

THE REPUBLIC OF UGANDA

**THE COMPREHENSIVE NATIONAL DEVELOPMENT
PLANNING FRAMEWORK (CNDPF)**



The National Planning Authority (NPA)

September 2009

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LIST OF ACRONYMS

10YDP	:	Ten Year National Development Plan
5YDP	:	Five Year National Development Plan
BFP	:	Budget Framework Paper
CDF	:	Comprehensive Development Framework
CNDPF	:	Comprehensive National Development Planning Framework
DTPC	:	District Technical Planning Committee
IAPG	:	Inter Agency Planning Group
LG	:	Local Governments
LGBFP	:	Local Government Budget Framework Paper
MDA	:	Ministries, Departments and Agencies
MPED	:	Ministry Of Finance, Planning and Economic Development
MTEF	:	Medium Term Expenditure Framework
NPA	:	National Planning Authority
PEAP	:	Poverty Eradication Action Plan
SMP	:	Sector Master Plan

FOREWORD

The role of the National Planning Authority (NPA) is to produce national comprehensive and integrated development plans of long and medium term nature. The National \Planning Authority is also mandated to produce the National vision.

In line with the above mandate that Cabinet directed the Minister of Finance Planning and Economic Development under Cabinet Extract 316/CT 2007 to develop a National Development Planning Framework to operationalise the Shared National Vision.

Uganda currently requires a clear perspective vision and long-term plans to articulate the country's strategic development objectives and priorities against which medium and short-term plans would be anchored.

The CNDPF has been developed by blending our local experience with lessons learnt from other countries especially the emerging economies of Asia. The CNDPF presents a synchronized and holistic approach to development planning intended to deliver long-term development aspirations of the nation. The framework embodies the long, medium and short-term development planning approaches to be exercised by different actors at different levels of national administration. It provides the necessary linkages between planning and budgeting.

It prescribes the various categories of development plans, the corresponding planning stages, the roles and responsibilities of different actors and the respective planning time horizons and cycles to be followed. The framework also outlines the processes through which plans produced by sectors and decentralized local planning systems, will be integrated into the National Development Plans. The CNDPF, therefore presents a new approach to development planning that is highly iterative, participatory and inclusive.

Chairperson

NATIONAL PLANNING AUTHORITY

1. INTRODUCTION

- 1.1 Many countries that have recently achieved sustainable levels of economic progress have done so through a coherent system of National Development Planning where short term interventions and activities are guided by long term development aspirations and objectives encapsulated in various sets of cascading development plans. This involves deliberate efforts to assess where they are, where they want to be and how to get there. In other words, it involves mapping out medium to long term strategies that will move individuals, organizations, governments and societies from the current situation to the desired one.
- 1.2 For Uganda to achieve meaningful socio-economic transformation for sustainable development and prosperity; requires some level of preparedness in terms of understanding *where* we are, where we want to go, *how* and *when* to get there. These are questions of a *strategic nature* that call for strategic planning of the nation particularly in terms of the utilization of national resources (people, capital, land, water, minerals and the entire eco-system) in order to generate wealth.
- 1.3 There is therefore, a need to view Uganda's development in a long, medium and short-term perspective. This approach to development planning is spelt out in the Comprehensive National Development Planning Framework (CNDPF), which represents a highly iterative, participatory and inclusive planning process. It outlines the principles and guidelines to be followed in developing national and decentralized long and medium term development plans in context of perspective shared national vision.
- 1.4 A number of factors were considered in development of this framework. There was recognition of the prevailing economic systems; the existing planning framework and systems, as well as functional relationships within government and between government, private sector and civil society. Notable among, other factors, there was recognition of the existence of following;
 - i. a mixed economic system – in which the private sector operates in an open economy where market forces guide most business decisions, while the government provides supportive policy, legal, institutional, regulatory guidance as well as public goods.
 - ii. A multi-ethnic society – diverse in culture and tribes while it is unified on national goals and aspirations.
 - iii. A decentralized system of governance where administrative and planning functions are devolved to local authorities while the centre retains the responsibility for strategic planning, policy direction, overall coordination and capacity building.
 - iv. A strong partnership between government and the private sector:
 - v. Increasing development role played by development partners, civil society organizations including local NGOs and community-based organizations (CBOs).

1.5 The CNDPF shall help to achieve the following objectives:

- i. It will put in place an arrangement for development planning with a long-term view of the economy facilitated by perspective vision, long, medium and short-term planning instruments.
- ii. It will strengthen the linkages between long, medium and short term development planning.
- iii. It will synchronize national planning and budgeting processes and cycles.
- iv. It will provide an arrangement for harmonizing national level planning with planning at the sector and local government levels.
- v. Outlining the procedures and processes followed in preparing and securing approvals for the National Development Plans.
- vi. Defining the responsibilities of different players involved in all stages of development planning; and
- vii. Aligning the timing of the plans at different levels with time bound development objectives.

