Uganda Vision 2040

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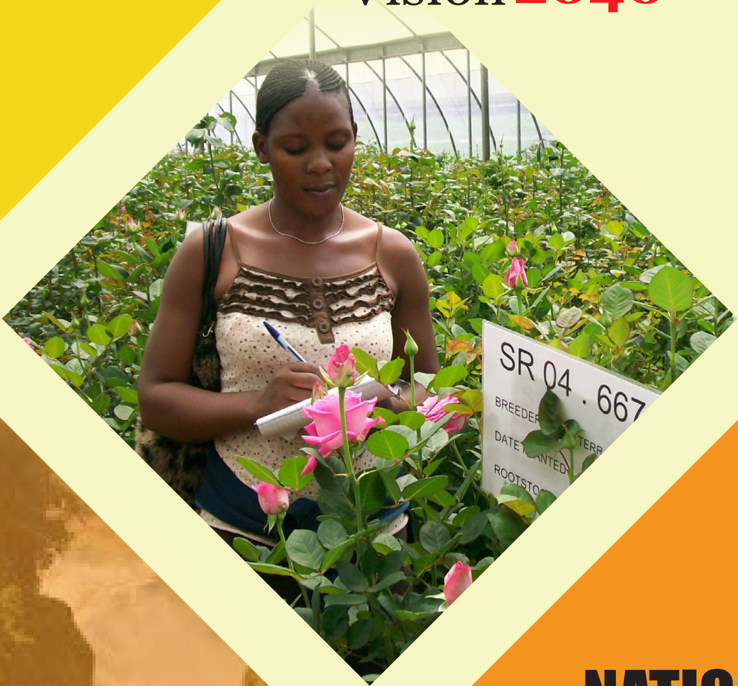
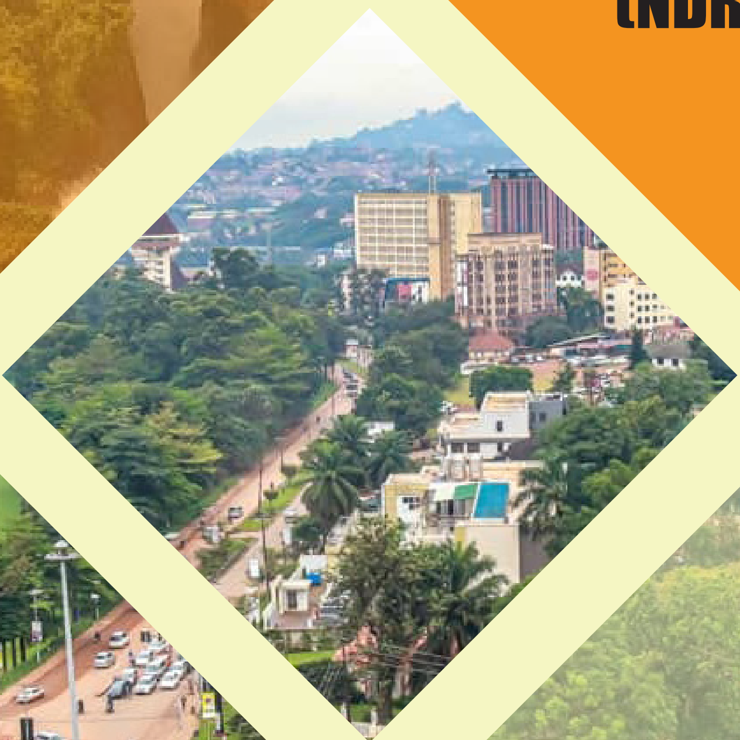


NATIONAL DEVELOPMENT REPORT (NDR) FINANCIAL YEAR 2021/22



NPA

National Planning Authority

NATIONAL PLANNING AUTHORITY

PLANNING FOR DEVELOPMENT

MARCH, 2023

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NATIONAL DEVELOPMENT REPORT (NDR) FINANCIAL YEAR 2021/22

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FOREWORD

This National Development Report (NDR) FY2021/22, is the twelfth under the CNDPF and the second under the NDPIII annual report produced by the National Planning Authority (NPA), it has been produced in fulfilment of the requirement by the National Planning Act, 2002. Specifically, the report provides progress on the implementation of the Third National Development Plan (NDPIII) during the Plan's second year.

The report analyses the performance of the economy through an analysis of the macroeconomic framework indicators covering the monetary, fiscal, external and real sectors. In addition, the report assesses the progress made against the NDPIII Results from the NDPIII theme/goal, objectives, and programmes and its attendant core projects. Lastly, it highlights challenges and recommendations for improvement.

The NDR intends to inform Government and other stakeholders about the economy's overall performance and the status of implementation of the development initiatives highlighted in the NDPIII. Additionally, this report intends to inform the government's oversight function to enhance decision-making.

On behalf of NPA, I thank Ministries, Departments and Agencies as well as other key stakeholders for your contributions towards the production of this report. I implore all of you to read and make use of the findings and recommendations highlighted.

Prof. Pamela Kasabiiti Mbabazi
CHAIRPERSON, NATIONAL PLANNING AUTHORITY

EXECUTIVE SUMMARY

Overall NDPIII Strategic Performance

The NDPIII FY2021/22 performance indicates that on average, **17 percent of the NDPIII results were achieved by the end of the second year.** Specifically: 36 percent of the Goal level results were achieved; 18 percent of the Objective level results were achieved; 29 percent of the Programme outcomes were achieved; 24 percent of Programme intermediate outcomes were achieved; and 14 percent of Programme outputs were achieved. This performance is attributed to challenges of fully transitioning to the programme approach, covid-19 effects and the existence of data gaps as well as weak planning and budgeting for core projects.

Progress on NDPIII Goal

a. Improving household income

Uganda's income per capita grew to $1052 in FY2021/22 from $936 FY2020/21 surpassing the NDPIII targets for the period under review. However, this must be sustained for 3 consecutive years for full graduation to a middle-income country. The improvement is attributed to increased government-targeted expenditure to support economic recovery to offset shocks such as Covid-19, disasters and civil wars.

The real GDP growth rate increased to 4.6 percent in FY2021/22 from 3.3 percent in FY2020/21 although below the Plan target of 6 percent. This improvement is attributed to increased government efforts to redirect the country on the development trajectory caused by shocks such as covid-19 coupled with unfavourable global and regional economic development (particularly the war in Congo and Ukraine), which have posed a challenging macroeconomic environment and affected economic growth prospects.

The proportion of people living on less than a dollar per day marginally decreased to 20.3 percent in FY20219/20 from 21.4 percent in FY2016/17 according to the Uganda National Household Survey 2019/20, indicating good performance compared to the 25.3 percent target for the period under review. Similarly, 41.8 percent of the population was living below the international poverty line in FY2019/20 below the Plan target of 49.47 percent. Despite the marginal improvement, the incidence of income poverty increased during the covid-19 pandemic from 19 percent pre-pandemic to 22 percent during the pandemic implying that a significant part of the population remains vulnerable.

The income inequality measured by the Net Income Gini Index stood at 0.43 in FY2019/20 better than the Plan target of 0.49 for the period under review. The Gender Inequality Index (GII) has stagnated at 0.72 and have been worsened with the covid-19. This inequality was largely attributed to large household sizes, disparities in access to education, inequalities in employment opportunities, urbanisation and generational poverty.

Total employment stood at 78.8 percent above the NDP target of 22.5 percent. The agricultural sector that is the largest sector, dropped by 3.1 percentage points to 2016/17, reaching 68 percent of total employment, and the service sector increased from 22 percent to 25 percent in the same period.

The share of the working population reduced from 60 percent FY2015/16 to 52 percent in FY2019/20 However, the working population in subsistence agriculture increased from 36 percent in 2016/17 to 47 percent in 2019/20. This implies that persons that lost their employment resorted to subsistence agriculture thus leading to an increase in the subsistence economy from 3.3m persons in 2016/17 to 3.5m persons in 2019/20. This is further explained by the contraction of employment opportunities as household enterprises reduced from 38 percent in 2016/17 to 31 percent in 2019/20. The Covid-19 pandemic has been one of the major negative impacts on both employment and household enterprises.

b. Improving Quality of life

Evidence from the Human Development Report (HDR) indicates that the quality of life of Ugandans still falls short of the minimum standards despite growth in the income per capita. For instance, the growth in incomes has not translated to improved access to quality basic services such as education, health care, and equal opportunities. In addition, the way incomes are distributed across individuals indicates that most Ugandans miss out on the development opportunities available to society.

Uganda's HDR 2021 revealed that inequality remains a major development issue in the country despite improvements in income per capita. Both income and gender inequalities as well as multi-dimensional poverty have been rising since 2020. The Uganda Human Development Index marginally adjusted from 0.528 FY2019/20 to 0.544 in FY2020/21. The marginal performance is largely attributed to impacts of Covid-19 and high population growth of 3percent.

The homicide rate per 100,000 people increased from 10.52 percent in FY2020/21 to 11 percent in FY2021/22 above the NDPIII target of 10 percent. The increase in homicides was largely influenced by the COVID-19 pandemic and the subsequent opening of all sectors of the economy.

Progress on NDPIII Objectives

Objective 1: Enhance value addition in Key Growth Opportunities

The average monthly nominal household income for an employee in Uganda marginally improved to UGX. 200,000 in FY2019/20 from UGX 176,000 in 2016/17 according to the National household survey FY2019/20 with males earning more than twice (UGX 250,000) as much as their female counterparts (UGX 120,000). In addition, employees in the urban area earned more than double (UGX 300,000) what employees in the rural areas earned (UGX 130,000). Additionally, employees in the public sector earned more (UGX 510,000) than those in the private sector (UGX 150,000). This performance was short of the Plan target of UGX 482,297 for average monthly nominal household income in the reporting period. This is on account of an increase in the number of poor persons from 8.0 million in FY2016/17 to 8.3 million in FY2019/20.

The agriculture sector contribution to GDP increased to 24.1 percent FY2021/22 from 23.7 percent FY2020/21 over and above the Plan target of 20.8 percent. The contribution of the industry sector to GDP was 26.8 percent, which is below the Plan target of 27.8 percent, which is decline from the previous year at 27.1 percent. The services sector continued to be the biggest contributor to GDP at 41.8 percent an increment from 41.5 percent in FY2020/21 but below the Plan's target of 45.1 percent.

The ratio of manufactured exports to total exports stagnated at 13.5 for the first two years of the NDPIII. This performance is however below the plan's target of 14.9 percent by end of the second year. Similarly, high-technology exports (% of manufactured exports) stagnated at 2.1 percent in the same period well below the Plan's target of 4.3 percent.

The foreign exchange earnings from Tourism slightly improved to $1.6 billion in FY2021/22 from $1.2 billion in FY2020/21 though still below the Plan's target of $1.631 billion. Similarly, the tourism sector's contribution to GDP marginally improved to 3.2 percent from 2.9 in the same period and well below the Plan's target of 7.9 percent. This performance was on account of full reopening of the sector which was greatly affected by the shocks of covid-19 given that only 1.3 million tourist arrivals were registered in 2020 compared to 2.3 million arrivals in 2019.

The contribution of ICT to GDP was 9.8 percent in FY2021/22 a small increase from 9 percent in the FY2020/21 over the Plan's target of 2.9 percent for the review period. However, universal, affordable access remains largely unattained due to the high and multiple taxes on digital products and services. According to the Uganda Communications Commission (UCC), by September 2021, the country had 29.1 million telephone subscriptions that translate into a national penetration of seven connections for every 10 Ugandans. However, the proportion of Ugandans who actually own or use mobile phones is less than 70percent due to multiple SIM card ownership. Internet subscriptions stood at 22 million, or a penetration of 52percent, yet the percentage of the population that actually uses the internet is much lower, as many users have multiple subscriptions.

Internet and mobile telephone penetration are still low in Uganda in comparison to Kenya with 122percent internet penetration and 133percent mobile penetration, Rwanda with 64.4percent internet penetration and 84.2percent mobile penetration, and Tanzania with 50percent internet penetration and 91percent mobile penetration. The average phone subscriber in Uganda spends just UGX 10,500 (about USD 2.8) per month on voice, data and SMS services. This average revenue per user (ARPU) in Uganda is significantly lower than in other African countries.

The percentage of titled land was 23 percent in FY2021/22, which was below the Plan target of 29 percent. This was attributed to various interventions undertaken in the land sector to enhance the land tenure system such as reforms for new Certificates or Land Titles and issuance of land titles.

Objective 2: Strengthen private sector capacity to drive growth and create jobs

Uganda's saving as a percentage of GDP marginally improved from 19 percent in FY2020/21 to 19.2 percent surpassing the NDPIII target of 16.8percent. On the other hand, FDI fell, averaged about 2.1 percent and 2.3 percent of GDP over the first two years of the plan below the targets of 3.0 percent and 3.2 percent respectively. Similarly, the Gross capital formation as a percentage to GDP declined to 22.5 percent in FY2021/22 from 25.2 percent, which was less than the target of 26.8 percent.

The private sector credit and its contribution to GDP improved to 8.5 percent and 15.2 percent in FY2021/22 from 7.1 percent and 14.4 percent in FY2020/21, respectively. The below Plan target performance (12.9 percent) for private sector credit growth is attributed to the persistently high lending rates, risk aversion by banks due to the poor performance of many businesses as well as the negative effect of the lockdown on the performance of many SMEs. Nonetheless, the private sector as a percentage of GDP surpassed the NDPIII target of 10.5 percent for the review period.

The exports as a percentage of GDP, in terms of export of merchandise and goods & services were reported at 12.1 percent and 16.7 percent in FY2021/22, an improvement from 11.4 percent and 14.35 percent in the first year of the NDPIII, respectively. The performance was however below the NPDIII targets of 14.8 percent and 29.5 percent for the period under review.

The youth unemployment rate was 13 percent according to the 2019/20 Uganda National Household Survey, implying that the NDPIII target of 11.6 percent was not met. This performance is attributed to the effect of Covid-19, which pushed most people out of employments. 39,511 jobs were created an improvement from the previous year at 32,007 jobs but below the Plan target of 477,262 Jobs. This was on account of unexpected lockdowns in the country which were as a result of the COVID-19 pandemic.

Objective 3: Consolidate & increase stock and quality of Productive Infrastructure

Under the energy results area, the NDPIII target for Energy generation capacity (MW) was 1,990MW in FY2021/22. During the FY, the Energy Generation Capacity was reported at 1,254.2MW. The percentage of households with access to electricity increased to 28 percent in FY2021/22 from 23 percent in FY2020/21 although far below the Plan target of 45 percent.

There was an increase in the cost of electricity during the FY2021/22. The costs in USD cents for residential, industrial (Large), industrial (Extra-large), and commercial were 23, 9.8, 8 and 17 cents, respectively. The performance failed to meet the respective targets of 19.4, 8, 7 and

14.6 USD cents. This under performance was as a result of the outbreak of the COVID 19 pandemic This fall in demand put extra financial pressure on Government to pay deemed electricity for the available generation capacity that is not being utilized hence since the operational costs were high as well, all consumers of electricity had to carry the burden, which explains the high charges as opposed to the NDP III target.

Under ICT, internet penetration rate (internet users per 100 people) was 46 percent above the Plan target of 35 percent. The good performance was a result of the lockdown which led to shifting work culture, with many businesses adopting remote working methods thus the increased internet penetration.

With regards to water for production, the target for Cumulative WfP Storage Capacity (million m3) was estimated at 47.88 below the Plan target of 55.72 in FY2021/22.

Performance under road transport result area during the FY2021/22 indicates that the proportion of paved roads to total national road network increased to 27.8 percent from 26.6 percent in FY2020/21, while the percentage of district roads in fair to good condition increased to 75 in FY2021/22 from 69 in FY2020/21. On the other hand, the freight transportation cost from Mombasa to Kampala by road increased to 2.5USD per ton per km in 2021/22, as compared to 1.9USD per ton per km in FY 2019/20. Travel time within GKMA could not be established since road surveys were not conducted due to budget cuts in favour of COVID-19 related activities.

For railway transport, the proportion of freight cargo carried by rail during FY2021/22 could not be established because there were no relevant statistics on freight carried by road; the mode that estimating transports more than 90 percent of the freight. However, during the year of assessment, freight of 224,414 tons was transported by rail. Further, travel time from Kampala to Mombasa by railway transport was reduced to 14 days in FY2021/22 from 15 days in 2020/21. This performance was against the NDPIII target of 15 days. Also, the average travel time for freight rail services along the Southern route of Mwanza-Dar-Kampala remained at 6 days for the two years.

On air transport, the third National Development Plan (NDPIII) anticipated an increase in the volume of international air passenger traffic from 1.7 million in FY2017/18 to 1.939 million in FY2021/22. On the contrary, the volume of international air passenger traffic was considerably reduced to 0.457 million by close of FY2021/22 on account of COVID-19 related effects. Also, the NDPIII projected an increase in volume of domestic air passenger traffic to 30,967 passengers by close of FY2021/22 from the baseline of 22,301 passengers in FY2017/18, but an actual performance of 25,459 passengers was achieved. This negative performance is also attributed to travel restrictions for controlling the spread of COVID-19.

On the other hand, by close of FY2021/22 the freight cargo traffic of exports and imports changed to 40,961 tons and 23,293 tons, respectively. This performance was against the NDPIII targets of 44,274 tons and 22,264 tons of exports and imports, respectively.

Under water transport, whereas NDPIII anticipated an increase in freight traffic on Lake Victoria from 45,338 tones in FY2017/18 to 46,996 tones in FY2021/22, the traffic stood at 170,045.4 tones by close of FY2021/22. This performance comprised 20,467.52 tons of exports, and 149,577.88 tons of imports.

Objective 4: Enhance productivity and wellbeing of Population

According to the UBOS Statistical Abstract, 2020, the labour productivity (GDP per worker) was USD 945 (Agriculture), 7,542 USD (Industry) and 3,150 USD (Services). This was below the FY target of 2,527 USD, 8,162 USD and 3,925 USD for Agriculture, Industry and Services, respectively. The Labour Force Participation Rate (LFPR) was 57 percent against the target of 56 percent for the FY (Labour Force Survey, 2018/19). Additionally, the Employment Population Ratio was 43 percent against the year’s target of 51.3 percent (UNHS, 2020).

With regards to Health key performance indicators according to the Statistical Abstract 2020, the life expectancy at birth was 63.3 years below the target of 64.6 years in FY2020/21. The Infant Mortality Rate/1000 was 43 against the FY 2020/21 target of 41.2. Maternal Mortality Ratio/100,000 was 336 against the target of 311 for FY2020/21. The Neonatal Mortality Rate (per 1,000) was 27 against the FY target of 24. The Total Fertility Rate and U5 Mortality Ratio/1000 were 5.4 and 64, respectively. This was against the respective targets of 5 and 42 for FY2020/21. The proportion of stunted children U5 was 29% against the target of 27 for the FY.

Regarding Education, the performance on key indicators according to the Statistical Abstract 2020 indicates that the primary to secondary school transition rate was 61 percent against the target of 65 for the FY. The survival rate for primary was 34.2 percent against the target of 40 percent for the FY2020/21. The quality adjusted years of schooling was estimated at 4.5 against the FY target of 4.6. The literacy rate was 73.5 percent against the target of 74.1percent for the FY. The electricity consumption per capita (Kwh) was 108.8 kwh against the target of 150 kwh for the FY.

On water and environment, the forest and wetland cover, were reported at 8.1 percent and 3 percent in the FY2020/21 against the targets of 12.5 percent and 9.08 percent, respectively. The percentage Safe water coverage for Rural & Urban was 69 percent and 79.1 percent, respectively. This was against the respective target of 75.4 percent and 79.2 percent. the sanitation coverage (improved toilet) and hygiene (hand washing) performance was reported at 42.8 percent and 40 percent respectively. This was against the targets of 23 and 36, respectively on account of impacts of covid-19 hand washing practices.

Objective 5: Strengthen the role of the State in guiding and facilitating development

The ratio of tax to GDP reduced to 11.4 percent in FY2021/22 from 11.99percent in the FY2020/21, which was below the Plan's target of 12.3percent for the period. This performance is on account unmet revenue targets

The share of central government transfers to Local Government stagnated at 13.7 percent over the two years of NDPII well below the Plan target of 22.05 percent for the review period. The inadequate allocations to LGs has greatly affected the delivery of decentralized services. The average cost of electricity was estimated at $5 cents meeting the NDPII target for the review period.

Status of implementation of Core Projects

Out of the 69 NDP III core projects, 34 projects are under implementation, 16 projects are still under preparation (Proposal, Profile, Pre-Feasibility, and Feasibility), 4 are at the project concepts stage, 13 are at idea stage and 3 are still at project idea awaiting approval from the Development Committee (DC) by end of the second year of the NDPIII.

Progress on the implementation of The NDPIII Programme Results

At programme level, only 29 percent of the programme outcomes were achieved. This performance is attributed mainly to the transition to the programme based budgeting and weak planning. The summary performance by programme is presented below:

1. **Agro-Industrialization**

During the FY2021/22, the overall performance of the Agro-Industrialization programme was 14 percent. **The key achievements reported by the programme include:** (i) Improvement in animal disease control where the number of districts free from state-controlled diseases increased to 101 above the targeted 92; (ii) The share of agricultural exports to total exports was 34.5 percent above the NDPIII target of 30 percent due to increase in coffee export quantities (6.26 million 60kg bags in FY2021/22 from 4.17 million bags in FY18/19); and, (iii)

There is increasing lending into the agriculture with the share of agricultural finance to total finance at 12.3 percent above the target of 9.2 percent. **Key challenges affecting the Agro-Industrialization programme include:** (i) Lower technology generation and research; (ii) Limited progress in Maintenance of sanitary and Phyto-sanitary standards; and, (iii) Growing incidences of livestock diseases.

The following recommendations were proposed by the programme; (i) More research should be done on the survival of fish fingerlings to be restocked in the major fishing water bodies; (ii) Strengthen intra-programme collaboration and synergy in prioritization and implementation; and, (iii) UBOS should incorporate all programme indicators and provide statistics for them, especially those beyond implementing MDA mandates e.g., labour productivity in agriculture.

