) and (b) of the Public Finance Management Act, Cap. 171, the Commission assessed 18 Programme Budget Framework Papers and the national budget for compliance with gender and equity requirements in FY 2025/26. Subsequently, the Commission advised the Minister responsible for Finance on the issuance of a certificate of gender and equity compliance.

Table 14: Development Programme BFP Gender and Equity Compliance under NDP III period

SN	Programme	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
1	Development Plan Implementation	73%	61.00%	69%	72%
2	Legislation, Oversight and Representation	69%	60.00%	69%	70%
3	Human Capital Development	80%	61.00%	71%	70%
4	Tourism Development	63%	60.00%	64%	66%
5	Administration of Justice	70%	50.00%	62%	65%
6	Integrated Transport and Infrastructure Services	68%	54.00%	64%	65%
7	Public Sector Transformation	70%	53.00%	64%	65%
8	Private Sector Development	61%	51.00%	61%	64%
9	Regional Development	65%	31.00%	50%	62%
10	Governance and Security	68%	56.00%	60%	62%
11	Natural Resources, Environment, Climate Change, Land and Water Management	75%	55.00%	60%	60%
12	Digital Transformation	67%	60.00%	-	59%
13	Innovation, Technology Development and Transfer	69%	52.00%	55%	59%
14	Sustainable Energy Development	54%	53.00%	56%	58%
15	Manufacturing	68%	26.00%	50%	55%
16	Sustainable Extractives Industry Development				50%
17	Agro-Industrialisation	69%	56.00%	60%	40%
18	Sustainable Urbanisation and Housing	65%	61.00%	55%	20%
19	Mineral Development	59%	62.00%	55%	-
20	Sustainable Development of Petroleum Resources	59%	57.00%	57%	-
21	Community Mobilisation and Mindset Change	79%	68.00%	70%	-
	Average	**67.60%**	**54.35%**	**57.60%**	**59%**

***Source**: EOC Programme BFP Assessment*

NDP III was implemented under 20 programmes. Out of these, three programmes of Mineral Development, Sustainable Development of Petroleum Resources, and Community Mobilisation and Mindset Change, were assimilated into other programmes. However, a new programme of Sustainable Extractives Industry Development came on board. Therefore, the subsequent NDP IV will have 18 development programmes. All the 16 programmes assessed for FY 2025/26 registered improvement in performance, which contributed to the national average from 57.60 percent to 59 percent in FY 2024/25 and FY 2025/26, respectively.

Improvement was attributed to commitment from the programmes to address the EOC recommendations of the previous assessments and the use of guidelines developed by the EOC, improved reporting on gender and equity performance in the preceding financial year, deliberate allocation of funds to the specific interventions which target the population, especially the marginalised, linking the Programme Plan to the National Development Plan for inclusive development.

In a bid to align the budget to the development plan at national and sub-national levels, the Commission developed Gender and Equity Planning and Budgeting Guidelines for 10 MDAs, and they include the East African Community Affairs (EACA), the Uganda Industrial Research Institute, the Uganda Cancer Institute, the National Medical Stores (NMS), Uganda Blood Transfusion Services (UBTS), the Uganda Heart Institute (UHI), Uganda Microfinance Support Centre (UMSC), the Uganda Registration Services Bureau (URSB), the Uganda Police Force (UPF) and the Office of the Prime Minister (OPM). The guidelines will facilitate inclusive planning and budgeting and achieve the alignment of plans to the national aspirations in the National Development Programme.

4.2.4.3 Supplementary expenditure

The supplementary expenditure represented 9.1 percent of the approved budget, exceeding the 3 percent limit set by the Public Finance Management Act. Although still above the internationally recommended ceiling of 3–5 percent, this marks a notable improvement in budget credibility compared to the previous FY 2023/24, where supplementary expenditures amounted to UGX 9.0 trillion, equivalent to 17.0 percent of the approved budget of UGX 52.7 trillion for the year. This unusually high level was driven largely by statutory revisions of UGX 4.15 trillion.

The expenditure was heavily skewed towards infrastructure, energy, treasury obligations, and executive spending. The distribution highlights continued fiscal pressure from large projects and governance-related expenditures.

Table 15: Supplementary Expenditure Schedules in UGX billion

Supplementary Expenditures	FY 23/2024	FY 24/25
Schedule 1	3,493	1,051
Schedule 2	1,074	1,243
Schedule 3	289	4,255
Schedule 4	4,149	13
Total	**9,005**	**6,562**
Percentage of approved budget	17	9.1

The approved national budget for FY 2024/25 was UGX 72.137 trillion. During the year, supplementary expenditures amounted to UGX 6.562 trillion, distributed across four schedules.

Schedule 3 accounted for the largest share at UGX 4.255 trillion (64.8%), followed by Schedule 2 at UGX 1.243 trillion (18.9%), Schedule 1 at UGX 1.051 trillion (16.0%), while Schedule 4 contributed only UGX 13.3 billion (0.2%).

The largest share of resources was allocated to the Ministry of Works and Transport (MoWT) with UGX 2.259 trillion, followed by the Ministry of Energy and Mineral Development (MEMD) with UGX 928 billion; while State House received UGX 606 billion, Treasury Operations UGX 434 billion, and Local Governments UGX 297 billion. Other notable beneficiaries included the Ministry of Defence with UGX 233 billion, the National Council of Sports (NCS) with UGX 257 billion, and the Ministry of Trade, Industry and Cooperatives (MTIC) with UGX 116 billion. Comparatively smaller allocations were made to Education at UGX 106 billion, Agriculture at UGX 63 billion, Science, Technology and Innovation at UGX 60 billion, and Health at UGX 12 billion.

4.3 Objective 3: Strengthen capacity for implementation to ensure a focus on results

Strengthening implementation capacity involves a deliberate focus on improving institutional performance, enhancing the monitoring and evaluation (M&E) function, building human resource competencies and cultivating a culture of accountability and results-oriented service delivery. It reflects the understanding that the success of NDP III depends not only on sound planning and budgeting but also on the Government's ability to operationalise projects and programmes within established timelines and financial limits, ensuring optimal use of resources for maximum societal benefit.

This objective recognises that sustainable development outcomes are not solely determined by financial allocations or policy prescriptions but hinge fundamentally on the ability of institutions, agencies, and Local Governments to implement, monitor, and report on interventions effectively. It underscores the critical importance of equipping Government MDAs, and Local Governments with the requisite skills, resources, and institutional frameworks to transform plans and strategies into tangible, measurable results that improve the lives of citizens.

The sections that follow provide a detailed account of achievements, challenges encountered, lessons learnt, and recommendations under this objective, demonstrating how the DPI Programme is reinforcing a culture of results-focused implementation. By prioritising capacity development, the Programme continues to lay a foundation for more efficient, accountable, and impactful public service delivery, in alignment with the vision and targets of NDP III.

4.3.1 Outcome 1: Improved Development Results

Achieving improved development results requires a systematic enhancement of institutional and human capacity across government entities. This outcome emphasises the need for efficient programme execution, timely delivery of outputs, and measurable achievement of intended results. This is done through tracking the proportion of NDP results on target which was at 60.0 percent in FY 2024/25.

4.3.1.1 Outcome 2: Statistical programmes aligned to national, regional, and international development frameworks

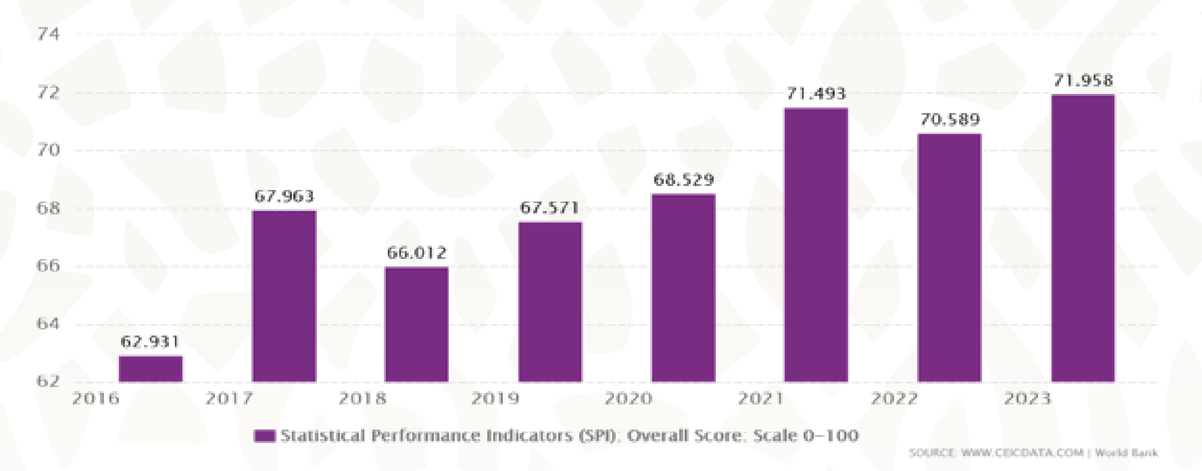
Reliable and timely data is a prerequisite for results-oriented implementation. Under this outcome, the DPI Programme emphasised the alignment of statistical and M&E systems (including censuses, surveys and administrative data) with national, regional, and international development frameworks, thereby ensuring consistency, comparability, and credibility of information.

Alignment with regional and international standards also enhances Uganda's ability to benchmark performance, track progress against agreed targets, and report on commitments such as the Sustainable Development Goals (SDGs) and other regional development agendas. By embedding rigorous statistical and analytical capacities, the Programme has contributed to more informed policy decisions and the ability to monitor results systematically across sectors.

4.3.1.1.1 World Bank Statistical Capacity Indicator (WBSCI)

The World Bank Statistical Capacity Indicator (WBSCI) measures a country's ability to produce reliable and timely data, focusing on methodology, data sources, and reporting timeliness. Uganda's last published WBSCI score of 71.11 (2020) indicated moderate capacity, highlighting the need for stronger systems to support evidence-based planning and accountability. To address these gaps, the World Bank introduced the Statistical Performance Indicator (SPI), which evaluates not only data quality and availability but also its use, accessibility, institutional capacity, and infrastructure. SPI emphasises **results-oriented performance**, ensuring that statistics actively inform decision making, policy adjustments, and programme monitoring.

Figure 16: Trend of performance of the Statistical Performance Indicator across NDP III



Uganda ranks among the top performers in the East African region in statistical performance, with an SPI overall score of **72[5] in 2023**. Rwanda takes the lead at **73.1**, while Kenya (**70.6**) and Tanzania (**69.9**) follow closely behind. These results highlight the region's progress in strengthening statistical systems, while also underscoring the disparities that still exist in the capacity to produce, manage, and use quality statistics for evidence-based policymaking and development monitoring. Breaking down the SPI pillars provides a clearer picture of Uganda's strengths and gaps under the ***Statistical Performance Indicator.***

Table 16: A breakdown of the SPI pillars showing Uganda's performance

Country	SPI Overall Score	Pillar 1: Data Use	Pillar 2: Data Services	Pillar 3: Data Products	Pillar 4: Data Sources	Pillar 5: Data Infrastructure
Rwanda	73.1	90.0	71.1	77.6	56.9	70.0
Uganda	72.0	100.0	65.8	78.9	40.1	75.0
Kenya	70.6	90.0	62.3	84.4	46.5	70.0
Tanzania	69.9	90.0	70.7	83.4	50.2	55.0
Congo, Dem. Rep.	52.4	70.0	62.4	68.7	21.0	40.0
Somalia	49.7	80.0	47.9	69.5	6.1	45.0
Burundi	47.3	70.0	29.8	74.2	17.4	45.0

Uganda achieves a perfect score of 100 on Data Use, indicating that available statistics are effectively applied to inform policy, guide programme implementation, and support decision-making. The country also performs well on Data Products (78.9) and Data Services (65.8), showing that statistical outputs are generally relevant, reliable, and accessible to stakeholders. However, Uganda scores lower on Data Sources (40.1), highlighting the need to expand and strengthen primary data collection mechanisms, such as surveys, censuses, and administrative records. The Data Infrastructure score (75) indicates moderate institutional and technological capacity to support statistical operations. Compared to its neighbours, Uganda demonstrates a high effectiveness in translating data into actionable insights, but like other countries in the region, it faces challenges in sourcing comprehensive and timely data. Strengthening data sources and sustaining infrastructure capacity remain critical priorities for ensuring that national development programmes, such as the DPI Programme, are fully evidence-based, results-oriented, and aligned with regional and international frameworks.

For the DPI Programme, adopting the SPI framework strengthens coordination, monitoring, and reporting systems, enabling timely tracking of programme performance, budget execution, and compliance with gender and equity priorities. It also aligns national statistics with regional and international development frameworks, such as the SDGs and NDP, ensuring that data-driven decisions guide Uganda's development agenda.

5 World Bank SPI data. The latest World Bank Statistical Performance Indicator (SPI) data, updated in November 2024, includes scores for 2023.

Ultimately, the transition from WBSCI to SPI reinforces DPI's commitment to evidence-based, transparent, and accountable implementation, where resources are effectively used to achieve measurable development outcomes.

4.3.1.2 Challenges

Inadequate Coordination Capacity at National and Subnational Levels

Implementation of the NDP III continued to face coordination weaknesses across Government. First, the Programme Coordination Unit (PCU) under the OPM, intended to drive implementation and coordination of the programme approach has not been fully operationalised, resulting in fragmented coordination. There were also persistent coordination challenges across different MDAs, which slowed down the implementation of agreed actions and complicate oversight of cross-sectoral priorities. This inconsistency hampered the effectiveness of the OPM's role in enhancing alignment and integration of various development efforts. The involvement of various stakeholders (OPM, MoFPED, NPA, UBOS, and MoICT&NG) sometimes creates coordination fatigue amidst competing priorities, complicating effective monitoring and evaluation. Overall, this weakened the overall effectiveness of the DPI Programme.

Failure to facilitate Programme Secretariats across all Programmes

Programme Secretariats were meant to serve as technical backbones for each programme, providing support and ensuring continuity in planning, budgeting, and monitoring. The failure to establish these secretariats due to resource constraints has hampered coordination and reduced the quality of technical analysis necessary for effective decision making.

Inadequate participation of Local Governments

Local Governments (LGs) have had limited participation in the DPI Programme structures, which undermines their ownership of the agenda. The dominance of central government institutions in Programme Working Groups (PWGs) has led to insufficient representation of LGs, resulting in plans that do not adequately reflect local realities and priorities. Worse still, many LGs lack adequately trained personnel to identify research needs, design studies, or analyse data, leading to weak integration of evidence into District Development Plans.

Weak Accountability Mechanisms

Although systems for monitoring performance exist, such mechanisms often lack robust enforcement and follow-up, leading to fiscal indiscipline and undermining credibility in the DPI Programme.

Fiscal Indiscipline and Supplementary Budgets

The frequent abuse of supplementary budgets has disrupted the credibility of approved budgets and undermined predictability in resource allocation. This fiscal indiscipline complicates OPM's efforts to ensure disciplined planning and accountability.

Inadequate M&E Capacity at National and Subnational Levels

Monitoring and Evaluation performance across the NDP III period was constrained by persistent capacity gaps, both at national and subnational levels. Underfunding of core M&E interventions hampered the sustainability of the NDP M&E system, including necessary training and system upgrades. At the same time, M&E findings remained under utilised for policy and budgeting decisions, reducing the effectiveness in driving evidence-based decision making. This was also compounded by limited integration of research and evaluation functions, resulting in weak dissemination and utilization of findings for decision-making. Collectively, these gaps highlight the need for improved coordination, and enhanced technical capacity to fully operationalize and sustain a robust national M&E system.

Data Management and Reporting Gaps

Inconsistent data management practices across institutions hinder the quality and comparability of information, slowing down the national monitoring and evaluation (M&E) processes. The OPM's inability to generate comprehensive evidence for decision making due to these gaps undermines its coordination effectiveness. Overall, these issues indicate a need for strengthened institutional frameworks and enhanced capacity within the OPM to facilitate better coordination and implementation of national development plans effectively.

4.3.2 Outcome 3: Improved Service Delivery

The ultimate measure of improved service delivery is reflected in the quality, efficiency, and accessibility of public services delivered to citizens. It encompasses timely provision of essential services, responsiveness to citizen needs, and greater accountability in resource utilisation.

The indicator "Level of satisfaction with public service by service" measures the level of public satisfaction with government-provided services, specifically in the areas of water, electricity, extension services, and administrative and legal services.