2.0 REVIEW OF THE EXISTING PLANNING SYSTEMS IN UGANDA

2.1 The Poverty Eradication Action Plan (PEAP) has been the main framework guiding development planning in Uganda since 1997. The PEAP has played a major role not only in guiding Government's efforts to fight poverty, but also in providing the starting phase for putting in place Uganda's Comprehensive National Development Planning Framework.

2.2 There are a number of sector specific plans and strategies such as PMA, Road Sector Development Plan/Programme and other related plans. The challenge, however is that these sectoral plans have neither been intertwined and interlinked with one another nor integrated and consolidated into national development plans.

2.3 At the local government level, the main planning framework is the 3- year rolling local government development plans. The Local Government Act, 1997 designate Districts Councils as the planning authorities for the districts. Districts are supposed to prepare 3-year rolling plans and submit them to NPA for integration into the national development plan.

2.4 Other frameworks and strategies guiding national planning include the Election Manifestoes, Prosperity for All (PFA) programme and Peace Recovery Development Plan for the Northern Uganda (PRDP). These strategies are however, yet to be integrated into a single policy framework.

3.0 RATIONALE FOR THE CNDPF

- 3.1 Uganda currently lacks a clear perspective vision and long term plans to articulate the country's strategic objectives and development thrusts against which medium and short-term plans would be anchored. The purpose of the CNDPF therefore, is to facilitate, guide and harmonise national and decentralized long and medium term development planning in the country.
- 3.2 The CNDPF provides a holistic approach to long-term planning in Uganda; describing the processes through which plans produced by sector and decentralized local planning systems, would be integrated into National Plans in synchronized time horizons. It also outlines roles and responsibilities of the actors at various levels, the planning horizons, cycles and deliverables at the various levels of national development planning process.
- 3.3 It is intended to bring about change and growth manifested by deliberate, realistic and continuous modifications to political, social, economic and spatial structures of the country/society and its activities, prioritized and planned in a regulated and sustainable manner, with continuous monitoring and evaluation being an integral part of the process. Functional partnership between the public and private sectors also play an important role in this process.
- 3.4 The CNDPF represents a modern system of development planning and management that has helped many emerging economies achieve major national objectives of fighting poverty, balancing income distribution and attaining sustainable development. The CNDPF is a continuous inter-disciplinary and participatory/all-inclusive process by which, the present and future aspirations of a country or community are systematically translated into reality, in accordance with development needs and constraints of its sectors, regions, institutions and entire populations.

4.0 PRINCIPLES UNDERLYING THE CNDPF

The major underlying principles of this framework and which shall be followed by all actors include the following:

- (i) Equity and gender equality
- (ii) Competitiveness
- (iii) Public Private Partnership (PPP)
- (iv) Sustainable development
- (v) Economic diversification
- (vi) Participation & ownership
- (vii) Evidence-based planning
- (viii) Accountability for development results

5.0 SUPPORTING LEGAL FRAMEWORK

- 5.1 Article 125 of the Constitution of the Republic of Uganda (1995) and the subsequent Act of Parliament (Act No. 15 of 2002) created the National Planning Authority (NPA) whose primary function is to produce comprehensive and integrated development plans for the country elaborated in terms of the perspective vision and the long-term and medium-term plans. Other principal functions of NPA include, coordination and harmonization of national development planning; monitoring and evaluation of development program impact; advising the Presidency on policies and strategies for the development of Uganda; and supporting local capacity development for national and decentralized development planning.
- 5.2 The Local Governments Act, 1997 provides for among other things; the decentralization and devolution of government functions as a means to ensure good governance and democratic participation. Section 36 of the Local Government Act designates the District Council as the Planning Authority of the District. In order to provide for the necessary interface between the national and decentralized local planning activities, the District Authority is required to prepare the plans in accordance with the guidelines established by the National Planning Authority.
- 5.3 Article 190 of the Constitution of the Republic of Uganda (1995) states that District Councils shall prepare comprehensive and integrated development plans incorporating plans of LLGs for submission to the National Planning Authority.
- 5.4 Article 155(1) of the Constitution provides that the President shall cause to be prepared, submitted and laid before Parliament, estimates of revenue and expenditure for each financial year. This provision is enforced through the Budget Act, 2001 which provides for and regulates the Budgetary Procedure. The key deliverables of the budget process are: (i) A three-year macro-economic plan and indicative framework; (ii) Submissions of preliminary revenue and expenditure estimates of departments, institutions and commissions; (iii) The Budget Speech and Ministerial policy statements presented to Parliament.