2. **Mineral Development**

During the FY2021/22, the overall performance for the Mineral Development programme was 17 percent. **The key achievements reported by the programme include:** (i) Mineral exploration in the country with phases 1 and 2 of geological and geophysical surveys in Karamoja region was completed; (ii) Mineral Beneficiation Centres in Ntungamo and Fort-Portal were completed; and, (iii) A Reconnaissance Survey around Kanangorok in Karamoja was undertaken as recommended by the East African Geothermal Energy Resources (EAGER) under exploration of Geothermal potential. **Key challenges that affected Mineral Development Programme included:** (i) Mineral smuggling especially Tin and Gold affected the programme; (ii) Low release of funds affected most planned activities under the programme such as formalization of ASMs; and, (iii) The slow pace of procurement hampered acquisition of equipment.

The following recommendations were proposed for the programme: (i) The global economy has shifted towards the green economy and de-carbonization of the economy and therefore, Government should focus on investment in exploration and development in the green economy minerals; (ii) MEMD to prioritize funding to the key sub-programme activities for example acquisition of laboratory equipment; and, (iii) MEMD to fast-track procurement of pending mineral equipment.

3. **Sustainable Development of Petroleum Resources**

During the FY2021/22, the overall performance for the Sustainable Development of Petroleum Resources programme was 16 percent. **The key achievements reported by the programme include:** (i) Final Investment Decision (FID) for the Tilenga, Kingfisher and East African Crude Oil Pipeline Projects (EACOP) was announced on 2nd February 2022; (ii) Two thousand two hundred (2,200) companies now qualified and registered on the National Supplier Database (NSD) in up from five hundred in 2020; and, (iii) Both the route and the Front-End Engineering and Design, (FEED) for the East African Crude Oil Pipeline (EACOP) were approved. **Key challenges that affected the Sustainable Development of Petroleum Resources Programme included:** (i) Volatility in the international prices of petroleum products and international supply disruptions due to conflicts (geopolitical issues); (ii) Inadequate infrastructure, tools and facilities to support some of the policy and regulatory functions: and, (iii) Insecurity in the Moroto-Kadam area hindering exploration activities.

The following recommendations were proposed for the programme: (i) MEMD and MoFPED to prioritise funding for Resettlement Action Plans (RAP) activities to hasten the preparations for oil refinery and pipelines; (ii) MoFPED should release the allocated capitalisation funds to UNOC for the EACOP 15 percent shareholding equity; and, (iii)

MoFPED should provide funds in the next two years to UNOC for the 40 percent shareholding equity for the refinery project.

4. **Tourism Development**

During FY2021/22, the overall performance for the Tourism Development Programme was 35 percent. **The key achievements reported by the programme include:** (i) Three Regional Museums of Kabale, Karamoja and Soroti maintained with 3,800 tourists hosted; (ii) 22 Protected Areas (10 National Parks and 12 Wildlife Reserves) managed and sustained; and (iii) Maintained and rehabilitated two Training institutions of UHTTI in Jinja and UWRTI in Kasese.

Key challenges that affected the Tourism Development Programme: (i) Inadequate marketing and promotion of the country's tourist attractions; (ii) Inadequate staffing and skills across the sector; (iii) The performance of the training institutions (UHTTI & UWRTI) is still hampered by the limited facilities; (iv) Inadequacies in data management and research; (v) Gaps in Tourism statistics, data, and important information on domestic tourism, accommodation facilities and other tourism services; and (vi) Low competitiveness of Uganda as a Tourist Destination: Uganda Scored poorly in the health and hygiene category (133/136 countries) and is at 116/136 position in ICT readiness.

The following recommendations were proposed for the programme: (i) Fast-track the review/development and implementation of the National Marketing strategy; (ii) Restructure UWRTI and UHTTI; and (iii) MTWA should come up with a Statutory Instrument (SI) making it mandatory for all generators of statistics to submit timely statistics to the Ministry for periodic dissemination.

5. **Natural Resources, Environment, Climate Change and Land and Water Management**

During FY2021/22, the overall performance for the Natural Resources, Environment, Climate Change and Land and Water Management Programme was 25 percent. **The key achievements reported by the programme include:** Prepared Lakes Edward and Albert Basin Strategy and Investment Plan (LEAB SIP); Finalized consultations on the peace policy, disaster preparedness management plan; Climate Change adaptation technologies implemented at selected project intervention sites. **Key challenges that affected the Digital Transformation Programme:** Most of the facilities inspected did not have certificates of approval from NEMA and did not clearly document the waste management processes; Most projects/ facilities did not have staff responsible for environment management to guide projects or facilities on management of waste; Floods and landslides due to climate change affected densely populated areas and therefore affected communities moved to relatively safe areas but also prone to disasters; Influx of refugees who settle in forest reserves and wetlands is a major threat to conservation.

The following recommendations were proposed for the programme: Funding for Environment and Natural Resources Management should be increased to increase compliance, monitoring and enforcement, protection of fragile ecosystems; District Local Governments and Urban Authorities should enact and implement ordinances or bylaws to protect ecologically sensitive areas; Refugees should be resettled in designated places after conducting Environment and Social Impact Assessment with a clear plan to manage environmental and social impacts; The MWE should fast-tracks the finalization of the Forestry Policy to guide sustainable management of the forest sector.

6. **Private Sector Development**

During FY2021/22, the overall performance for the Private Sector Programme was 14 percent. **The key achievements reported by the programme include:** (i) Capitalization of Uganda Development Bank and Post Bank during the FY2021/22 to a tune of 88.5 BN and 2.66BN respectively so as to increase access to long term finance; (ii) Enhancing the acceptance of the use of Security Interest in Movable Property Registry (SIMPO) by URSB which eases the financial costs of doing business for short term borrowers who might not have immovable assets; (iii) Reduction of Certification Fees by Uganda National Bureau of Standards like the Initial Audit fees and Surveillance Audit fees and the quality mark is now free of charge. **Key challenges faced by the Private Sector Development programme are:** (i) Limited utilisation of the UIRI skilling facility in Namanve and other facilities as a lack of awareness of the services offered by this facility; (ii) Through sub-contracting, the foreign providers exploit the nationals by under-pricing the inputs required by the national companies. (iii) Informality is still high and there is low awareness of the available incentives is still low, which limits the participation of local firms.

The following recommendations were proposed for the programme: (i) It is recommended that data on the available incubation centres, research and innovation facilities and other skilling facilities in the country are collected, so as to ascertain their total number, regional distribution, areas of specialisation, capacity. (ii) Create awareness of all existing government facilities, incentives so as to increase their uptake**.** (iii**)** Encourage nationals to form joint ventures amongst themselves to enhance their capacity and create more awareness about them so as to increase their capacity to sub- contract.

7. Manufacturing

During FY2021/22, the overall performance for the Manufacturing Programme was 7 percent. **The key achievements reported by the programme include:** (i) Fully Serviced Industrial parks established; (ii) Sustainable FDI to Manufacturing increased; (iii) Improved product volumes and quality in pharma subsector; (iv) Total of 3,001 youth, women and members of the household were provided with entrepreneurship and business skills in Ibanda, Sheema and Ngora districts. **Key challenges that affected the Manufacturing Programme include:** (i) Difficulty in accessing Credit by small, micro and medium enterprises; and (ii) Shortage of skilled labour force and low absorption.

The following recommendations were proposed for the programme: (i) Provide cheap capital through UDB long term loans with low interest rates; and (ii) Increase quality monitoring of consumer goods and develop Standards for priority products.

8. Integrated Transport Infrastructure & Services

During the FY2021/22, the overall performance of the Integrated Transport Infrastructure & Services programme was 23 percent. **The key achievements reported by the programme include:** (i) Road subsector reported the stock of paved national roads increased from 5,591 km in FY2020/21 to 5,878 km in FY2021/22 against a target of 6163 km; (ii) Railway subsector reported that 27km Kampala - Malaba railway line were rehabilitated and 210km repaired, and Four locomotives and two reach stackers were procured by the Uganda Railways Corporation; (iii) Air subsector reported civil works for the rehabilitation and expansion of Entebbe International Airport progressed from 75.9 percent to 89.54 percent, and the development of Kabaale International Airport physical progress stood at 75.0 percent completion; (iv) Water subsector reported construction of permanent ferry landings for Sigulu Ferry physical progressed to 70.0 percent and the design & build to develop ferry landing sites for Buyende, Kaberamaido & Kagwara (BKK) Ferries progressed to 31 percent. **Key challenges affecting the Integrated Transport Infrastructure & Services programme include:** (i) Low and delayed release of funds that affected maintenance of roads, availability of road equipment, development of Upcountry Aerodromes, Road safety prommes, and increased debt due to interest accrued as a result of delayed payment of contractors; (ii) Delayed land acquisition on most construction projects; (iii) High numbers of fatalities and casualties due to road crashes worsened by the implementation of the Motor Vehicle Inspection Services scheme.

The following recommendations were proposed for the programme: (i) Adequate allocation and timely release of funds should be ensured by the MoFPED to facilitate implementation of the affected projects and interventions; (ii) Land acquisition should be prioritized during budget allocation, and project implementors should engage the land valuers and the PAPs and make negotiations for compensation in time; and, (iii) Transport safety measures and specifically road safety should be prioritized in both improving the road conditions, and implementing the software activities.

9. Sustainable Energy Development

During the FY2021/22, the overall performance for the Sustainable Energy Development programme was 23 percent. **The key achievements reported by the programme include:** (i) Karuma HPP EPC works progressed to 99.6 percent and majority of the identified snags have been addressed; (ii) Grid Rural Electrification Project was completed; and, (iii) Feasibility Studies and Environmental Impact Assessment for the proposed Kiteezi 4MW biogas digester Plant submitted to ERA and NEMA respectively for approval, among others. **Key challenges that affected the Development Plan Implementation programme include:** (i) Protracted and lengthy financing negotiations which has affected project implementation; (ii) Land acquisition challenges; and, (iii) Increased vandalism on ongoing and existing electricity transmission and distribution infrastructure due to high demand for metal scrap from steel factories have been registered.

The following recommendations were proposed for the programme: (i) Structure the power generation projects to include the transmission lines in order to address challenges associated with power evacuation; and (ii) Legislation to regulate the scrap market should be worked on immediately.

10. Digital Transformation

During FY2021/22, the overall performance for the Digital Transformation Programme was 23 percent. **The key achievements reported by the programme include**: (i) Increased number of internet users (internet penetration) 25 percent (FY2017/18) to 55 percent (FY2021/22; (ii) Many MDAs automated e.g., PDMIS, e-GP, EMIS, HCMS, URSB system, court case administration system; (iii) National broadband infrastructure blueprint produced. **Key challenges that affected the Digital Transformation Programme include**: (i) lack of operational and management guidelines for the National ICT Hub; (ii) Digital divide digital between urban and rural; costly universal service obligation; (ii) Heavily taxed sector**,** MTN and Airtel alone made-up 40 percent of excise duty revenues and 12.7 percent of VAT revenues in FY2019/20. Yet the sector's GDP contribution is only 1.8 percent; (iii) Lengthy procedure of acquiring permits for rights of way from LGs by the Tower companies.

The following recommendations were proposed for the programme: (i) Last mile connectivity should be prioritized; (ii) Government needs to set a policy that positions UICT as the preferred trainer for all MDAs and LGs that require ICT related training courses; (iii) Implementation of the National postcode and addressing system should prioritized; (iv) Exempt tower companies from acquisitions of local permits since ICT is a critical national infrastructure and the companies are already licensed nationally by UCC; (v) Payment of internet fees for MDAs and LGs should be deducted by MoFPED centrally; (vi) Complete recruitment of ICT officers to support the digitalization efforts; (vii) The MoICT&NG should expedite the development of operational guidelines for the National ICT Hub and attract more innovators.

11. Sustainable Urbanisation and Housing

During the FY2021/22, the overall performance for the Sustainable Urbanization and Housing programme was 14 percent. **The key achievements reported by the programme include:** (i) Decrease in Urban unemployment rate from 14.4 percent to 9.4 percent; (ii) Reduction in the acute housing deficit of 2.2 million by 20 percent; (iii) Decrease in the percentage of urban dwellers living in slums and informal settlements from 60 percent to 40 percent; (iv) Decrease in the average travel time per km in GKMA from 4.1 min/km to 3.5 min/km; (v) Increase in the proportion of tarmacked roads in the total urban road network from 1,229.7 km (6.1 percent) to 2,459.4 km (12.2 percent); and (vi) Improvement in the efficiency of solid waste collection from 30 percent to 50 percent. **Key challenges that affected the Sustainable Urbanization and Housing Programme included:** (i) Lack of data since most of the outcome up to output indicators required surveys to be undertaken; (ii) Limited Resources to implement the programme's interventions; (iii) Effects of COVID-19 which hindered the implementation of activities; and (iv) Deviation from the target as ambiguous targets were set by the NDPIII.

The following recommendation was proposed for the programme: (i) Continuous engagements ensuring that stakeholders buy-in and appreciate the Programmatic approach.

12. Human Capital Development

During the FY2021/22, the overall performance for the Human Capital Development Programme was 11 percent. **The key achievements reported by the programme include:** (i) Uganda's ranking in niche sports Athletics improved; (ii) Net Enrolment Ratio Primary increased; (iii) readiness capacity of health facilities to provide general services increased; and (iv) Access to basic sanitation handwashing facility increased. **Key challenges that affected the HCD programme were**: (i) Limited synergy and collaboration between implementing agencies leading to poor alignment of the PIAP commitments into the Annualized Budgets; (ii) Challenges in planning, prioritization and sequencing of activities leading to over-commitment amidst inadequate funding; (iii) Staffing shortages across majority of health and education institutions which negatively impacts service delivery; and (iv) Limited progress on NDPIII HCD Core Projects (Majority are at concept stage).

The following recommendations were proposed for the programme: (i) The NPA, MFPED through the Desk Officers and all sub-programme votes should align the NDP interventions and PIAPs with the annualised budgets and work plans to attainment of Uganda's development objectives; (ii) The HCD Programme Working Group should ensure that all agencies within the programme prioritise and sequence projects that are critical to the attainment of the programme outcomes in a phased manner and ensure that they are fully funded to completion in the medium term; (iii) The MoPS, MoH and MoES should fast track the review of the staffing structure in Health and Education and thereafter recruit the required personnel to improve service delivery; and (iv) More focus/emphasis should be put on the key and critical interventions that did not register good performance during the FY in order for the HCD Programme to achieve the set targets.

13. Innovation, Technology Development and Transfer

During the FY2021/22, the overall performance for the Innovation, Technology Development and Transfer Programme was 16 percent. **The key achievements reported by the programme include:** (i) 1,500 researches registered at UNCST; (ii) 3 students sponsored in Space Science and Engineering at Kiyoto University, Japan; (iii) KMC developed two bus platforms through

Technology partnership with China High-Tech Corporation (CHTC); and (iv) 40 research projects were partially funded under National Research and Innovation Program (NRIP). **Key challenge that affected the ITDT programme** was change in the programme's oversight from MoSTI to STI-OP which affected outputs that include; Technology needs assessment, National Research Agenda for STI, National STEI survey, and Guideline on local, regional and international collaboration.

The following recommendations were proposed for the programme: (i) Fasttrack structuring and retooling of STI-OP to improve its oversight over the programme; (ii) improve data management for the programme results; and (iii) strengthen implementation of intellectual property rights interventions.

14. Community Mobilisation and Mindset Change

During FY2021/22, the overall performance for the Tourism Development Programme was 14 percent. **The key achievements reported by the programme include:** (i) percentage of vulnerable and marginalized persons empowered increased from 2.8 percent in FY2020/21 to 3.7 percent in the FY2021/22; (ii) adult literacy rate has improved from 70.2 percent as the Plan as of 2017/18 to 76 percent in FY2021/22; and (ii) proportion of the youth engaged in national service also increased from 29.5 percent in FY2020/21 to 34 percent in FY2021/22. **Key challenges that affected the Community Mobilisation and Mindset Change Programme include:** (i) Some of the MDAs like, MoES, MoLG, MoFA, and OPM were not allocated funds under the programme to implement the interventions; and, (ii) Inadequate budget, in addition to budget cuts affected implementation of some of the planned interventions thus impacting outcome performance.

The following recommendations were proposed for the programme: (i) Design different packages to implement mindset change in the different NDPIII programmes; (ii) Harmonize the various sets of national values scattered in the different MDAs to come up with common values and that should be displayed in all public places including schools, government offices and media; and (iii) Harmonize the Community Development Management Information System and the PDM system to deal with duplication.

15. Governance and Security

During the FY2021/22, the overall performance of the Governance and Security programme was 23 percent. **The key achievements reported by the programme include:** (i) Level of response to emerging security threats, is at 100 percent as per the target as a result of the investment in the security forces as well as advanced training of the security personnel; (ii) Percentage reduction of armed or organized criminal groups which exceeded the target of 30 percent to 80 percent; (iii) Level of public confidence in the security system is high. **Key challenges that affected the Governance and Security Programme include:** (i) Programme is too big and diverse leading to coordination challenges, for instance, the programme has 66 votes (32 MDAs); (ii) Poor welfare of uniformed personnel especially police and prisons; and, (iii) Wage disparities since there are selective salary enhancement.

The following recommendations were proposed for the programme: (i) Consider reorganizing the GSP programme into 3 to manage linkages namely; Justice and Accountability, Policy and Democratic Processes, and Security; (ii) Balancing the resourcing of the justice chain – funding to Judiciary not matched with chain linked actors; and, (iii) Budgets and releases should speak to strategic plans/ PIAPs.

16. Public Sector Transformation

During the FY2021/22, the overall performance for the Public Sector Transformation Programme was 20 percent. **The key achievements reported by the programme include:** (i) registered a good Government effectiveness index which even and surpassed the NDPIII target; and (ii) the Corruption Perception Index increased indicating that there is reduction in corruption hence more transparency and accountability in the public sector. **Key challenges that affected the Public Sector Transformation programme include:** (i) Low coverage of inspection due to failure to fund the E-Inspection reform and intervention; (ii) Inconsistency in the program implementation action plan (PIAP) and Program Budgeting System (PBS) due to the many changes that have ensued since the start of NDPIII; and (iii) Phased implementation of the pay policy has lowered the motivation levels among those yet to be considered.

The following recommendations were proposed for the programme: (i) There is need to liaise with Ministry of Kampala Capital City & Metropolitan Affairs and Kampala Capital City Authority and ensure that their actions are captured under the programme for implementation; (ii) Ensure alignment of budgets and actions of all MDAs captured under the programme are tallying; and (iii) Consolidate the reprioritized PIAPs for sharing with the votes under the programme to inform the MDAs implementation planning and budget process.

17. Regional Development

During the FY2021/22, the overall performance for the Regional Development Programme was 13 percent. **The key achievement reported by the programme include:** (i) a significant reduction in the poverty levels of Acholi and Karamoja regions. **Key challenges that affected the Regional Development programme include:** (i) Data/statistical gaps which has limited the analysis on performance of the Programme for the two years; (ii) A number of projects under RDP are still being processed in the Development Committee to undergo both pre-feasibility and feasibility studies; and (iii) PDM has taken priority over all Programmes including RDP.

The following recommendations were proposed for the programme: (i) RDP baseline survey needs to be undertaken for the beneficiary regions and also Profile sub-regional investment opportunities; (ii) Engage key stakeholders to ensure the regional plans (both developed and in process) are aligned to NDPIII Growth triangle corridors, Area based Commodity planning approach, Proposed Regional Industrial and Business Parks and Parish value chains; and (iii) Need to support identification of sub-regional LED projects for effective implementation of the Regional Development Programme (RDP) across the Sub-regions. Poverty has worsened in Acholi, Karamoja and Kigezi regions, there is need to further examine the underlying causes of these incidences.

18. Development Plan Implementation

During the FY2021/22, the overall performance for the Development Plan Implementation programme was 19 percent. **The key achievement reported by the programme is** an increase in revenue to GDP ratio of 14.3 against a target of 14.01. **Key challenges that affected the Development Plan Implementation programme include:** (i) Some indicators within the PIAPs are not effective to facilitate reporting on the NDPIII results; and, (ii) Vote performance reports for FY2021/22 are not reported based on Programmes making it hard to track expenses by programme and cross cutting issues within the budgeting instruments have no indicators targets to track their progress and can hardly be traced in the PIAPs.

The following recommendations were proposed for the programme: (i) Fast track the alignment of the PFM systems to NDPIII; and, (ii) Cross cutting issues should have specific indicators and targets within the PIAPs that transit into the respective Budgeting instruments.

19. Administration of Justice

During the FY2021/22, the overall performance of the Administration of Justice programme was 13 percent. **The key achievements reported by the programme include:** (i) The construction of the super structure of the Supreme Court and Court of Appeal buildings was completed; (ii) The renovation of Hoima, Luwero and Masindi Chief Magistrates (CM) Courts was completed; and, (iii) A total of 211 Judicial and Non-Judicial officers were recruited. **Key challenges that affected the Administration of Justice programme include:** (i) There is no link between MTEF ceilings provided by MoFPED and the PIAPs and releases; (ii) Member institutions are independent in terms of funding from MoFPED, they are not motivated to be active under the Programme arrangement; and, (iii) Resource allocation is not done at Programme level so the participation of MDAs in the Programme is weak.

The following recommendations were proposed for the programme: (i) There is need for AoJP to prioritize interventions aimed at fostering commercial justice to help resolve legal disputes that have locked up sh5 Trillion; (ii) MoJCA and DGAL should be transferred from Governance and Security Programme to AJP because they are integral in the justice value chain; and, (iii) Retable and push through the Judicial Service Commission Bill because one of its aims is to make members of the Judicial Service Commission permanent to cease costly outlay on their retainer.

20. Legislation, Oversight and Representation

During the FY2021/22, the overall performance for the Legislature, Oversight and Representation programme was 27 percent. **The key achievements reported by the programme include:** (i) The proportion of laws enacted stood at 92 percent against the planned 80 percent; (ii) Allocation and utilization of public resources slightly improved with budget alignment to the NDPIII standing at 74.2 percent against the planned 70 percent and, (iii) There is an improvement in the attendance rates of MPs in Parliamentary sessions with a score of 85.6 percent against the planned 50 percent. **Key challenges that affected the Legislation, Oversight and Representation programme include:** (i) Lack of integrated data generation systems have affected programme assessment by making it hard to report on some of the targets set by the Programme; (ii) Lack of synergy and collaboration between Programme implementing agencies (PWG has not yet been constituted); and, (iii) Relevant laws have not been amended to effectively implement the shift from Sectoral planning and budgeting to Programme based planning and budgeting. For example, the PFMA (13(4)) still empowers Parliament to operate through the Budget and Sectoral committees. This has a direct effect on the Parliamentary Rules of Procedure that can only be amended in conformity with the principal legislation which is the PFMA.