Table 17: Performance against improved service delivery indicators

Indicators		Baseline	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Lead MDA
		Actual	Actual	Actual	Actual	Actual		
Level of satisfaction with public service by service	Water transport	69	83	77.1	77.1	NA	NA	MoPS
	Electricity	61.8	82	82	82	NA	NA	MoPS
	Extension services	75	94	94	78.8	NA	NA	MoPS
	Administrative and legal services	60	85	85	57%	NA	NA	MoPS

The citizen satisfaction survey, conducted once every five years, provides a key measure of how Ugandans perceive the quality and responsiveness of public services. The most recent available data (up to FY 2022/23) shows varied performance across service categories, with notable improvements in most sectors compared to the baseline. The next update will be conducted in FY 2025/26 and, therefore, no new data is currently available for the reporting period.

Overall, satisfaction levels improved significantly between the baseline and the most recent survey, particularly regarding electricity and extension services. Satisfaction with electricity supply rose from 61.8 percent at baseline to 82 percent, reflecting progress in power access and reliability through investments in generation and transmission. Similarly, extension services improved from 75 percent to 78.8 percent, although this represents a decline from the peak of 94 percent recorded in FY 2021/22, possibly due to limited coverage and funding fluctuations.

The water transport sub-sector showed steady performance, rising from 69 percent at baseline to 77.1 percent, suggesting ongoing but uneven improvement in safety and service delivery. In contrast, administrative and legal services registered a decline from 85 percent in FY 2021/22 to 57 percent in FY 2022/23, indicating citizen concerns over delays, access, and service efficiency in the justice and administrative sectors.

The overall trend points to measurable progress in service delivery reforms under NDP III, although sustainability remains a concern, particularly in sectors where satisfaction levels have stagnated or declined. The forthcoming FY 2025/26 survey will be critical for assessing whether these improvements have been maintained and for guiding targeted interventions under NDP IV to strengthen accountability, efficiency, and citizen-centred service delivery.

Performance of Interventions

4.3.2.1 Review and reform the Government Annual Performance Report (GAPR) to focus on achievement of key national development results

The Office of the Prime Minister (OPM), as the lead agency for monitoring and evaluating government performance, instituted a review of the Government Annual Performance Report (GAPR) framework to enhance its credibility, depth, and usefulness in guiding policy. The reforms were aimed at improving data collection systems, strengthening analytical rigour, and aligning timelines with the Programme-Based Approach (PBA) introduced under the National Development Plan (NDP) III. The key reforms introduced included:

Improved systems for sourcing and analysis of performance data. Previously, the GAPR relied heavily on the Programme Budgeting System (PBS) as its primary data source. Recognising the limitations of over-reliance on one system, the OPM expanded the sources of performance data to include the NDP Monitoring and Evaluation (M&E) System, which has introduced a hierarchy of dashboards with system generated reports tailored to serve the information needs of different levels of policymakers, and rapid assessments conducted by the OPM in collaboration with other government institutions, enabling timely feedback on emerging policy and programme implementation challenges. This reform has widened the evidence base for performance review and strengthened the link between programme implementation and national development objectives.

Enhanced reporting format. The format of the performance report used to inform the review was revised to go beyond quantitative indicators. More qualitative narrative has been incorporated to provide analytical context and interpretation of results. This change reduces the risk of statistical overload while enriching the evaluation with explanatory insights. The intent is to move beyond presenting numbers, towards generating knowledge that can better inform decision making.

Revised guidelines and timelines for performance review. The guidelines for preparation of the Annual Performance Review (APR) were updated to improve coherence with the Programme-Based Approach (PBA). Specifically, timelines were revised to ensure that the National Annual Performance Review (NAPR) draws directly from and is informed by the APRs. This sequencing enhances alignment across government institutions and strengthens the credibility of national-level reporting.

4.3.2.2 Review and re-orient the institutional architecture for community development (from the parish to the national level) to focus on mind-set change and poverty eradication

In FY 2024/25, the Ministry of Local Government (MoLG) made notable progress in advancing the Parish Development Model (PDM) as the central mechanism for deepening decentralisation and ensuring that services reach citizens where they live and work. The Ministry began by developing and approving inspection guidelines for PDM follow-up. These guidelines became a practical tool for guiding oversight, standardising inspections, and ensuring that parish-level implementation was subject to continuous review and learning. To complement this framework, the Ministry prepared both bi-annual and annual status reports on PDM implementation. These reports provided a consolidated account of achievements, bottlenecks, and emerging trends, thereby supporting evidence-based adjustments to policy and practice. The commitment to continuous monitoring was also demonstrated through quarterly political supervision exercises covering 130 Local Governments and quarterly audit field visits to 100 Local Governments. This extensive engagement ensured that both political and technical oversight of PDM was consistently maintained throughout the year.

Figure 17: *MoLG meeting with Local Government officials in Kamuli DLG to discuss PDM implementation*

Capacity building remained a central pillar of the Ministry's work. Several District Local Government councils that faced challenges in implementing the PDM were given targeted training on their roles and responsibilities. Newly recruited officials including Chief Administrative Officers, Deputy Chief Administrative Officers, Deputy Town Clerks, and Town Clerks of City Divisions were inducted into the PDM framework to ensure that they were adequately equipped to provide leadership and oversight.

At the operational level, Local Economic Development Investment Committees (LEDICs) in 20 Local Governments were trained on PDM implementation, while officials in another 20 Local Governments were guided to prepare Area Economic and Investment Profiles. These profiles are expected to improve the linkages between parish enterprises and wider markets, thus embedding sustainability into Local Economic Development (LED).

Figure 18: *Opening session for capacity building of District Executive Committee members and members of the Committee on Production and Natural Resources to enhance implementation, monitoring and supervision of PDM activities in Kumi DLG.*

Beyond training, the Ministry placed emphasis on inspections and follow-up. A total of 135 Local Governments were covered through comprehensive exercises that included both rural and urban Lower Local Governments as well as city and municipality divisions. The inspection teams targeted at least two parishes or wards per Local Government to ensure adequate coverage and in-depth assessment. Furthermore, regional engagements were held for all Local Government auditors and planners, enabling them to harmonise approaches, share lessons, and strengthen cross-district coordination.

Despite these achievements, several challenges constrained the full realisation of the intervention's objectives. Limited funding emerged as the most significant bottleneck, affecting the Ministry's ability to strengthen local government structures, sustain regular parish-level monitoring, and coordinate activities across central and local levels. The absence of comprehensive metadata for planning purposes further undermined the capacity to track progress and measure impact effectively. Capacity gaps also persisted, as the scale of the PDM continues to place heavy demands on staff, many of whom require ongoing training and logistical support.

4.3.2.3 Strengthen implementation, monitoring, and reporting of Local Governments

During FY 2024/25, the Ministry of Local Government (MoLG) undertook targeted actions to enhance the institutional and technical capacity of Local Governments, with the ultimate goal of strengthening implementation and accountability for service delivery. These efforts focused on improving evidence-based planning, refining fiscal transfers, and reinforcing the policy and institutional framework that underpins local governance.

Collectively, these have contributed to improved service delivery and development results by reinforcing local government capacity and improving the governance environment.

A key milestone was the development of the Ministry Policy and Research Agenda, which sets out priority areas for generating evidence to guide reforms in local governance and service delivery. This agenda provides a structured framework for policy inquiry, ensuring that decision-making is anchored in research and that interventions remain responsive to emerging development challenges.

In addition, the Ministry commissioned a comprehensive evaluation of the Discretionary Development Equalisation Grant (DDEG) to assess its effectiveness in supporting local government service delivery. The evaluation yielded several important findings. First, urban authorities (cities and municipalities) performed better in utilising the grants than districts, largely due to their access to complementary funding such as the Uganda Support to Municipal Infrastructure Development (USMID) Programme. Second, the grant proved particularly critical in refugee-hosting districts, where it alleviated mounting pressures on education, health, and water services. Third, the review underscored the need to refine the grant guidelines to mainstream cross-cutting issues such as gender responsiveness, climate change mitigation and adaptation, and environmental safeguards. These findings will provide valuable input into future policy and funding frameworks for Local Governments.

To further strengthen technical capacity, the Ministry organised regional workshops for local government planners, equipping them with practical skills in evidence-based planning, performance reporting, and alignment of development plans with the National Development Plan (NDP) and Programme Implementation Action Plans (PIAPs). This intervention has improved the competencies of Planning Officers and enhanced the quality of planning processes at the sub-national level.

The Office of the Prime Minister (OPM) conducted two monitoring exercises on the Parish Development Model (PDM) in the Northern and Eastern Regions, generating practical insights that informed the President's regional tours. These exercises revealed progress in community mobilisation and fund disbursement, while also flagging bottlenecks such as delays in resource utilisation. As a result, corrective actions were recommended to strengthen implementation of the PDM at the grassroots level.

While the above milestones were reached, the Ministry of Local Government experienced challenges:

1. Disparities in grant utilisation between urban and rural Local Governments remain a persistent concern. Urban authorities such as cities and municipalities generally exhibit stronger performance, largely due to their access to additional financing windows like USMID, as well as better institutional capacity. In contrast, many rural districts continue to face resource gaps, weaker administrative systems, and limited technical expertise, all of which undermine effective utilisation of fiscal transfers. This imbalance highlights the need for deliberate measures to address disparities in both capacity and financing, ensuring that all Local Governments are equally empowered to deliver on their mandates.
2. Heightened service delivery pressures in refugee-hosting districts. The continued influx of refugees has significantly strained social service delivery, particularly in education, health, water, and sanitation. While the DDEG has provided some relief, the scale of demand far exceeds the available resources. This situation underscores the importance of better integration between humanitarian assistance and long-term development financing, ensuring that service delivery in refugee-hosting districts is not only responsive to immediate needs but also sustainable in the long run.
3. Limited mainstreaming of cross-cutting issues in the design and application of local government grants. Gender responsiveness, environmental sustainability, and climate change adaptation and mitigation remain inadequately embedded in grant guidelines. This limits the inclusiveness of interventions and weakens the ability of Local Governments to build resilience in the face of climate-related shocks and social inequalities. Without deliberate integration of these priorities, the impact of local government programmes risks being uneven and short-lived.

These challenges, however, offer important lessons for the future. They point to the need for refined policies and guidelines that are more inclusive and forward-looking; targeted capacity-building initiatives that address the specific weaknesses of rural and refugee-hosting districts; and stronger institutional coordination to harmonise the roles of the Central Government, Local Governments, and development partners. Therefore, addressing these issues will be critical for ensuring that the gains made so far translate into equitable, resilient, and sustainable improvements in service delivery across the country.

Through the Office of the Prime Minister (OPM), implementation of key monitoring and accountability initiatives delivered measurable results in strengthening local government performance and service delivery.

Three comprehensive local government performance assessments were conducted covering Lower Local Governments (LLGs), Higher LGs under the LGMSD, and MDA compliance with Disbursement Linked Indicators (DLIs). As a result, Government obtained a clearer picture of performance across Local Governments, identifying both good practices and areas requiring improvement. The forthcoming 2024 LGMSD exercise will provide consolidated evidence to guide decision-making during the 2024/25 National Annual Performance Review (NAPR), ensuring that local government performance data directly informs national planning and resource allocation. There has been continued improvement since 2023, but all the districts have failed to meet the 80 percent target.

Four monitoring exercises were carried out on loan projects in priority sectors, including transport, electricity generation and transmission, ICT, livelihoods, water, agriculture, and manufacturing, as well as across 10 NDP III programmes. These exercises improved oversight of large-scale investments by linking financial disbursements to actual progress on the ground. Consequently, accountability for development financing has been strengthened, and early detection of project risks has allowed for timely interventions.

Community engagement was enhanced through nine *barazas* held in districts such as Butebo, Buliisa, Kalaki, Ssembabule, Kaliro, Rwampara, Kanungu, Kole, and Dokolo. These platforms directly empowered citizens to demand accountability from Government, raised awareness about ongoing programmes, and built trust through open dialogue. As a result, citizens are increasingly monitoring local projects themselves, reinforcing government oversight with community-led accountability.

In addition, four on-the-spot checks were conducted for quality assurance and real-time monitoring. These included verification of the LGMSD 2024 exercise, inspection of capital development projects, and oversight missions in Acholi, Sebei, Karamoja, and districts in Eastern Uganda. The immediate feedback from these checks enabled early correction of weaknesses such as delays in implementation and substandard works, thereby safeguarding value for money in government projects.

Overall, these interventions have deepened accountability at the local government level, generated actionable evidence for planning and budgeting, and fostered a stronger results-oriented culture. Citizens are becoming more empowered to hold duty-bearers accountable, while government institutions are better equipped with timely performance data to improve service delivery outcomes.

4.3.2.3.1 Expand the Terms of Reference for the Budget and National Economy Committees to include consideration of the NDP

To strengthen the link between national planning and resource allocation, it is essential that Parliament's oversight and advisory functions are firmly anchored in the aspirations of the National Development Plan. The Budget and National Economy Committees are supposed to play a central role in scrutinising government expenditure, revenue performance, and macroeconomic management. Yet, under the Public Finance Management (PFM) Act, which is the supreme law governing public finance, their Terms of Reference (ToR) remain sector-based. As a result, they do not explicitly require an assessment of how annual budgets and fiscal policies align with the strategic objectives, priorities, and targets of the NDP, which has since adopted a Programme-Based Approach.

Expanding the Committees' ToR to explicitly incorporate the programme-based budgeting framework will ensure that parliamentary scrutiny of resource allocation and economic policy is guided not only by fiscal and macroeconomic considerations but also by the long-term development goals of the nation. Such an amendment would reinforce Parliament's role in shaping national development, enhance coherence between planning and budgeting, and strengthen accountability for results under the Development Plan Implementation (DPI) framework.

4.4 Objective 4: Strengthen Coordination, Monitoring, and Reporting Frameworks and Systems

Effective programme implementation depends not only on the formulation of policies, plans and budgets, but also on the robustness of systems that coordinate, monitor, and report on their implementation. This objective emphasises the critical need to strengthen these frameworks and systems to enhance the credibility, transparency, and accountability of the national budget that ensures resources are allocated and utilised according to approved plans, priorities, and policy commitments.

This reduces the likelihood of fiscal slippages, misuse of funds, and unplanned arrears. Strong coordination ensures that all stakeholders, including line Ministries, Local Governments, and development partners, operate under a unified framework, thereby minimising duplication of efforts and ensuring timely dissemination of information. Robust monitoring mechanisms provide real-time insight into budget performance, enabling early identification of deviations and facilitating corrective actions.

4.4.1.1 Outcome 1: Improved compliance with accountability rules and regulations

This outcome focuses on strengthening Uganda's public accountability framework through enhanced adherence to financial management laws, audit standards, and control procedures. It reflects the Government's commitment to ensuring that public resources are utilised efficiently, transparently, and in accordance with the Public Finance Management Act (2015) and related regulations. Under the DPI Programme, this outcome serves as a cornerstone for building fiscal discipline and credibility by promoting timely audits, enforcing implementation of audit recommendations, and improving the quality of financial reporting across all Votes. Progress in this area demonstrates the extent to which MDAs and Local Governments are internalising accountability practices and responding to oversight mechanisms instituted by the Office of the Auditor General (OAG), the Internal Audit Department of MoFPED, and other regulatory bodies. Ultimately, improved compliance underpins public confidence in Government's stewardship of resources and supports the achievement of broader governance and service delivery outcomes envisioned under NDP III and the forthcoming NDP IV.

Table 18: Performance against improved compliance with accountability rules and regulations

Outcome	Indicators	Baseline	Actual 2020/21	Actual 2021/22	Actual 2022/23	Actual 2023/24	Actual 2024/25	Resp. MDA
Improved compliance with accountability rules and regulations	Proportion of prior year external audit recommendations implemented (%)	31	26	29	35	42	40	OAG
	Percentage of internal audit recommendations implemented (%)	65.5	67.3	85	80	85	63.5	MFPED
	External auditor ratings (% -unqualified)	40	93.17	94.7	97	98	97	OAG

The overall performance under the outcome "Improved compliance with accountability rules and regulations" reflects steady but uneven progress in strengthening public financial management and oversight systems. The data indicates that Uganda has made significant strides in external audit quality and integrity, while implementation of audit recommendations, both internal and external, remains an ongoing challenge requiring sustained institutional attention.

4.4.1.1.1 External audit and accountability

The proportion of unqualified audit opinions (clean audits) issued by the Office of the Auditor General (OAG) rose sharply from 40 percent at baseline to 97 percent by FY 2024/25, demonstrating major improvements in the reliability of financial reporting and adherence to accounting standards across government. This achievement signifies enhanced compliance with the Public Finance Management Act (2015), stronger enforcement of financial regulations, and improved professionalisation of accounting functions within MDAs. It also reflects positive outcomes from continuous capacity building efforts led by the Accountant General's Office and the rollout of IFMS enhancements under the DPI Programme.