6.0 MAIN ELEMENTS OF THE CNDPF

The CNDPF is comprised of five principal elements namely the 30 year national vision, 10 year national development plan, the 5 year national development plans and annual plans and budgets (Also refer to Figure 1).

6.1 The National Vision (30 years)

- 6.1.1 A 30- year shared national vision shall guide development agenda for the country by articulating long term aspirations and projections about the desired future.

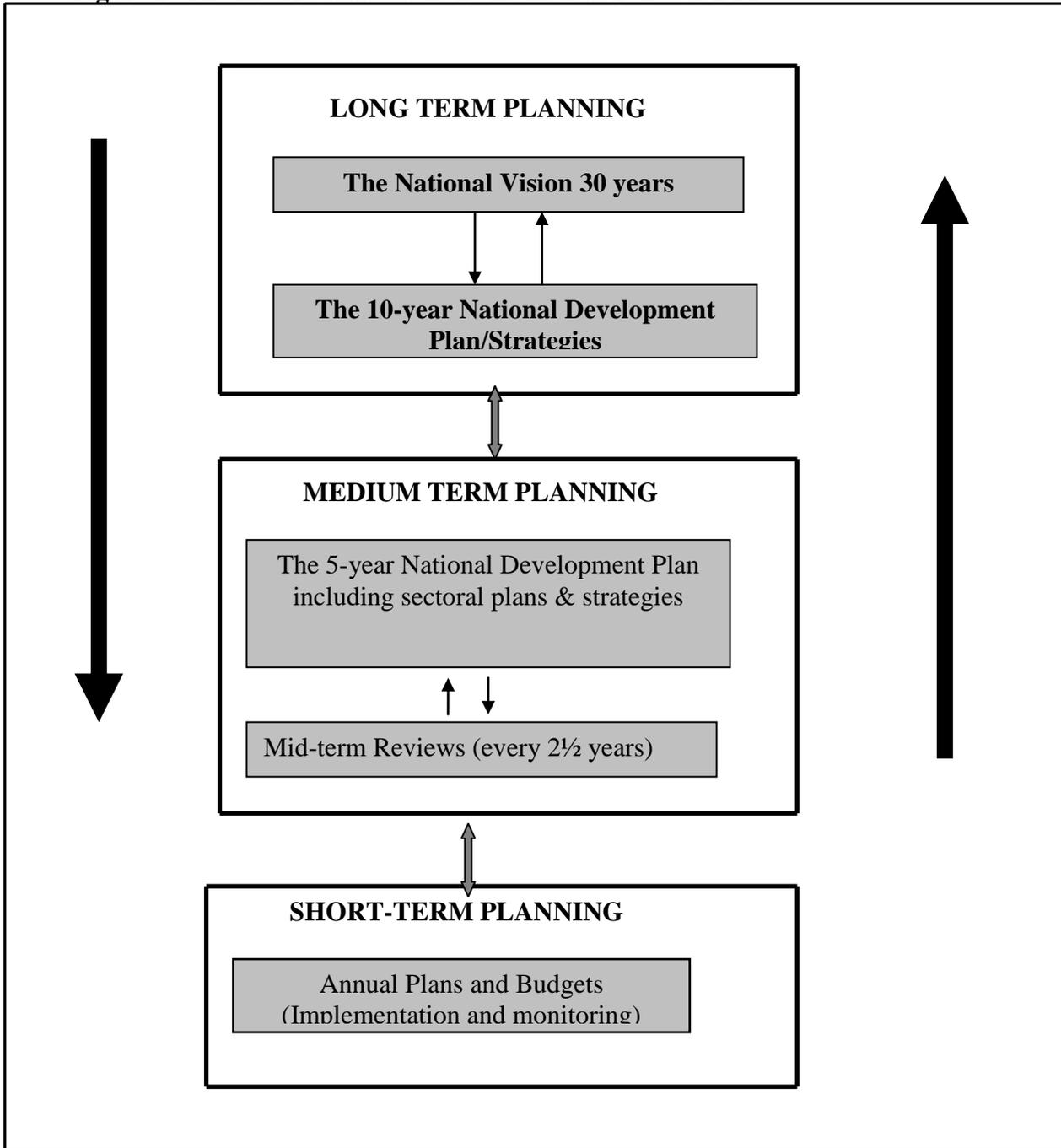
6.1.2 A shared National Vision is a creed that helps the country to make informed decisions so that the desired future can be realized. It provides a long-term focus for national development efforts. The Vision motivates the people and defines the direction and strategy towards the attainment of agreed long term goals of the nation. The Vision also provides a rallying point for everyone in the country to work towards a common purpose and values.