The following recommendations were proposed for the programme: (i) Establish Programme Actors Data generation systems to ease performance assessment; (ii) Facilitation of the PWG should be prioritized and also consider including OAG as an implementing partner to effectively play its role in implementing the Oversight sub-programme; and, (iii) Programme players need to prioritize fast tracking legislations that shall aid in the implementation of NDPIII such as oil and gas laws; review of the land acquisition laws; laws and regulations for technology development, transfer and market development, and; regulation of the private sector, among others.

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AJP	Administration of Justice Programme
APR	Annual Performance Report
ARPU	Average Revenue Per User
ATM	Automated Teller Machine
BDS	Business Development Services
CBR	Central Banking Rate
CCTV	Closed Circuit Television
CIS	Collective Investment Schemes
CMMC	Community Mobilization and Mindset Change Programme
CNDPF	Comprehensive National Development Planning Framework
COVID 19	Corona virus 2019 Disease
DC	Development Committee
DFI	Development Finance Institution
DRMS	Domestic Revenue Mobilisation Strategy
DTS	Digital tracking Solutions
EAC	East African Community
EFRIS	Electronic fiscal receipting Solution
EIA	Environment Impact Assessment
FDI	Foreign Direct Investment
FGM	Female Genital Mutilation
FY	Financial year
GBV	Gender Based Violence
GDP	Gross Domestic Product
GII	Gender Inequality Index
GKMA	Greater Kampala Metropolitan Area
GPS	Global Positioning System
HCDP	Human Capital Development Program
HDR	Human Development Report
ICT	Information and Communication Technology
IDI	Infectious Diseases Institute
IMF	International Monetary Fund
ITIS	Integrated Transport Infrastructure and Services
ITU	International Telecommunications Union
JLOS	Justice, Law and Order Sector
KCCA	Kampala Capital City Authority
KMC	Kiira Motor Corporation
Kwh	Kilowatts per hour
LDC	Law Development Centre
LFPR	Labour Force Participation Rate
LG	Local Government
LOR	Legislation, Oversight and Representation
LTIFR	Lost Time Injury Frequency Rates
MDA	Ministries, Departments and Agencies
MoFPED	Ministry Of Finance Planning Economic Development
MoSTI	Ministry of Science, Technology and Innovation
MTEF	Medium Term Expenditure Framework
MWE	Ministry of Water and Environment
NCD	Non-Communicable Diseases

NDP	National Development Plan
NDPIII	Third National Development Plan
NDR	National Development Report
NIISP	National ICT Initiatives Support Programme
NPA	National Planning Authority
ODPP	Office of the Directorate of Public Prosecutions
OWC	Operation Wealth Creation
PDM	Parish Development Model
PFMA	Public Finance Management Act
PIAP	Programme Implementation Action Plans
PST	Public Sector Transformation
QHSSE	Quality Health, Safety, Security and Environment
SCOUL	Sugar Corporation of Uganda Limited
SME	Small and Medium Enterprises
SOP	Standard Operating Procedure
SPGS 3	Sawlog Production Scheme III
STI	Science, Technology and Innovation
TVET	Technical Vocational Education and Training
UBOS	Uganda Bureau of Statistics
UDB	Uganda Development Bank
UDC	Uganda Development Corporation
UFZA	Uganda Free Zones Authority
UIA	Uganda Investment Authority
UNBS	Uganda National Bureau of Standards
UNHS	Uganda National Household Survey
USD	United States Dollar
UWEC	Uganda Wildlife Education Centre
UWEP	Uganda Women's Empowerment Programme
VAC	Violence Against Children
WfP	World Food Programme
YLP	Youth Livelihood Programme

SECTION ONE: INTRODUCTION

1.1 Background

1. The production of Annual National Development Report (NDR) on the performance of the economy and the National Development Plans (NDPs) is a legal requirement under the NPA Act 15, 2002, Sections (7) and (18). The aim of the NDR is to provide information on the overall performance of the economy, with a focus on the third National Development Plan (NDPIII). The report gives an account on the status of the NDP results, facilitate reporting to the APEX platform chaired by the Presidency, the Government Annual Performance Report (GAPR) and informs the preparation of the budget strategy for the following year.
2. The NDR assesses the progress made against the NDPIII Results and Reporting Framework, right from the NDPIII goal, objectives, core projects, programme results and Local Government performance. In addition, the report analyses the macroeconomic performance of economy through macroeconomic framework indicators covering the monetary, fiscal, external and real sectors. Lastly, it highlights challenges and recommendations for improvement.

1.2 Rationale

3. The NDR is the only report which provides an update of the development status of the economy, including status of the NDP results to key stakeholders and the citizenry. This report is intended to support the oversight functions and activities of the Presidency, Prime Minister, Parliament, and the Auditor General. The report is a legal requirement on the National Planning Authority (NPA), to be produced in liaison with the private sector and the Civil Society Organizations. In addition, since the adoption of the Comprehensive National Development Planning Framework (CNDPF), as provided in the National Vision in 2007, at the end of every financial year, by the end of the last quarter, there is a requirement to assess performance, which then informs the preparation of the budget strategy for the following year. The budget strategy should focus on the priorities of the NDPIII identified through a process of review against results of the ending year, with a view to maintain the development path agreed in the Plan.
4. In FY2021/22, there is a set of agreed results, which are known to have been deviated from normal due to the COVID19 challenge, which affected the economy and country at large. Therefore, a review of this performance will help to refocus the strategies of 2022/23 to inform 2023/24 financial year strategies towards achieving the development results for the Plan.

1.3 Objectives

5. The main objective of producing the NDR is to provide an update on the overall performance of the economy, with a focus on status of the NDP results.
6. The following are the specific objectives of the NDR:

    i. Assess the status of the country's performance on the macroeconomy, key programme results and projects performance of the NDPIII including the implementation challenges faced, during the review period.
    ii. Provide recommendations to the challenges faced as well as inform the reprioritization of the last two years of the NDPIII.

1.4 Scope

7. The FY2021/22 NDR is informed by the NDPIII results and reporting framework. This framework provides a detailed analysis of the linkages between the results anticipated from Programme Implementation Action Plans (PIAPs) over the years. The definitions of results and the actions are provided the NDPIII framework.

8. The development issues identified in the PIAPs of NDPIII contribute to the challenges associated with stagnation in household incomes and low levels of welfare. Therefore, by reporting on the performance the programmes to the status expected by programme, a contribution will be made towards increasing household income and improving welfare and general living conditions of the people in Uganda and other NDP results.

9. The results and reporting framework of NDPIII is therefore the overall guiding tool proving indicators of achievement on outcomes at programme levels and the overall changes expected to be achieved in order to increase value addition in key growth areas, increase the creation of jobs by the private sector, consolidate the benefits of infrastructure, and the increased role of the public sector in achieving accelerated economic growth and social development.

1.5 Methodology

10. The FY2021/22 NDR was produced through a combination of desk reviews of performance on each indicator of the NDPIII Results and Reporting Framework matrices, followed by field visit to project sites to verify progress of development.

11. The Assessment teams assessed performance from baselines and identified progress made towards targets as well providing explanations for performance given actions implemented by the 20 programmes. In summary, the process included the following actions; validation of the baseline data, core project field visits, desk research on the relevant areas, providing a synopsis of the key results areas and indicator performance, consultation with selected stakeholders on the findings. Scorecards was also developed on the overall performance of the NDPIII strategic results.

12. The assessment data was obtained from the following: NDPIII Results and Reporting Framework matrices; Programme/MDA reports and ministerial policy statements; survey reports of the Uganda Bureau of Statistics (UBOS); UBOS Statistical Abstracts; Bank of Uganda reports, Background to the Budget, Budget Speech, independent assessments of government programs by the World Bank and Civil Society organizations, World Economic Outlook by IMF, Human Development Reports by UNDP, African Union and East African Community (EAC) Reports; and other relevant information.

1.6 Structure of the report

13. This report is comprised of five (5) chapters, namely: chapter one gives the background of the NDR. It also summarizes the rationale, objectives, scope and methodology for NDR preparation. Chapter two provides progress on the NDPIII goal, objectives and core project, chapter three contains discussion on the macroeconomic performance during the review period. Chapter four provides progress of the implementation of the NDPIII programme results. Chapter five gives conclusion and recommendation for improving the economic and development performance.

SECTION TWO: PROGRESS ON THE NDPIII GOAL AND OBJECTIVES

2.1 Overview of NDPIII Strategic Direction

14. The goal of the NDPIII increased household incomes and improved quality of life envisaged to be pursued through the overall theme of Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation. The key objectives of the Plan are: (i) Enhance value addition in key growth opportunities; (ii) Strengthen the private sector to create jobs; (iii) Consolidate and increase the stock and quality of productive infrastructure; (iv) Enhance the productivity and social wellbeing of the population; and (v) Strengthen the role of the state in guiding and facilitating development.

15. For successful implementation of the NDPIII, twenty one (21) key development strategies will be pursued: i) Agro-Industrialization; ii) Fast-Track Oil, Gas and Mineral-Based Industrialization; iii) Import Replacement/Promotion of Local Manufacturing; iv) Export Promotion; v) Harness the Tourism Potential; vi) Provide a suitable fiscal, monetary and regulatory environment for the private sector to invest; vii) Increase local content participation; viii) Institutionalize infrastructure maintenance; ix) Develop intermodal transport infrastructure to enhance interoperability; x) Increase access to stable, reliable and affordable energy; xi) Leverage urbanization as a driver for socio-economic transformation; xii) Improve access and quality of social services; xiii) Institutionalize human resource planning for the economy; xiv) Enhance skills and vocational Development; xv) Promote Science, Technology, Engineering and Innovation as well as ICT; xvi) Increase access to social protection; xvii) Promote development-oriented mind-set; xviii) Increase government participation in strategic sectors; xix) Increase Resource Mobilization for Implementation of National Development Programmes; xx) Re-engineer the Public service to promote investment; and xxi) Enhance partnerships with non-state actors for effective service delivery.

16. The expected results to be achieved at the end of the five-year period are: Reduced Poverty rates; from 21.4 percent to 18.87 percent; Reduced Income Inequality (Gini coefficient); from 0.41 to 0.37; Increased contribution of industry to GDP; from 18.6 percent to 28.6 percent; Increased rate of growth of the industrial sector from 6.1 percent to 8.1 percent; Increased rate of growth of the agricultural sector from 3.8 percent to 7 percent; Reduced Youth unemployment due to annual increase in jobs created at 513,000 annually; from 13.3 percent to 9.7 percent; Increased value of manufactured exports in total exports; from 12.3 percent to 19.8 percent; Increased ratio of merchandise Exports to GDP from 12.7 percent to 16.5 percent; Increased share of intermediate goods (inputs for manufacturing) in total import bill from 18.6 percent to 25.5 percent; Reduction in the percentage of household dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent; Increased electricity consumption per capita from 100kwh to 578kwh; Increased forest cover from 9.5 percent to 15 percent; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises; Increased households with access to electricity from 21 percent to 60 percent; Increased area covered by broad band services from 41 percent to 90 percent.

17. The Plan results will be delivered through implementation of twenty (20) NDPIII Programmes, these are: (i) Agro-industrialisation: (ii) Mineral Development : (iii) Sustainable Development of Petroleum Resources : (iv) Tourism Development: (v) Natural Resources, Environment, Climate Change, Land and Water Management: (vi) Private Sector Development: (vii) Manufacturing: (viii) Integrated Transport Infrastructure and Services: (ix) Energy Development: (x) Digital Transformation: (xi)

Sustainable Urbanization and Housing: (xii) Human Capital Development : (xiii) Innovation, Technology Development and Transfer: (xiv) Community Mobilisation and Mindset: (xv) Governance and Security: (xvi) Public Sector Transformation: (xvii) Regional Development: (xviii) Development Plan Implementation: (xix) Access to Justice: and (xx) Legislature. The NDPIII further earmarks sixty-eight (68) national core projects / s for fast tracking, as overriding critical investment areas. The NDPIII further identifies interventions and priorities to be focused on by MDAs and Local Governments during the NDP period.

2.2 Overall NDPIII Strategic Level Performance (Scorecard)

18. The NDPIII FY2021/22 performance indicates that on average, 17 percent of the NDPIII results were achieved by the end of the second year. Specifically: 36 percent of the Goal level results were achieved; 18 percent of the Objective level results were achieved; 28 percent of the Programme outcomes were achieved; 24 percent of Programme intermediate outcomes were achieved; and 14 percent of Programme outputs were achieved. This performance is attributed to challenges of fully transitioning to the programme approach, covid-19 effects and the existence of data gaps as well as weak planning and budgeting for core projects.

Table 2. 1: Overall NDPIII Strategic level Performance

		Achieved		Not Achieved		No Data		Total
S/N	Key Results Areas	Indicators	%	Indicators	%	Indicators	%	Total Indicators
	Overall Performance	**776**	**17%**	**1230**	**27%**	**2538**	**56%**	**4544**
1	NDPIII Goal	4	36%	7	64%	0	0%	11
2	NDPIII Objectives	14	18%	65	82%	0	0%	79
3	Programme Outcomes	156	28%	185	33%	218	39%	559
4	Programme Intermediate Outcomes	133	24%	188	34%	234	42%	555
5	Programme Outputs	479	14%	794	24%	2067	62%	3340

2.3 Progress on NDPIII Goal

19. This section assesses the progress on the NDP Goal through measuring performance against targets of identified indicators in the areas of improving household income and quality of life.

A) Improving household income

20. Table 2.2 shows that Uganda's efforts to enhance household incomes have registered significant but mixed results. For instance, the country hit the lower middle-income target (one of the indicators for Graduation criteria 1: income) of a per capita of $1052 in FY2021/22 down from $936 FY2020/21surpassing the NDPIII targets for the periods under review. However, this must be sustained for 3 consecutive years for full graduation to middle income country. The improvement is attributed to increased government targeted expenditure to support economic recovery to offset shocks such as Covid-19, disasters and civil wars.

21. Economic growth gradually improved over the first two years of NPDIII implementation with the annual real GDP growth rate increasing to 4.6 percent in FY2021/22 from 3.3 percent in FY2020/21 to although below the Plan target of 6percent. This improvement is attributed to increased government efforts to redirect the country on the development trajectory caused by shocks such as covid-19 coupled with unfavourable global and regional economic development (particularly the war in Congo and Ukraine), which have posed a challenging macroeconomic environment and affected economic growth prospects.

22. Poverty and inequality remain critical development challenges for the country. Whereas the proportion of people living on less than a dollar per day marginally improved to 20.3 percent in FY20219/20 from 21.4 percent in FY2016/17 according to the Uganda National Household Survey 2019/20 and 41.8 percent of the population was living below the international poverty line of USD 1.9 in FY2019/20, the incidence in income poverty increased during the covid-19 from 19 percent pre-pandemic to 22 percent during the pandemic implying that a significant part of the population remains vulnerable.

23. Whereas the country is recovering from the effected of covid-19, there is slow progress in reducing inequality. The Gini coefficient and r Inequality Index which are some of the measures of inequality have largely remained constant at 0.43 and 0.72since 2015 and have been worsened with the covid-19. This inequality was largely attributed to large household sizes, disparities in access to education, inequalities in employment opportunities, urbanization and generational poverty. Therefore, there is an urgent need to implement corrective measures such as inclusive growth strategies to abate the effects of inequality corrective measures

24. Total employment stood at 78.8 percent above the NDP target of 22.5 percent. The agricultural sector that is the largest sector, dropped by 3.1 percentage points to 2016/17, reaching 68 percent of total employment, and the service sector increased from 22 percent to 25 percent in the same period.

25. The share of the working population reduced from 60 percent FY2015/16 to 52 percent in FY2019/20[1] However, the working population in subsistence agriculture increased from 36 percent in 2016/17 to 47 percent in 2019/20. This implies that persons that lost their employment resorted to subsistence agriculture thus leading to an increase in the subsistence economy from 3.3m persons in 2016/17 to 3.5m persons in 2019/20. This is further explained by the contraction of employment opportunities as household enterprises reduced from 38 percent in 2016/17 to 31 percent in 2019/20. The Covid-19 pandemic has been one of the major negative impacts on both employment and household enterprises.

B) **Improving Quality of life**

26. Evidence from the Human Development Report (HDR) indicates that the quality of life of Ugandans still falls short of the minimum standards despite growth in the income per capita. For instance, the growth in incomes has not translated to improved access to quality basic services such as education, health care, and equal opportunities. In addition, the way incomes are distributed across individuals indicates that most Ugandans miss out on the development opportunities available to society.

27. Uganda's HDR 2021 revealed that inequality remains a major development issue in the country despite improvements in income per capita. Both income and gender inequalities as well as multi-dimensional poverty have been rising since 2020. The Uganda Human Development Index marginally adjusted from 0.528 FY2019/20 to 0.544 in FY2020/21. The marginal performance is largely attributed to impacts of Covid-19 and high population growth of 3percent.

[1] Uganda National Housing Survey 2019/20

28. The homicide rate per 100,000 people increased from 10.52 percent in FY2020/21 to 11 percent in FY2021/22 above the NDPIII target of 10 percent. The increase in homicides was largely influenced by the COVID-19 pandemic and the subsequent opening of all sectors of the economy.

Table 2. 2: Summary Progress on Goal of NDPII

Development Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Income per Capita (USD)	864	936	1,042	936	991	Achieved
Real GDP growth rate	6.2	3.3	4.6	4.51	5.99	Not Achieved
Population below the poverty line (%)	21.4	20.3	20.3	25.39	21.4	Not Achieved
Population below international poverty line ($1.9 per day)	41.7	41.8	41.8	49.47	30.71	Not Achieved
Income Inequality (Gini coefficient)	0.42	0.41	0.43	0.49	0.43	Achieved
Gender Inequality Index (GII)	0.52	0.71	0.72	0.52	0.52	Not Achieved
Share of working population (%)	79	78.8	78.8	80.6	82.2	Not Achieved
Share of national labour force employed less subsistence (%)	47.5	52	52	48.5	49.4	Achieved
Human Development Index Score	0.52	0.54	0.54	0.56	0.58	Not Achieved
Population growth rate (%)	3	3.1	3	3	3	Achieved
Homicide rate per 100,000 people	11	10	11	10.54	10.08	Not Achieved

2.4 Progress on NDPIII Objectives

Objective 1: Enhance value addition in Key Growth Opportunities

29. The key indicators for assessing progress against this objective include: Average monthly nominal household Income (Ugx); Sectoral contribution to GDP (%); High technology exports (% of manufactured exports); Share of intermediate goods (inputs) in total imports (%); Foreign exchange earnings from Tourism (USD billion); Share of Tourism to GDP (%); Contribution of ICT to GDP; Percentage of titled land; Saving as a % of GDP; Contribution of ICT to GDP; and Percentage of titled land. Table 2.2 provides progress on objective one key development results and targets.

30. The average monthly nominal household income for an employee in Uganda marginally improved to UGX. 200,000 in FY2019/20 from UGX 176,000 in 2016/17 according to the National household survey FY2019/20 with males earning more than twice (UGX 250,000) as much as their female counterparts (UGX 120,000). In addition, employees in the urban area earned more than double (UGX 300,000) what employees in the rural areas earned (UGX 130,000). Additionally, employees in the public sector earned more (UGX 510,000) than those in the private sector (UGX 150,000). This performance was short of the Plan target of UGX 482,297 for average monthly nominal household income in the reporting period. This is on account of an increase in the number of poor persons from 8.0 million in FY2016/17 to 8.3 million in FY2019/20.

31. The agriculture sector contribution to GDP increased to 24.1 percent FY2021/22 from 23.7 percent FY2020/21 over and above the Plan target of 20.8 percent. The contribution of the industry sector to GDP was 26.8 percent, which is below the Plan target of 27.8 percent, which is decline from the previous year at 27.1 percent. The services sector continued to be the biggest contributor to GDP at 41.8 percent an increment from 41.5 percent in FY2020/21 but below the Plan's target of 45.1 percent.

32. The ratio of manufactured exports to total exports stagnated at 13.5 for the first two years of the NDPIII. This performance is however below the plan's target of 14.9 percent by end of the second year. Similarly, high-technology exports (% of manufactured exports) stagnated at 2.1 percent in the same period well below the Plan's target of 4.3 percent.

33. The foreign exchange earnings from Tourism slightly improved to $1.6 billion in FY2021/22 from $1.2 billion in FY2020/21 though still below the Plan's target of $1.631 billion. Similarly, the tourism sector's contribution to GDP marginally improved to 3.2 percent from 2.9 in the same period and well below the Plan's target of 7.9 percent. This performance was on account of full reopening of the sector which was greatly affected by the shocks of covid-19 given that only 1.3 million tourist arrivals were registered in 2020 compared to 2.3 million arrivals in 2019.

34. The contribution of ICT to GDP was 9.8 percent in FY2021/22 a small increase from 9 percent in the FY2020/21 over the Plan's target of 2.9 percent for the review period. However, universal, affordable access remains largely unattained due to the high and multiple taxes on digital products and services. According to the Uganda Communications Commission (UCC), by September 2021, the country had 29.1 million telephone subscriptions that translate into a national penetration of seven connections for every 10 Ugandans. However, the proportion of Ugandans who actually own or use mobile phones is less than 70percent due to multiple SIM card ownership. Internet subscriptions stood at 22 million, or a penetration of 52percent, yet the percentage of the population that actually uses the internet is much lower, as many users have multiple subscriptions.

35. Internet and mobile telephone penetration are still low in Uganda in comparison to Kenya with 122percent internet penetration and 133percent mobile penetration, Rwanda with 64.4percent internet penetration and 84.2percent mobile penetration, and Tanzania with 50percent internet penetration and 91percent mobile penetration. The average phone subscriber in Uganda spends just UGX 10,500 (about USD 2.8) per month on voice, data and SMS services. This average revenue per user (ARPU) in Uganda is significantly lower than in other African countries.