However, while the quality of audits has improved, the implementation of audit recommendations, a key indicator of corrective accountability, remains below optimal levels. The proportion of prior-year external audit recommendations implemented increased from 31 percent at baseline to 42 percent in FY 2023/24, before slightly declining to 40 percent in FY 2024/25. This level of follow-through indicates lingering weaknesses in enforcement mechanisms and accountability culture among Accounting Officers. The modest progress suggests that while institutions increasingly accept audit findings, they often lack structured follow-up processes, dedicated resources, or incentives to implement corrective actions promptly. The DPI Programme, through its focus on institutional alignment and performance monitoring, has provided a framework for strengthening audit follow-up and linking it to performance assessment, but gaps in compliance remain.

4.4.1.1.2 Internal audit performance

Performance on the implementation of internal audit recommendations has fluctuated over the review period. After peaking at 85 percent in FY 2021/22, it declined to 63.5 percent in FY 2024/25, indicating weakening adherence to internal control systems within MDAs and Local Governments. This regression may be attributed to capacity gaps in internal audit units, competing priorities within institutions, and inadequate oversight by Audit Committees. The decline also highlights the need to reinforce the independence, capacity, and authority of internal audit functions, alongside improved coordination between internal auditors and accounting officers to ensure that identified risks are addressed timely.

4.4.1.2 Office of the Prime Minister coordination initiatives

During FY 2024/25, the Office of the Prime Minister (OPM), through the Directorate of Strategic Coordination and Implementation (SCI), continued to play a central role in leading the coordination, alignment, and oversight of government policies, programmes, and strategic initiatives. Guided by the National Coordination Policy (2016) and National Partnership Policy 2013, the OPM actively fostered coherence, connectedness, and communication across MDAs, development partners, civil society, academia, and the private sector. In line with NDP III and in preparation for the transition to NDP IV, the OPM facilitated the integration of national priorities into cross-sectoral programming and supported the implementation of transformative government agendas.

During the reporting period, the OPM strengthened programme-based planning and governance mechanisms by deepening programme-based governance, planning and budgeting across all 18 programmes. This resulted in increased planning, review and related engagement at programme level, increased budgetary support to the coordination function at both the OPM and programme levels, signalling growing institutional confidence and more predictable financing for programme governance. Increased institutionalisation of the Programme-Based Approach for NDP III and NDP IV delivery was strengthened through the issuance of the NDP IV Coordination Guide, the development of Standard Operating Procedures (SOPs), and strengthening coordination structures at both OPM and programme levels. These reforms provide a clear governance framework, streamlined implementation processes, and improved accountability across programme coordination levels.

Figure 19: *Technical Implementation Coordination Committee meeting on strengthening programme implementation and governance- with the Human Capital Development Programme.*

The OPM, through the National Partnership Policy 2013, **strengthened development cooperation alignment,** which reinforced the harmonisation of development assistance with Uganda's national priorities. The Technical Implementation Coordination Committee (TICC) Forum facilitated dialogue on increasing development assistance impact, financing, and improved aid effectiveness and off-budget development partner support aligned to NDP III goals. The February 2025 National Partnership Forum emphasised alignment of development cooperation to national priorities, as well as the integration of humanitarian refugees' development approaches.

Figure 20: *National Partnership Forum, February-2025 Sheraton Hotel, Kampala*

Government collaboration and oversight of the United Nations Sustainable Development Cooperation Framework (UNSDCF 2025 – 2030) was significantly strengthened through full alignment with NDP IV priorities. The OPM facilitated joint planning processes between Government and the UN system, promoting greater coherence, mutual accountability and transparency in programme delivery. This enhanced coordination will enable more efficient targeting of resources towards critical areas like human capital development, resilience to shocks and vulnerabilities, governance, and social development, among others. In addition, these efforts will lead to improved aid effectiveness and maximising the return on external support.

Figure 21: *Opening session of the United Nations Sustainable Development Cooperation Framework*

The OPM played a vital role in unlocking inter-MDA actions for investment and the delivery of transformative flagship projects. There was progress of strategic infrastructure projects such as the Standard Gauge Railway, Kabalega International Airport, Oil Palm Project, and oil and gas value addition infrastructure, UMEME, AFCON-related infrastructure (Hoima City Stadium, roads, other utilities), and the Greater Kampala Metropolitan Area (GKMA) roads, thus facilitating regional development by unlocking regional trade, reducing transport costs, and stimulating industrialisation for transformative development.

Figure 22: *Unlocking implementation obstacles in GKMA road infrastructure*

Accelerated nutrition programming and investment: Through the Uganda Nutrition Action Plan II (UNAP II) and its multisectoral and multi-stakeholder (MS & MS) platforms, significantly advanced national efforts to address malnutrition and strengthen human capital have been undertaken. Strategic policy events such as the 2nd National Nutrition Dialogue (NND) held in December 2024 and the National Nutrition Forum (NNF) in May 2025 facilitated high-level dialogue between Government and stakeholders, resulting in concrete commitments to increased financing for nutrition, the adoption and scaling of locally driven solutions, and the institutionalisation of school feeding programmes. These platforms served as catalysts for integrated policy action, aligning efforts across sectors such as health, education, agriculture, and social protection. Beyond improving nutritional outcomes, these investments are contributing to long-term human capital development, with high economic returns estimated at up to 10 times the value of every shilling invested in nutrition through improved productivity, reduced healthcare costs, and enhanced learning outcomes for children.

Figure 23: *Launch of multi-stakeholder platforms for scaling up nutrition at the 3rd NNF and 2nd National Nutrition Dialogue graced by the 3rd Deputy Prime Minister.*

The OPM responded to the growing demand for multi-sectoral engagement by establishing and operationalising new coordination platforms in thematic areas such as One Health, Water and Road Safety, Non-Communicable Diseases, and the Coffee Value Chain. In addition, the OPM enhanced inter-MDA collaboration through platforms like the 10-Year Health Supply Chain Roadmap, the Inter-MDA Committee on the Bio-Safety Law, and frameworks for Food and Animal Feed Security, as well as the Public Investment Management (PIM). These platforms have not only improved dialogue but also catalysed concrete actions that enhance service delivery by attracting both public and private sector investment. For example, strengthening multi-sectoral oversight within the PIM process has reduced inefficiencies and minimised value leakage across the investment cycle, thereby improving project appraisal, procurement, and contract management, and ultimately ensuring better returns on public investments and value for money.

Figure 24: *Inter-MDA TICC meeting*

Strengthened coordination and governance for food systems transformation: In alignment with the global development agenda, the OPM led and reinforced country-level actions that connected national priorities with regional and global frameworks for food systems transformation. Notable milestones included hosting the Food Systems Transformation Financing Conference in Kampala; profiling the country in the 1st and 2nd UN Food Systems Stock-Take Summits, held in Rome and Addis Ababa, Ethiopia, respectively; and mainstreaming of food systems transformation (FST) interventions into NDP IV, among others. Additionally, the OPM spearheaded the development of the draft Food Systems Transformation Action Plan (FSTAP), providing a strategic framework for coordinated investment, policy reform, and implementation. These efforts have laid the groundwork for a more resilient, inclusive, and sustainable food system aligned with national and international development goals.

Enhancing investment climate competitiveness: Under the Presidential Investors Round Table (PIRT), the OPM coordinated reforms that target unlocking private sector growth in agribusiness, ICT, tourism, and mineral value addition. These reforms are expected to attract strategic investments, enhance job creation, and boost Uganda's competitiveness rankings in global indices.

4.4.1.3 Progress under the interventions

4.4.1.3.1 Development of an effective communication strategy for NDP

Effective communication is a critical enabler for national development. It ensures that development priorities are well-understood, stakeholders are adequately engaged, and collective efforts are mobilised towards achieving national goals. In recognition of this, NPA developed a draft communication strategy for NDP IV by the end of FY 2024/25. This strategy provides a structured framework for conveying the objectives and priorities of NDP IV to diverse audiences, both within Government and across society at large.

The communication strategy outlines key messages tailored for different stakeholders, including MDAs, Local Governments, development partners, civil society organisations, and the private sector. It identifies the most appropriate channels for disseminating information, ranging from traditional media and official publications to digital platforms and targeted stakeholder engagements. In addition, the strategy specifies clear implementation mechanisms, including responsibilities for key actors, timelines for dissemination, and methods for feedback collection.

By providing this structured approach, the strategy aims to promote awareness and understanding of NDP IV, facilitate participation in development processes, and foster a sense of ownership among all stakeholders. It also emphasises the importance of continuous engagement, ensuring that communication is not a one-off activity but an ongoing process that reinforces alignment with national priorities and encourages active stakeholder participation.

The development of the communication strategy is particularly significant, given the complexity of coordinating multiple MDAs and Local Governments, each with its own priorities and operational contexts. By providing a common framework for communication, NPA seeks to harmonise messaging, reduce information gaps, and ensure that stakeholders receive consistent and accurate information regarding NDP IV objectives, implementation progress, and expected outcomes.

4.4.1.3.2 Development of an integrated M&E framework and system for NDP

Monitoring and evaluation are fundamental to ensuring that development plans are implemented as intended, that resources are efficiently utilised, and that results are measurable and verifiable. Under NDP III, several challenges were encountered in operationalising the M&E framework and system, including difficulties in timely data submission, lack of harmonisation of reporting formats, and limited capacity among M&E personnel in various MDAs and Local Governments. The integrated M&E framework goes beyond simple data collection; it establishes a structured process for linking inputs, activities, outputs, and outcomes across different sectors. It provides guidance on defining indicators, setting targets, and capturing data in a manner that ensures comparability across MDAs and Local Governments. Furthermore, the framework incorporates mechanisms for periodic review and validation of data, which helps maintain reliability and credibility in reporting.

Significant strides were also made by the OPM towards developing an integrated M&E framework and system to strengthen coordination, monitoring, and reporting across MDAs and Local Governments. Among them was the collaboration with NPA, OPM and MoFPED, which prioritised the development of an integrated M&E framework and web-based system for NDP IV.

During FY 2024/25, the Programme Implementation Action Plans (PIAPs) for NDP IV were consolidated and prepared for uploading onto the NDP web-based M&E system. This system is designed to facilitate real-time tracking of implementation progress, enabling decision-makers to identify bottlenecks, assess performance against targets, and make informed adjustments where necessary. By integrating all PIAPs into a single digital platform, the system promotes uniformity in reporting and enhances the ability of central and sectoral government institutions to access and analyse implementation data efficiently.

To complement the system, NPA, OPM, and MoFPED developed a plan to conduct training sessions for M&E officers and other responsible personnel across MDAs and Local Governments. These training programs aim to build capacity in using the web-based M&E system, including skills in data entry, analysis, reporting, and interpretation of results. Through this training, officers will be better equipped to produce accurate, timely, and standardised reports that contribute to effective performance monitoring and evidence-based decision-making. Three training exercises were conducted. The first was a training of the National Core Team of the NDP M&E system held from 10th–14th February 2025, followed by a refresher training for OPM departmental focal points from 20th–22nd February 2025. These exercises strengthened the ability of key stakeholders to coordinate and apply the system effectively. The third activity, conducted from 16th–20th June 2025, focused on mapping NDP III to NDP IV and flattening the NDP IV Results and Reporting Framework (RRF) to facilitate its configuration on the system. This exercise involved core system users from the OPM, MoFPED, NPA, UBOS, and MoICT&NG, thereby promoting a harmonised approach to results monitoring.

By consolidating the PIAPs and building the capacity of responsible officers, the NDP M&E system is designed to overcome the operational challenges experienced under the previous plan. It provides a foundation for more effective coordination between Central and Local Government institutions, enhances accountability by tracking resource utilisation and results, and facilitates timely interventions where implementation gaps are identified. The system also serves as a platform for consolidating feedback from stakeholders, enabling continuous improvement in planning, monitoring, and reporting processes.

Another major milestone was the institutionalisation of the M&E Cadre in the Public Service. This was achieved through the development of Schemes of Service for the M&E Cadre, the establishment of staffing norms, and support to MDAs in recruiting dedicated M&E staff. These efforts mark a critical step in professionalising the M&E function within Government and ensuring that every institution has the technical personnel needed to generate and analyse evidence for decision-making. In addition, new M&E Guidelines for NDP IV Implementation Monitoring, Evaluation, and Learning were developed. These guidelines provide a standardised framework for MDAs and Local Governments to plan, monitor, and report progress, ensuring consistency and comparability across sectors.

Despite these achievements, several challenges continue to constrain the effectiveness of the integrated M&E framework. First, limited technical capacity across many MDAs and LGs affects their ability to define indicators, collect quality data, and interpret results. Second, issues of data quality and timeliness persist, with incomplete, delayed, or inaccurate submissions undermining the reliability of the RRF. Third, inadequate budgeting for M&E activities in many institutions hampers sustainability of the system, including training and system upgrades. Fourth, the involvement of multiple actors (OPM, MoFPED, NPA, UBOS, and MoICT/NG), sometimes creates coordination fatigue, leading to bureaucratic delays and competing priorities. Lastly, the limited use of M&E findings for policy and budgeting decision-making remains a critical weakness, with the system at risk of being perceived as a compliance tool rather than a driver of evidence-based decision-making.

4.4.1.3.3 Development and rollout of the National Public Risk Management Strategy

During FY 2024/25, the Ministry of Finance made significant strides in the development and operationalisation of the National Public Risk Management Strategy, a critical initiative aimed at aligning Uganda's risk management practices with international standards. By establishing a structured and coordinated approach to identifying, assessing, and mitigating risks, this intervention has strengthened governance and oversight across MDAs and LGs. The strategy is intended to ensure that potential challenges to programme implementation are anticipated and managed proactively, thereby contributing directly to improved public sector performance and accountability.

A key outcome of this intervention was the establishment of the Enterprise Risk Management Taskforce, which has guided the formulation of the National Risk Management Policy and institutional-specific risk management frameworks. These frameworks provide a clear structure for integrating risk considerations into operational and strategic decision-making within government institutions. Additionally, the completion of the draft National Risk Management Strategy development assessment manual provides a practical guide for the systematic assessment and mitigation of risks at all levels of Government.

Complementing the frameworks, the Ministry conducted risk governance awareness training in select MDAs and LGs, reinforcing the understanding and application of risk management principles among key personnel. A governance baseline survey in selected MoFPED-affiliated entities further provided insights into existing governance structures, identifying strengths and gaps that inform targeted interventions. Collectively, these initiatives have strengthened the capacity of MDAs and LGs to manage risk effectively, contributing to more resilient, accountable, and results-oriented public service delivery.

4.4.1.3.4 Enhancing staff capacity for high-quality, impact-driven performance audits

The Ministry of Finance developed key tools, including the draft Public Sector Governance Assurance Audit Guidelines, the National Integrity Scorecard Assessment Tool, the Project Risk Assessment Tool, and the draft National Anti-Corruption and Fraud Control Strategy, all of which provide the foundation for consistent and robust audit practices. These tools have contributed directly to improving the quality and impact of audits, enabling auditors to generate actionable insights that inform governance and policy decisions.

To reinforce practical capacity, targeted training was provided for auditors and risk management personnel. Eight internal auditors underwent specialised Public Sector Governance Assurance audit training, while 20 auditors were trained by KPMG in the use of IDEA software for data analytics, and 21 auditors received Excel training through the Institute of Internal Auditors. Additionally, two officers were trained in big data analysis and aggregation for policy purposes, and at least 10 officers enhanced their competencies in internal audit, risk management, and related fields. These efforts have significantly strengthened the analytical capabilities of staff and the Government's ability to conduct rigorous, data-driven audits.

Stakeholder engagement was a critical component of this work. Consultations with the KPMG team from Kenya explored the integration of data analytics into IT audits, while engagements with 20 Local Governments focused on the conduct of performance audits at the sub-national level. Regular interactions with the Audit Committee ensured that IT and performance audits were effectively incorporated into quarterly reporting, reinforcing accountability and governance oversight. These engagements have not only strengthened technical capacity but also fostered a culture of collaboration and continuous improvement across MDAs and LGs.