Box 1: Description of the National Visioning Process

The national visioning process involves four major stages that attempt to answer the following strategic questions:

- (i) Stage 1: Where are we as a country? This involves an assessment of the state of development of Uganda and the underlying factors.
- (ii) Stage 2: Where do we want to be? Aspirations for the desired future
- (iii) Stage3: How do we get there? This is an assessment of the conditions that must prevail if we are to achieve the desired future (challenges, pre-requisite and strategies)
- (iv) Stage 4: How will we know that we are there? That is measuring progress using predetermined indicators and targets.

Figure 1: The Interface between the Elements of the CNDPF



6.2 The 10-Year National Development Plan (10YNDP)

- 6.2.1 In order to actualize the 30-year National Vision aspirations, the Government shall develop and implement three successive 10-year National Development Plans.
- 6.2.2 The 10-year National Development Plans will outline the overall development objectives for the respective decades which will subsequently be elaborated in the 5-year medium term plans. They will also set the national long-term targets through which the National Vision will be achieved.

6.3 The 5-Year National Development Plan

- 6.3.1 The 5-Year National Development Plan will operationalise the 10-year National Development Plan. It will set out the macroeconomic growth targets and priority public sector development programmes. In addition, it will spell out the envisaged role of the private sector and civil society.
- 6.3.2 The plan shall consist of medium term specific objectives and strategies for the various operational organs of Government. The priorities set out in the 5-Year plan will guide the allocation of public resources. It will specify key annualized monitorable indicators and targets. The 5-Year plan will be costed with annualized budgets as well as mid-term projection of the resource envelope under the Medium Term Expenditure Framework (MTEF).
- 6.3.3 The 5-year plans will be subjected to mid-term reviews for purposes of ensuring that appropriate development control and direction are maintained. This will help assess progress and keep it on course.

6.4 Sector Policies and Master Plans

- 6.4.1 Ministries, Government Departments and Agencies shall be required to prepare their respective Sector Policies and Master Plans, which have to be consistent with the long term national development goals and objectives. The Sector Policies shall set out, among other things, the strategic direction of the sector for the next five years. The Sector Policy shall ensure that the capability of the sector strategic role in national development is sustained and enhanced in light of new and emerging challenges.
- 6.4.2 The Master Plans shall spell out the interventions to achieve each objective identified in the sector policy. They will further detail inputs and target indicators of each intervention.
- 6.4.3 Sectoral plans and strategies will be harmonized for a 5- year period and their timing will be consistent with the start and end time for the five year NDPs.

6.5 Annual Plan/Budget

- 6.5.1 The annual plan/budget shall spell out the priority activities for the year and their budgetary allocations consistent with the MTEF projections. The priority activities shall be selected to realize the objectives and strategies in the 5-Year National Development Plan.
- 6.5.2 The procedures for preparing the annual budget are spelt out in the Budget Act 2001.

7.0 THE DEVELOPMENT PLANNING PROCESS

7.1 Overview of the Planning process

- 7.1.1 Planning will be coordinated at two levels; National and Local Government Levels.
- 7.1.2 Under this framework, the process of planning shall be participatory, comprehensive and inclusive in terms of representation and content. The process of planning envisaged under this framework, therefore, is a mix of *top-down* and *bottom-up* approach.
- 7.1.3 The top-down and bottom-up approach will ensure that strategic guidance is provided at the national level and integration of development concerns at sector and local government levels into the overall national development programmes and consistent with national policies.

7.2 Planning at National level

- 7.2.1 Planning at the national level shall entail the determination of national priorities, integration of local government and sector plans, and production of the national development plans.
- 7.2.2 Determination of national priorities shall entail consultations at macro and sector level. The macro-level consultations will be done using an inter-agency planning group (IAPG) arrangement, which is elaborated in section 7.4 below.
- 7.2.3 Line Ministries, Departments and Agencies will carry out own planning under the guidance and coordination of the NPA. It is envisaged that various Ministries, Departments and Agencies will collaborate under the Sector Working Group (SWG) arrangement to produce Sector-wide plans.
- 7.2.4 The NPA will be responsible for the overall coordination of development planning at the national level as provided for in the NPA Act 15, 2002. A legal instrument is anticipated to evolve from this framework to further guide and regulate national and decentralized development planning in the country.

7.3 Planning at the Local Government Level

- 7.3.1 The process of Planning at the Local Government Level is provided for under section 37 and 38 of the Local Government Act, 1997. According to this Act, the production

of Higher and Lower Local Government plans will be coordinated by the District Council which shall be the District Planning Authority (DPA), expected to operate within the framework of guidelines established by the National Planning Authority.