Table 2. 3: Progress on key development results and targets for objective one of NDP

Key Development Indicators	Baseline7/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Average monthly nominal household Income (Ugx)	416,000	200,000	200,000	401,667	482,297	Not Achieved
Sectoral contribution to GDP (Agriculture)	22.9	23.8	24.07	21.22	20.88	Achieved
Sectoral contribution to GDP (Industry)	26.5	27.1	26.8	27.55	27.81	Not Achieved
Sectoral contribution to GDP (Services)	43.4	41.5	41.8	44.18	45.07	Not Achieved
Manufactured exports as a % of total exports	12.3	13.5	13.5	13.53	14.88	Not Achieved
High technology exports (% of manufactured exports)	3.54	2.1	2.1	3.89	4.28	Not Achieved
Share of intermediate goods (inputs) in total imports (%)	18.6			22.14	22.97	No Data
Foreign exchange earnings from Tourism (USD billion)	1.45	1.2	1.32	1.584	1.631	Not Achieved
Share of Tourism to GDP (%)	7.3	2.9	3.2	7.8	7.9	Not Achieved
Contribution of ICT to GDP	2	9	9.8	2.67	2.89	Achieved
Percentage of titled land	21	23	23	24	29	Not Achieved

36. The percentage of titled land was 23 percent in FY2021/22, which was below the Plan target of 29 percent. This was attributed to various interventions undertaken in the land sector to enhance the land tenure system such as reforms for new Certificates or Land Titles and issuance of land titles.

Objective 2: Strengthen private sector capacity to drive growth and create jobs

37. Uganda's saving as a percentage of GDP marginally improved from 19 percent in FY2020/21 to 19.2 percent surpassing the NDPIII target of 16.8percent. On the other hand, FDI fell, averaged about 2.1 percent and 2.3 percent of GDP over the first two years of the plan below the targets of 3.0 percent and 3.2 percent respectively. Similarly, the Gross capital formation as a percentage to GDP declined to 22.5 percent in FY2021/22 from 25.2 percent, which was less than the target of 26.8 percent.

38. The private sector credit and its contribution to GDP improved to 8.5 percent and 15.2 percent in FY2021/22 from 7.1 percent and 14.4 percent in FY2020/21, respectively. The below Plan target performance (12.9 percent) for private sector credit growth is attributed to the persistently high lending rates, risk aversion by banks due to the poor performance of many businesses as well as the negative effect of the lockdown on the performance of many SMEs. Nonetheless, the private sector as a percentage of GDP surpassed the NDPIII target of 10.5 percent for the review period.

39. The exports as a percentage of GDP, in terms of export of merchandise and goods & services were reported at 12.1 percent and 16.7 percent in FY2021/22, an improvement from 11.4 percent and 14.35 percent in the first year of the NDPIII, respectively. The performance was however below the NPDIII targets of 14.8 percent and 29.5 percent for the period under review.

40. The youth unemployment rate was 13 percent according to the 2019/20 Uganda National Household Survey, implying that the NDPIII target of 11.6 percent was not met. This performance is attributed to the effect of Covid-19, which pushed most people out of employments. 39,511 jobs were created an improvement from the previous year at 32,007 jobs but below the Plan target of 477,262 Jobs. This was on account of unexpected lockdowns in the country which were as a result of the COVID-19 pandemic.

Table 2. 4: Progress on key development results and targets for objective two of NDP

Key Development Indicators	Baseline17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Saving as a % of GDP	16	19	19.2	16.35	16.79	Achieved
Foreign Direct Investment (% of GDP)	2.96	2.1	2.3	3.069	3.176	Not Achieved
Gross Capital Formation as % of GDP	24.2	25.2	22.4	26.44	26.76	Not Achieved
Private Sector Credit (%)	11.2	7.1	8.5	8.4	12.9	Not Achieved
Private Sector Credit (% of GDP)	11.7	14.35	15.2	10.9	10.5	Achieved
Exports as % of GDP (Merchandize)	12.7	11.4	12.1	14.33	14.83	Not Achieved
Exports as % of GDP (Goods & Services)	26.24	14.35	16.7	28.67	29.53	Not Achieved
Youth unemployment rate (%)	13.3	13	13	12.2	11.6	Not Achieved
Net annual no. of Jobs created	424,125	32,007	39,511	412,588	477,262	Not Achieved

Objective 3: Consolidate & increase stock and quality of Productive Infrastructure

41. Under the energy results area, the NDPIII target for Energy generation capacity (MW) was 1,990MW in FY2021/22. During the FY, the Energy Generation Capacity was reported at 1,254.2MW. The percentage of households with access to electricity increased to 28 percent in FY2021/22 from 23 percent in FY2020/21 although far below the Plan target of 45 percent.

42. There was an increase in the cost of electricity during the FY2021/22. The costs in USD cents for residential, industrial (Large), industrial (Extra-large), and commercial were 23, 9.8, 8 and 17 cents, respectively. The performance failed to meet the respective targets of 19.4, 8, 7 and 14.6 USD cents. This under performance was as a result of the outbreak of the COVID 19 pandemic This fall in demand put extra financial pressure on Government to pay deemed electricity for the available generation capacity that is not being utilized hence since the operational costs were high as well, all consumers of electricity had to carry the burden, which explains the high charges as opposed to the NDP III target.

43. Under ICT, internet penetration rate (internet users per 100 people) was 46 percent above the Plan target of 35 percent. The good performance was a result of the lockdown which led to shifting work culture, with many businesses adopting remote working methods thus the increased internet penetration.

44. With regards to water for production, the target for Cumulative WfP Storage Capacity (million m^3) was estimated at 47.88 below the Plan target of 55.72 in FY2021/22.

Table 2. 5: Progress on key development results and targets for objective three of NDP

Key Development Indicators	Baseline 2017/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Energy generation capacity (mw)	984	1254	1254	1884	1990.4	Not Achieved
Households with access to electricity (%)	21	23	28	40	45	Not Achieved
Cost of Electricity (Residential)	23	23	23	19.4	-15.8	Not Achieved
Cost of Electricity (Industrial -Large)	9.8	9.8	9.8	8	-7	Not Achieved
Cost of Electricity (Industrial -Extra Large)	8	8	8	7	-6.5	Not Achieved
Cost of Electricity (Commercial)	17	17	17	14.6	-12.2	Not Achieved
Percentage of paved roads to total national road network	21.1	26.6	27.8	27	30	Not Achieved
Travel time within GKMA (min/km)	4.14	4.1	4.1	3.98	-3.86	Not Achieved
Freight transportation costs (per ton per km) from coast to Kampala - USD	0.77	1.88	0.0068	0.034	0.702	Not Achieved
Percentage of District roads in Fair to good condition	61	69	75	64.8	68.6	Achieved
Proportion of freight cargo by rail (%)	3.5	3.7	3.7	7.8	11.2	Not Achieved
Travel Time on Railway network-Mombasa Kampala (Days)	19	15	14	0.17	0.15	Achieved
Travel Time on Railway network-Mwanza -Dar-Kampala (Days)	20	6	6	0.2	0.19	Achieved
Volume of international air passenger traffic (Mn)	1.7	0.58	0.457	1.763	1.939	Not Achieved
Volume of domestic air passenger traffic	22,301	3,601	3,601	28,152	30,967	Not Achieved
Freight Cargo Traffic-Exported (tones)	39,594	38,941	20,468	42,166	44,274	Not Achieved
Freight Cargo Traffic-Imported (tones)	22,499	25,039	149,578	21,204	22,264	Achieved
Freight Traffic on Lake Victoria (tons)	45,338	32,217	170,045	42,723	46,996	Achieved
Proportion of area covered by broad band services	41	45	45	50.8	60.6	Not Achieved
Internet penetration rate (internet users per 100 people)	25	42	46	30	35	Achieved
Unit cost of internet (USD)	2.37	2.05	2.67	2.11	1.77	Not Achieved
Water usage (m^3 per capita)	30.27	41.5	41.5	41.82	42.9	Not Achieved
Cumulative WfP Storage capacity (million m^3)	39.32	41.48	47.88	54.32	55.72	Not Achieved

45. Performance under road transport result area during the FY2021/22 indicates that the proportion of paved roads to total national road network increased to 27.8 percent from 26.6 percent in FY2020/21, while the percentage of district roads in fair to good condition increased to 75 in FY2021/22 from 69 in FY2020/21. On the other hand, the freight transportation cost from Mombasa to Kampala by road increased to 2.5USD per ton per km in 2021/22, as compared to 1.9USD per ton per km in FY 2019/20. Travel time within GKMA could not be established since road surveys were not conducted due to budget cuts in favour of COVID-19 related activities.

46. For railway transport, the proportion of freight cargo carried by rail during FY2021/22 could not be established because there were no relevant statistics on freight carried by road; the mode that estimating transports more than 90 percent of the freight. However, during the year of assessment, freight of 224,414 tons was transported by rail. Further, travel time from Kampala to Mombasa by railway transport was reduced to 14 days in FY2021/22 from 15 days in 2020/21. This performance was against the NDPIII target of 15 days. Also, the average travel time for freight rail services along the Southern route of Mwanza-Dar-Kampala remained at 6 days for the two years.

47. On air transport, the third National Development Plan (NDPIII) anticipated an increase in the volume of international air passenger traffic from 1.7 million in FY2017/18 to 1.939 million in FY2021/22. On the contrary, the volume of international air passenger traffic was considerably reduced to 0.457 million by close of FY2021/22 on account of COVID-19 related effects. Also, the NDPIII projected an increase in volume of domestic air passenger traffic to 30,967 passengers by close of FY2021/22 from the baseline of 22,301 passengers in FY2017/18, but an actual performance of 25,459 passengers was achieved. This negative performance is also attributed to travel restrictions for controlling the spread of COVID-19.

48. On the other hand, by close of FY2021/22 the freight cargo traffic of exports and imports changed to 40,961 tons and 23,293 tons, respectively. This performance was against the NDPIII targets of 44,274 tons and 22,264 tons of exports and imports, respectively.

49. Under water transport, whereas NDPIII anticipated an increase in freight traffic on Lake Victoria from 45,338 tones in FY2017/18 to 46,996 tones in FY2021/22, the traffic stood at 170,045.4 tones by close of FY2021/22. This performance comprised 20,467.52 tons of exports, and 149,577.88 tons of imports.

Objective 4: Enhance productivity and wellbeing of Population

50. The sub-sectors/key result areas for assessing progress under this objective are: Labour productivity & Employment; Health; Education; Energy; Water and Environment; Social Protection Coverage (%); Extent of hunger in the population (%); and Stunted children U5 Table 2.5 provides progress on objective four key development results and targets.

51. According to the UBOS Statistical Abstract, 2020, the labour productivity (GDP per worker) was USD 945 (Agriculture), 7,542 USD (Industry) and 3,150 USD (Services). This was below the FY target of 2,527 USD, 8,162 USD and 3,925 USD for Agriculture, Industry and Services, respectively. The Labour Force Participation Rate (LFPR) was 57 percent against the target of 56 percent for the FY (Labour Force Survey, 2018/19). Additionally, the Employment Population Ratio was 43 percent against the year's target of 51.3 percent (UNHS, 2020).

52. With regards to Health key performance indicators according to the Statistical Abstract 2020, the life expectancy at birth was 63.3 years below the target of 64.6 years in FY2020/21. The Infant Mortality Rate/1000 was 43 against the FY 2020/21 target of 41.2. Maternal Mortality Ratio/100,000 was 336 against the target of 311 for FY2020/21. The Neonatal Mortality Rate (per 1,000) was 27 against the FY target of 24. The Total Fertility Rate and U5 Mortality Ratio/1000 were 5.4 and 64, respectively. This was against the respective targets of 5 and 42 for FY2020/21. The proportion of stunted children U5 was 29% against the target of 27 for the FY.

53. Regarding Education, the performance on key indicators according to the Statistical Abstract 2020 indicates that the primary to secondary school transition rate was 61 percent against the target of 65 for the FY. The survival rate for primary was 34.2 percent against the target of 40 percent for the FY2020/21. The quality adjusted years of schooling was estimated at 4.5 against the FY target of 4.6. The literacy rate was 73.5 percent against the target of 74.1percent for the FY. The electricity consumption per capita (Kwh) was 108.8 kwh against the target of 150 kwh for the FY.

54. On water and environment, the forest and wetland cover, were reported at 8.1 percent and 3 percent in the FY2020/21 against the targets of 12.5 percent and 9.08 percent, respectively. The percentage Safe water coverage for Rural & Urban was 69 percent and 79.1 percent, respectively. This was against the respective target of 75.4 percent and 79.2 percent. the sanitation coverage (improved toilet) and hygiene (hand washing) performance was reported at 42.8 percent and 40 percent respectively. This was against the targets of 23 and 36, respectively on account of impacts of covid-19 hand washing practices.

Table 2. 6: Progress on key development results and targets for objective four of NDP

Key Development Indicators		Baseline17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Labor productivity (GDP per worker USD)	Agriculture	2212	945	945	2527	2656	Not Achieved
	Industry	7281	7542	7542	8162	8446	Not Achieved
	Services	3654	3150	3150	3925	4063	Not Achieved
Labour Force Participation Rate (LFPR)		52.3	57	57	56	59.9	Not Achieved
Employment Population Ratio		47.5	43	43	51.3	55.4	Not Achieved
Life expectancy at birth (years)		63.3	63.3	63.3	64.6	66	Not Achieved
Infant Mortality Rate/1000		43	43	43	41.2	39.4	Not Achieved
Maternal Mortality Ratio/100,000		336	336	336	311	286	Not Achieved
Neonatal Mortality Rate (per 1,000)		27	27	27	24	22	Not Achieved
Total Fertility Rate		5.4	5.4	5.4	5	4.9	Not Achieved
U5 Mortality Ratio/1000		64	64	64	42	39	Not Achieved
Primary to secondary school transition rate		61	61	61	65	68	Not Achieved
Survival rates Primary		38	34.2	34.2	40	41	Not Achieved
Survival rates Secondary		77	75	75	79	82	Not Achieved
Ratio of STEI/ STEM graduates to Humanities		0.09			0.09	0.13	No Data
Quality adjusted years of schooling		4.5	4.5	4.5	4.6	5	Not Achieved
Proportion of primary schools attaining the BRMS, %		50	52	52	54	58	Not Achieved
Literacy rate		73.5	73.5	73.5	74.1	75.3	Not Achieved
Proportion of the population participating in sports and physical exercises		40.9			43	45.1	No Data
Employers satisfied with the TVET training (%)		40			44	48.4	No Data
Electricity consumption per capita (Kwh)		100	108.8	108.8	150	200	Not Achieved
Forest cover (% of total land area)		12.4	8.1	8.1	12.5	12.8	Not Achieved
Wetland cover (%)		8.9	3	3	9.08	9.2	Not Achieved
Safe water coverage Rural		73	69	69	75.4	77.8	Not Achieved
Safe water coverage Urban		74	79.1	79.1	79.2	84.4	Not Achieved
Sanitation coverage (Improved toilet)		19	42.8	42.8	23	28	Achieved
Hygiene (Hand washing)		34	40	40	36	38	Achieved
Proportion of population accessing social insurance, %		5	5	5	7.5	10	Not Achieved
Health insurance		2	2	2	7.5	10	Not Achieved
% population receiving direct income support		0.5	0.5	0.5	0.7	2.5	Not Achieved
Proportion of eligible population with access to social care services, %		N/A	2.1	2.1	5	7.5	Not Achieved
Extent of hunger in the population (%)		40	39	39	36	32	Achieved
Stunted children U5 (%)		29	29	29	27	25	Not Achieved

Objective 5: Strengthen the role of the State in guiding and facilitating development

55. The key results areas for assessing progress against this objective are Tax Revenue to GDP ratio (%), Public resources allocated to Local Government (%) and Cost of electricity for all processing and manufacturing enterprises (USD cents). Table 4.6 provides progress on objective five key development results and targets.

56. The ratio of tax to GDP reduced to 11.4 percent in FY2021/22 from 11.99percent in the FY2020/21, which was below the Plan's target of 12.3percent for the period. This performance is on account unmet revenue targets

57. The share of central government transfers to Local Government stagnated at 13.7 percent over the two years of NDPII well below the Plan target of 22.05 percent for the review period. The inadequate allocations to LGs has greatly affected the delivery of decentralized services. The average cost of electricity was estimated at $5 cents meeting the NDPII target for the review period.

Table 2. 7: Progress on key development results and targets for objective five of NDP

Key Development Indicators	Baseline 2017/18	Actual 20/21	Actual 2021/22	Target 20/21	Target 2021/22	Rating
Tax Revenue to GDP ratio (%)	12.58	11.99	11.4	11.96	12.28	Not Achieved
Public resources allocated to Local Government (%)	12.25	13.7	13.7	18.38	22.05	Not Achieved
Cost of electricity for all processing and manufacturing enterprises (USD cents)	8	8	5	7	5	Achieved

2.5 Progress on Core projects

58. The NDPIII earmarked 69 core projects across the 20 NDPIII programmes as the key drivers of the transformation. The Core projects have interventions that directly contribute to delivering key results of the Plan and are indeed consistent with the Plan's logic framework that is the results and reporting framework as well as the Plan's goal of increasing household income and quality of life of Ugandans.

59. Out of the 69 NDP III core projects, 34 projects are under implementation, 16 projects are still under preparation (Proposal, Profile, Pre-Feasibility, and Feasibility), 4 are at the project concepts stage, 13 are at idea stage and 3 are still at project idea awaiting approval from the Development Committee (DC) by end of the second year of the NDPIII. The summary progress of the core projects by programme and the detailed progress is presented in the table below.

Table 2. 8: Core Projects Implementation progress by programme as of May 2022

Sno	Programme	Idea/ Wish List	Concept	Preparation[2]	Awaiting Financing	Behind Schedule in Implementation	On Schedule	Total
1	Agro-industrialisation	6		3		3		12
2	Mineral Development				1			1
3	Sustainable Development of Petroleum Resources		1			3		4
4	Manufacturing						3	3
5	Tourism Development			2		2		4
6	Natural Resources, Environment, Climate Change, Land and Water Management			2		2		4
7	Private Sector Development	2					2	4
8	Energy Development			1		2		3
9	Integrated Transport Infrastructure and Services			2		13	1	16

[2] Proposal, Profile, Pre-Feasibility, Feasibility

Sno	Programme	Idea/ Wish List	Concept	Preparation[2]	Awaiting Financing	Behind Schedule in Implementation	On Schedule	Total
10	Sustainable Urbanisation and Housing		2					2
11	Digital Transformation		1		1			2
12	Human Capital Development	4		4	1	1		10
13	Innovation, Technology Development and Transfer			2				2
14	Community Mobilisation and Mindset Change					1		1
15	Regional Development	1						1
	TOTAL	**13**	**4**	**16**	**3**	**27**	**7**	**69**

60. The detailed project assessment is provided in the subsections below.

2.5.1 Agro-industrialisation

61. The Agro-industrialisation programme has 12 core projects of which 6 were still project ideas, 3 were undertaking prefeasibility studies and 3 were under implementation though behind schedule. Below is the status of implementation on the individual projects.

62. By the end of the FY2021/22, the project ideas included: (i) Tea value chain development project (Research & Development and Processing Plants); (ii) Cotton, Textiles, apparels and leather value chains development project; (iii) Tractor Assembly Plant; (iv) Regional Agricultural Processing and Marketing (cassava, meat, grains, dairy, potatoes and Rice); (v) Agriculture Storage and Post-harvest handling Infrastructure; and (vi) Fertilizer marketing, distribution and utilization project.

63. The projects that were undertaking pre-feasibility studies included: (i) Fish and Fish products value chain development project. (Restocking endangered species, preservation of breeding grounds and aquaculture parks); (ii) Coffee value chain development project; and (iii) Production, Testing and Commercialization of pesticides, acaricides, and herbicides project.

Improving Access and Use of Agricultural Equipment and Mechanization through the use of labor-Saving Technologies

64. The key intervention area is to increasing farmers' access to agricultural equipment such as tractors, bulldozers, graders, combine harvesters, forklifts, agro-processing machinery, farm tools, straw choppers, excavators, bowsers, transformers, among other equipment. MAAIF plans to procure more 6 new sets of heavy equipment that will be used on a cost recovery basis were farmers pay a dry hire rate and fuel and MAIIF provides the equipment, pay operators and engineering teams. The project outcomes include: 389 valley tanks constructed in 29 districts; 4890 acres of bush cleared in 19 districts; 80 farm/community roads of 320 km length opened; and 800Acres of land opened using the tractors. Other services will include delivering water for livestock in the dry corridor dry spell using water bowsers and delivering construction materials for farm structures.

65. By the end of the FY2021/22, the project had: (i) Procured and distributed 320 tractors and matching implements to 119 DLGs; (ii) Piloted provision of tractor hire services using 16 tractors and implements; (iii) Opened/ rehabilitated 521km of farm access roads; (iv) Completed construction of Agwata regional mechanization centres; and (v) Opened and cleared 12,271hectares of bush to facilitate production.

Markets and Agricultural Trade Improvements Programme (MATIP 2)

66. The Markets and Agricultural Trade Improvement Project (MATIP) aims to boost markets in 21 municipalities and urban communities in Uganda. This intervention is based on the findings of a feasibility study commissioned by the Government of Uganda, in March 2008, to review and assess local markets' infrastructure and functional status across the country. The study concluded that markets throughout Uganda are poorly managed, in a state of disrepair and overcrowded with merchants, which far outnumber their capacity. MATIP-I enabled the Government to rebuild seven major modern markets in Kampala, Jinja, Mbale, Gulu, Lira, Hoima, and Fort Portal.

67. MATIP-II is therefore an extension of MATIP-I and involves the reconstruction of 11 additional markets. This second phase focuses on improving marketplace infrastructure, adding value and facilitating trade (including capacity building) in nine municipalities and two urban communities located in the four regions of the country, namely Entebbe (Kitoro), Masaka, Mbarara, Arua, Moroto (Lopedru), Soroti and Tororo on the one hand, and Kasese, Busia, Kitgum and Lugazi, on the other hand.

68. By the end of the FY2021/22, the project was under implementation but behind schedule with construction of 12 markets physical progress as follows: Lugazi (95 percent); Kitooro (96 percent); Tororo Central (100 percent); Busia (92 percent); Kasese Central (99 percent); Masaka Central (82 percent); Mbarara Central (82 percent); Moroto (99 percent); Soroti Central (92 percent); Arua Central (82 percent); Kitgum (33 percent); Kabale Main (25 percent).

Establishment of irrigation systems project

69. The main purpose of the project is contributing to improvement of livelihood of farmers cultivating rice in the lowland (wetland) areas of the country through the development of sustainable irrigated agriculture for the rice production taking into account the wise use of wetlands. The project's development objective is to draw up a road map to increase the beneficial area under sustainable irrigation in Central and Eastern Uganda.