The Office of the Auditor General enhanced staff capacity in a bid to conduct value-adding and impactful audits. This is to be realised through creation of a multiskilled pool of technical audit staff who are proficient in applying diverse audit techniques towards undertaking high-quality audits. In FY 2024/25, the Office doubled its efforts to build skills in specialised areas:

- **Four (4) staff** were trained in the area of Engineering audits.
- **Eight (8) staff** in Information systems audits.
- **Three (3)** in Environmental audits.
- **Five (5) staff members** were supported to complete the VFM/Performance Audit 3 Module Diploma course after completion of the Main Study module in March 2025, culminating in certification.
- **Two (2) office-wide refresher trainings** were undertaken through which all technical audit staff were taken through the audit of financial statements and application of the updated Compliance Audit Manual.
- **Fifty-five (55) staff** were trained in the use of quantitative methods in performance audits.
- **Twenty-nine (29)** staff members were also supported to undertake professional certification courses, including CISA, CISM, CPA, and CIPS certifications.

These efforts enhance the credibility of audit results and contribute to building overall professional competence of the OAG workforce. This culminates in improved compliance with audit standards and the production of actionable recommendations.

Additionally, owing to the growing importance of the energy and extractives sector to the overall economic outlook of Uganda, deliberate training initiatives were undertaken towards equipping staff with skills in these specific audit areas. As such, seven (7) staff were trained in various aspects of Oil and Gas, as well as Energy audits.

During the year, the OAG adopted the AFROSAI-E Integrated Competence Framework (ICF) for Supreme Audit Institutions (SAIs), which spells out the functional knowledge, skills, behavioural, and leadership attributes required for various roles within the office. With technical support from the National Curriculum Development Centre, the Office completed the customisation of the training framework to streamline capacity-building efforts. By the end of the year, a comprehensive training curriculum was nearing completion, designed to cover detailed and relevant training activities for all professions within the Office. This follows the successful identification and elaboration of training modules, ensuring that the curriculum will address diverse professional needs and strengthen institutional capacity. All this has grown the Office's stock of human capital in terms of staff skills and knowledge in specialised audit areas, which has led to improved audit coverage, greater quality of audits and increased uptake of audit results.

4.4.1.3.5 Operationalise the high-level Public Policy Management Executive Forum (APEX Platform)

During the reporting period, the APEX Platform Secretariat, in collaboration with the DPI Secretariat and core APEX institutions, undertook a range of activities aimed at consolidating the operationalisation of the APEX Platform as a high-level mechanism for public policy management. These interventions focused on strengthening oversight of government programmes, fostering inter-institutional collaboration, and improving the evidence base for policy decision-making.

A key milestone was the high-level review meeting convened at Speke Resort Munyonyo from 24th–25th October 2024, which assessed the performance of the APEX Platform since its inception. The meeting brought together stakeholders from across Government and development partners to take stock of achievements, challenges, and emerging priorities. Arising from this engagement, the APEX Platform Guidelines and Procedures Manual was revised, incorporating guidance issued by H.E. the President during the inaugural APEX Forum held at Kololo Ceremonial Grounds on 13th July 2022. While this marked significant progress, the review also highlighted the continued need to strengthen the capacity of the Secretariat to fully discharge its mandate.

Figure 25: *Head of Public Service/Secretary to Cabinet chairing an APEX Platform Steering Committee Meeting to follow the implementation of the recommendations arising from the high-level Coffee Dialogue held at Speke Resort, Munyonyo.*

To generate evidence for policy deliberations, the Secretariat prepared an analysis of the performance of the services sector in Uganda over the period 2010–2025, with technical inputs from core APEX institutions, including MoFPED, MoPS, MoLG, NPA, and Operation Wealth Creation (OWC). This analysis, which provides a detailed assessment of growth trends, challenges, and opportunities in the services sector, is intended to inform APEX Platform engagements for FY 2025/26.

In line with Cabinet Decision under Minute 101 (CT 2019), which tasked the Office of the President with evaluating completed loan-funded projects, the Secretariat also undertook a study on the impact of selected development-funded projects on communities in Uganda. The study assessed the extent to which these projects achieved their intended objectives and provided critical insights into the effectiveness of Public Investment Management (PIM). The findings indicate that low priority is still attached to the operations and maintenance created by different projects implemented over the period under review. Consequently, a number of the facilities had broken down and some of the Community Access Roads (CARs) visited were in very poor condition, as the figures below show:

Figure 26: *A poorly maintained and non-functional CAIIP II agro-processing facility in Amach Sub-county, Lira District*

Figure 27: *A poorly maintained CAIIP I road in Nagoje Sub-county, Mukono District*

Stakeholder engagement remained a central pillar of the APEX Platform's operations. On 17th December 2024, the Secretariat convened a high-level Coffee Dialogue at Speke Resort Munyonyo to review the performance of Uganda's coffee sector. The dialogue, opened by the Minister for the Presidency, attracted high-level participation, including attendance by the Third Deputy Prime Minister and Minister without Portfolio, the Minister of State in the Office of the President (Economic Monitoring), Members of Parliament, representatives from UNDP, and other dignitaries. The discussions generated actionable recommendations on sector reforms, which were subsequently followed up by the APEX Platform Steering Committee under the leadership of the Head of Public Service and Secretary to Cabinet on 4th April 2025.

Figure 28: *A photographic moment with the key stakeholders that attended the high-level Coffee Dialogue at Speke Resort Munyonyo to review the performance of Uganda's coffee sector*

As a result, APEX Platform Sub-Committees were constituted to oversee the Action Implementation Matrix, focusing on critical areas such as the seamless transition of UCDA into MAAIF, strengthening coffee quality assurance and standards, enhancing research and innovation, seed multiplication, improving coffee traceability systems, increasing productivity and competitiveness, supporting cooperatives and farmer organisations, advancing brand development and market positioning, promoting value addition and domestic consumption, ensuring environmental sustainability, and strengthening inter-agency coordination and financing for the sector. An Action Report was prepared and disseminated to all relevant MDAs, with implementation being closely supervised by the Head of Public Service/Secretary to Cabinet.

Figure 29: *Panellists at the high-level Coffee Dialogue held at Speke Resort, Munyonyo on 17th December 2024*

The implementation of the above activities was constrained by several challenges. Chief among them was the absence of timely and reliable data to support effective monitoring and evaluation of government programmes and projects. This data gap undermined the ability of the Secretariat to generate comprehensive evidence for decision-making and to track progress in a systematic manner. In addition, coordination challenges persisted across MDAs, often slowing down the implementation of agreed actions and complicating oversight of cross-sectoral priorities.

These challenges reaffirm the urgency of developing an integrated M&E framework and system for the NDP that is capable of harmonising reporting, reducing duplication, and ensuring timely access to quality data.

Additionally, through its Manifesto Implementing Unit, the Office of the President continued to play its role in ensuring the fulfilment of the Manifesto commitments made to the electorate. This was achieved through tracking progress of implementation of the Manifesto commitments in the different MDAs and Local Governments. As such, the following achievements were registered:

i. A Mid-Term Review (MTR) of the National Resistance Movement (NRM) Manifesto 2021 – 2026 was conducted and finalised. The MTR presents the status of the implementation of the various commitments as of June 2024. During this process, consultative review meetings were conducted with Hon. Ministers from various sectors between August and September 2024 to finalise the MTR Report of the Manifesto 2021– 2026. The findings indicate that:

- **35%** of the **Manifesto targets** are achieved.
- **49%** are on track.
- **16%** are not yet implemented.

These findings reawakened stakeholders to their different roles towards ensuring complete implementation of the commitments. Additionally, the Unit undertook an End-Term Evaluation of the Manifesto 2021 – 2026 to assess Government's performance in delivering on its stated commitments as the current political term concludes. The report will be finalised during Quarter One of FY 2025/26.

ii. The Manifesto Accountability Week 2024, jointly organised by the Office of the President and MoICT&NG, was held from 15th November to 5th December 2024. The official opening, graced by the Rt. Hon. Prime Minister at the Office of the President Auditorium, featured sector-specific presentations by Cabinet Ministers on the progress of the NRM Manifesto (2021–2026) commitments, complemented by interactive media sessions aimed at providing accountability to the citizenry on the status of Manifesto implementation. Publicity efforts included national and local radio/TV talk shows, print and digital publications, social media campaigns, and documentaries, all aimed at enhancing public awareness, sharing implementation challenges, and promoting accountability. The Manifesto Accountability Week 2024 concluded with a statement from H.E. the President, delivered by the Minister for the Presidency.

iii. Five (05) monitoring reports were produced for the Northern, Western, Eastern, Central, and Kampala Regions. These monitoring and validation reports assessed the varying levels of progress in implementing the Manifesto commitments across sectors such as infrastructure development, minerals, industry, livelihood interventions, the Parish Development Model (PDM), agriculture, staffing levels in districts and cities, the Judiciary, and security. The publication provides detailed information on the availability and distribution of key infrastructure and services at parish, sub-county, and district levels. This comprehensive statistical report serves as an evidence-based reference for evaluating Manifesto implementation, and will guide future planning and decision-making at the local government level.

iv. Popularisation and sensitisation of the Manifesto commitments and achievements. This was done through eight (08) print media articles, newspaper supplements, four (04) documentaries, 40 TV and radio talk shows, and two (02) online publications. Additionally, Manifesto engagement sessions were held with district leadership across the country during the Manifesto end-term evaluation, monitoring and validation exercises to enable citizens to gain an insight into the extent of the Manifesto's implementation.

v. Four district-level sensitisation engagements and four regional stakeholder meetings on the 2021–2026 Manifesto commitments were held at the National Leadership Institute, Kyankwanzi, bringing together political and technical leaders from across the regions and Kampala, including MPs, RDCs, LCV Chairpersons, CAOs, Mayors, and Senior Presidential Advisors. The dialogues aimed to review and popularise Manifesto achievements, identify challenges, propose solutions, integrate commitments into government planning and budgeting, and strengthen teamwork at the local level. The engagements resulted in enhanced understanding of the Manifesto, improved collaboration between leaders, identification of implementation challenges with agreed strategies, stronger commitment to monitoring and mobilising for government programmes, reinforced mainstreaming of priorities across MDAs and Local Governments, and renewed patriotism and dedication to serving Uganda with integrity and accountability.

vi. An online manifesto reporting tool is now operational but yet to be widely disseminated to the wider public. This manifesto monitoring and performance framework is an integrated application designed to track, display, and visualise the performance of priority outputs and outcome indicators outlined in the NRM Manifesto 2021–2026. The reporting framework operates within the integrated NDP M&E web-based system, leveraging quarterly and annual performance data reported against NDP targets in line with NDP III programming at both Central and Local Government levels. Capacity building was undertaken for four (04) of the 80 Manifesto focal persons on the use of the developed reporting tool.

Regular training sessions for system users on tool navigation and data entry were conducted, alongside four (04) routine maintenance exercises of the system and periodic reviews of programme indicators and MDAs' commitments. All 28 MDAs have now entered their reports into the system and are actively using the online manifesto reporting framework.

Figure 30: *Presidency Minister, Hon. Milly Babirye Babalanda (in yellow dress), is joined by Presidency Secretary Hajji Yunus Kakande and the Manifesto Implementation Unit officials during the launch of the 2024 Manifesto Accountability Week 2024 at the Office the Prime Minister.*

Challenges

Despite the achievements, several challenges constrained implementation. Limited availability of timely and reliable data continues to affect risk assessments and audit processes, particularly in LGs with weaker information systems. Coordination gaps across MDAs and LGs sometimes slowed the adoption of standardised audit and risk management practices.

The absence of timely and reliable data to support effective monitoring and evaluation of government programmes and projects undermined the ability of the Secretariat to generate comprehensive evidence for decision-making and to track progress in a systematic manner.

4.4.1.4 Lessons

Strong coordination ensures that all stakeholders, including line Ministries, Local Governments, and development partners, operate under a unified framework, thereby minimising duplication of efforts and ensuring

timely dissemination of information. Robust monitoring mechanisms provide real-time insight into budget performance, enabling early identification of deviations and facilitating corrective actions.

Manifesto engagements did result in enhanced understanding of the Manifesto, improved collaboration between leaders, identification of implementation challenges with agreed strategies, stronger commitment to monitoring and mobilising for government programmes, reinforced mainstreaming of priorities across MDAs and Local Governments. This has revitalised and renewed patriotism and dedication to serving Uganda with integrity and accountability within the Manifesto framework.

The introduction of the web-based M&E system has underscored the need for continued investment in institutional capacity, the integration of advanced data analytics, and strengthened coordination mechanisms to ensure that risk management and audit reforms are sustained and scaled based on generated evidence. By consolidating the PIAPs and building the capacity of responsible officers, the NDP M&E system is designed to overcome the operational challenges experienced under the previous plan. The system also serves as a platform for consolidating feedback from stakeholders, enabling continuous improvement in planning, monitoring, and reporting processes.

4.5 Objective 5: Strengthen the Capacity of the National Statistics System to Generate Data for National Development

The relevance of data and statistics in enhancing public service delivery is very crucial in decision making especially planning, defining needs, setting goals, interventions and evaluating progress/achievements. The statistics requirements for tracking National and International Development agendas are consolidated in the National Standard Indicators (NSI) Framework. The NSI framework provides the basis for statistical production in the National Statistical System. DPI through Uganda Bureau of Statistics (UBOS) implemented several statistical activities during the year, for detailed statistical information and products readers of this report are advised to download the statistics publications through link: ***https://www.ubos.org/publications/statistical/***

Table 19: Status of Objective 5 Performance against Key Indicators

Objective	Outcome	Indicator	Baseline 2017/18	Target 2024/25	Actual 2024/25	Institution
5. Strengthen the capacity of the national statistics system to generate data for national development	Evidence based decision making	Proportion of NDPIII baseline indicators up to date and updated	60	100	80% [6]	UBOS
		Proportion of key indicators up to date with periodic data	40	100	92% [7]	UBOS
	Enhanced use of data for evidence-based policy and decision making	Proportion of NDP results framework informed by official statistics	30	100	80% [8]	UBOS

Source: *NSI Report, UBOS*

The statistical needs for monitoring implementation of the NDP III are articulated in the Results and Reporting Framework. During the first two years of NDP III, the NSS was overwhelmed with a huge number of indicators some of which were not measurable given the existing administrative data systems and this translated into huge data gaps as highlighted in the Midterm review report. The UBOS under the Plan for National Statistical Development has continued to support MDAs and LGs to improve their administrative data systems to enhance the compilation of statistics. Consequently, this performance is based on the Reprioritized RRF that defined a new set of indicators.

To enhance the capacity of the NSS to produce data for national development, the Uganda Bureau of Statistics is the lead agency implemented various activities in line with the interventions listed below:

Align and synchronize national survey and census Programmes to NDP III, Africa Agenda 2063, SDGs and other development framework data requirements.

Several surveys and censuses are aligned to the development frameworks through the National Standard Indicator Framework whose update is done on an annual basis. This culminated into for example the production of the GDP estimates before the budget is read.

6 Overall Performance of the NSI.
7 Performance of the NSI Level 1 & 2: Level 1 presents indicators for National Graduation to Lower Middle-Income Status and Level II presents indicators for the Goals, Objectives and Key Result Areas of the NDP.
8 Performance of the NSI Level 2 & 3: Level 3 presents the NDP Programme outcome indicators.

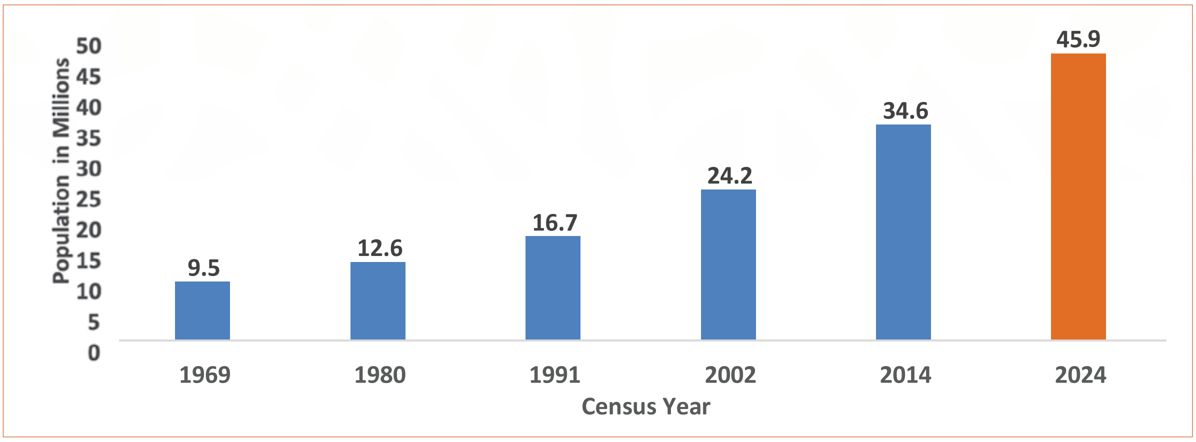
Other key products produced include; Key Economic Indicators, consumer price indices (weekly and monthly), Real Estate surveys (quarterly), Uganda Annual Agriculture Survey, Quarterly Labour Force Survey (Quarterly), Uganda Aquaculture Census, Uganda Human Resource Survey(every 5 years), Uganda Malaria Indicator Survey (every 5 years), National Panel Survey (yearly), Annul agricultural survey (yearly), Producer price indices (quarterly), construction sector indices (quarterly), water, Oil and Gas, Energy and Mineral, Infrastructure, statistics (annual), migration statistics (monthly), National Labour Force surveys (every 5 years). National Population and Housing Census (Aligned to Calendar for Censuses in the region), National Livestock and Agricultural Census (every 10 years), Census of Business Establishments (COBE) every 10 years.