- 7.3.2 The Act also requires the DPAs to prepare comprehensive and integrated development plans incorporating plans for lower level Local Governments (sub-counties and Municipalities) for submission to the National Planning Authority. Further, the Lower Level Local Governments are required to prepare plans incorporating plans of lower councils in their respective areas of jurisdiction (villages, parishes). *This is illustrated in figures 3.*
- 7.3.3 There shall be a District Technical Planning Committee (DTPC) to co-ordinate and integrate all the sector plans of lower level local governments for presentation to the district council. The Department of a district council responsible for economic planning shall constitute the Planning Unit and be the secretariat to service the DTPC. This same concept will apply to lower local governments.
- 7.3.4 The District Technical Planning Committee shall consist of the following officers:-
- a. The Chief Administrative Officer -Chairperson
 - b. Heads of Departments of that District;
 - c. Any technical person co-opted by the Chief Administrative Officer.
- 7.3.5 The Technical Planning Committee of a lower Local Government shall consist of all Heads of Departments or Sectors in its area of jurisdiction. The Sub-county Chief or Town Clerk shall be the Chairperson. The Technical Planning Committee shall co-ordinate all plans of lower Councils and submits the integrated plans to their respective Councils for consideration.

7.4 Consultative Process

Planning will be participatory and the planning process highly consultative to ensure that the ultimate products reflect consensus by the key stakeholders. The consultations will be carried out at macro, sectoral and local Government levels. These consultations will involve various stakeholders including private sector, civil society, development partners and the general public.

7.4.1 Consultations at macro level

- 7.4.1.1 A national level Inter-Agency Planning Group (IAPG) will be created to build consensus on the key development agenda and macro economic targets.
- 7.4.1.2 The group will initially comprise the following institutions; Ministry of Finance, Planning and Economic Development (MFPED), Bank of Uganda(BOU), Economic Policy Research Centre (EPRC), Office of the Prime Minister (OPM), Uganda Bureau of Statistics (UBOS) and National Planning Authority as the secretariat.