70. By the end of the FY2021/22, the project was behind schedule in implementation. Complete feasibility studies for two proposed schemes (Atari in Bulambuli/Kween Districts) and (Acomai in Bukedea/Bulambuli Districts) were carried out with support from JICA; Complete Environment Impact Assessments were carried out for the two proposed schemes (Atari in Bulambuli/Kween Districts and Sironko in Bukedea/Bulambuli Districts); A Resettlement Action Plan (RAP) study was ongoing for the Atari Irrigation scheme and construction is expected to begin next financial year with joint funding from the Government of Uganda and the Government of Japan (GRANT AID); A detailed long term development plan for the Namatala wetland system covering the Districts of Butaleja, Budaka and Mbale was also being crafted and will focus on institutional development of farmer groups and water user association in preparation for future infrastructure development; A number of gauging stations and hydro-metrological stations were established in the target catchments to collect meteorological data for project use; Capacities of MAAIF/MWE and District local government staff on irrigation scheme planning and design is being continually enriched; and lastly, Detailed design for the Sironko-Acomai Irrigation Scheme was underway.

2.5.2 Tourism Development

71. The Tourism Development programme has 4 core projects of which 2 were behind schedule in implementation; 1 was undergoing feasibility studies; and 1 was still at profile stage. Below is the status of implementation on the individual projects.

Development of Source of the Nile and Kagulu hills

72. Developing the Source of the Nile infrastructure will improve Uganda's competitiveness and attractiveness in the region and on the continent. The developments envisaged will enhance socio economic benefits of communities as well as increase tourist range of activities and services. By developing state of the art public infrastructure at the Source of the Nile, the country will have prepared fertile grounds to increase tourist numbers as well as attract private investments needed to make the eastern tourism circuit vibrant, hence able to claim a fair share of the tourism national cake, a factor that will contribute to wealth and well-being of the communities around and the country at large.

73. By the end of the FY2021/22, implementation was behind schedule in implementation with development at 70 percent at Kagulu hills. The Kagulu Hills was developed with concrete steps, rail guard, chain link, starting platform and two viewpoints constructed.

74. On the other hand, the Source of the Nile was still undergoing feasibility studies with modern docking piers designs and BoQs prepared.

75. However, project funding was very low at 10 percent with only UGX 2bn released out of the UGX 26 bn that was required in the FY2021/22.

Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)

76. Following the conclusion of the NDPII and the end of Phase I of Mount Rwenzori Tourism Infrastructure Development Project, the Ministry of Tourism Wildlife and Antiquities (MTWA) is set to build on progress achieved under Phase I by implementing Phase II of the project under the NDPIII. Efforts to improve Mt. Rwenzori Tourism Infrastructure began in FY2015/16, when Government of Uganda through MTWA and Uganda Wildlife Authority (UWA) commenced implementation of Phase I of the project. The goal of the project is to increase the attractiveness of Mt. Rwenzori as a preferred tourist destination. Implementation of the project will translate into improved visitor experience rating at Mt. Rwenzori.

77. By the end of the FY2021/22, implementation was behind schedule in implementation. A 50 pax (20 tourist and 30 guides/porters) cold-proof accommodation facility was constructed at Nyabitaba tourist camp. The facility will improve visitor comfort and experience and includes 2 executive rooms, 2 dormitories, 2 dinning, and 2 kitchens. Additionally, a board walk with length of 100 meters was established at Kicuucu point along the central circuit. This is an effort towards improving accessibility, safety and experience. Other achievements include: over 3,100 metres of boardwalks constructed in various boggy/swampy areas which allows for navigation of the flooded areas along the trails, this has improved hiking of the mountain since the trails are less tedious and friendlier; Climbing ladders (635 metres) were installed at Mghule pass, Karyarupiha; Camping sites have been established so far 3 camps have been established at Lamia, Kasanzi and Green Lake points; Resting Shelters (5) were established at Scot Elliot, Nyamulejjuu, Kicucu, Omwihembe and Fresh Field; and lastly, a total of 18 mountaineering guides were given specialised training.

78. However, project funding was very low with only UGX 1bn released out of the UGX 13bn that was required in the FY2021/22.

Mt. Elgon Tourism Infrastructure Development Project

79. Developing the full potential of the Mount Elgon National Park will provide a visitor with more activities, experiences, attractions to enjoy, satisfaction and safety. It will break the monotony of consuming only savannah-based and primate related products. The aim is to develop, brand and position Mount Elgon National Park as a viable product with potential to generate visitor traffic, revenue and engender local-economic development. The project intends to do this by constructing 2 visitor information centres, establishing 2 camping sites, 15 raised bridge walkways, rest shelters and signages. The project will also procure digital repeater systems, base radios, generators and solar panels to improve communication and electricity accessibility on the mountain. This project will also procure drones and construct tourism ranger outposts to aid in the monitoring of the National Park.

80. By the end of the FY2021/22, the project was still under preparation with feasibility studies having been concluded. The project appraisal was ongoing and the project was before the DC awaiting further development.

Improve and upgrade Kidepo Aerodrome

81. The aerodrome is located at Lomej, approximately 3 kilometres south of Kidepo Valley National Park, headquarters in extreme north-eastern Uganda. The airport is gazetted as an Entry/Exit point for international traffic and has a substantial bearing on regional and international tourism in the area. The aerodrome has a Gravel runway designated as 09/27, 1500m long and 30m wide. It has a small terminal building with capacity of 30 passengers and is equipped with portable fire extinguishers (no fire tender). The aerodrome is fenced with an electric perimeter fence, powered by solar energy to prevent intrusion by wildlife. By the end of the NDPIII period, the project is expected to: Construct of the runway, 2500 by 45m; Apron to paved surface. 10,000sqm; Construct a new Passenger Terminal building; Construct a new access road (3km) and car park (5000sqm); and lastly, procure a fire fighting vehicle.

82. By the end of the FY2021/22, the project had not started and was still in the process of developing a project profile.

2.5.3 Sustainable Energy Development

83. The Sustainable Energy Development programme has 3 core projects but these projects have many components within them which were at different stages of implementation at the time of the MTR, below is the progress registered.

Expansion and rehabilitation of the following transmission and distribution network

84. This project has 7 components and at the time of the MTR; 3 were undertaking feasibility studies, 3 were behind schedule in implementation and only 1 project was on schedule in implementation.

a. Masaka – Mwanza 220kV; (Transmission for export to Tanzania)

85. The project involves the following components: Update of the feasibility study including technical, economic/financial feasibility; Carrying out a detailed Resettlement Action Plan study; Consultancy services for design and tender document update, procurement of EPC and supervision of Works during Implementation; Acquisition of wayleaves corridor; EPC Works; and Commissioning of Works.

86. By the end of the FY2021/22, feasibility studies were still ongoing.

b. Nkenda – Mpondwe - Beni 220kV;(Transmission for export to Democratic Republic of Congo)

87. The project components include: Carrying out a detailed Resettlement Action Plan study; Consultancy services for design and tender document preparation, procurement of EPC and supervision of Works during Implementation; Construction of a 72.5km, 220kV double circuit transmission line on steel tower structures from Nkenda (Uganda) Mpondwe (Uganda-D.R. Congo Border); Extension of the Nkenda 220/132/33kV substation to accommodate two line bays to D.R.Congo; and, Installation of 2 x 250MVA transformers complete with transformer bays, protection, control, communication and civil works.

88. By the end of the FY2021/22, feasibility studies were still ongoing.

c. Olwiyo – Nimule – Juba 400kV; (Transmission for export to South Sudan)

89. The project components include: undertaking Feasibility study; EPC Supervision; and EPC Works.

90. By the end of the FY2021/22, feasibility studies were still ongoing.

d. Grid Extension in North East, Lira and Buvuma Islands

91. By the end of the FY2021/22, the project was behind schedule in implementation.

e. Kabaale-Mirama Transmission Line

92. GoU under MEMD received funding from Islamic Development Bank towards the implementation of Mirama-Kabale 132kV Transmission Line and Associated Substations. The funding from IsDB is a loan of USD 83.75million and was signed on 22nd June 2015. The project shall extend the national electricity grid by construction of approximately 85 km of 132kV transmission line backbone from the Mirama 132/33kV substation to the proposed new 132/33kV- 2 x 40 MVA substation in Kabale town, 904 km of 33kV lines, and 131 km of Low Voltage (LV) network in 121 villages.

93. By the end of the FY2021/22, the project was behind schedule in implementation. RAP Implementation was 90percent complete with 2,254 out of 2,511 PAPs compensated. Additionally, the construction of the transmission line (Lot A) was at 43percent completion, that is, Design & Engineering 100percent complete, Equipment procurement 82percent complete, and Construction 34percent complete.

94. Regarding Lot 2 (Substations), the component was re-tendered following annulment of the previously signed Contract. Pre- award contract negotiations were held on July 6, 2022 following which approval for Contract Signature will be sought from the Solicitor General and the UETCL Board.

f. Masaka -Mbarara Grid Expansion Line (400kv); transmission of industrial electricity to Mbarara and for expansion to Muko to aid exploitation of iron ore)

95. UETCL is implementing the project with financing from AfD and KfW for Establishment of Plant, Design, Supply, Installation, and Commissioning with Significant Environmental and Social Impact for the Establishment of the Substations and its terminal bays.

96. By the end of the FY2021/22, the project was behind schedule in implementation. RAP Implementation was at 32percent with 847 out of 2,654 PAPs compensated. Additionally, prequalification of EPC Contractors had been concluded and tender document preparation was concluded and approved. The tender documents were issued to prequalified firms in April 2022 and the bid closing date was 22nd July 2022.

g. Opuyo-Moroto 220Kv (Transmission of Industrial power to Karamoja)

97. By the end of the FY2021/22, the project was on schedule in implementation. The transmission line and substations were commissioned and energized in July, 2021 and the identified snags were being addressed. The project was being fast-tracked for exit/ closure.

Industrial Substations Upgrade (rehabilitating the existing substation to accommodate industrial power supply 320kv and 400kv) (Lugogo; Mutundwe; Nkonge; Nkenda; Kawanda; Lira; Opuyo; Tororo; Mbarara North; Masaka West; Kawaala, Kampala North Substations; Luzira, Iganga, Mukono, Namanve Upgrade)

98. By the end of the FY2021/22, the project was behind schedule in implementation. The following substations were completed and had been energized as follows: Namanve South on 26th January 2021; Mukono on 4th July 2019; Iganga on 8th December 2019; and Luzira was complete but awaiting energization upon the completion of the Namanve - Luzira power line.

99. Regarding Mutundwe substation, by the end of the FY2021/22, the project was behind schedule in implementation. The designs were 96percent complete, procurement was 95percent complete and construction was 94percent complete with Equipment Site Acceptance Tests (SAT) set to commence in July 2022. The benefits and development changes are expected to be realized after completion of construction of the transmission line scheduled for December 2022.

100. Regarding Kampala substation, Tender Documents preparation and approval had been completed. The tender documents were issued in April 2022 and bid closing was slated for August 2022. RAP implementation was 86percent with 110 out of 128 PAPs compensated.

101. The major challenges reported on the project were cash flow issues and the COVID-19 Pandemic which affected project activities.

Feasibility studies for selected HPPs

a. Ayago (840MW)

102. By the end of the FY2021/22, feasibility studies were being updated.

b. Oriang HPP (392MW)

103. By the end of the FY2021/22, feasibility studies were ongoing.

c. Kiba HPP (330MW)

104. By the end of the FY2021/22, technical feasibility studies and ESIA studies had been completed by the project developer.

2.5.4 Integrated Transport Infrastructure and Services

105. The Integrated Transport Infrastructure and Services programme has 14 core projects of which 11 were under implementation but behind schedule; 1 was on schedule in implementation; and 2 was undertaking feasibility studies. Below is the progress registered.

Standard - Gauge Railway

106. The SGR project will stretch from Mombasa through Nairobi to Kampala, Kigali and Juba. In May 2014, the four Partner States signed a regional SGR Protocol. The Protocol provides mechanisms for cooperation between Partner States and stipulates key timelines for project completion. The following routes will be developed in a phased manner in Uganda: Eastern Route (Malaba-Kampala), 271.643km; Northern Route (Tororo-Gulu-Nimule with a branch from Gulu-Pakwach-Vurra), 762km; Western Route (Kampala-Bihanga-Kasese-Mpondwe with a spur to Hima cement factory), 383.12km; and, Southern Route (Bihanga-Mirama Hills, with a spur to Muko), 280.3km. In addition, outside the NCIP arrangement, the SGR network will also connect to the Tanzania SGR through the planned Bukasa port on Lake Victoria.

107. By the end of the FY2021/22, the project was behind schedule in implementation. Feasibility study, RAP and negotiation of financing were ongoing and 81.990 hectares acquired of ROW for eastern route with 61km of demolition done. Additionally, 36percent construction works for Gulu Logistics hub had been completed; 83Km of Kampala-Malaba Railway Line maintained; and 154 wagons and one locomotive maintained.

108. Furthermore, a detailed inspection of the track for Tororo-Gulu Railway line to determine track materials required for replacement and those required for refurbishment was completed; the Contractor acquired quarry site at peta in Tororo district; and 1.63percent overall physical progress for rehabilitation of Tororo was made.

Rehabilitation of the Meter Gauge Railway (Relief of Road Transport of Cargo transportation)

109. By the end of the FY2021/22, the project was behind schedule in implementation. Works commenced in February 2020 on Tororo- Gulu and progressed to 18.8percent but were halted in Q3 of 2021/22 to allow for design and cost variation. It should be noted that 3200 PAPs for the Tororo-Gulu MGR line are to be compensated.

Kampala-Jinja Express Highway

110. The Government of Uganda has received financing from the African Development Bank towards the cost of the Kampala-Jinja Expressway (KJE) Project on Public Private Partnership (PPP) basis. The KJE project is intended to relieve traffic congestion, improve road safety, and spur economic growth in the region. As such, it will support regional integration between the Port of Mombasa, in Kenya, and the landlocked countries of Uganda, Rwanda, Burundi, and the Democratic Republic of the Congo. Combined, Phases 1 and 2 are expected to generate up to 1,500 jobs during construction and 250 jobs during operations, most of which are expected to be filled by Ugandans. Once operational, the KJE is expected to reduce travel time between Kampala and Jinja by approximately 70 minutes. The KJE will also support government revenue through toll road fees and taxes.

111. By the end of the FY2021/22, the project was behind schedule in implementation. The project was under procurement, interested bidders submitted financial and technical proposals in March 2022.

Busega - Mpigi Expressway (City decongestion)

112. The proposed Busega – Mpigi Expressway (23.7km) is located within the central region of Uganda. The Project area is located on the Northern Multimodal Corridor and it is expected to facilitate the logistics within GKMA and also improvement of traffic flow on the Northern Multimodal Corridor. The Project starts at Busega (at the Kampala Entebbe Expressway approximately 12.5kms from Kampala City Centre) and moves in a southwesterly direction following predominantly a greenfield to the northern side of the existing Kampala – Masaka Road up to Mpigi town. (Approximately 40km southwest of Kampala).

113. By the end of the FY2021/22, the project was behind schedule in implementation. Works commenced in November 2019 and are expected to be completed in May 2023. Design update was completed, a design workshop was held on 10 March 2021. However, physical progress was at 17.94percent by end of June 2022.

Kibuye-Busega Express Highway

114. By the end of the FY2021/22, the project was undertaking pre-feasibility studies.

Kampala Flyover Construction and Road Upgrading Project (City decongestion)

115. The Kampala Flyover Project is part of the Measures for Improvement of Traffic Flow within the Greater Kampala Metropolitan Area (GKMA)as proposed by the National Transport Master Plan (NTMP). The Project provides linkage between multilane highways in line with GKMA Transport Study recommendation for Transit Oriented development.

116. The objective of the Project is to mitigate traffic congestion and facilitate urban transportation in Kampala city, through construction of flyovers, widening of road and improvement of junctions in Kampala city, thereby contributing to sustainable economic and social development of Uganda, as well as to vitalization of logistics and transport across the neighbouring countries.

117. By the end of the FY2021/22, the project was behind schedule in implementation. The project commenced in May,2019 and was expected to be completed in August 2022, however, physical progress was at 65.42percent, at the end of June 2022.

Bukasa Inland Port

118. In the first phase, GAUFF Engineering will establish a master plan and, on this basis, further develop the preliminary design of the port, including its connectivity to the Kampala Industrial and Business Park. Construction measures, such as exploitation, site installation and first construction measures for the future quay wall will follow. In the more advanced phases, the construction of the actual port will be implemented, including the docklands and the whole infrastructure.

119. By the end of FY2021/22, the project was behind schedule in implementation. Phase I implementation was ongoing and 90percent of payments for PAPs along Kinawataka Bukasa road had been undertaken. It should be noted that the planned 25percent of Dredging, Piling and swamp charging works for Bukasa Port was not undertaken because the procurement process was cancelled because the bidders quoted a price higher than the budgeted amount.

Kabaale International Airport

120. The proposed Kabaale airport with a runway length of 3500m and a width of 75m including shoulders will be constructed within the already acquired refinery land of approximately 29 square kilometers. The airport will comprise a taxiway of width of 25 m and 60 m length including shoulders. A taxi lane will be constructed along the western edge of the apron to facilitate access to stands. New access roads shall be constructed in order to access the airport facilities. However, some of the roads including the perimeter road, regular access roads to the land side, circulation roads, access road to the apron, will have a larger width than the general road network because it will facilitate the movement and manoeuvring of trucks with wide loads being transported directly from the apron to the refinery construction site or other sites in the 29 km2 area.

121. By the end of the FY2021/22, the project was under implementation with physical progress at 75percent.

Improvement of Ferry Services Project

122. By the end of FY2021/22, the project was behind schedule in implementation. The progress of implementation on the different project components is given below.

a. Kalangala

123. By the end of the FY2020/21, the Marine insurance policy for MV Kalangala had been renewed, and the Assessment of qualifications and training needs for MV Kalangala crew members had been conducted.

b. Kumi-Agule Ferry

124. By the end of the FY2020/21, draft contracts for the consultancy services for detailed Engineering design for Kumi-Agule Ferry Landing (17 Km) forwarded to SG clearance.

c. Sigulu Ferry Project

125. By the end of the FY2020/21, the designs were approved by DNPE; Bumalenge waiting shed substructure completed and ongoing finishes on the toilet superstructure. Additionally, Watega staff quarters, Guardhouse and Toilet were under final finishes. The Watega and Bumalenge coffer dam structures sipped in water after excavation and re-design was ongoing to achieve a dry working platform. Contract delivery time was extended to February 2022.

d. Buyende-Kagwara-Kaberamaido (BKK) Project

126. The contract was signed on 29th June 2020 and was expiring on 28th Feb 2022. By the end of the FY2020/21, the contract was at design review stage. Request for change order for the new design was submitted and was being processed. The Dredger production completed and classification society approved by MoWT. Physical progress by March 2021 was at 15percent.

e. Amuru-Rhino Camp Project

127. This in part involves repair of an aged ferry to provide a shorter link between Amuru and Arua Districts through the River Nile.

128. By the end of FY2020/21, Preparation of the ferry equipment (engines, pontoons and tail ends) was ongoing in the ferry workshop at Luwero. Pontoons at Rhino camp were retrieved from the water and they had been planned for repair and assembly. Physical progress by March 2021 was at 30percent.

f. Kiyindi – Buvuma Ferry

129. Contract was signed in December 2018. By March 2021, construction was being done in Mwanza at the contractor's shipyard. In addition, the construction of Hull had been completed. The construction of Superstructure was ongoing. Physical progress stood at 60percent.

g. Lake Bunyonyi Ferries

130. Two vessels are to be constructed for the Lake Bunyonyi under the funding of AfDB. By end March 2021, the bidding document had been submitted to the funder for approval.

Bridge Project (including Karuma, Laropi, Mpondwe, & Semliki Bridges among others, to promote connectivity across the country)

131. By the end of the FY2021/22, the project was behind schedule in implementation. The progress of implementation on the different project components is given below.

a. Karuma Bridge & Access Roads

132. The proposed project involves development interventions required to construct a new bridge at Karuma bridge that include: Construction of a new 240m, two-lane Extradosed Concrete Bridge structure across the Victoria Nile at Karuma; Construction of 2km access roads to connect the new bridge to the existing paved Kampala – Gulu Highway; and Installation of road furniture and non-motorized transport facilities for the safe and efficient operation along the bridge.

133. By the end of the FY2020/21, documentation of the design of the bridge and culverts had been completed.

b. Laropi/Umi Bridge

134. The project involves construction of a bridge of 7m carriage width, 2m shoulders, 2m walkway and standard Paved Class II approach roads of 7m carriageway. The project activities include construction of temporary bridge. The temporary bridge shall be erected using steel across the river. It serves as a platform for constructing the permanent bridge and also transporting materials across the river. The permanent bridge is made of piles driven into the riverbed, abutments on either side of the river and a bridge deck. Construction activities for a permanent bridge follow a water tight watertight system to prevent contamination of the river with wastewater, mud, and concrete among others. Following the completion of the permanent bridge, the temporary bridge will be decommissioned and all steel removed from the river following a clear decommissioning plan while observing Occupational Health and Safety Standards.

135. By the end of the FY2020/21, the detailed Engineering Design and Project Preparation for Financing of 2km bridge was ongoing.

c. Semiliki bridge

136. The Semiliki bridge component was rejected by the DC because UNRA submitted the integrated project of Rwebisengo- Budida- Bunia Road where the bridge had been captured as a component.

Rwenkunye-Apac-Lira (Regional interconnectivity)

137. By the end of the FY2021/22, both Rwenkunye-Apac (90.0Km), and Apac – Lira - Puranga (100.1km) sections were at 4percent physical progress.

Iganga-Bulopa/Buwenge-Kaliro/Bugembe-Kakira-Bulongo

138. By the end of the FY2020/21, feasibility studies and preliminary engineering design were ongoing. Progress was at 39.45percent against a planned progress of 32.92percent as at June 2021.