Key Highlights of the figures produced include;

National Population and Housing census 2024 data processing and production of the Main Report: Regarded as the most significant and gigantic statistical undertaking in most of the countries in the world, including Uganda. In Uganda, Population Censuses remain the main source of demographic and socio-economic data. Overtime, Census undertaking has improved in quality and scope, with every Census being more comprehensive than the preceding one. Uganda conducted the 6th post-independence census over the period 10th - 19th May 2024. However, the data collection was extended to 26th May 2024, mainly in Greater Kampala. The census data processing and report writing was finalized in December 2024, and the Main Report was disseminated on 31st December 2024.

Over, the total population of Uganda was 45.9 million persons in 2024 as shown in Figure 5.1. This represents an increase of 11.3 million persons from the 2014 census. There is a steady increase in population size over the years from 1969 to 2024.

Figure 31: Total population by Census year, 1969 – 2024



NPHC 2024 main Report-UBOS

Annual Gross Domestic Product:

The preliminary estimates of Gross domestic Product (GDP) indicate that the Ugandan economy grew by 6.3 percent in the Fiscal Year (FY) 2024/25 up from a growth of 6.1 percent recorded in FY 2023/24. In nominal terms the size of the economy increased to Uganda shillings 226,344 billion in FY 2024/25 from 203,708 billion in 2023/24 (Table 5.2).

Table 20: Preliminary Annual Gross Domestic Product for FY2024/25 (Base=2016/2017)

GDP	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
At current prices (Billion shillings)	139,689	148,310	162,750	183,004	203,708	226,344
At constant 2016/17 prices (Billion shillings)	126,410	130,881	136,886	144,191	152,923	162,562
Quantity index (2016/17=100)	116.5	120.6	126.1	132.9	140.9	149.8
Constant price growth rates (%)	3.0%	3.5%	4.6%	126.9%	6.1%	6.3%
Implied deflators (2016/17=100)	110.5	113.3	118.9	126.9	133.2	139.2
GDP per capita at current prices						
GDP per capita (UGS '000)	3,403	3,500	3,723	4,058	4,380	4,661
GDP per capita (US $)	916	957	1,042	1,081	1,159	1,263

Source: *National Accounts, UBOS*

Quarterly Gross Domestic Product: Year on year Quarterly Gross Domestic Product for Q3 of FY 2024/25 grew by 8.6% compared to the growth 7.1% registered in Q3 of the previous FY 2023/24.

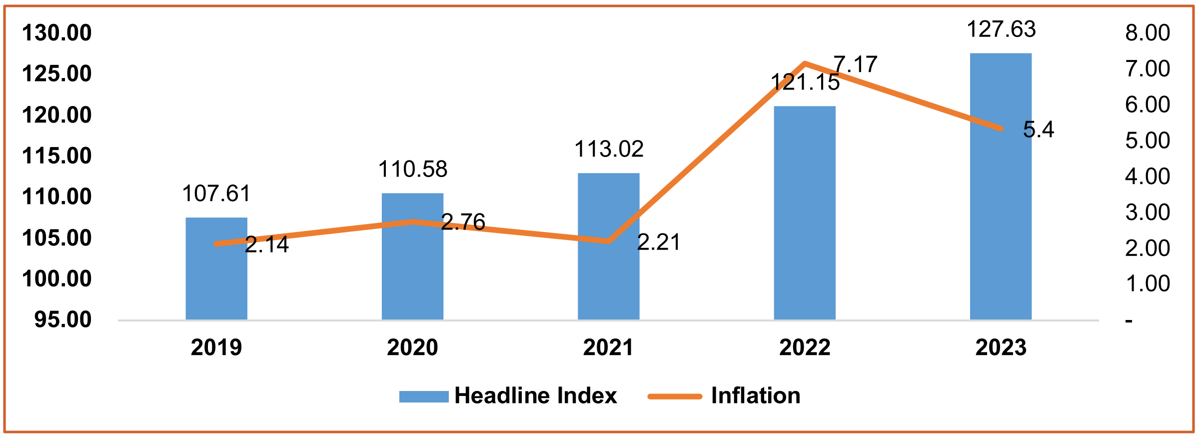
Table 21: Quarterly Gross Domestic Product up to Q4 FY2024/25 (Base=2016/2017)

Year	2022/23				2023/24				2024/25		
Period	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
ORIGINAL ESTIMATES											
GDP at market prices	38,757	35,487	33,441	36,507	40,927	37,552	35,801	38,759	43,671	39,534	38,884
Agriculture, Forestry & Fishing	11,105	8,201	6,448	7,574	11,647	8,344	6,707	8,431	12,662	8,947	7,375
Industry	9,410	9,224	9,214	9,882	10,277	9,574	9,773	9,942	10,879	10,383	10,521
Services	15,786	15,593	15,192	16,347	16,255	16,990	16,512	17,463	17,162	17,323	17,890
Adjustments											
Taxes on products	2,457	2,469	2,587	2,703	2,748	2,644	2,810	2,923	2,968	2,881	3,099

Source: *National Accounts, UBOS*

Consumer Price Index (CPI) - Inflation figures: The Annual Inflation as measured by the Consumer Price Index for Uganda for the 12 months to June 2025 is 3.9 percent compared to the 3.8 percent registered in the year ended May 2025. Figure 5.2 shows the trend in Headline Index and Annual Average Inflation 2019–2023.

Figure 32: Headline Index and Annual Average Inflation 2019–2023



Source*: Uganda Bureau of Statistics*

Producer Price Index –Manufacturing and Utilities (PPI-M&U): The Annual Headline inflation as measured by the Producer Price Index of Manufacturing and utilities for the 12 months to June 2025 was registered at 1.2 percent compared to 1.3 percent registered in the year ended May 2025. Table 5.4 shows trend in PPI-M&U for 2019 – 2023.

Table 22: PPI-M&U Annual Percentage Changes, Calendar Year 2019-2023; (July 2016 to June 2017=100)

Industry Group	Base period Weights	2019	2020	2021	2022	2023
Index						
PPI-Manufacturing and Utilities	1000.00	105.58	108.20	111.86	119.50	122.28
PPI-Manufacturing Indices	886.44	105.80	108.68	112.82	120.95	123.31
PPI-Utilities Indices	113.56	103.85	104.42	104.37	108.16	114.26
Annual Percentage change						
PPI-Manufacturing and Utilities Changes	1000.00	1.6	2.5	3.4	6.8	2.4
PPI-Manufacturing changes	886.44	1.3	2.7	3.8	7.2	2.0
Food Products	358.36	0.9	5.3	6.7	9.4	1.8
Beverages	74.23	4.7	(0.7)	(0.6)	1.3	4.6

Source: *Uganda Bureau of Statistics*

Construction Input Price Indices and Construction Sector Inflation: Construction Sector Inflation as measured by the Construction Input Price Index for Uganda for the 12 months to June 2025 was registered at 0.6 percent compared to 0.5 percent registered for the year ended May 2025. The trend of Construction Input Price Indices and Construction Sector Inflation is in Table 5.5.

Table 23: Construction Input Price Indices, FY 2016/17=100

Description	Weights	2019	2020	2021	2022	2023
Construction	**1000.0000**	**1.8**	**1.6**	**3.0**	**8.3**	**3.7**
Construction of Buildings	421.0753	1.5	2.4	3.2	5.8	3.9
Civil Engineering / Works	96.8855	1.8	1.8	2.3	7.2	3.9
Specialized Construction Activities	482.0392	2.2	0.9	2.9	10.8	3.5

Source: *Uganda Bureau of Statistics*

Sectoral Performance

Year on Year gross value added for the agriculture sector grew by 10.0 percent in Q3 of 2024/25 as compared to a growth of 4.0 percent in Q3 of the previous year. The growth in the agricultural sector was due to food crop and cash crop growing activities which registered growth of 7.7 percent and 9.3 percent respectively in Q3 2024/25 compared to a growth of 7.7 percent and 13.4 percent respectively in Q3 2023/24. Year on Year gross value added for the industry sector grew by 7.6 percent in Q3 of 2024/25 compared to a growth of 6.1 percent in Q3 of the previous year. This growth was due to increase in manufacturing activities which grew by 5.0 percent in Q3 2024/25 compared to a growth of 5.0 percent recorded in Q3 2023/24. In addition, Construction activities grew by 12.2 percent in Q3 2024/25, compared to a growth of 9.0 percent recorded in Q3 2023/24. The services sector Year on Year gross value added grew by 8.3 percent in Q3 of 2024/25 compared to a growth of 8.7 percent in Q3 of the previous year. This growth was mainly driven by increase in trade & repairs activities and transport and storage activities which grew by 11.7 percent and 6.5 percent respectively in Q3 of 2024/2025.

Highlights of other Key Economic Indicators include:

i). Exchange Rate where the official mid-rate for the Uganda currency per US dollar averaged at 3,678 (UGX/ 1 USD) during the third quarter of 2024/25 from an average of 3,670 (UGX/ 1 USD) registered in the previous quarter. The changes reflect a depreciation of 0.2 percent in the value of the shilling against the US dollar.

ii). Commercial bank Outstanding loans: During Q3 2024/25, total outstanding commercial bank loans and advances to the private sector increased by 2.0 percent from UGX 67.9 trillion in Q2 2024/25 to UGX 69.3 trillion in Q3 2024/25. Personal Loans and Household Loans took the biggest share of the loans and advances with 24.7 percent (17.1 trillion shillings) in Q3 2024/25

The Uganda National Household Survey (UNHS 2023/24):

Figure 33: *Hon Amos Lugolobi (Minister of Finance, Planning and Economic Devt-planning) 5th right, Dr Byamugisha Albert (C/M board of directors UBOS), 4th right, Dr Chris N. Mukiza (ED/Chief Statistician UBOS) 3rd right and other stakeholders at the launch of key findings of UNHS 2023/24 report at Hotel Africana.*

The report for the Uganda National Household Survey 2023/24 was disseminated on 15th May 2025. The Uganda National Household Survey (UNHS) 2023/24 remains a cornerstone for socioeconomic planning and policy development. Conducted by the Uganda Bureau of Statistics (UBOS) every three years since 1999/2000, this survey represents the eighth iteration. The adoption of advanced data collection methods and the expansion of survey modules reinforce the commitment to delivering reliable and timely statistics. The UNHS continues to provide vital information for assessing poverty levels, monitoring socio-economic trends and evaluating welfare-related issues in alignment with national and international development frameworks. Since this survey and the National Population and Housing Census (NPHC) 2024 were conducted in the same period, indicators already covered in the final NPHC 2024 report have been excluded from this report. Readers are advised to refer to the main Census report for details on those indicators.

Key Highlights from the Uganda National Household Survey 2023/24

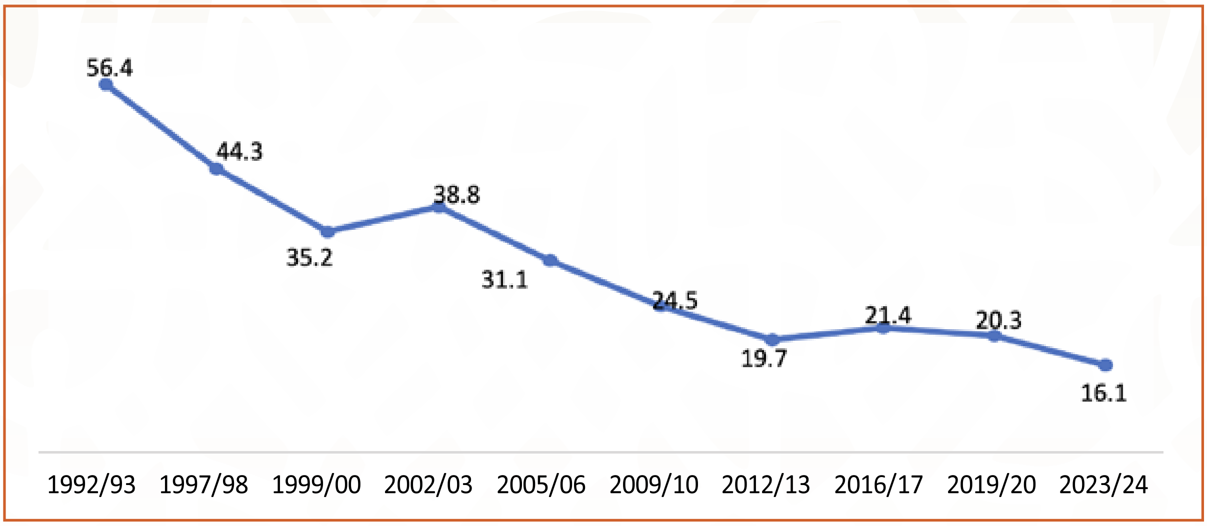
The Primary School Gross Enrolment Ratio (GER) was estimated at 120 percent in 2023/24 while the overall Net Enrolment Ratio (NER) was estimated at 78 percent. The GER and NER among secondary school going age learners was 34 percent and 23 percent respectively.

The majority of the Working Age Population (WAP), which includes persons aged 14-64 that were working, were in employment

(64%). The services sector accounted for the largest share of employment (47%) followed by the agriculture, forestry and fisheries sector at 40 percent. The median monthly cash earning of persons in paid employment was Uganda Shillings 200,000/=.

Uganda recorded a significant reduction in income poverty headcount and the number of poor persons. The income poverty headcount significantly decreased by 4.2 percentage points from 20.3 percent in 2019/20 to 16.1 percent in 2023/24. In absolute terms, people who lived below the lower national poverty line significantly dropped from 8.3 million to 7.0 million, implying that 1.3 million were out of poverty. The trend in income poverty headcount is in Figure 5.3.

Figure 34: Trends in income poverty headcount based on the poverty line of one dollar per person per day, %



Source: UBOS- UNHS 2023/24 Report

Uganda Harmonized Integrated Survey (UHIS) -Wave II: The implementation of the Uganda Harmonized Integrated Survey (UHIS) integrating the activities of Uganda National Panel Survey (UNPS), and the Annual Agricultural Survey (AAS) with support from WB, FAO and GOU was undertaken during FY 2023/24. The UNPS is a longitudinal survey with a sample of approx. 6,000 agricultural and non-agricultural households.

Annual Agricultural survey FY 2021/22: The Annual Agricultural Survey Report was disseminated. At the end of NDP II, Government of Uganda (GOU) noted that the large proportion of households (68.9%) were still in the subsistence economy. The recent National Population and Housing Census 2024 (NPHC) shows that the proportion of the households in a subsistence economy reduced to 33 percent and of these, 75 percent relied on subsistence agriculture.

The agricultural sector is the largest employer (47%) in Uganda, and it remains essential to secure the livelihood of the Ugandan population. The Uganda Harmonized Integrated Survey- Annual Agricultural Survey (AAS) 2021/22 estimated that about 6.9 million households operated/cultivated land and/or reared livestock during the agricultural year 2021/22.

Key Highlights from the Annual Agricultural survey FY 2021/22

Most agricultural parcels are of customary land tenure (63.0%) and the average holding size has been relatively stable at 1.3 Ha per HH in the Second Season of the year 2021 compared to the 1.1 Ha in the Uganda Census of Agriculture 2008/9. The AAS 2021/22 results shows that 34.9 percent of adults (18+) living in agricultural households own or have tenure rights over the land they cultivate. Such percentage gets as high as 45.9 percent among men, while it goes down to 25.5 percent among the women (SDG 5.a.1 – part a). The share of women with ownership or tenure rights over agricultural land was 39.3 percent (SDG 5.a.1 – part b).

The Uganda Aquaculture census:

Figure 35: *Director (DMES) Ms Alizikhi Khauda Lubega Supervising Some Aqaculture Enumerators*

The data collection of Uganda Aquaculture census was successfully completed; data processing is ongoing.