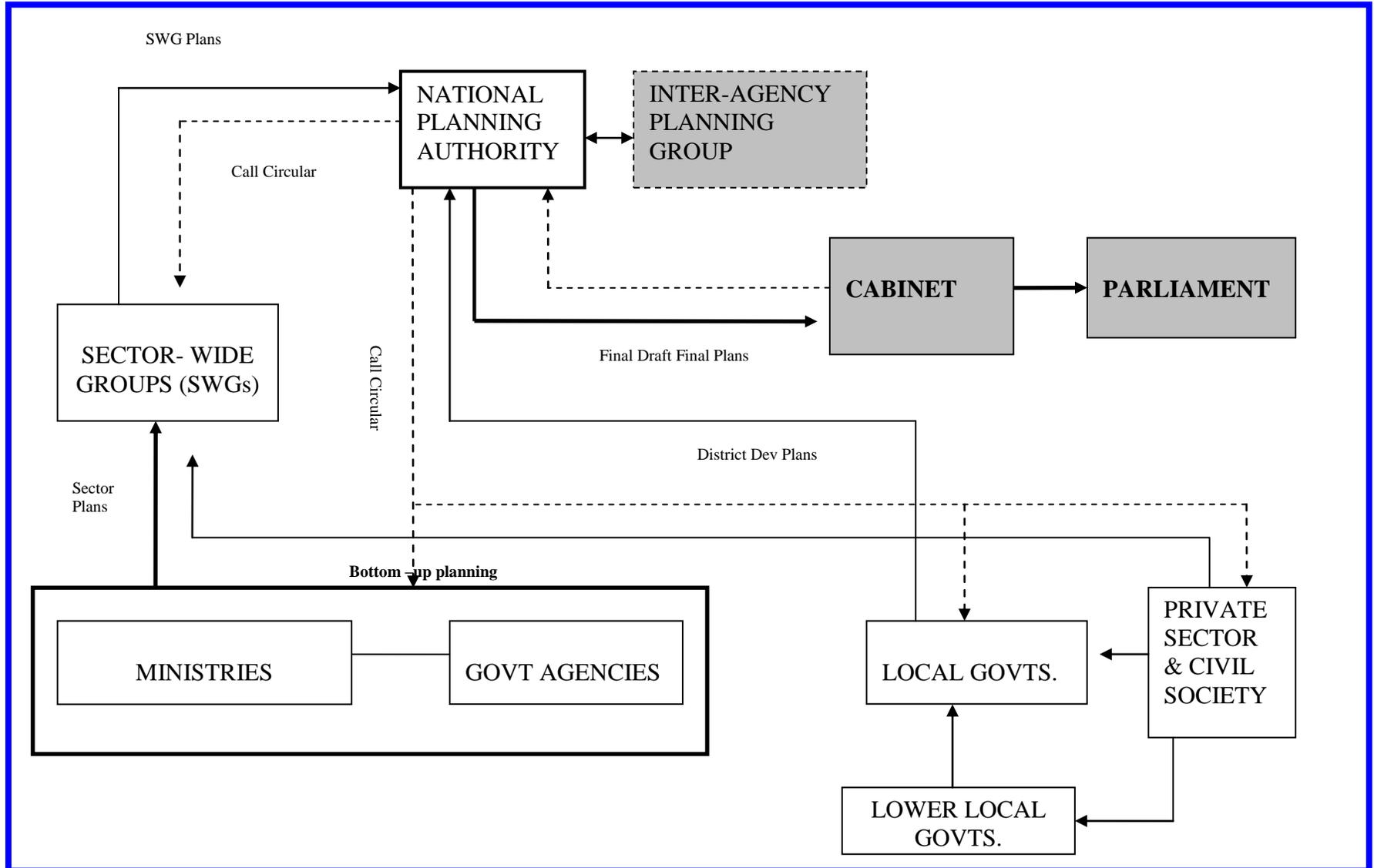
7.4.2 Consultations at the Sector Level

- 7.4.2.1 Consultations at sector level will be carried out through the existing sector working groups (SWGs) arrangements. It will however, be necessary to rationalize the existing SWGs.
- 7.4.2.2 The officers responsible for planning in respective ministries, departments and agencies (MDAs) shall be integral part of NPA planning network and shall be organically linked to the Authority.
- 7.4.2.3 The sectors will prepare thematic papers and submit them to NPA for synthesis and integration into the National Development Plan.
- 7.4.2.4 The sector level consultations will also specifically target private sector, civil society, and development partners (donors).
- 7.4.2.5 The Parliament of Uganda will also be consulted through the relevant session committees and parliamentary caucuses.

7.4.4 Consultations at Local Government Level

- 7.4.4.1 Local Government level consultations will be mainly carried with the district authorities as stipulated in the Local Government Act. However, NPA will work closely with the districts to ensure that lower local governments are consulted as well as private sector and civil society.
- 7.4.4.2 There will be a local government planning forum created to solicit views of various stakeholders regarding development planning. The district authorities will be provided with guidelines on the sitting of the forum and other modalities.

FIGURE 2: THE DEVELOPMENT PLANNING AND CONSULTATIVE PROCESS



7.5 Planning Cycle and Timeframe

7.5.1 Initiation of the Planning process

7.5.1.1 The planning process will begin with the issuance of the Call Circular to all ministries, departments, statutory authorities and Local governments (districts) by NPA. The purpose of the call circular is basically two-fold; to inform the Stakeholders of the preparation of the 10-year or five-year development plans and an invitation to submit development plans and budgets for their respective areas of jurisdiction.

7.5.1.2 The circular will present general guidelines for plan preparation, the macroeconomic perspective, sector development thrusts, proposed development allocation by district and sector, schedule for submission of proposals and the criteria for resource allocation between projects and programmes.

7.5.1.3 The ministries, agencies and local governments are by the call circular requested to formulate development plans which are mainly focused on the identified thrust areas. The plans will include a review of the previous development strategies and achievements; new and continuing projects/programmes, as well as the resources required to implement them. (The Roadmap for preparing the 5 and 10-year plan will be as follows).

Table 1: Roadmap for Preparing the 5 and 10- Year National Development Plans

Stages Involved	Planning Activity	Timing
I	Forecast of Proposed long term growth scenarios from econometric models e.g. GDP growth, National Accounts and Balance of Payments Projections.	
II	Preparation of Macro economic framework growth rates, Revenue, development ceilings expenditure, trade balance etc	
III	Submission of the Macro- framework for the five years to Parliament. This will include data on the macro forecast on the various growth parameters for the five years and the development ceilings by sector.	
IV	Circulation of the Call Circular inviting MDAs and LGs to prepare and submit Development Plans from their respective areas of jurisdiction to NPA.	
V	Individual Sector Wide Group (SWG) meetings held to review the submissions in order to harmonize and consolidate their respective sector plans before submission to National Planning Authority	
VI	Examination of proposed programmes/projects and the required allocations by NPA.	

VII	Consolidation and harmonization of submissions by SWGs, to generate a first Draft Plan document by NPA	
VIII	Table the draft plan document to the Inter-Agency Planning Group (IAPG). The IAPG is a high-level Technical Planning Group comprising leaders of MDAs and select members of the Private Sector and Civil Society.	
IX	Table the draft plan to a Special Cabinet Sub-Committee responsible for Development Planning.	
X	Table the plan document to the Development partners	
XI	Table the plan document to the President and Cabinet	
XI	Table the plan document to Parliament for acceptance and final approval.	
XII	Plan Implementation through annualized plans and budgets, Monitoring & Evaluation by National Planning Authority	

8. ROLES AND RESPONSIBILITIES OF THE VARIOUS ACTORS IN THE PLANNING PROCESS

The roles and responsibilities of the various actors in the implementation of the CNDPF will be as follows:

8.1 Parliament

The Parliament will be responsible for the following functions:

- a. Providing political input and guidance during top-level consultations
- b. Approval of the National Development Plans and guidelines
- c. Passing of the relevant legal framework and systems.
- d. Appropriation of the national resources and budgets on agreed priorities.
- e. Undertake full oversight responsibility and consistence of implementation

8.2 Executive

8.2.1 The Presidency

The President is the highest political leader for the country. In most cases, pronouncements by Heads of states and other high profile political leaders guide national development planning and policy-making processes. The political leaders are also a cradle for national visioning process. The Office of the President is therefore, very critical in providing the overall direction and guidance on policies and strategies for the development of the country and transforming

societies. The role of the Office of the President under this harmonized and coordinated development planning mechanism will include:

- a. providing the overall political guidance on the national vision
- b. acceding to the plans, laws and regulations
- c. lead the political mobilization and sensitization in implementation of the plan
- d. promote the national development plan within the framework of regional integration and political federation.

8.2.2 Cabinet

The Cabinet assisted by a relevant Cabinet sub-committee(s) shall perform the following functions:

- a. Provide policy direction and guidance on the strategic goals, aims and objectives to be pursued in the National Development Plans
- b. Ensure that the prioritization and ranking of national development programmes and projects are based on the agreed criteria
- c. Approve national budget and sectoral ceilings before plans are done,
- d. Grant overall approval of national development plans before being presented to Parliament.
- e. Approve all projects and programmes for government borrowing,
- f. Ensure that implementation of projects and programmes is consistent with the plans and is effectively being monitored.

8.2.3 Office of the Prime Minister (OPM)

The OPM is responsible for coordination and monitoring of Government business. The OPM is also currently responsible for the monitoring the PEAP policy and Results matrix. It is also promoting the National Integrated Monitoring and Evaluation Strategy (NIMES), a framework to help harmonise monitoring of Government programmes. The key role and responsibility of the OPM under the harmonized framework will be as follows;

- a. ensure coordination of the implementation of development programmes and projects for the development plans
- b. ensure that implementing agencies confirm to the set standards and procedures
- c. mobilize the populace for participation in the implementation of Government programmes
- d. monitor and evaluation programme/project based indicators

8.3 National Planning Authority

The primary function of the Authority prescribed under the enabling law (NPA Act 2002) is to produce comprehensive and integrated development plans for the country, elaborated in terms

of the perspective Vision, and long and medium–term plans. Other specific functions which are in line with this mandate include the following:

- a. Co-ordinate and harmonize development planning in the country.
- b. Design and implement programmes to develop planning capacity in the country both at national and local levels
- c. Support local capacity development for national planning and, in particular, provide support and guidance to the national and local bodies responsible for the decentralized planning process;
- d. Review high priority development issues and needs and make recommendations;
- e. Liaise with the private sector and civil society in the evaluation of Government performance, identifying and filling gaps in Government policies and programmes;
- f. Ensure that all national plans are gender and disability sensitive;
- g. Study and analyze strategic economic and structural reform policies;
- h. Make proposals for innovative programmes and policies, taking into consideration the resource potential and comparative advantage of Uganda and its different districts, and the need for effective poverty eradication measures;
- i. Monitor the performance of the decentralized system of development planning and finance and propose such institutional innovations as may be required for its improved operation;
- j. Conduct in-depth evaluation of the impact and cost of selected development programmes;
- k. Monitor and evaluate the effectiveness and impact of development programmes and the performance of the economy of Uganda;
- l. Advise the President on policies and strategies for the development of Uganda;
- m. Study and publish independent assessments of key economic and social policy issues and options so as to increase public understanding and participation in the economic and social policy debate;
- n. Perform such other functions relating to development planning as the President may direct.

8.4 Ministry of Finance Planning and Economic Development (MFPED)

The role of MFPED in this development planning process will be as follows:

- a. Mobilize resources domestically and externally for public expenditure programmes;
- b. Project and manage the resource requirements for implementation of the development plans over the medium term (MTEF)
- c. Lead the process of preparing the National Budget that is consistent with strategic objectives provided in the 5-year plan
- d. Ensure efficiency and effectiveness in public spending.
- e. Manage and control of public finances in a prudent and sustainable manner
- f. Ensure macro-economic stability in a manner consistent with economic growth targets.

8.5 Uganda Bureau of Statistics (UBOS)

The Uganda Bureau of Statistics (UBOS) was established by the UBOS Act (1998) to spearhead the development and maintenance of the National Statistical System (NSS) to ensure collection, analysis and publication of integrated, relevant, reliable and timely statistical information.