Community Roads Improvement Project (Total 7,905 Kms; North 1,975Kms, East 2,300Kms, Central 1,540Kms, West 2,090Kms)

139. The Community Roads Improvement Project will be implemented in 135 districts of Uganda. Following spatial analysis by the Ministry GIS unit, maps showing the percentage of Community Access Roads in poor to bad condition and GDP per capita per district will be developed. The maps will be used as a basis of categorizing the districts and thereafter based on population density and targets, the prioritization will be carried out. The average population density of Uganda was established as 170 persons per square km and will also facilitate the distribution. Consultation meetings will be held with the district local governments/ local leaders to identify the exact roads of interest. Assessments of the particular roads to be rehabilitated or opened will be carried out prior to commencement of procurement of Contractors and Bills of Quantities developed. Class III district roads of generally less than 20 vehicles per day, carriage width of 4.0 - 5.4m with well compacted gravel as the wearing course and properly drained will be considered. The design speed will be 50km/h. Local road construction contractors will be procured to undertake the works. This will develop their capacity and also utilize locally available resources.

140. By the end of the FY2021/22, the project was behind schedule in implementation. 646 km of roads rehabilitated (equivalent to 82,8percent progress) at end of Q3. These community access roads were in the following districts; Butaleja, Buyende, Luwero, Kamuli, Mayuge, Serere, Kyankwanzi, Buhweju, Dokolo, Hoima, Kapchorwa, Moroto, Kasese, Arua, Adjumani, Sironko, Bulambuli, Rubanda, Kayunga, Mukono, Kaliro, and Rakai.

Regional Trade Roads

a. Rakai – Isingiro- Kafunjo- Kikagati (135km)

141. By the end of the FY2021/22, the concept note for the road had been submitted to DC for consideration.

b. Koboko – Yumbe – Moyo (105Km)

142. By the end of the FY2021/22, the procurement of civil works contractor had commenced and was under bidding until 28th July 2022. World Bank field mission was held between 21 and 25 February 2022.

c. Nabumali Corner- Butaleja-Namutumba

143. By the end of the FY2021/22, the procurement of civil works contractor had commenced and was under negotiations.

d. Rukungiri-Ishasha- Ruthuru

144. By the end of the FY2021/22, the project was on schedule in implementation with physical progress at 68.35percent.

Tourism Roads Development Project (Kabale - Lake Bunyonyi (8.0km); Kisoro - Mgahinga National Park Headquarters (14.0km); Kisoro - Nkuringo - Rubuguri - Muko (54.0km); Rubuguri-Nteko Road (22.0km); Hamurwa-Kerere-Kanungu/Buleme-Buhoma-Butogota-Hamayanja-Ifasha-Ikumba (149.0Km); Ishasha-Katunguru (88.0Km); Kitgum-olumu-Kalenga-Kapedo-Kaabong (184Km); Kebisoni-Kisizi-Muhanga/Kambuga Road (117km))

145. The project will involve upgrading the existing gravel road to paved standard with a minimum of 7m carriageway width and a design life of 20 years. Works will include sufficient drainage structures and bridges, provision of Non-Motorized Transport Facilities, installation of road signage and road safety facilities. The road will have pedestrian and cycle lanes, parking spaces for tourist vehicles and street lighting in urban centres.

146. Overall, by the end of the FY2021/22, the project was undergoing feasibility studies. Detailed project designs and studies were still ongoing as shown below.

a. Kisoro - Mgahinga National Park Headquarters (14.0km)

147. The project will involve: upgrading the existing gravel road to Class II paved standard with a minimum of 6/7m carriageway width and a design life of 20 years. Works will include sufficient drainage structures and bridges, provision of Non-Motorized Transport Facilities, installation of road signage, road safety facilities and Tourist Viewpoints; Construction of 4 No. landing sites on lake Bunyonyi; Construction of two roadside markets; provision of street lighting at Lake Loop area; extension of electricity connection to Bwama Island, Kachwekano and Mgahinga trading Centre; Supply and delivery of two (2) merchant vessels (ferries) to transport passengers and cargo across Lake Bunyonyi; and, Supply and delivery of two (2) search and rescue boats including associated call and rescue/navigation equipment on lake Bunyonyi. The road will have pedestrian and cycle lanes, parking spaces for tourist vehicles and street lighting in urban centres.

148. By the end of the FY2021/22, the project was still under preparation with feasibility studies going on. Consultancy Services for Monitoring & Evaluation, Technical Audit and Road Safety Audit and Sensitization of the project were under evaluation.

b. Kisoro - Nkuringo - Rubuguri - Muko (54.0km)

149. By the end of the FY2021/22, the project was still under preparation with feasibility studies going on. Procurement of civil works contractor commended and was under evaluation. Revised bid evaluation report was submitted to the Bank on 29th June 2022 for no objection. The procurement of design review and construction supervision consultant also commenced and was under evaluation and was submitted to the Bank for No objection on 1st June 2022.

c. Hamurwa-Kerere-Kanungu/Buleme-Buhoma-Butogota-Hamayanja-Ifasha-Ikumba (149.0Km)

150. By the end of the FY2021/22, the project was still under preparation with feasibility studies going on. Final RAP report was submitted for review in November 2021, comments on the valuation roll and Strip-maps were received in March 2022 and were currently being addressed by the Consultant.

d. Ishasha-Katunguru (88.0Km)

151. The project will involve upgrading the existing gravel road to Class II paved standard with a minimum of 7m carriageway width and a design life of 20 years. Works will include sufficient drainage structures and bridges, provision of Non-Motorized Transport Facilities, installation of road signage and road safety facilities. Adequate provisions for the road to function as a park road will be provided. The road will be constructed in such a way to provide a reasonable, leisurely and safe tourist access to natural, scenic, historic and recreational features within Queen Elizabeth National Park. Animal Crossing Tunnels will be provided. Speed cameras will also be installed. Raised Animal Sighting Platforms to allow tourists view and enjoy scenic areas and panoramic views of Rwenzori Mountains and Lake Edward will be provided.

152. By the end of the FY2021/22, the project was still under preparation with feasibility studies going on.

e. Kabale - Lake Bunyonyi (8.0km)

153. By the end of the FY2021/22, the project was still under preparation with feasibility studies going on. Consultancy Services for Monitoring & Evaluation, Technical Audit and Road Safety Audit and Sensitization of the project were under evaluation.

f. Kitgum-olumu-Kalenga-Kapedo-Kaabong (184Km)

154. By the end of the FY2021/22, the project was still under preparation with feasibility studies going on. Commercial contract and the negotiations for financing were ongoing.

g. Kebisoni-Kisizi-Muhanga/Kambuga Road (117km)

155. The project is still a concept awaiting DC decision for further development.

2.5.5 Natural Resources, Environment, Climate Change, Land and Water Management

156. The Natural Resources, Environment, Climate Change, Land and Water Management programme has 4 core projects of which 2 were behind schedule in implementation while 2 were undergoing feasibility studies. Below is the status of implementation on the individual projects.

National Community Tree Planting Project (restore & maintain 102,000 ha of degraded forests & Establish 200,000 ha of community tree planting-woodlots; 6,320 of urban planting-greening)

157. By the end of the FY2021/22, the project was undergoing feasibility studies.

Comprehensive Inventory of Land

158. By the end of the FY2021/22, the project was undergoing feasibility studies.

Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda

159. By the end of the FY2020/21, the project was behind schedule in implementation. A cumulative total of 531Km of critical wetlands were demarcated. Additionally, wetland inventory for Nwoya was completed, inventory for Kitgum was still on going with field activities being undertaken, though at a slow progress, due to the country lock down and Covid 19 related challenges. Additionally, a total of 59 wetland maps were produced on request, in the four wetlands regional centres (North, East, Central, West). A communication strategy for the cancellation of titles in wetlands was developed and technical teams from Ministry of Water and Environment, National Environment Management Authority, Ministry of Local Government, Ministry of Justice and Constitutional Affairs, Ministry of Trade, Industries and Commerce, etc, set up to undertake sensitization on the cancellation of titles in wetlands. The sensitization process was completed in Wakiso. A total of 330 titles in wetlands were cancelled in Kampala, Mukono and Wakiso.

160. Likewise, restoration needs assessment for Nyamuriro and Kashambya Rushebeya wetlands located in Rukiga and Rubanda districts in Western Uganda and Lwere and Orapada wetland located in Butebo and Kumi districts in Eastern Uganda were undertaken. And lastly, assessment of Nyakabirizi demonstration site and Shuuku site in Bushenyi and Sheema districts respectively was conducted.

Support to rural water supply and sanitation project

161. This project will support the development of the Multi-Village Large Pipe Water Supply Schemes initiative that focuses on exploiting the economies of scale principles in the provision of water supply and sanitation services to small rural communities who would otherwise not receive services due to limitations of capital investments financing. The project shall on top of increasing safe water coverage greatly improve sanitation levels in the area, construct public waterborne toilet facilities located within the respective town centres, VIP school toilets shall be constructed, supplying rubbish bins of capacity 75litres each and Procuring Cesspool Emptier trucks in the project areas. Access to safe water will reduce the occurrence of the water borne diseases.

162. By the time of the MTR, feasibility studies had been concluded on 23rd March 2020 from which an assessment was conducted to the proposed sites in the 17 districts to ascertain viability and sustainability of the water sources once converted into solar systems.

2.5.6 Human Capital Development

163. The Human Capital Development programme has 7 core projects from the NDPIII and 3 core projects they took on from the Community Mobilization and Mindset Change programme, namely: National Service Scheme; Establishment of the National Productivity Centre (GKMA and Regional Cities); and National apprenticeship scheme, which brings the total number of core projects to 10 at the time of the MTR. Of these; 4 were project ideas, 4 were under preparation at different stages, 1 was awaiting financing, and 1 was behind schedule in implementation. Below is the status of implementation on the individual projects.

164. The project ideas included: Labour Market Information System Project; Basic Requirements and Minimum Standards (BRMS) for education institutions; Health Facilities Functionality and Referral system Project; and Multi-sectoral community Health Promotion & Prevention Project.

165. Furthermore, the projects that were under preparation at feasibility studies stage included: Skills for Employment and Productivity; National Service Scheme; and National apprenticeship scheme, while the project at profile stage of preparation was, the Establishment of the National Productivity Centre (GKMA and Regional Cities).

Uganda Heart Institute Infrastructure Development

166. The Project will contribute to improvement in access to quality health services at all levels in both the public and private sectors through provision of specialized care and expansion and upgrading of the infrastructure in Uganda Heart Institute and other tertiary care units so as to facilitate a functional National referral system. The project will further strengthen health systems to ensure reduction of morbidity and mortality attributable to non-communicable diseases through appropriate health interventions targeting the entire population of Uganda.

167. Feasibility studies were approved on 21st March 2019 and by the end of the FY2021/22, the project was awaiting financing.

Establishment of oncology and diagnostic centre in Mbarara and Gulu regional referral hospitals

168. The establishment of the centres was informed by the increased patient burden at Uganda Cancer Institute, in Kampala where 4,500 to 6,000 new cancer patients are registered annually. Of these, an estimated 78.3 percent patients die of their disease within one year, partly due to late diagnosis and inappropriate treatment. The project will strengthen health systems and ensure universal access to Specialized Services in order to achieve the objective of reducing morbidity and mortality from the major causes of ill health and premature death.

169. By the end of FY2021/22, the projects were both behind schedule in implementation.

a. Establishment of oncology and diagnostic centre in Gulu regional referral hospital

170. By the end of the FY2021/22, the project was behind schedule in implementation. The Prime Minister Robinah Nabanjja launched the multibillion construction on Friday 13th August, 2021.

b. Establishment of oncology and diagnostic centre in Mbarara regional referral hospital

171. By the end of the FY2021/22, the concept note had been submitted to PAP for review before it goes to DC for approval.

2.5.7 Sustainable Development of Petroleum Resources

172. The Sustainable Development of Petroleum Resources programme has 3 core projects of which all were behind schedule in implementation. Below is the status of implementation on the individual projects.

LPG Promotion, Supplies & Infrastructure Intervention

173. The LPG Promotion, Supply and Infrastructure Intervention Project seeks to bridge the demand supply imbalance through the construction of seven regional LPG storage terminal, procure 72 LPG train wagons and spur LPG demand through the direct injection into the market of 1,000,000 LPG kits. (LPG cylinder and burner).

174. By the end of FY2021/22, the project was behind schedule in implementation. The procurement processes for the promotional cylinder kits contractors had been completed and the framework contracts had been signed; the National LPG communication strategy had been developed; land for Kampala LPG storage terminal had been identified and the procurement processes were in advanced stages; and lastly, 4,456 LPG promotional cylinder kits had been procured and dissemination had commenced.

175. However, the project is faced with insufficient allocations which has hindered project implementation, for example, out of the approved UGX 11.5bn only UGX 2.63bn was released in the FY2021/22.

East Africa Crude Oil Pipeline (EACOP)

176. The EACOP project consists of a 24-inch, 1445 km long buried pipeline starting from Kabaale in Hoima district running to Chongoleani near Tanga in Tanzania. Of the overall 1445km, a total of 297km of the Pipeline is in Uganda traversing the districts of Hoima, Kikuube, Kyankwanzi, Kakumiro, Mubende, Gomba, Sembabule, Lwengo, Rakai and Kyotera.

177. By the end of the FY2021/22, the project was behind schedule in implementation. The Resettlement Action Study had been completed. Others studies completed include; routing studies, geotechnical studies, feasibility studies, valuation of properties, stakeholder engagements, title rectifications, wetland verification exercise, Forests and Woodlots assessment, Gazettement of the EACOP corridor, Approval of change of land use, Return of assessment forms and establishment of the management structure for RAP implementation. RAP implementation had started in May 2021 and was still ongoing.

178. Additionally, the EACOP Front-End Engineering Design (FEED) study had been submitted by TOTAL E & P to GoU and was reviewed by a team comprising of the MEMD, PAU and UNOC. The study was approved and is ready for implementation. Furthermore, the ESIA for EACOP was completed and submitted to NEMA for approval. The report was approved by NEMA and a certificate issued for the project on 30th November 2020.

179. Lastly, the negotiation of the HGA resumed in the month of June 2020 and the agreement was concluded and signed on 11th April 2021. The Ministry also participated in negotiations for the Shareholding Agreements (SHA) and Tariff and Transportation Agreements (TTA) which were concluded and also signed on 11th April 2021.

Investment in the Oil Refinery through Construction of Oil Refinery Project

180. The refinery in Uganda will boost the region's refining capacity and ensure the security of supply of petroleum products especially for the landlocked Partner States such as Rwanda and Burundi. Besides being a strategic investment for the country and the region, developing a refinery in the country will improve Uganda's balance of payments by reducing the petroleum products import bill. The Project will also contribute to economic gains for Ugandans as the construction of the refinery alone is estimated to create 4,000 to 6,000 temporary jobs. Once complete, ongoing refinery operations are expected to create more than 650 permanent jobs. The development of attendant industries such as the petrochemical and manufacturing industries will also create jobs for Ugandans and ensure the transfer of technology in the refining and associated industries.

181. By the end of the FY2020/21, the project was behind schedule in implementation. The registered performance included: (i) a total number of 2,662 out of 2,680 property owners who opted for cash compensation, that is about 99.3percent, had been fully compensated; (ii) land titles for the acquired land was transferred to Uganda Land Commission and the process of payment of stamp duty was underway; (iii) the refinery FEED was being undertaken by SAIPEM in Italy and stood at 97percent completion; (iv) all the houses for the seventy-two (72) PAPs were completed and handed over; (v) social economic baseline survey and detailed study or the petroleum products pipeline from Hoima to Kampala was completed; (vi) an estimated 62 PAPs (out of 4270 registered PAPs) had so far been paid their cash compensations; and the ESIA stood at 80percent completion.

2.5.8 Mineral Development

182. The Mineral Development programme has only one core project which was awaiting financing. Below is the status of implementation on the individual project.

Establishment of Steel Industry

183. A strong integrated iron and steel industry will facilitate industrial take-off in the country as well as lead to saving of forex expenditure, increase employment opportunities and form a strong basis to support the growth of other sectors through forward-back ward linkages. The industry will also increase local content in on-going and planned projects like the SGR, motor vehicle assembly plant, Kabaale airport and expressways, oil roads, new Karuma bridge among other projects, through the supply of the needed steel from local production.

184. By the end of the FY2021/22, the project was awaiting financing since the feasibility studies had been completed.

2.5.9 Manufacturing

185. The Manufacturing programme has 3 core projects of which all three were on schedule in implementation. Below is the status of implementation on the individual projects.

Construction of Border Export Markets especially for South Sudan and Eastern DRC

186. The border markets under construction in the zones include Busia, Lwakhakha, Oraba and Katuna. In particular, Oraba is a very peaceful place, good security and very convenient for business making it the perfect location for the market project that will help the people of Koboko. It is situated 2km from South Sudan and 26km from DRC. The project will help increase and fasten cross border flows of exports and services, promote value addition, improve capacity of cross border trade through increased compliance to standards, provision of employment, and promote investments through Public Private Partnership.

187. By the end of the FY2020/21, construction of Border Export Zones in the four sites in Uganda had reached 85 percent completion. The works done at the Busia and Lwakhakha were at 85 percent, Oraba at 77 percent and Katuna at 45 percent. The lag at Katuna was because of adverse weather pattern in the area, which prompted the change of construction site although overall, structural works had been completed and the floors and external works were the only ones remaining.

Automotive Assembly Project

188. Government of Uganda, acting through the UIA, allocated 100 acres for the establishment of the Kiira Vehicle Plant, located at the Jinja Industrial and Business Park, Plot No. 701, Block 2 Kagogwa Village, Mawoito Parish, Kakira Town Council, Jinja District. Kiira Motors Corporation and National Enterprise Corporation (NEC) signed an MOU for Construction of the Kiira Vehicle Plant Start-Up Facilities (Phase I). The Site was handed over to NEC on 18th January, 2019, who deployed security and commenced work on 11th February, 2019.

189. At the time of the MTR, completion of Phase I was scheduled for December 2022 and construction works of Phase II had started in March 2022 and were ongoing. The construction and installation of a 3.7km long 33kV medium voltage electricity line connecting the Kiira Vehicle Plant Site to the national electricity grid had been completed, tested and commissioned by UMEME. Additionally, the construction and installation of a 5.4km long 6-inch water pipeline connecting the plant site to the municipal water supply system had also been completed, tested and commissioned by National Water and Sewerage Corporation.

Industrial Parks Development

190. By the end of the FY2020/21, only one out of the 26 industrial parks had undertaken feasibility studies, that is, Kampala Industrial and Business Park, Namanve and therefore, to be able to complete the industrial parks development phase, UIA needs to work with NPA and other Government lead agencies to undertake feasibility studies for the 25 industrial parks under development. Additionally, only 6 industrial parks were operational even though they were still under development, that is, Namanve, Luzira, Bweyogerere, Mbarara, Soroti and Mbale.

191. It should also be noted that 19 industrial parks had not yet secured land, that is, Kamuli, Pakwach, Kyankwanzi, Rubirizi, Koboko, Yumbe, Arua, Gulu, Iganga, Tororo, Buliisa, Bushyeni, Kabale, Hoima, Mukono, Nakasongola, Luwero, Mubende and Rakai by the end of the FY2020/21.

192. Below is the detailed performance and implementation of industrial parks.

a. Kampala Industrial and Business Park, Namanve

193. The Kampala Industrial and Business Park (KIBP) located 11 km East of Kampala in Namanve, is a 2,200 -acre facility located partly in Wakiso and Mukono Districts. To date, all the land has been allocated to 328 prospective investors for development in various sub-sectors such as agro processing, mineral processing, ICT, logistics and freight, warehousing, general manufacturing as well as Tourism promotion activities. Feasibility studies for the industrial park were completed and project implementation was ongoing with support from UKEF to the tune of Euro 246 million.

194. By the end of the FY2020/21, Seventy-One (71) industries were currently in operation within the Park directly employing 30,000 Ugandans; 151 projects had commenced construction creating an additional 17,500 indirect/ short term/ contract/ technical jobs while 78 companies were still in the pre-start stages (surveying, processing deed plans and titles, environmental impact assessment certificates, architectural designs, geotechnical and hydrological studies). These too create employment to the various white collar professional job opportunities for Architects, physical planners, Environmental Consultants, Civil Engineers, Quantity Surveyors etc.

b. Bweyogerere Industrial Park

195. Bweyogerere Industrial Park is located in Bweyogerere, Wakiso, 10 km North East of Kampala and covers 50 acres of land. The potential sectors targeted are; Pharmaceuticals, agro processing, warehousing and logistics and Light Manufacturing.

196. By the end of the FY2020/21, the Park was fully allocated consisting of 10 investors, 8 of whom were operational and 2 were under construction stage. Roads and other utilities were in good shape and functional. However, the industrial park was still lacking a central sewerage treatment plant, solid waste plant, ICT network and street lighting.

c. Luzira Industrial Park

197. Luzira Industrial and Business Park is located in Nakawa Division in Kampala District. The Park is located 5 km East of Kampala and covers 70 acres of land adjacent to the Luzira Women's Prison. The Park is fully allocated with a total number of 12 investors, 10 of whom are operational. The potential sectors targeted are; Pharmaceuticals, agro processing, warehousing and logistics and Light Manufacturing.

198. By the end of the FY2020/21, the entire park was serviced with 3.7Km of tarmac road network, power and water. The industrial park was still lacking a central sewerage treatment plant and street lighting.

d. Soroti Industrial Park

199. Soroti IBP is 350 km North East of Kampala and is 219 acres in size. The Park has access roads opened up, roads and power are also available. There is 2km of tarmac and 4.4km of murram roads opened and are all under maintenance. The potential sectors targeted are; Fruit processing, dairy processing, leather processing, SME workspace development, export-oriented industries. Out of the 20 investors, Soroti Fruit Factory is the only factory operational so far, 4 others are under construction which include; Sanqua Engineering, Asalalamaal Ltd, the National Industrial hub under Office of the President and PELA Commodities Ltd.

200. By the end of FY2020/21, the following had been completed; the Master-plan & EIA, Cadastral survey of the plots and Installation of Boarder Markers around the Park. Additionally, water and power had been extended to the Park; Construction of Lot1 roads (2.2 Km) to tarmac level i.e. (Temele Industrial Road, Pineapple Lane, and Palm Tree close) had been completed; 4.4km of murram roads at Soroti Industrial and Business Park (Lot 2) had been opened up.

201. However, the Park is faced with challenges that include lack of a solid waste management plant and sewerage/effluent treatment plant which has hindered Teso Fruit Factory from fully operating.

e. Moroto Industrial Park

202. The proposed Karamoja Industrial and Business Park is located in Moroto and Napak Districts. It is 12 km South of Moroto Municipality along Moroto–Soroti Highway. It is located in Kautokou and Nadunget Parishes of Ngoleriet and Nadunget Sub counties respectively. The Park covers an area of 417 acres, along the boundaries of Moroto and Napak Districts. The potential sectors targeted are; Cement manufacturing, green marble polishing, aloe-vera and herbal medicine processing, gum-Arabica processing, dairy products, fruit processing and leather industry.