The Baseline Education Census:

Figure 36: *Hon Janet Museveni Kataaha (Minister of Education and Sports) Flagging off BEC (Baseline Education Census) in Jinja on 3rd April 2025.*

The Ministry of Education and Sports, in collaboration with the Uganda Bureau of Statistics (UBOS), launched a nationwide baseline education census in April 2025 to improve educational planning and policy through accurate data collection on learners, teachers, and institutions. The census covers all education levels, from pre-primary to university, and aims to establish robust datasets for resource allocation and to address other issues. Data collection is currently ongoing across the country.

Uganda National Human Resource Survey: The Human Resource survey plays a crucial role in providing essential information for the formulation and implementation of key labour market policies. They are a source of data on the stock, types and distribution of skills within an economy. In addition to providing data on the skills demand, skills shortages and surpluses, they furnish information on the education and training institutions capacity including their intake and output. The National Human Resource Survey was implemented by the Uganda Bureau of Statistics with support from its key stakeholders including Ministry of Gender, Labour and Social Development (MGLSD), National Planning Authority (NPA), Ministry of Finance Planning and Economic Development (MFPED), National Council of Higher Education (NCHE), Ministry of Education and Sports (MOES), Higher Local Governments (HLG), Center of Free Trade Union (COFTU), Federation of Uganda Employers (FUE) etc.

Data collection was completed and the report writing is ongoing.

Quarterly Labour Market Survey:

Labour Statistics are vital in the measurement of economic growth and development of a nation. These statistics provide indicators on the number of people who, during a specific period, contributed to the production of goods and services in the country and their characteristics. The Uganda Bureau of Statistics is currently generating Labour Market indicators on a quarterly basis from the Quarterly Labour Market Survey. The Q 2 and Q3 data collection has been collected but was greatly hindered by the delayed release of funds to undertake the data collection.

Figure 37: *Comissioning of Interviewers for the 2024/25 Labour Market Survey in the UBOS Confrence Hall.*

The Malaria Indicator Survey (UMIS) 2024:

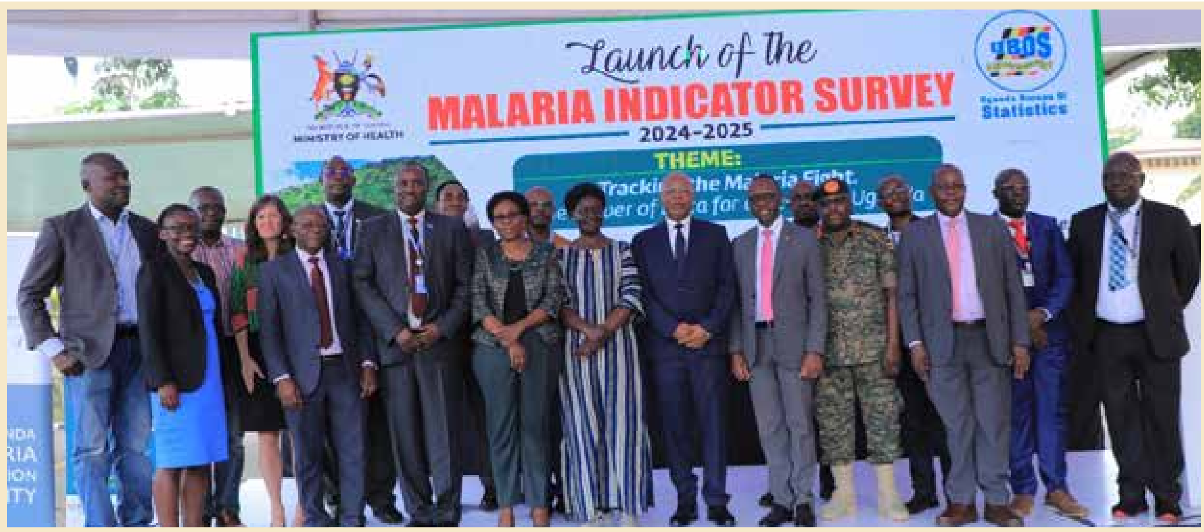


Figure 38: *4th Left, Dr Jane Ruth Aceng Minister of Health, 6th Left, Dr Chris Mukiza (ED/Chief Statistician UBOS) and other stakeholders at the launch of the Malaria Indicator Survey.*

The 2024-2025 Malaria Indicator Survey was launched on 29th November 2024 by the Minister of Health Dr. Jane Ruth Aceng, who was joined by other officials, including the FCU Coordinator, the Director General of Health Services, UBOS ED Dr. Chris Mukiza and development partner representatives from the WHO and USAID. MIS 2024 collects data on all malaria indicators including: Household ownership of insecticide-treated mosquito nets and their use, especially by children under five years of age and pregnant women, Intermittent preventive treatment against malaria during pregnancy, The type and timing of treatment of high fever in children under five years of age, Indoor residual spraying of insecticide to kill mosquitoes and Diagnostic blood testing of children under five with fever. Training data collection started in December 2024 and ended in January 2025, data processing and report production is ongoing.

2024 Statistical Abstract: The Statistical Abstract is an annual publication compiled by Uganda Bureau of Statistics (UBOS) containing information on various socio-economic indicators for Uganda. The information in the abstract is generated from different data sources with an aim to inform decision making and planning process by Government. The information is derived from the latest censuses, surveys and administrative records of Ministries, Departments and Agencies, Higher Local Governments and some Civil Society Organizations in the National Statistical System. The information covers statistics on Environment, Demographic characteristics, socio-economic characteristics, production and Macroeconomic status. The statistics are presented either in Calendar Year starting from January to December or Financial Year starting from July to June, depending on data availability.

Acquire and/or develop necessary statistical infrastructure in the NSS (The National Statistical System) including physical, Information and Communication Technology and Human Resources.

Statistical work is heavily dependent on technology for data collection, processing, analysis and dissemination. Some MDAs in the NSS, including UBOS, BoU and URA, adopted modern methods of data collection involving use of Computer Assisted Personal Interviews (CAPI), processing, and for dissemination. Field infrastructure and data flow between some sectors and Higher Local Government departments such as Water and Environment, Education, Health, Social Development, Bank of Uganda, Immigration, Uganda Revenue Authority and Agriculture, improved. The field infrastructure particularly for Geo-Information Services improved overtime with increased use of GPS but only in a few institutions such as UBOS, MoWE, the Ministry of Works and Transport (MoWT), the MOH and MAAIF.

i. **Revamping of the physical infrastructure:** In 2023, Statistics House was partly re-networked with newer technology giving better transmission speeds of up to 10Gps. 3 floors out of the 7 floors on which UBOS staff occupy on statistics house were covered, leaving a gap in improving user performance of the teams that occupy the floors that use the old infrastructure.

ii. **Acquire new Servers:** A hyperconverged Infrastructure (HCI) that incorporates both storage and processing was procured and is being hosted in the NITA U Data Centre at Statistics House. The virtual environment runs off a four-node cluster (Lenovo HX5531), with the Nutanix Hypervisor currently hosts over 69 Virtual Servers that are subject to growth. This has improved the reliability of the virtual infrastructure, improved processing speeds hence a better user experience

iii. **Net Backup and Veritas Info scale Solution**: To implement High availability, between production site and DR, UBOS has implemented the Veritas Info scale solution which will ensure redundancy and business continuity. The NetBackup solution was also put in place to handle all backups and archival of all data.

iv. **IPBAX**: UBOS adopted an on-premise ribbon 1000 PABX System fully controlled by the Systems Administrator. The IPBAX is integrated with Microsoft 365 and are therefore equipped with modern telephony operations such as calling over POE, Conference calls, using teams meeting features, and voice mail as well. The Bureau currently has 58 Smart Business Yealink phones, with a total of 53 devices deployed at HQ and 5 deployed at the Entebbe offices. Three different handset types are in use: (MP58, MP56, MP54). Priority in distribution was given to Directors, HOD'S and principals, to ease communication.

v. **Accops Virtual Desktop Infrastructure**: Allows for centralization of analysis, uses zero trust to ensure security and access control to data sets, allows for users to work remotely.

vi. **Tablets procurements**: The Bureau acquired 120,000 tablets for the National Population and Housing Census 2024 and several of them have been donated to LGs, selected MDAs and other stakeholders while the remaining ones are being used for ongoing surveys and censuses.

vii. **Acquire high end Desktops and Laptops**: The bureau staffing has grown over time, calling for a need to increase the number of computing devices. Up to 100 desktops and 100 laptops were acquired for staff, and old, obsolete equipment retrieved for deprovisioning.

Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production.

During the year, the Bureau developed Web scraping applications for CPI and labour and Integrate scanner data for CPI concept proof to improve data collection methods for CPI.

Amend the UBOS Act, 1998 to be inclusive of the NSS to better coordinate the NSS and define the roles of other players within the NSS Framework.

The Regulatory Impact Assessment was conducted in 2022 to establish whether there is a gap in the Act that needs to be addressed, and the report was completed in May 2023. The findings of the RIA Report were presented to Management and stakeholder consultations on the RIA report was conducted on 2nd December 2025.

The Findings from the RIA report indicated that there is need to enhance implementation of the existing law. Based on this the Bureau has now embarked on the process of developing regulations for the UBOS Act.

Challenges experienced

Limited time for conducting the RIA process. The RIA requires adequate time by subject experts to dedicate time to the process as it is methodical and done in accordance with regulatory best practice.

RIA process relies on data to assess impacts, but this data may be incomplete, affecting the accuracy of the assessment. RIA Report was completed and stakeholder consultation done.

Review and update the National Standard Indicator (NSI) Framework in line with the NDP III, Agenda 2063 and SDGs.

During the year the following activities were undertaken:

i. Produced UBOS Quarterly M&E Reports, Bi-annual and Annual PNSD III Implementation monitoring reports.

ii. Developed the fourth UBOS Strategic Plan (UBOS SP IV) and the fourth Plan for National Statistical Development (PNSD IV) and developed Quarterly Compliance assessment reports for FY 2024/25.

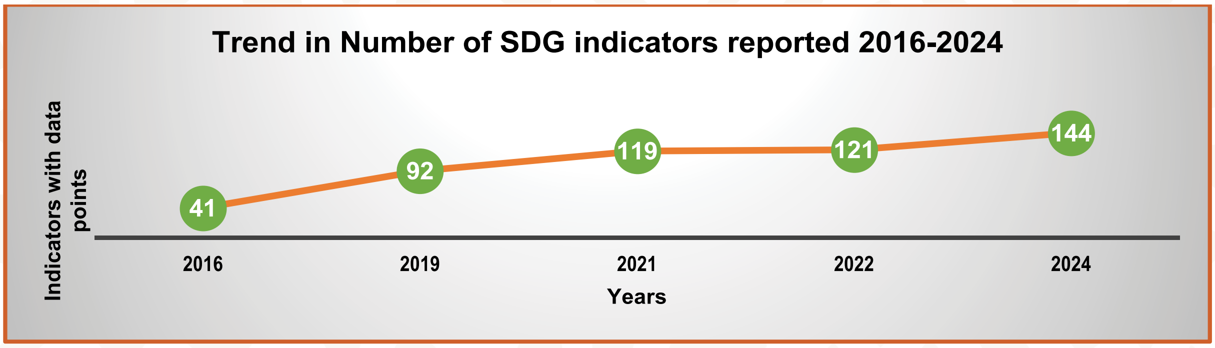
iii. Produced 4 NSI progress reports, printed & disseminated the NSI Framework, and developed the NSI online dissemination platform

iv. Provided technical support in the refinement of the NDP IV-RRF PIAPs indicators

v. Developed 6 Brochures, progress report, and knowledge management reports.

Figure 5.4 shows the trend in the number of indicators produced by Uganda for monitoring the Agenda 2030 for Sustainable Development. Out of the 201 indicators which are applicable to Uganda, the country is currently producing 144.

Figure 39: Number of indicators reported 2016-2024



Source: *UBOS- SDG Progress Report*

Standardize and operationalize use of standard statistical infrastructure including the rules, regulations and instruments for conducting Censuses and Surveys among data producers.

The guidelines for the implementation of UBOS projects were drafted and sample design(s) were provided for all surveys conducted in the FY 2024/25.

Mainstream documentation of methodologies (Metadata) for NSS indicators.

The Uganda Bureau of Statistics conducted further analysis of Uganda National Household Survey 2023/24 datasets to produce two additional SDG indicators which were not produced before in Uganda.

Build the capacity of Civil Society and Private Sector organizations in the production and use of statistics

During FY2024/25, the Bureau has:

a) Undertaken the program of graduate training and the first cohort of Graduate trainees was completed, where out of 11 trainees, 2 were retained as Statisticians and 3 as Statistical Assistants.
b) Strengthened the relationship between the Bureau and other members of the NSS such as the Media, Civil Society, Private Sector and MDA's, Local Government etc. which has increased on data requests and enhanced UBOS Corporate image.

Support Statistical professional development and application through collaboration with the academia and relevant international organizations.

Regarding partnerships with academia, on March 1st, 2023, the Bureau welcomed its inaugural cohort of Graduate Trainees from diverse universities offering statistics training. A group of 11 trainees commenced a one-year, full-time, fixed-term engagement with UBOS at the entry level of its staff. The Graduate Trainee initiative aims to enhance the statistics production process and functions as an accelerated professional development platform, fostering the skills and workplace proficiency of potential statisticians, data scientists, economists, and other allied professionals.

During the year, the Bureau established collaborative arrangements with academic institutions, particularly those offering higher education in statistics and related fields. As a result of these efforts, a Memorandum of Understanding (MoU) was executed between the Bureau and Uganda Christian University- Mukono to enhance collaborative statistics capacity building. This MoU outlines the specific ways in which both parties will collaborate to advance research and the development of statistical skills among university staff and students. Furthermore, it aims to enhance the application of statistical knowledge within the National Statistical System.

The Bureau collaborated with the School of Statistics and Planning at the College of Business and Management Sciences in Makerere University Kampala. This collaboration involved taking part in a consultative meeting aimed at evaluating academic programs, as mandated by the National Council for Higher Education. The discussions during the meeting revolved around the proposal to launch six new graduate courses. These proposed courses are the PhD in Quantitative Economics, PhD in Statistics involving both coursework and research, Postgraduate Diploma (PGD) in Actuarial Science, master's in actuarial science, PGD in Data Analytics, and Masters in Data Analytics.

The Bureau has provided financial backing to organizations dedicated to the promotion and advancement of the field of statistics. The Bureau subscribed to the International Statistics Institute (ISI) and the Uganda Statistics Society (USS) for the year 2023/24. The funds provided are utilized to cover operational expenses, arrange workshops and events, facilitate journal publication, support research and development, and create networking opportunities, among others.

Advocacy, Outreach and Knowledge Management; the Bureau undertook among others Exhibition in the Education & Career Expo held in Mbarara, engaging prospective students and career seekers; and

Hosted a delegation from the Malawi National Statistics Office for a benchmarking mission aimed at exploring methods for integrating refugee data collection into national surveys.

Figure 40: *Rt.Hon. Thomas Tayebwa, Deputy Speaker of Parliament at UBOS stall during the 15th National Council for Higher Education at Kamukuzi in Mbarara City.*

Figure 41: *Namibian delegation for benchmarking at UBOS Kampala with UBOS ED, Dr Chris N. Mukiza sitted 2nd Left.*

Enhance the compilation, management and use of administrative data among the MDAs and LGs.

During the FY2024/25, the Uganda Bureau of Statistics (UBOS) Supported LGs in administrative data compilation. This was done through the undertaking of stakeholder engagements to develop:

1. The data compilation framework for the TILED sector

2. A list of indicators for reporting using LG administrative data, this involved the following activities: Review and engagement with LGs on the national, regional and international frameworks to identify required LG indicators, and development of the corresponding Metadata; and Engagement with LGs and MTIC to develop the framework for administrative data compilation for the TILED sector. The activity outputs where Metadata framework for the compilation of administrative data in the LGs was developed, Framework for compilation of administrative data for the TILED sector developed, and Guidelines and manual for the compilation of administrative data in the LGs were developed.

Additionally, the following were done under Administrative data**:**

i. Total of 24 MDA and 60 HLG Statistical Abstracts were produced.

ii. 178 HLGs were supported to compile administrative data, and additional 14 HLGs supported to compile administrative data under the harmonized approach.

iii. The Census Tablets were given out to all the Local Governments administrative units (Parish/Ward, Sub- County/ Division and District/Municipality/ City) to support compilation LG Data; this has enabled harmonization of data collection in the LGs and improved compilation of the State of Parish Asset and Economic Register (SPEAR).

iv. 106 HLGs in 6 sub-regions supported in the production of the outlook reports: Teso (23), Bunyoro (21), Buganda South (21), Kigezi (17), Ankole (15) and Buganda North (9).

v. Statistics Committees in all Divisions and Municipal Councils in Greater Kampala Metropolitan Area were trained.

vi. Developed sub-regional administrative data (LG Outlook) reports.