Reliable statistics provide a sound basis for making choices over competing demands and therefore support allocation of scarce resources. They provide national, sectoral and local government planners and policy makers with critical insights into macro and micro development patterns and trends. Statistics show where we were in the past, where we are now and where we want to be. They are important in measuring inputs, outcomes and impact. The key functions of UBOS under this framework will be as follows;

- Coordinate MDAs in the production of relevant statistics
- Ensure timely dissemination of information for use in policy formulation
- Provide overall guidance on the standards, concepts and definitions in data production
- Ensure provision of information for all the indicators necessary for monitoring the CNDPF

8.6 Line Ministries, Departments and Agencies (MDAs)

The roles of line ministries, departments and agencies will be as follows;

- Develop sector planning framework in their respective areas of jurisdiction
- Ensure timely submission of their plans to the National Planning Authority for integration in the National Development Plans
- Ensure effective implementation of sector development plans in their respective areas of jurisdiction
- Monitor and evaluate sector plans programmes and projects
- Prepare periodic M&E reports and submit to NPA as well as other relevant stakeholders
- Provide necessary feedback to the NPA and other relevant stakeholders regarding the operational National Planning System

8.7 Local Governments

In consideration of the principle of decentralization and devolution of functions, powers and services enshrined in the National Constitution, planning shall be decentralized at all levels of Local Governments to ensure good governance and democratic participation by all the people. Accordingly, the responsibilities of Local Governments in development planning shall include the following:

- a. Initiate and prepare local development plans (Local Governments Act section .36 & Section .38) based on guidelines prepared by the National Planning Authority.

- b. Coordinate and integrate all the sector plans of lower level LGs for incorporation in the district plans
- c. Ensure timely submission of plans to the National Planning Authority for integration into the National Development Plans
- d. Ensure effective implementation of the programmes and projects identified in the approved development plans.
- e. Ensure the provision of necessary feedback to the NPA regarding the national planning systems

9.0 PLANNING HORIZON

- 6.4 The cascading nature of the key elements constituting this framework (the CNDPF) was discussed in section 6 and Figure 1. This section presents the time horizon of the identified Elements and the timelines for reviewing them. These timelines are carefully chosen to ensure that there is coherence and consistence in implementing long-term goals of the nation and to take advantage of the linkages between Short, Medium and Long-term Planning.
- 6.5 A key factor in considering the planning horizons is that the Ugandan economy is still generally small and does not have the capacity to marshal all the resources needed to finance major development projects in a short-time. This therefore justifies the need for setting long -term aspirations realizable in a series of phased implementation programmes and funding. There will be a need under this arrangement for ensuring regular monitoring of implementation and reviewing the plans as a means to ensure that they remain relevant to prevailing circumstances and that they comply with agreed targets.

Table 2: The Planning Horizon and Timing of the Mid-term Review

No.	CNDPF Element/Plan	Cycle/Horizon	Midterm Review
1	Share National Vision	30 Years	After 15 Years
2	Long term Plan (10- Year National Development Plan)	10 Years	After 5 Years
3	Medium Term Plan (5- Year National Development Plan)	5 Years	After 2.5 Years
4	Sector Plans and Policies	5 Years	After 2.5 Years
5	Annual Plans and Budgets	1 Year	1 Year

10.0 MONITORING AND EVALUATION OF THE IMPLEMENTATION OF DEVELOPMENT PLANS

- 10.1 An effective system of monitoring and evaluation is very critical at every level of project/programme implementation. The existing government machinery lacks a coherent system of project monitoring and evaluation and indeed, this has been one of the major reasons for the failure of some government projects and programmes. There is need for timely intervention during the implementation of government projects to

minimize the risk of loss of public resources associated with lack of timely monitoring information.

- 10.2 The NPA Act 2002 (S: 15, 17 and 18) mandates the National Planning Authority to submit to the Minister (in charge of NPA), from time to time, reports on the performance of Ministries, Sectors and Local Governments relevant to the implementation of approved plans. This provision also spells out sanctions for non-compliance.
- 10.3 In keeping with the provisions of the NPA act (S: 18:2), the Authority will monitor the inputs and performance of Ministries, sectors and local governments and periodically report to the President through the Minister in charge of NPA. A Monitoring and Evaluation Division will be set up under the NPA. The Division will be responsible for monitoring inputs, targets, outputs and out comes of annual public expenditure.
- 10.4 A mandatory system of reporting on a quarterly basis shall be introduced to enhance accountability and reporting progress of project implementation. This arrangement presupposes that MDAs and Local Governments will operate own internal M & E systems for effective reporting and linking with the NPA Project Monitoring Unit. To this end, the MFPED and the Sector Ministries would ensure that at any stage of government disbursements, the Project Monitoring Unit of NPA is immediately informed.
- 10.5 NPA and OPM will through a consultative process formulate a detailed M&E framework for monitoring the implementation of national development plans.