203. By the end of FY2020/21, the exercise for the installation of Border Markers had been completed. Additionally, M/S Savimaxx Limited was contracted by Uganda Investment Authority (UIA) to carry out Consultancy Services for Master Plan and Environmental Impact Assessment Study for the Industrial and Business Park. The Master Planning and EIA Process reached the final stage although they had not yet presented to the National Physical Planning Board for approval due to the land conflict in the Park.

204. However, the Park is faced with challenges that include land conflict. UIA acquired land for the IBP while it was still under Moroto District and the acquisition process was done formally with the district until the title of the land was transferred to UIA. However, when Napak District was annexed from Moroto District, there arose a problem of the proposed land for the industrial park lying in two districts.

f. Mbale Industrial Park

205. Tangshan Mbale Industrial Park is located in Mbale District covering 619 acres of land. The potential sectors targeted are; Grain milling especially wheat, fruit processing, dairy industry and coffee processing. The entire park was handed over to M/S Tangshan in 2018, to provide serviced plots to individual developers. Tangshan will undertake landscaping and develop key infrastructure in the entire industrial park including, office premises, exhibition areas, access roads, drainage, power substation and distribution system, water supply system, sewerage drainage and treatment, water handling and treatment system.

206. By the end of FY2020/21, a total of 32 people had not yet been compensated i.e; 10 members were still in court, and 22 had contested values attached to their properties. However, there was no squatter on site and the industrial park was 100 percent in control of the developer.

207. Additionally, the developer had so far invested approximately USD 15 million to cover the following costs: Investment promotion (USD 3m); Purchase of heavy equipment and machinery i.e., rollers, excavators and dump trucks USD 3m; Industrial design of the park and public infrastructure works i.e., roads, water channels, river expansion and drainage, and ground leveling and construction of the main gate (USD 9m).

208. Furthermore, the following utilities had been constructed as well; 8.5km of access roads at murram level, 1.1km of water channel, 3.2km of power lines, and construction of temporary residential houses for the project team and warehouses for construction tools had been completed as well.

209. Lastly, Tangshan had successfully brought on board 16 investors who will be operating within the park and more than 15 strategic cooperation agreements signed between Chinese enterprises and Tangshan Mbale Industrial Park.

g. Masaka Industrial Park

210. The industrial park has land earmarked for 800 acres but title for the land had not yet secured by the end of the FY2020/21. The potential sectors targeted are; Fruit processing, fish processing, pork processing, tea processing and beef industry.

h. Jinja Industrial Park

211. Jinja Industrial and Business Park is 182 acres located in Kagogwa Village, Mutai Parish, bordering Buwenge Sub County; 11 Kms from Jinja Town Centre along Jinja- Kamuli highway.

212. By the end of the FY2020/21, the Master Plan and EIA studies were completed. Boundary Opening and Installation of Boarder Markers had been completed. UIA signed an MoU with Kiira Motors Corporation to develop the infrastructure in the entire Park. KMC through National enterprise corporation (NEC) has extended water and power to the park and they had begun on the construction of their factory facilities. Additionally, DFID through Trade Mark East Africa were in advanced stages of finalizing the feasibility study on the 20 acres of land allocated to UFZA and would handle the costing of infrastructure development on the remaining 82 acres since Kiira Motors Corporation had already done their feasibility on the 100 acres. Furthermore, water (by National water & Sewerage Corporation) and power (by UMEME) had been extended in the industrial park. Lastly, the vehicle assembly building sitting on 20,000sq meters and warehouse were already under construction.

i. Mbarara Industrial Park

213. Mbarara SME Park is a 12-acre facility built up to cater for small scale enterprises adjacent to Mbarara Municipality 280 km southwest of Kampala. The Park has access roads opened within, has water and power supply. There are 42 workspace units of 60m² and 120m² referred to as single and double workspaces respectively within the park. The potential sectors targeted are; Dairy industry, beef industry, leather industry, banana processing, wood processing industries, fruit processing, and honey processing.

214. By the end of the FY2020/21, 35 workspaces had so far been occupied by 23 entities including UIA totaling to 83 percent of the occupancy rate, 2 were vacant and 5 were currently locked up by former Mbarara Gatsby Club members.

j. Kasese Industrial Park

215. Kasese Industrial and Business Park is approximately 216.96 acres (87.8 Ha) located in Kasese District along Kasese - Mbarara Highway and Kilembe Road, Kasese Municipality.The Park borders with Kasese Cobalt Company Limited (KCCL) in the East;

Nyakatozi Co-operative Union in the West; Queen Elizabeth National Park in the South and the Rwenzori Ranges in the North. The entire park is serviced with 6.5km of murram road, and power and water have been extended to the park. The potential sectors targeted are; fruit processing, cement production, cobalt, copper, dairy industry, tourism and fish processing.

216. By the end of the FY2020/21, Up to 90 percent of the roads had been opened with power line extension so far on Main Commercial Street and 2nd Street. Additionally, there are 17 investors that had been allocated land however, only 5 companies had taken possession of their sites.

k. Luwero-Nakaseke Industrial Park

217. Liao Shen Industrial Park (LSIP) is located about 55 Km from Kampala, in Kapeeka Sub-country, Nakaseke District. Liao Shen Industrial Park Co. Ltd. was issued an investment license on 24th May 2017 with China as a Country of origin and planned to invest about USD 100 Million into the Park's development. According to the company, the industrial park of 2 square miles will be developed in phases. The first phase was planned to occupy about 1 square mile and establish 20 factories by the end of 2019. The potential sectors targeted are; Tomato processing, fruit processing, dairy coolers, fish farming and processing, poultry farming, dairy farming and processing.

218. By the end of the FY2020/21, some progress had been registered and five factories were operational which include; Good Will Ceramics (U) Ltd, Ho & Mo Food Technology Ltd, Gaga Foods (U) Co. Ltd, Lurtex Textiles Ltd and Dragon and Phoenix Electronic Development Co. Ltd. Another eight companies are were nearing completion.

l. Arua Industrial Park

219. The industrial park has land earmarked for 500 acres but title for the land had not yet secured by the end of the FY2020/21. The potential sectors targeted are; Honey, fruits, coffee processing, textiles and SME work space development.

m. Gulu Industrial Park

220. The industrial park has land earmarked for 500 acres but title for the land had not yet secured by the end of the FY2020/21. The potential sectors targeted are; Fruit processing, rice hurling, oil seeds processing and sugar processing.

n. Fort-Portal Industrial Park

221. The industrial park has land earmarked for 502 acres and by the end of the FY2020/21, the land was being secured with OWC, NAADS, UIA, UIRI and Kabarole District. The potential sectors targeted are; Dairy processing, tea processing, fruit processing, wood processing industries, cocoa processing (Bundibugyo sector), vanilla processing and Grain-milling (Kamwenge).

o. Kabale Industrial Park

222. The industrial park has land earmarked for 500 acres but title for the land had not yet secured by the end of the FY2020/21. The potential sectors targeted are; Fish processing, dairy processing, flower processing, temperate fruit processing and pyrethrum.

p. Hoima Industrial Park

223. The industrial park has land earmarked for 500 acres but title for the land had not yet secured by the end of the FY2020/21. The potential sectors targeted are; Petroleum byproducts, tobacco factories, sugar processing, fish processing and rice hurling.

q. Oraba Industrial Park

224. The industrial park is located in Koboko District and had secured land of 193 acres by the end of FY2020/21. The potential sectors targeted are; Honey processing, Fruits processing, Logistics centre.

r. Anaka Industrial Park

225. The industrial park is located in Nwoya District. By the end of the FY2020/21, the proposed Park was under the Forum on China Africa Cooperation (FOCAC) Programme. The potential sectors targeted are; Honey, fruits, coffee processing, textiles and SME work space development.

s. MMP Industrial Park

226. The Park is located in Buikwe district on 956 acres and is being developed under Public Private Partnerships. By the end of the FY2020/21, four factories were under construction, these include: Modern Rubber and Cable Ltd to manufacture tyres and cables; Modern Allied and Footwear Ltd to make Footware, Wheel barrows and metal drums; Modern Heavy Engineering Ltd to make pre-fabricated houses, H-Beams, Z-Purlin, Pipes, Heavy Machining work; and Modern Agrichem Ltd to produce Insecticides, Pesticides Herbicides and Fertilizers.

t. Lugazi Industrial Park

227. Lugazi Industrial Park (LIP) is located 2 kilometres from Lugazi Town, strategically located along Uganda's main import and export route, that is, the Kampala-Jinja Highway on 150 acres. The Park is being developed under Public Private Partnerships.

228. By the end of the FY2020/21, proprietors of this park had developed a Master Plan which shows the demarcation of plots that will be allocated to Investors.

2.5.10 Private Sector Development

229. The Private Sector Development programme has 4 core projects of which 2 were on schedule in implementation while 2 were still project ideas. The project ideas with no preparatory documents were: Cooperatives revitalization for increased production and productivity; and MSMEs Nurturing for Youth Employment Project. Below is the status of implementation on the individual projects.

Micro, Small and Medium Enterprise (MSME) Competitiveness Project

230. This is a GoU project financed by the International Development Agency of the World Bank. The aim of the project is to improve the competitiveness of enterprises in Uganda through supporting reforms in priority productive and service sectors geared towards a better investment climate with particular focus on Micro, Small & Medium Enterprises (MSMEs). The overall objective of the project is to support measures that facilitate increased private sector investment in the tourism sector and strengthen effectiveness of the land administration system.

231. By the end of the FY2020/21, the project was on schedule in implementation. The review of procurement process for furniture, fittings and equipment (FFE) for UHTTI had been concluded; the revised curriculum for UHTTI was approved by NCHE; pedagogy training for 32 UHTTI staff was undertaken by Kyambogo University and lastly, the project supported procurement of one pick-up truck, computers and photocopier for the institute.

Capitalisation of strategic Public Corporations (UDB, UDC and UNOC)

232. By the end of the FY2021/22, capitalization of Uganda Development Bank, Uganda Development Corporation and Uganda National Oil Company was on schedule in implementation.

2.5.11 Sustainable Urbanisation and Housing

233. The Sustainable Urbanization and Housing programme has 2 core projects, both of which were still concepts at the time of the Midterm review. Below is the status of implementation on the individual projects.

Redevelopment of Slums and Informal Settlements Project

234. The overall housing situation in GKMA is characterised by inadequate housing both in terms of quality and quantity especially in the low- and medium-income groups. Out of the 2.4 million residential housing units required, 420,000 are urgently needed in the GKMA. The housing units needed in GKMA is further estimated to be increasing by 23,520 units per year. It therefore becomes imperative for government to implement interventions to solve the growing affordability problems and improve access to social infrastructure in GKMA. This project will establish serviced sites for housing development and contribute to addressing the acute housing deficit and decreasing the percentage of urban dwellers living in slums and informal settlements.

235. By the end of the FY2021/22, the project concept was still with the Programme Working Group (PWG) secretariat and had not yet been submitted to the Development Committee for review and subsequent approval.

GKMA High density affordable housing

236. By the end of the FY2021/22, the project concept had been submitted to the Department of Projects Analysis and Public Investment (PAP) at MOFPED for review before the project is submitted to the Development Committee for review and subsequent approval.

2.5.12 Digital Transformation

237. The Digital Transformation programme has two core projects of which 1 was awaiting financing and the other was still under preparation at concept stage. Below is the status of implementation on the individual projects.

IT Shared Platform (GOVNET)

238. The overall objective of the project is to increase access to affordable and secure IT services over a high-speed Government Network. Upon implementation of the GOVNET, Government will deliver the e-Government services and applications such as e-Government Procurement system (e-GPS), Human Capital Management (HCM), IFMS, IPPS, LOGREV, UMCS, Internet Bandwidth, Data Centre Cloud services, e-Office Solutions/system and e-Voucher, among others to the Government Administrative units and service centres across the Country.

239. By the end of FY2021/22, the project was awaiting financing from World Bank under the component of Uganda Digital Acceleration Project (UDAP). It should be noted that the revised feasibility was completed in FY2020/21.

National Postcode and addressing Geographic Information System

240. The project goal is to develop and adopt a GIS supported National Postcode and Addressing database for Uganda that is logical, unambiguous, reliable, scalable and updatable and the project objectives are: Capture all existing physical addresses into a spatial database; Assign addresses to all locations in Uganda without a physical address; Link the all the addresses to National Identification Information database; and, Develop a framework for update of the developed addressing database.

241. By the end of the FY2021/22, the project was still as a concept as the Development Committee had requested the programme secretariat to make some revisions within the concept before it is approved.

2.5.13 Innovation, Technology Development and Transfer

242. The Innovation, Technology Development and Transfer programme has two core projects which were both still at profile stage by the Midterm review. This was on account of the dissolution of the Ministry of Science, Technology and Innovation which stalled project preparations. Below is the status of implementation on the individual projects.

Technology and Business Incubators development project (TBI)

243. The state-of-the-art Technology and Business incubators (TBI) will be established in 40 districts throughout the country in the medium term. The project phase one was expected to start in FY2021/22 and run for five years to FY2025/26. The project will establish and pilot the first batch of 08 TBIs in the sub regions of Uganda comprising of Ankole, Rwenzori, Lango, Karamoja, Busoga, Acholi, Greater Masaka and Kigezi.

244. By the end of the FY2021/22, the project was still under preparation, the concept note was approved on 9th December 2020 and the project was at profile stage.

Four (4) Science and Technology Parks

245. The overall goal of this project is to Increase the productivity of Uganda's science and technology sector by improving access to advanced infrastructure for research, technology transfer, product development and commercialization. Science and Technology Parks will avail the much needed shared-use infrastructure for research and technology development in Uganda. In addition to the state-of-the-art facilities, the Biotechnology and Agro-technology Science and Technology Parks will create an environment where resource expertise (academia/ knowledge/ideas creators) are brought together with the commercial resources to commercialize Ugandan technologies.

246. By the end of the FY2021/22, the project was still under preparation, the concept note was approved on 7th April 2021 and the project is at profile stage.

2.5.14 Community Mobilisation and Mindset Change

247. The NDPIII identified 3 core projects under this programme but by FY2021/22, the projects had been moved to the programme of Human Capital Development, these are: National Service Scheme; Establishment of the National Productivity centre (GKMA and Regional Cities); and the National apprenticeship scheme.

248. Instead, the CMMC programme adopted a new core project called Strengthening Culture and Creative Industry. This is yet to be verified and approved by the Development Committee as a core project, however, below is the performance as at June FY2021/22.

Strengthening Culture and Creative Industry

249. The project was on schedule in implementation and by the end of the FY2021/22, a mapping exercise of the Culture and Creative Sector in Uganda had been conducted to provide authoritative culture and creative sector information and statistics to inform planning, and inspire public and private sector investments in the development of the culture and creative sector.

2.5.15 Regional Development

250. The Regional Development Programme has only one core project which is still an idea/ wish list.

Labour Intensive Public Works

251. By the end of the FY2021/22, the project was still an idea/ wish list with no preparatory documents in place.

SECTION THREE: MACROECONOMIC PERFORMANCE OF THE ECONOMY

3.1 Overview

252. This section provides an insight into the performance of the economy against key macroeconomic indicators. It identifies success areas and challenges, from a situation analysis of the economy over the national development plan time frame. It also highlights key factors that contributed to economic growth.

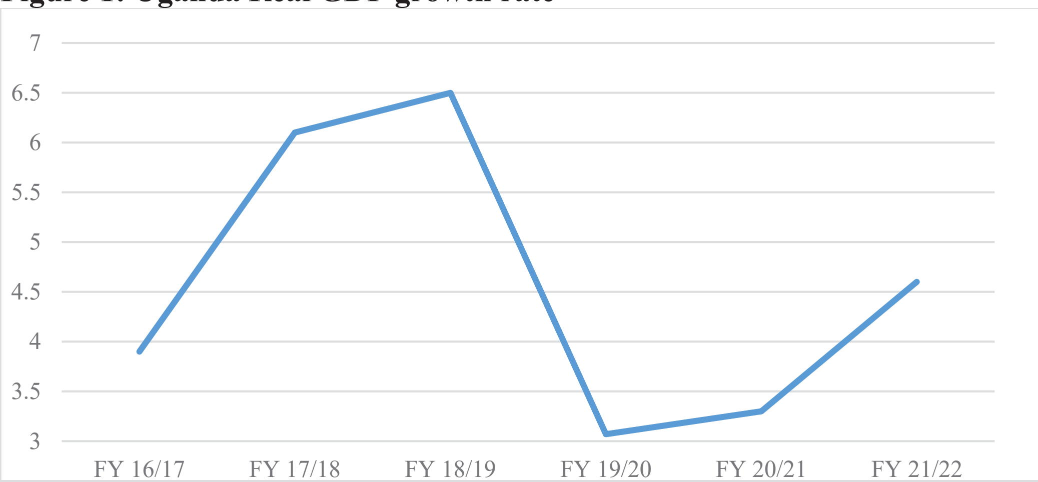
3.2 Real Sector Performance

253. Uganda's economy expanded to UGX 162.7 trillion in FY2021/22 from UGX 148.3 trillion in FY2020/21 representing a growth rate of 4.7 percent in real terms, from 3.5 percent (see Figure 1) the previous financial year, this follows the economy continued to recover from the COVID-19 pandemic. This was mainly attributable to the robust growth in the industrial sector, which increased by 5.4 percent, notably in the manufacturing sub-sector, which increased by 1.7 percentage points to 3.9 percent over the period.

254. The service sector was most affected by the pandemic restrictions; however, it exhibited recovery, expanding 3.8 percent during FY 2021/22 from 2.8 percent in FY 2020/21. This was facilitated by increased activity in wholesale and retail trade, real estate, and education services. Transport services, however, displayed low growth due by the high cost of fuel.

255. Agriculture, forestry and fishing sectors performed at 4.3 percent, which was supported by favourable weather conditions and government interventions through provision of extension services.

Figure 1: Uganda Real GDP growth rate



Source: UBOS

3.3 Fiscal Sector Performance

256. In FY2021/22, the government maintained an expansionary fiscal policy stance to support economic recovery, this led to the fiscal deficit totalling 7.3 percent of GDP, compared to the NDPIII objective of 6.2 percent of GDP. This was on account of revenue shortfalls and supplementary expenditures that resulted into additional borrowing and reallocation within the budget. The higher-than-planned spending was estimated at 21.5 percent of GDP against the NDPIII objective of 20.2 percent of GDP.

257. The total deficit for FY2021/22 was UGX 11,973 billion, which was covered by a combination of domestic and external borrowing. External sources disbursed a total of UGX 6,539 billion, of which UGX 2,475 billion was for budget support and UGX 4,064 billion was for projects. To cover the financing gap caused by revenue shortages and additional expenditure demands, the government borrowed UGX 5,228 billion from the domestic market.

258. As a result, public debt to GDP rose from 48.6 percent in FY2020/21 to 50.2 percent in FY2021/22. In a similar manner, the increase in borrowing has resulted in a significant increase in the cost of debt service, debt service to revenue has increased to 30.6 percent in FY2021/22 from 21.7 percent in FY2019/20. This has further reduced the fiscal space and fiscal flexibility on resources available for other Government expenditures.

3.4 Monetary Sector Performance

259. Regarding Interest rates, to confront challenges of a deteriorating economic outlook, the monetary authorities tightened monetary policy by raising the CBR (the central bank rate) by 150 basis points from 6.5 to 7.5 percent over FY2021/22. The fast tightening was intended to counteract growing inflation amidst the negative external spill overs such as the supply chain disruptions, geo-political tensions which have induced market imbalances.

260. As a result, commercial bank lending rates for shilling denominated credit remained largely steady throughout the year, averaging 18.57 percent compared to 18.95 percent in FY2020/21, sustaining an 8.9 percent increase in private sector credit.

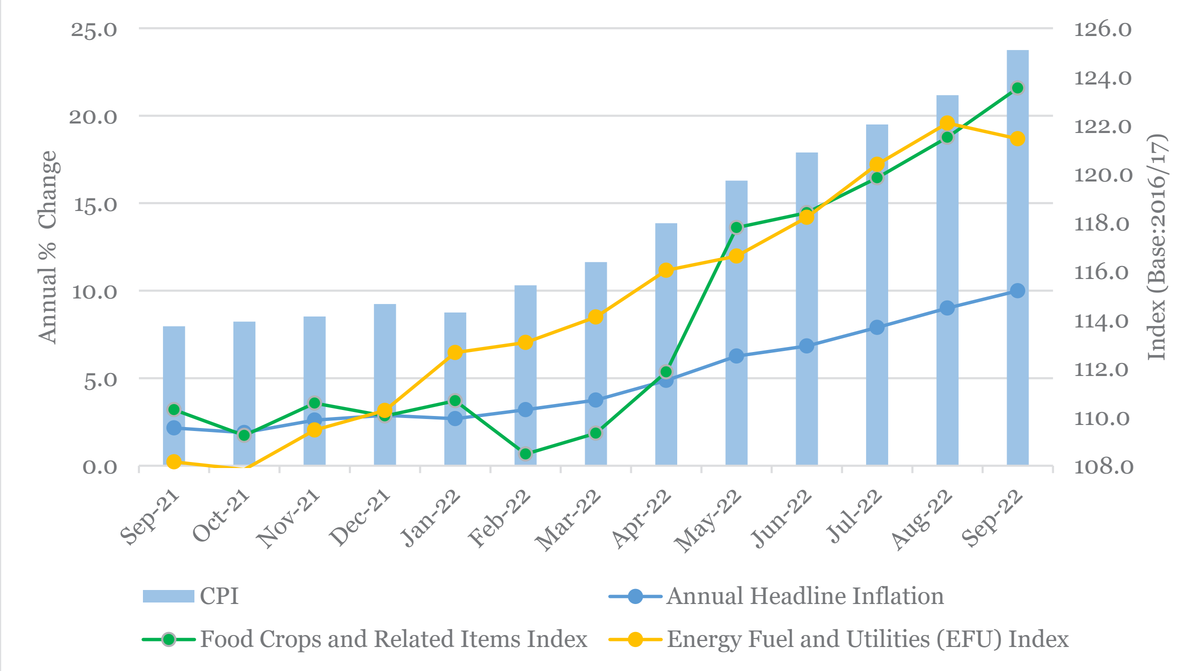
261. Consequently, commercial bank lending rates for shilling denominated credit were essentially stable throughout the year, averaging 18.57 percent in FY2021/22 compared to 18.95 percent in FY2020/21, supporting an 8.9 percent rise in private sector credit.