Uganda Vital Statistics report 2024. The Uganda Vital Statistics Report 2024 presents information on births, deaths, causes of death and Marriages reported and registered from 2020 to 2024. It highlights information on birth and death timeliness, birth and death registration completeness, live birth distribution by various background characteristics, medically certified causes of death, and Community deaths some of which were identified by Verbal Autopsy. The information presented in this report is useful for planning and evidence-based decision making at all levels of Government.

Key Highlights from the Uganda Vital Statistics report 2024.

Overall, live birth registration fluctuated over the five-year period. The number of under-one registered live birth rose from approximately 16,000 in 2020 to a peak of 175,00 in 2022, before dropping to about 52,000 in 2024. Meanwhile, the number of expected births increased from 1.6 million in 2020 then declined to 1.5 million in 2024, the details are in Table 5.6.

Table 24: Completeness of birth registration, 2020-2024

Year	2020	2021	2022	2023	2024
Population (Millions)*	41.6	42.9	44.2	45.6	45.9
Expected Births*	1,567,702	1,595,355	1,622,610	1,644,788	1,515,437
Registered Births**	16,168	44,691	175,328	108,655	51,527
Birth Registration Completeness (%)	**1.0**	**2.8**	**10.8**	**6.6**	**3.4**

Source: ** UBOS population Projections*
*** Births registered with Mobile Vital Records System*

Similarly, the number of deaths registered within one year of occurrence rose from 455 in 2020 to 17,597 in 2023, then declined to 8,921 in 2024. Correspondingly, death registration completeness increased significantly from 0.2 percent in 2020 to 5.9 percent in 2023, before decreasing to 3.9 percent in 2024, the details are in Table 5.7.

Table 25: Expected, registered and completeness of death registration, 2020-2024.

Year	2020	2021	2022	2023	2024
Population (Millions)	41.6	42.9	44.2	45.6	45.9
Registered deaths within 1 year of occurrence**	455	5,121	12,317	17,597	8,921
Expected deaths*	291,085	291,624	291,804	296,153	229,527
Deaths Registration Completeness (%)	**0.2**	**1.8**	**4.2**	**5.9**	**3.9**

*Source: *UBOS population projections and **Mobile Vital Records System, NIRA*

Marriage Registration: The highest number of registered marriages in 2024 were Civil marriages (2,664). The number of other types of registered marriages included: Christian marriages (2,400), customary marriages (391), Islamic marriages (32), and Hindu marriages (16).

4.6 Objective 6: Strengthening the Research and Evaluation Function to Better Inform Planning and Plan Implementation

Strengthening research and evaluation is one of the key aspects under the DPI Programme and central to the overall implementation of the National Development Plan. This is aimed at improving evidence-based decision-making, accountability, and the effectiveness of public programmes. Research and evaluation are essential because they provide a link between policy formulation and implementation through the provision of reliable data and assessing results. Over the NDP III period, the DPI Programme sought to build institutional capacity to conduct reviews and evaluations, promote the use of findings in planning, and support the conduct of value-for-money assessments. These efforts were intended to ensure that government programmes not only achieved their set objectives but also contributed to the attainment of broader national development priorities.

4.6.1 Outcome: Improved public policy debates and decision making

This outcome looks at ensuring that Uganda's policies are increasingly evidence-based, participatory, and aligned with the National Development Plan (NDP) priorities, which strengthens governance and accelerates socioeconomic transformation.

Over the NDP III period, the DPI Programme, through the following interventions, has focused on strengthening the research and evaluation function on various fronts to ensure that policy debates and decisions are well-informed.

4.6.1.1 Build research and evaluation capacity to inform planning, implementation, as well as monitoring and evaluation

In a deliberate effort to strengthen its planning, implementation, and monitoring and evaluation functions, the Uganda Revenue Authority (URA) undertook extensive benchmarking and research consultations with a range of stakeholders. These engagements were designed to inform the development of the new Corporate Strategy, ensuring it is fully aligned with the priorities of the Fourth National Development Plan (NDP IV). A number of stakeholders were consulted from academia, besides government planners and tax consultants, each contributing unique insights to shape a strategy grounded in evidence and practical realities. This collaborative approach not only enriched the quality of the corporate plan but also reinforced stakeholder ownership of the strategic direction. Additionally, URA introduced a new organisational structure in which departmental planning functions were formally created and made functional. This structural reform ensured that planning responsibilities were clearly embedded across departments, allowing for more integrated and responsive decision-making. A total of 10 planners were trained in the Balanced Scorecard planning methodology, which equipped them with modern tools to support the full planning cycle, from strategy development to monitoring and evaluating deliverables. The result was a strengthened capacity within URA to align departmental plans with the overarching corporate strategy, in order to track progress effectively. Through these targeted interventions, URA not only enhanced its internal planning capabilities but also positioned itself to better deliver on its mandate under NDP IV.

4.6.1.2 Promote the use of big data analysis techniques in audit and investigations

During FY 2024/25, significant progress was registered in strengthening URA's capacity to leverage big data analytics in audit and investigations. With support from the Resource Enhancement and Accountability Programme (REAP), URA invested in equipping its staff with advanced knowledge and skills in data science, machine learning, and artificial intelligence (AI). A total of 16 Data Analysts, drawn from different functions, including Domestic Taxes, Information Technology, Strategy, and Risk Management, successfully completed specialised training in big data techniques. This capacity-building initiative is expected to significantly enhance the Authority's ability to conduct predictive analysis, improve compliance monitoring, and strengthen evidence-based investigations in the near future. Through the expanded URA structure, wider usage of data was adopted, which has improved business intelligence, risk management, data analytics and reporting. Corporate Risk Management was upgraded from a section to a division, which has enhanced informed risk analysis.

Furthermore, the establishment and operationalisation of the URA data lab has emerged as a cornerstone in advancing data-led decision-making. In FY 2024/25 alone, the data lab produced over 10 research studies, providing critical insights that are informing strategy, policy, and operational decisions. These studies are expected to positively impact revenue mobilisation in the near future by guiding the design of targeted compliance initiatives and optimising resource allocation. Collectively, these initiatives represent a significant step towards institutionalising big data analytics in URA's audit, research, and risk management functions, positioning the Authority to better respond to the complexities of modern taxation and revenue administration.

4.6.1.3 Develop the National Development Planning Research Agenda

The National Development Planning Research Agenda has not yet been developed but has been prioritised under NDP IV. NPA's contribution towards its development included preparing the National Research Framework and supporting the Ministry of Public Service (MoPS) and the Science, Technology and Innovation (STI) Secretariat in producing the Science and Socioeconomic Research Agenda. By the end of the financial year, the Authority had produced a revised National Research Agenda Framework aligned to NDP IV and had prepared three Presidential Economic Council (PEC) papers:

i. Leveraging Culture and the Creative Arts Industry for Employment and Domestic Revenue Mobilisation in Uganda;

ii. Neonatal Health in Uganda; and

iii. Uganda's Sugarcane and Sugar Industry.

In addition, the Authority organised the 14th National Development Planning Forum (NDPF) on the theme Leveraging Culture and the Creative Arts Industry for Employment and Domestic Revenue Mobilisation in Uganda.

4.6.1.4 Build research and evaluation capacity to inform planning, implementation, as well as monitoring and evaluation

The NPA Act of 2024, as amended, mandates the National Planning Authority (NPA) to monitor and evaluate the effectiveness and impact of development programmes, as well as the overall performance of Uganda's economy. In FY 2024/25, the Authority conducted an independent evaluation of Development Financing Mechanisms (DFMs) in Uganda, focusing specifically on the Agricultural Credit Facility (ACF), the Microfinance Support Centre (MSC), the Uganda Agricultural Insurance Scheme (UAIS), Uganda Development Corporation (UDC), and Uganda Development Bank (UDB). A draft evaluation report has been produced.

During the year, the Equal Opportunities Commission (EOC) produced, launched, and disseminated the 11th Annual Report on the State of Equal Opportunities at Sheraton Hotel on the 6th November 2024 under the theme: "Fostering Inclusive Growth for Sustainable Development". The report serves the purpose of assessing the extent to which different groups of people in Uganda have equitably benefitted from national development. It provides evidence-based analysis to inform Government and other stakeholders on the progress made in promoting equity and inclusiveness, while also pointing out gaps that require policy action.

The assessment by the EOC highlighted significant inefficiencies and challenges in Uganda's budget allocation and implementation concerning gender and equity. It notes that the country's wage bill, which constitutes 11 percent of the national budget, is disproportionately high, given Uganda's size and compared to neighbouring countries like Kenya and Tanzania. Additionally, the large number of districts and Local Governments allocated a substantial portion of the budget leads to inflated overhead costs, constraining resources available for local service delivery.

The move to programme-based planning introduced 20 different programme areas under NDP III, but this fragmentation hampers effective resource focus and impact, diluting efforts towards the attainment of Uganda Vision 2040.

The report also scrutinises the Parish Development Model (PDM), revealing issues such as fund diversion by beneficiaries, political interference, and the failure to incorporate population parameters into fund allocation, which causes inequities among districts with differing population sizes. Moreover, only one of the seven pillars of PDM is being effectively implemented, reducing the potential impact of the overall model. Furthermore, the assessment emphasises regional disparities and infrastructure gaps, noting that sub-regions like Karamoja and West Nile have minimal access to electricity and roads, which hampers development and service delivery.

Youth unemployment remains a pressing issue, with only 42 percent of the labour force employed despite government strategies aiming to create millions of jobs through programmes like industrialisation and Operation Wealth Creation (OWC).

However, despite the various challenges, Uganda has made strides in direct investments in health, education, and social programmes, improving living standards, literacy rates, and access to essential services like clean water. Overall, while the Government's efforts show progress, significant reforms are needed to ensure equitable resource distribution, effective service delivery, and inclusive growth across Uganda. Additionally, the Commission conducted a number of studies, which included:

1. A study on access to health services in Uganda's hard-to-reach and hard-to-stay-in areas (like islands and mountainous areas), which revealed severe limitations for districts that lack district hospitals, adequate Health Centre III facilities, including essential emergency services, and facilities, including ambulances on land and on water. These regions also suffer from critical shortages of healthcare workers, extremely low insurance coverage, and high HIV prevalence rates, all of which worsen health outcomes. These gaps underscore the urgent need for policy adjustments that account for modifications in allocation formulae that incorporate aspects including geographic challenges to enhance healthcare access and delivery in these underserved areas. The district visited were Kween, Namisindwa, Bududa, Namayingo, Moroto, Napak, Amudat, Nakapiripirit, Kalangala, Buvuma, Buikwe, Mukono (Koome Island), Bunyabugabo, Kasese, Ntoroko, and Bundibugyo.

2. Another study was conducted on access to decent housing within government institutions. The study was conducted in the districts of Kween, Namisindwa, Bududa, Namayingo, Moroto, Napak, Amudat, Nakapiripirit, Kalangala, Buvuma, Buikwe, Mukono (Koome Island), Bunyabugabo, Kasese, Ntoroko, and Bundibugyo. The study revealed that decent housing remains limited and inadequate across sectors. Over half of Uganda Police Force (UPF) officers lack sufficient accommodation, with most barracks being in poor condition, overcrowded, and lacking basic amenities. Similarly, health facilities like district and regional hospitals offer only partial staff housing, with nearly 75 percent in poor condition. In the education sector, only a small fraction of primary and secondary schools provide teacher accommodation, with most housing in poor condition, featuring structural and sanitation issues. These deficiencies highlighted the urgent need for improved infrastructure and housing policies across the public sector.

3. The audit report on the impact of the creation of new district highlights several issues affecting service delivery, revenue collection, and capacity within Local Governments. Despite the increasing number of districts, government allocations remain insufficient, with most funds allocated to recurrent expenses like salaries, leaving key service points such as health, education, and roads underfunded. Revenue collection efforts are hampered by weak systems (for revenue assessments, facilitation of the collection efforts), and lack of clear policies. The reliance on central government transfers has in many ways curtailed districts' self-reliance and the motivation to mobilise own-source revenue and to improve delivery of services. Absorption of allocated funds is low, with delayed disbursements and procurement issues hindering project implementation. Staffing shortages, especially in critical positions, also limits

service delivery. Overall, rapid district creation without thorough analysis, adequate funding, and capacity building has negatively impacted service quality and efficiency.

4. A study on the participation of marginalised groups in Uganda's electoral process reveals that, despite some progress, significant challenges remain. Currently, Cabinet and parliamentary positions held by women stand at 34 percent. Women who hold seats through direct elections in Local Governments are only 14 percent — short of the constitutional target. Youth and persons with disabilities (PWDs) are also underrepresented, with just 3.5 percent of youth MPs and less than half of district PWD representatives being female. Key barriers to mainstreaming of marginalised groups in national development include lack of national IDs, high costs of political participation, physical inaccessibility of these groups to polling stations, limited voter education, cultural norms, errors at voter registration, incidents of political discrimination, and violence. For instance, electoral violence has increased in recent elections, with reports of assaults, threats, and gender-based violence (GBV), often worsened by heavy security presence and intimidation, which discourages most from participation. The districts visited for this study included Luweero, Butambala, Pader, Mbarara, Mityana, Wakiso, Ngora, Soroti, Kaberamaido, Jinja, Rwampara, Gulu, and Mitooma.

5. Additionally, an audit of Uganda's disaster preparedness was done, and it highlighted key vulnerabilities in districts like Moroto, Napak, and Bundibugyo, with major hazards including drought (especially in Karamojong) and floods. Critical issues such as poor infrastructure (76%), limited access to emergency programmes (60%), and inadequate funding (58%) hinder effective disaster response. The findings emphasise the urgent need for improved education, infrastructure, and emergency response services to strengthen community resilience and preparedness across the country.

6. During the reporting period, the Ministry of Public Service (MoPS), through the Research and Innovation functions and the Civil Service College Uganda (CSCU), undertook a number of initiatives to strengthen the Research and Evaluation Function under the Programme. The Civil Service College Uganda, as the Government's premier in-service training institution, continued to play a pivotal role in professionalizing the Public Service through targeted capacity-building, structured training programmes, and continuous professional development for public officers.

   In line with its mandate, the College advanced efforts to integrate research, evaluation, and innovation into its programmes to enhance evidence generation and utilization across the Public Service. These efforts contributed to improved evidence-based planning, implementation, and monitoring and evaluation (M&E) across government institutions, thereby supporting performance improvement and informed policy decision-making within the Public Service.

4.6.1.4.1 Activities undertaken

1. Operationalisation of the Research Management Committee (RMC): The RMC was constituted to oversee and guide all research and evaluation initiatives within the public service. RMC members conducted benchmarking visits to South China Normal University and ESAMI to learn from leading public policy research and innovation institutions. Lessons were drawn on research infrastructure, public sector research funding models, and collaborative networks. These efforts strengthened governance and management of public sector research functions, enhanced ability for the RMC members to contextualise international best practices to Uganda's ecosystem and built momentum for institutional reforms.

2. Development of the Institutional Research Agenda: By the end of the financial year, a draft MoPS Institutional Research Agenda (2023–2028) was still under development. This agenda will enhance strategic alignment of research priorities with national development goals.

3. Profiled performance research needs for MDAs and LGs: A draft research needs profile for six cities and 14 LGs has been developed. This was an effort to respond to research needs from service delivery institutions.

4. Offered tailored training sessions on institutionalising the innovation and research culture in MDAs and LGs delivered in 16 entities: This enhanced creativity, ideation, problem-solving, critical thinking, collaboration, knowledge sharing, and leadership skills for public officers.

5. Built the capacity of over 26 selected officers from MoPS in research methodology, evaluation frameworks, policy analysis, and innovation systems: The training modules included impact evaluation, cost-benefit analysis, data interpretation, and knowledge translation. The training improved technical competencies in research and M&E and institutionalised routine evidence use in planning and reviews.

6. Established strategic research collaborations and partnerships with Makerere University, Uganda Management Institute (UMI), UNDP, UNICEF, the World Bank, and the Uganda Bureau of Statistics (UBOS): These collaborations focused on joint research, co-funding of evaluations, data sharing, and capacity development. The partnerships enhanced access to technical expertise, peer learning, leveraged funding and logistical support for research activities.

7. Conducted Public Service research on public policy: Tracer studies were conducted for former trainees of the Civil Service College to assess the application of skills acquired. Results were used to redesign training curricula and realign learning outcomes with workplace needs. These provided empirical evidence on training effectiveness, and job performance outcomes and strengthened performance reporting mechanisms.

5 Programme Challenges, Lessons Learnt and Implications for NDP IV

5.1 Introduction

This chapter presents an overview of the major challenges that affected the implementation of the Development Plan Implementation (DPI) Programme during FY 2024/25, the final year of the Third National Development Plan (NDP III). It synthesises lessons drawn from the Programme's five-year implementation experience and discusses their implications for the design and execution of the Fourth National Development Plan (NDP IV).

The chapter also distils key lessons from the DPI implementation journey, emphasising the importance of leadership commitment, data-driven decision-making, institutional coordination, and capacity development. Experience has shown that successful implementation of national priorities requires not only well-designed policies but also effective systems for follow-up, performance measurement, and learning. Integrating monitoring and evaluation into every stage of the planning and budgeting cycle has emerged as a critical success factor, as has the need to mainstream digital tools for real-time reporting and performance tracking.

Finally, the chapter examines the implications of these lessons for NDP IV, which is expected to focus on sustained economic transformation, public sector efficiency, and human capital development. The transition to NDP IV presents an opportunity to consolidate the institutional gains achieved under NDP III while addressing the structural weaknesses that have constrained delivery. The DPI Programme will, therefore, need to reinforce fiscal discipline, strengthen local government capacity, institutionalise research and evaluation functions, and promote whole-of-government accountability. By learning from past experience and applying these lessons systematically, the Programme can help ensure that NDP IV delivers tangible results and moves Uganda closer to the aspirations of Vision 2040.

5.2 Programme Challenges

Table 26: Key Implementation Challenges

Issue	Underlying Cause	Proposed Action	Responsible Agency
Limited participation of Local Governments in Programme structures	Centralised coordination and limited representation of LGs in Programme Working Groups (PWGs); inadequate technical capacity and funding at local level.	Strengthen LG participation in DPI governance structures; institutionalise district-level coordination platforms; enhance capacity-building and funding for local planning.	OPM, MoLG
Fiscal indiscipline and abuse of supplementary funding	Weak expenditure forecasting and commitment controls; off-budget priorities; limited enforcement of PFMA provisions.	Enforce PFMA limits on supplementary budgets; strengthen commitment planning; apply sanctions for repeated breaches.	MoFPED
Growing stock of domestic arrears	Under-budgeting for statutory obligations and delays in cash releases.	Implement arrears clearance strategy and strengthen Treasury commitment control systems; maintain real-time arrears register.	MoFPED, Accountant General's Office
Failure to operationalise the Programme Coordination Unit (PCU)	Inadequate funding and lack of clear institutional anchorage within OPM.	Allocate budget for PCU establishment and clarify reporting lines between OPM, NPA, and MoFPED.	OPM

Issue	Underlying Cause	Proposed Action	Responsible Agency
Non-functional Programme Secretariats across all Programmes	Resource constraints and lack of harmonised structure for secretariat functions.	Approve and fund secretariat structures under NDP IV; develop and implement functional guidelines.	MoFPED, MoPS, OPM
Inadequate funding for core Programme interventions	Limited fiscal space for DPI core interventions.	Rebalance allocations to strengthen coordination, monitoring, and evaluation.	MoFPED
Weaknesses in data collection and statistical systems	Incomplete metadata, fragmented data platforms, inadequate ICT infrastructure and funding for data collection.	Finalise metadata for all NDP indicators; integrate administrative data with UBOS systems and enhance interoperability.	UBOS, NPA
Limited alignment between planning, budgeting, and implementation	Fragmented systems, and weak adherence to Programme-Based Budgeting guidelines.	Institutionalise alignment checks at budget approval and strengthen use of PIAPs.	NPA, MoFPED
Inadequate human resource capacity for Programme implementation	Limited training, and weak performance management systems.	Establish continuous professional development programmes for planners, economists, and M&E officers; link training to performance contracts.	MoPS, NPA
Escalating corruption and abuse of office	Weak internal controls, delayed audits, and limited enforcement of accountability measures.	Strengthen oversight mechanisms, automate audit trails, and conduct integrity reviews.	OIAG, OAG
Weak accountability and enforcement mechanisms	Limited sanctions for non-performance and delayed reporting by MDAs.	Operationalise the APEX performance enforcement framework and publish annual compliance scorecards.	OPM, MoFPED
Coordination fatigue among multiple actors	Overlapping mandates among OPM, MoFPED, NPA, and other agencies.	Rationalise coordination structures; streamline reporting lines and clarify roles under NDP IV.	OPM, MoFPED, NPA

5.3 Lessons learnt and implications for NDP IV

Implementation of the Development Plan Implementation (DPI) Programme during the Third National Development Plan (NDP III) has generated valuable insights into what enables and what hinders effective delivery of national development priorities. Over the past five years, the Programme has underscored the critical importance of strong coordination, credible fiscal planning, data-driven decision-making, and sustained institutional capacity development across Government. These lessons provide a foundation for refining institutional arrangements, enhancing accountability mechanisms, and improving the alignment between planning, budgeting, and implementation under the Fourth National Development Plan (NDP IV). They also highlight the need to consolidate the structural and digital reforms initiated under NDP III to promote greater efficiency, transparency, and impact in the next planning cycle.

5.3.1 Lessons Learnt

1. Strong coordination enhances alignment and execution. The Programme Approach improved collaboration across MDAs. However, the absence of fully functional Programme Coordination Units (PCUs) and secretariats limited consistency and follow-through. Establishing well-resourced coordination structures with clear mandates and accountability mechanisms will be essential for achieving better results under NDP IV.
2. Fiscal discipline and credible planning must reinforce each other. The recurrence of supplementary budgets and the build-up of domestic arrears demonstrate that fiscal credibility depends on disciplined, realistic planning. Under NDP IV, improved forecasting, stricter adherence to budget ceilings, and transparent reporting should be prioritised to enhance fiscal integrity and predictability.
3. Data-driven decision-making strengthens accountability. Tools such as the Statistical Performance Indicator (SPI) and the APEX Platform have enhanced performance monitoring and accountability. However, weaknesses in administrative data systems and incomplete metadata continue to limit their effectiveness. Strengthening data governance and promoting interoperability among systems will ensure that decision-making is informed by timely and reliable evidence.
4. Local ownership is vital for sustainable implementation. Limited participation of Local Governments (LGs) during NDP III weakened bottom-up planning and accountability. NDP IV must prioritise decentralisation by building local capacity, improving funding flows, and leveraging digital tools to enable LGs to effectively plan, budget, and monitor their own performance.
5. Institutional capacity development must be continuous and structured. While capacity-building efforts under NDP III improved technical competencies in planning, budgeting, and monitoring, they were often ad hoc and fragmented. NDP IV should institutionalise a structured professional development framework for planners, economists, and M&E officers to sustain institutional memory and professional excellence across Government.

5.3.2 Implications for NDP IV

The lessons from NDP III point to a clear imperative: NDP IV must focus on institutional effectiveness, fiscal credibility, and digital transformation as the foundation for accelerated and sustainable implementation. To achieve this, the following strategic priorities should be institutionalised:

- Establish functional Programme Secretariats and PCUs across all Programmes to strengthen coordination, accountability, and results monitoring.
- Integrate planning, budgeting, and monitoring systems through digital platforms such as APEX and PBS to ensure real-time alignment of priorities and evidence-based tracking of results.
- Advance data governance reforms, including completion of metadata, improved interoperability of administrative databases, and systematic use of statistical evidence in policymaking.
- Strengthen decentralised implementation capacity, ensuring that Local Governments play an active role in planning, budgeting, reporting, and service delivery.
- Introduce performance-based resource allocation, linking funding directly to the achievement of Programme Implementation Action Plan (PIAP) targets to promote efficiency, accountability, and value for money.

In conclusion, NDP IV presents an opportunity to consolidate the structural, institutional, and digital reforms initiated under NDP III. The next Plan must, therefore, emphasise results-driven implementation, fiscal credibility, and institutional resilience as the central enablers of Uganda's transformation agenda and the realisation of Vision 2040.

6 Conclusion

The implementation of the Development Plan Implementation (DPI) Programme during FY 2024/25 marked the final year of the Third National Development Plan (NDP III) and a critical transition point towards the Fourth National Development Plan (NDP IV: FY 2025/26–2029/30). Over the five-year NDP III period, the Programme made significant progress in strengthening Uganda's institutional foundations for effective planning, budgeting, monitoring, evaluation, and accountability. Through reforms in programme-based budgeting, the rollout of digital monitoring systems such as the APEX Platform, improvements in data quality, and the institutionalisation of the Programme Working Group (PWG) mechanism, the DPI Programme enhanced coordination and created a more results-oriented approach to public sector management.

The financial and non-financial performance for the reporting period reflects steady progress, with the majority of planned outputs achieved despite persistent systemic challenges. Improvements were recorded in areas such as fiscal discipline, audit compliance, statistical production, and capacity development. However, weaknesses in resource absorption, data consistency, enforcement of accountability measures, and local government capacity continue to constrain the full realisation of development results. The continued accumulation of domestic arrears, though under active management, highlights the need for stronger commitment control and cash flow planning to safeguard fiscal credibility.

Over the NDP III period, the DPI Programme has yielded several important lessons. These include the value of strong inter-agency coordination, credible and disciplined planning, continuous capacity building, and the integration of data-driven decision-making into the national development process. The Programme's experience has also shown that sustainability depends on local ownership, digital transformation, and a performance culture that rewards results and accountability.

Looking ahead, NDP IV provides a timely opportunity to consolidate the institutional gains achieved under NDP III and to address remaining structural gaps. The DPI Programme will be expected to lead in driving whole-of-government performance, deepening fiscal reforms, and embedding evidence-based decision-making across all levels of government. Key priorities will include completing the transition to accrual-based reporting under IPSAS, strengthening the National Statistical System (NSS), enhancing Programme Implementation Action Plan (PIAP) alignment, and institutionalising performance-based resource allocation.

The DPI Programme remains central to Uganda's transformation agenda as articulated in Vision 2040. By reinforcing fiscal discipline, institutional accountability, and data-driven governance, the Programme will continue to play a catalytic role in ensuring that Government's development commitments translate into measurable results for citizens. Sustained political commitment, adequate resourcing, and a strong culture of performance will be essential for delivering the next generation of national development priorities under NDP IV and beyond.

The successful preparation and implementation of the DPI Programme report is the result of collective effort and collaboration. The Ministry of Finance, Planning and Economic Development (MoFPED) acknowledges the invaluable contribution of the National Planning Authority (NPA), the Office of the Prime Minister (OPM), the Uganda Bureau of Statistics (UBOS), the Ministry of Public Service (MoPS), the Ministry of Local Government (MoLG), the Office of the Auditor General (OAG), and other Programme institutions for their technical inputs and commitment to the implementation agenda. Appreciation is also extended to development partners, civil society organisations, and other stakeholders whose collaboration, technical assistance, and financial support have strengthened the country's implementation capacity. This shared commitment remains critical as Uganda embarks on the next phase of its development journey under NDP IV.

7 Annexes

Annex 1: DPI Programme Common Results (Outcome and intermediate outcome indicators) Matrix over the NDP III Period

Outcome	Indicators	Baseline FY2017/18	Actual Performance					Target	Responsible Institution
		2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2024/25	
Objective 1: Strengthen capacity for development planning									
Effective and efficient allocation and utilization of public resources	1.1 Percentage of budget released against originally approved budget.	108.2	78.4	107.6	104.3	116	106	100	MFPED
	1.2 Percentage of funds absorbed against funds released.	99.2	90.8	90.7	98	89	99.8	100	MFPED
Improved alignment of the plans and budgets	1.3 Budget alignment to the NDP, %	60	54.8	63.4	60.1	71	65.1	100	NPA
Effective Public Investment Management	1.4 Gross Capital formation (% of GDP)	24.2	23.3	24	24	21.5	22.2	27.7	MFPED
	1.5 Share of PIP Projects implemented on time (%)	33	33	67.29	35	37	67	100	MFPED
	1.6 Share of PIP Projects implemented within the approved budget	62	75	83.1	80	64	78	90	MFPED
Objective 2: Strengthen budgeting and resource mobilization									
Sustainable economic growth and stability	2.1 GDP growth rate	6.2	3	4.6	5.2	6	6.3	7.2	MFPED
	2.2 Present Value of Public Debt stock / GDP	30.8	37.5	39.5	36.7	40.4	45.1	38	MFPED
	2.3 Nominal Debt to GDP ratio	40.6	47	48.4	46.9	46.8	51.3	46.71	MFPED
Increased Budget self sufficiency	2.4 Revenue to GDP ratio	12.32	13.21	13.41	13.97	13.71	14.8	14.27	MFPED
	2.5 Tax revenue to GDP (%)	11.68	12.36	12.55	12.97	12.63	13.4	13.2	MFPED
Improved budget credibility	2.6 Budget transparency index	60	58	58	58	59	59	90	MFPED
	2.7 National Budget compliance to Gender and equity	55	65	65.02	53	67	68	80	EOC

Outcome	Indicators	Baseline FY2017/18	Actual Performance					Target	Responsible Institution
		2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2024/25	
	2.8 Supplementary expenditure as a percentage of the initial approved budget	5.89	10.28	9.86	6.15	17.3	9.10	<3	MFPED
	2.9Arrears as a percentage of total expenditure for FY N-1	1	6.9	1.5	1	0.4	TBD	1.5	MFPED
Fiscal credibility and Sustainability	2.10 External resource envelope as a percentage of the National Budget.	20	10	8.3	47.7	4.7	18.5	12	MFPED
	2.11 Proportion of direct budget transfers to local government	12.25	11.7	13.7	11.8	12.7	9.7	30	MFPED
	2.12 Compliance of the National Budget to NDP (%)	60	54.8	63.4	60.1	71		100	NPA
Objective 3: Strengthen capacity for implementation to ensure a focus on results									
Improved development results	3.1 Proportion of NDP results on target	N/A	N/A	17	29	50.4	60	80	NPA
Statistical programmes aligned to National, regional and international development frameworks	3.2 World Bank Statistical Capacity Indicator (WBSCI) score	74.4	N/A	70	71.1	71		80	UBOS
Improved Service Delivery Level of satisfaction of public service by service	Water transport	69	83	77.1	77.1	N/A	N/A	N/A	MoPS
	Electricity	61.8	82	82	82	N/A	N/A	N/A	MoPS
	Extension services	75	94	78.8	78.8	N/A	N/A	N/A	MoPS
	Administrative and Legal Services	60	85	57	57	N/A	N/A	N/A	MoPS
Objective 4: Strengthen coordination, monitoring and reporting frameworks and systems									
Improved compliance with accountability rules and regulations	4.1 Proportion of prior year external audit recommendations implemented, %	31	26	29	35	42	40	55	OAG
	4.2 Percentage of internal audit recommendations implemented	65.5	67.3	85	80	85	63.5	100	MFPED
	4.3 External auditor ratings (unqualified)	40	93.17	94.7	97	98	97	95	OAG

Outcome	Indicators	Baseline FY2017/18	Actual Performance					Target	Responsible Institution
		2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2024/25	
Objective 5: Strengthen the capacity of the national statistics system to generate data for national development									
Evidence based decision making	5.1 Proportion of NDPIII baseline indicators up-to-date & updated	60	N/A	66	66	66	80[9]	100	UBOS
	5.2 Proportion of key indicators up-to-date with periodic data	40	N/A	44	44	44	92%[10]	100	UBOS
Enhanced use of data for evidence-based policy and decision making	5.3 Proportion of NDP results frame-work informed by official statistics	30	N/A	N/A	N/A	N/A	80%[11]	100	UBOS
Improved public policy debates and decision making	6.1 Proportion of government pro-grammes evaluated	N/A	N/A	N/A	N/A	N/A	N/A	100	NPA

9 Performance of the NSI
10 Performance of the NSI Level 1 & 2
11 Performance of the NSI Level 2 & 3

DPI Programme Institutions

OFFICE OF THE PRESIDENT

MINISTRY OF PUBLIC SERVICE
The Republic Of Uganda

OFFICE OF THE PRIME MINISTER
The Republic Of Uganda

MINISTRY OF LOCAL GOVERNMENT
Republic of Uganda

Office of the Auditor General

Uganda Bureau Of Statistics

Equal Opportunities Commission

KCCA
KAMPALA CAPITAL CITY AUTHORITY
For a better City

URA
Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER

LOTTERIES AND GAMING REGULATORY BOARD
Responsible Gaming

PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY
"Procurement That Delivers"

NIRA
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Uganda-My Country My Identity

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