262. With regards to Inflation, the current global rise in commodity prices has led to considerable inflationary pressures. Inflation has been swiftly escalating and spreading over the entire basket of goods and services. Throughout FY2021/22 Annual Headline Inflation climbed from 2.1 percent to 6.8 percent considerably higher than the NDPIII target range of 3 – 7 percent.

263. The primary driver of this rapid rise has been energy-related items, which climbed from -2.8 percent to 21.6 percent within the same period. Other essential goods have experienced price increases as a result of supply and demand imbalances induced by the COVID-19 pandemic and worsened by Russia and Ukraine conflict.

264. Inflationary pressures remain strong in October 2022 still owing to the acceleration of the prices of services, Energy and utilities, and food (See Figure 2). Headline inflation rose to 10.7 percent in October 2022 from 10.0 percent in September 2022, the highest annual headline figure since July 2012.

Figure 2: Annual Headline, Core, Food crops and EFU Inflation



Source: *UBOS*

265. Under Savings & Investment, Uganda's savings as a percentage of GDP marginally improved from 19 percent in FY2020/21 to 19.2 percent in FY2021/22, surpassing the NDPIII target of 16.8 percent. On the other hand, the private sector credit improved from 7.1 percent to 8.5 percent and its contribution to GDP increased from 14.4 percent to 15.2 percent over the same period.

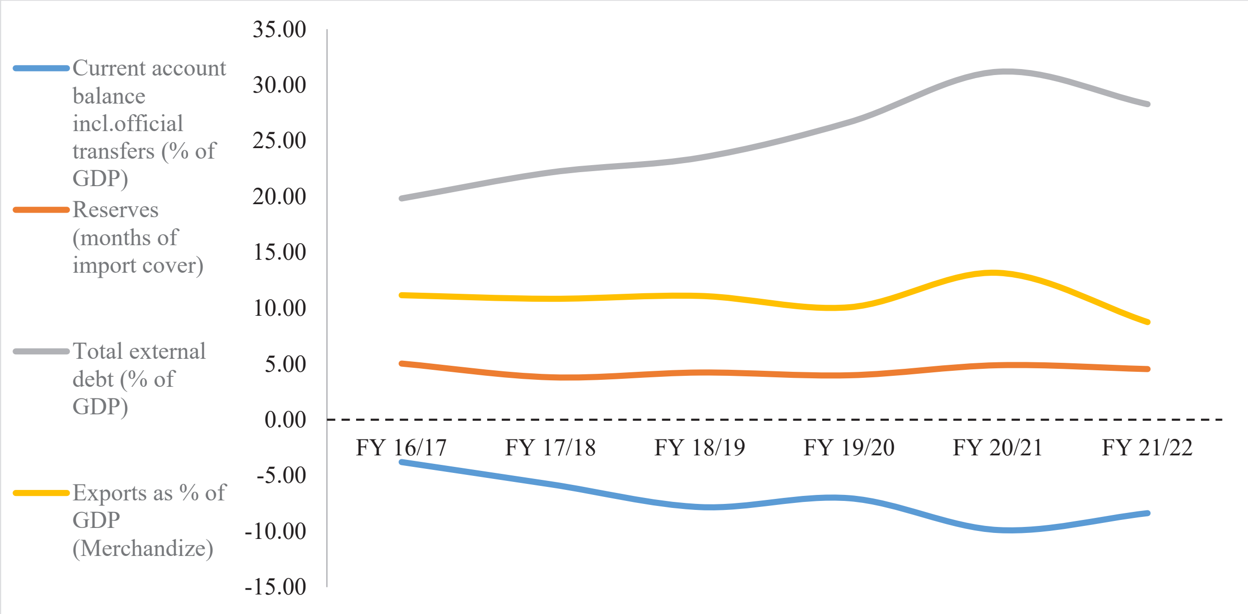
266. With regards to Private Sector Credit, the annual credit growth rate for the private sector in FY2021/22 was 12.9 percent, this was ascribed to persistently high lending rates, risk aversion by banks owing to poor performance of many firms, and the detrimental impacts of the lockdown on the performance of many SMEs. Nonetheless, the private sector's share of GDP in the review period exceeded the NDPIII objective of 10.5 percent.

3.5 External Sector Performance

267. The Ugandan Shilling appreciated against the US Dollar in FY2021/22 by 2.4 percent. However, fiscal year 2022/23 started with the shilling experiencing pressure to depreciate (weaken) due to the developments in the global financial markets which have raised interest rates in Europe and Northern America. This has reversed capital flows from low-income countries including Uganda to advanced economies which are perceived to be safer.

268. The depreciation of the shilling reinforces inflationary pressures as imported goods and services become more expensive. Therefore, coordinated fiscal and monetary policy to control inflation dampens the secondary effects of the weak shilling on additional inflationary pressures.

Figure 3: External Indicators FY16/17-FY21/22



Source: *BoU*

269. The trade deficit widened by 9.9 percent to US$ 3,370.7 million the year ended June owing to deteriorating Terms of Trade which worsened by 12.2 percent higher than the deficit of (US$ 3,045.4 million FY2021/22) during the period. This deterioration reflects the huge upsurge in prices of imports at pace that largely surpassed surge in prices of exports owing to the war induced escalation in global commodity prices. The imports price index grew by 31 percent as compared to the 15 percent upsurge in export prices

270. The current account deficit decreased from US$ 3,837 million in FY2020/21 to US$ 3,590.8 million in FY2021/22. The recovery was primarily due to an increase in budget support grants and a revival in tourism activities following the disruptions caused by the COVID-19 pandemic.

271. Remittances declined marginally by 1.77 percent to US$ 1,133.9 million in FY2021/22 from US$ 1,154.3 million in FY2020/21, as the economy of migrant-hosting states continue to recover from the COVID-19 epidemic. The majority of remittances to Uganda are sent from the Middle East, Western Europe, and North America.

272. Foreign direct investment inflows were increased in FY2021/22 compared to the previous year, attributable primarily to increased investments in the oil industry on account of the Final Investment Decision. FDI inflows grew by 32.4 percent, from US$ 920 million in FY2020/21 to US$ 1,218.4 million in FY2021/22.

SECTION FOUR: PROGRESS ON THE IMPLEMENTATION OF THE NDP RESULTS

4.1 Overall programme performance

Overall, 29 percent of programme results were achieved. The summary and detailed programme performance are provided in the Table 4.1.1 and subsections below.

Table 4.1.1: Overall Programme Performance

Level	Achieved		Not Achieved		No Data		Total
	Indicators	%	Indicators	%	Indicators	%	
Agro Industrialisation	**50**	14	**90**	24	**229**	62	**369**
Mineral Development	**14**	17	**14**	17	**54**	67	**81**
Sustainable Development of Petroleum Resources	**13**	16	**13**	16	**56**	68	**82**
Tourism Development	**47**	35	**59**	44	**28**	21	**134**
Natural Resources, Environment, Climate Change, Land and Water Management	**39**	25	**120**	75	**-**	-	**159**
Private Sector Development	**30**	14	**36**	16	**155**	70	**221**
Manufacturing	**11**	7	**10**	7	**127**	86	**148**
Integrated Transport Infrastructure and Services	**67**	23	**87**	29	**142**	48	**296**
Sustainable Energy Development	**16**	23	**29**	41	**26**	37	**71**
Digital Transformation	**34**	23	**31**	21	**82**	56	**147**
Sustainable Urbanisation and Housing	**14**	14	**33**	33	**52**	53	**99**
Human Capital Development	**78**	11	**85**	12	**568**	78	**731**
Innovation, Technology Development and Transfer	**19**	16	**47**	40	**51**	44	**117**
Community Mobilisation and Mindset Change	**17**	14	**17**	14	**85**	71	**119**
Governance and Security	**45**	23	**41**	21	**109**	56	**195**
Public Sector Transformation	**26**	20	**78**	61	**23**	18	**127**
Regional Development	**10**	13	**27**	35	**41**	53	**78**
Development Plan Implementation	**76**	19	**65**	33	**149**	48	**76**
Administration of Justice	**96**	13	**175**	24	**452**	63	**723**
Legislature, Oversight and Representation	**29**	27	**37**	35	**40**	38	**106**
Overall	**158**	29%	**186**	34%	**204**	37%	**548**

4.2 Agro industrialization

273. The Agro-industrialisation programme seeks to increase commercialization and competitiveness of agricultural production and agro processing. Key expected results include: increasing export value of selected agricultural commodities, increasing the agricultural sector growth rate, increasing labour productivity along the agro-industrial value chain, creating jobs in agro-industry, and increasing the proportion of households that are food secure.

274. **Overall, the Agro - Industrialization programme performance in FY2021/22 is at 14 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.2.1 and subsections below.

Table 4.2.1: Agro-industrialisation performance (Outcome level)

Programme Outcomes	Indicators		Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
Increased production volumes of agro-enterprises	Agricultural Real GDP growth rate (%)		3.8	5.2	3.5	5.4	3.5	Not Achieved
	Export value of priority agricultural commodities (USD Billion)	Total	0.935	1.217	0.988	1.482	1.096	Not Achieved
		Coffee	0.492	0.619	0.555	0.747	0.718	Not Achieved
		Tea	0.091	0.136	0.085	0.171	0.085	Not Achieved
		Fish	0.146	0.28	0.147	0.353	0.117	Not Achieved
		Diary	0.077	0.101	0.101	0.118	0.104	Not Achieved
		Meat	0.003	0.004	0.02	0.004	0.02	Achieved
		Maize	0.125	0.076	0.098	0.089	0.052	Not Achieved
	Change in production volumes in priority agricultural commodities		10	25	26.1	30	26.1	Not Achieved
	% change in yield of priority agricultural commodities		0	10.57	5.9	19.5	5.9	Not Achieved
Increased Water for Production Storage and utilization	Cumulative water for production storage capacity (Mcm)		39.3	54.32	50.17	55.72	50.17	Not Achieved
	Area under formal irrigation (ha)		15,147	19,776	22,504	19,938	22,504	Achieved
Increased food security	% of food secure households		69	75.2	78.3	80.16	78.3	Not Achieved
Increased employment and labour productivity in agro-industry	Proportion of households dependent on subsistence agriculture as a main source of livelihood (%)		68	67	39	65	39	Not Achieved
	Number of jobs created in the agro-industrial value chain		0	75,000	160.508	150000		No Data
	Labour productivity in agriculture (USD)		2,212	2,527	945	2656		No Data
Improved post-harvest management	Post-harvest losses for priority commodities (%)		37	33	18.4	30		No Data
Increased storage capacity	Storage capacity (MT)		550,000	750,000	792,714	1050000		No Data
Increased processed agricultural products	Agriculture Value added in current prices (billion Ugx)		27,993	33,883	35,144	35238		No Data
	Export value of priority agricultural commodities (USD Billion)		1.65	2.1	1.689	2.3	1096	Achieved
	Manufacturing value added as a proportion of GDP		8.3	8.6	10.99	9		No Data
Increased agricultural exports	Share of agricultural exports to total exports (%)		26	29	32.1	30	34.5	Achieved
Improved quality and standards of agricultural products	Value of agricultural imports ($ billion)		1.2	1.1	0.06	0.92	0.871	Achieved
Increased access and utilization of agricultural finance	Share of agricultural financing to total financing		2	5.6	3	9.2	12.25	Achieved
Improved service delivery	Level of satisfaction with service delivery in agroindustry		20	40	61.1	43	61.1	Achieved

Objective 1: Increasing agricultural production and productivity

275. The agriculture real GDP growth rate declined from 3.8 percent in 2017/18 to 3.5 percent in FY2021/2022 below the NDPIII target of 5.4percent. The growth was affected by the triple effect of the COVID-19 pandemic, locusts' invasion and floods. Agriculture remained resilient with reasonable food production in spite of the COVID-19 pandemic and the resultant lockdown. While operationalizing the Parish Development Model (PDM), government recruited 70 percent of extension staff at zonal research institutions and over 90 percent of Parish chiefs.

276. The production volumes in priority agricultural commodities increased by 26.1percent in FY2021/22 from 10 percent in FY2017/18. This follows the use of improved technologies disseminated by the recruited extension workers, and also increased farmer access to water for agriculture production, mechanization. The production of all the priority commodities i.e., maize, cassava, bananas, oil palm, oilseeds, rice, coffee, tea, cocoa performed well, however production volumes of cotton and millet decreased by 73 and 25 percent respectively due to the flooding in the main growing areas.

277. The area under formal irrigation increased from 15,147 cubic metres to 22,504 cubic metres in FY2021/2022 against the NDPIII target of 19,938 cubic metres. This follows completion in construction of a number of dams. These include: Tochi (500 ha in Oyam District), Rwengaaju (152 ha in Kabarole District) and Ngenge (880 ha in Kween District) Mubuku II (480 ha in Kasese District), Doho II including Wapala (1,178 ha in Butaleja District); and Wadelai (1,000 ha Pakwach/ Nebbi). This has greatly contributed to the performance.

278. Labour productivity in agriculture was USD 945, performing below the NDPIII target of USD 2,656 due to migration of labour from other sectors of the economy like industry into farming.

Objective 2: Improve post-harvest handling and storage

279. The post-harvest handling losses for priority commodities reduced from 37 percent in FY2018/19 to 18.4 percent in 2021/22, performing better than the NDPIII target of 33 percent. This was attributed to increased farmer awareness in post-harvest losses and support with post-harvest handling equipment. Government through the Matching grant scheme has supported farmer groups to establish storage facilities in 57 districts. The storage capacity stands at 792,714 metric tons from 550,000 MT in FY2017/18, which is 5.6 percent above the NDPIII target of 750,000 metric tons.

Objective 3: Improve agro-processing and value addition

280. The agricultural value added was Ugx 35 billion above the NDPIII target of 30 billion. This was due to increase in the processing level of agricultural commodities witnessed by a high agricultural manufacturing to GDP ratio of 10.99 beyond the NDPIII target of 8.6.

281. The export value of priority agricultural commodities was USD 1.096 million in FY2020/21 against the NDPIII year II target of 1.482 billon USD. Overall export value dropped because of the reduced export volume of the key export commodities of fish and cotton because of effects of COVID-19, floods and locusts' invasion for example cotton export value reduced from US $ 41.699M to US$ 29.01M. Fish dropped from US$ 178.95 to US$ 147.

Objective 4: Increase market access and competitiveness of agricultural products in domestic and international markets

282. By half year FY2020/21, the export value of priority agricultural commodities was USD 1.096 million against the NDPIII year II target of 1.482 billon USD. Overall export value dropped because of the reduced export volume of the key export commodities of fish and cotton because of effects of COVID-19, floods and locusts' invasion for example cotton export value reduced from US $ 41.699M to US$ 29.01M. Fish dropped from US$ 178.95 to US$ 147.

Objective 5: Increase the mobilization, provision and utilization of Agricultural Finance

283. The proportion of farmers that accessed agricultural finance reduced to 10 percent from 38 percent in FY2017/18 and below the NDPIII target of 40 percent. The main stream lending institutions are not favorable to the small holder farmers. A considerable amount of agricultural finance and most of the financing provided to smallholders is delivered through savings and credit cooperative organizations (SACCOs) and banks whose funds are sourced and need to be serviced in foreign currencies. These institutions had some deterioration in their non-performing asset portfolios due to the reduced revenue of borrowers during the COVID-19 pandemic resulting into a decline in agricultural lending.

Objective 6: Strengthen the institutional capacity for agro-industrialization

284. The level of satisfaction with service delivery in agro-industry improved from 20 percent in FY2017/18 to 61.1 percent in FY2021/22 above the NDPIII target of 30 percent. The result is due to government bridging the gap between research institutes and farmers through strengthening the extension service function. Government recruited and equipped 4100 Agricultural extension Staff with 1,061 motorcycles and 126 vehicles to support mobility of agricultural extension staff to offer the good agricultural practices to farmers. This has increased farmer awareness of the services in agro-industry and increased the response time of the extension-officer- farmer interaction.

4.3 Mineral Development

285. The goal of the programme is therefore, to increase the exploitation and value addition to selected resources for job rich industrialisation. The key results to be achieved over the next five years are: (i) Reduce the value of imported Iron and Steel from USD 370 million to USD 96 million; (ii) Reduce the volume and value of imported inorganic fertilizers by 75 percent from 75,000 tonnes and USD 30 million to 18,750 tonnes and USD 7.5 million, respectively; (iii) Increase volume and value of refined Gold exports from USD 450 million by 75%; (iv) Increase volume of copper produced from 0 to 2, 000 metric tonnes; (v) Increase the number of trained and skilled Geoscientists from 108 to 200; (vi) Increase the value of investment into the exploration and processing of the selected minerals from USD0.8 billion to USD1.3 billion; (vii) Increase contribution of processed minerals to total manufactured exports from 5 percent to 9 percent; (viii) Increase the number of jobs created by the program by 10% annually.

286. **Overall, the Mineral Development programme performance in FY2021/22 is at 17 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.3.1 and subsections below.

Table 4.3.1: Mineral Development performance (Outcome level)

Indicators		Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
Value of investment (UGX Bn)		5,800	7,300	2,800	14600		No Data
Share of the global investment in mining, %			0.1	0.01	0.5		No Data
Volume of minerals produced by type (tonnes)-	Limestone (Mn tons)	1.2	1.4	26.1	1.6	27.1	Achieved
	Gold	0.0039	0.0041	0.00254	43	0.00062	Not Achieved
	Iron Ore	100,000	500,000	150,000	1000000	450	Not Achieved
	Graphite	0	1,000	0	2000		No Data
	Copper	0	0	0	6	6	Achieved
Volume of refined gold exports (USD Bn)		343	550	8,392.50	0.7		No Data
Contribution of mining sector to GDP (%)		0.3	1	1.4	2	1.4	Not Achieved
NTR (UGX Bn)		16.984	16.984	11.8	26		No Data
Carbon emissions per value added		0	1	2	2	0.14	Not Achieved
Number of mineral beneficiation facilities		9	10	19	11	110	Achieved
Proportion of licensees adhering to requirements (%)		40	50	75	60		No Data
No of skilled human resource		105	111	140	117		No Data
Geoscientists trained		108	120	125	140		No Data
No of functional laboratory techniques		8	12	39	16	38	Achieved

Indicators		Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
No of regional offices and beneficiation centres		4	5	4	6	4	Not Achieved
No of geophysical techniques		5	6	5	7	7	Achieved
No of functional seismological stations		5	6	5	7	5	Not Achieved
Value of investment into the exploration and processing of selected minerals (Bn USD)		0.8	0.9	2,800	1.2		No Data
Contribution of processed minerals to total manufactured exports (%)		5	5.5	4.1	5.8		No Data
Number of people employed mineral sector (million)		1.6	1.8	0.85	2		No Data
Volume of imported Iron and Steel	Tonnes	700,000	600,000	794,626	450000		No Data
	USD Mn	370	253	190.2	214		No Data
Volume of imported inorganic fertilizers	Tonnes	75,000	49,198.30	99,921	42169.9		No Data
	USD Mn	26	18.1	16.5	15.4		No Data

Objective 1: Increase exploration and quantification of priority minerals and geothermal resources across the country

287. The real GDP growth in mining and quarrying increased from 6.9 in FY2020/21 to 21.8 in FY2021/22. The increase in mineral exploration activities drove growth in the mining and quarrying sub-sector. However, the value of investment was UGX 2,800 Bn far below the NDPIII target of UGX 7,300 Bn in FY2020/21. This further educed to 540billion in FY2021/22. In particular, government undertook detailed geological studies to establish the quality and quantity of the limestone/ marble in its licensed exploration site in Layoro-Kaabong district. Provisional results indicate the availability of over 50 million tons of marble in the licensed area. Additionally, the percentage share of the global investment in mining stood at 0.01 percent against the target of 0.1 percent in the reporting period. This is because of the limited investment in the mining industry.

Objective 2: Increase adoption and use of appropriate and affordable technology along the value chain

288. There is slow adoption and use of appropriate and affordable technology along the value chain. By the end of the FY2021/22, volume of minerals produced for Limestone, Gold, Iron Ore, Graphite, and Copper was recorded at 0.584 Mn Tonnes, 0.00865 Tonnes, 142,545 Tonnes, 0 Tonnes and 0 Tonnes, respectively. It is only limestone that met the target. This low outturn was because of low investment in the mining industry, limited processing of the minerals and slowed mining activities due to Covid-19 pandemic.

289. Similarly, the value of refined gold exports was recorded at UGX 8,392.5 billion against the NDPIII target of UGX 2,079 Bn. This exceptional performance was due to increased monitoring and inspection activities that drastically reduced illegal and informal gold dealers. The contribution of the mining sector to GDP was 1.4 percent against the FY target of 1 percent. This was because of increased monitoring and inspection activities, and the increased trade in gold and gold mining, which earnings go direct into the economy.

290. There has been continued earnings from minerals over the years though decreasing. The Non-Tax Revenue (NTR) collected decreased from UGX 16Bn in the FY2017/18 to UGX 11.8 Bn in FY202021 against the target of 16.984. By Q3 2021/22, this was at UGX10.161 Bn. This was because of Covid-19 that hampered mining activities.

291. The carbon emissions per value added in the reporting period was 2 against the visualized target of 1. This was because of the continued use of rudimentary mining methods and non-carbon efficient technologies. The number of mineral beneficiation facilities were 19 and above the NDPIII target of 10. This is because of the ministry's drive to increase processing of minerals and continued ban on the exportation of raw materials out of Uganda.

Objective 3: Strengthen the legal and regulatory framework as well as the human and institutional capacity

292. In FY2021/22, the proportion of licensees adhering to requirements was 60 percent against the target of 60 percent. This however, dropped from the 75 percent score. This follows from increased monitoring and inspection activities the Ministry of Energy and Mineral Development. There has been a more than double in the skilled human resources from 105 in FY2017/18 to 312 in FY2021/22. The recruitment has majorly been in the inspectors for mineral certification, mining lawyers and IT staff. Improvement in the human resource capacity also entailed training of the 125 geoscientists. The training areas include; GIS, database management, health and safety, mining engineering, environmental management among others. In addition, government has invested to ensure functional and sustainable physical infrastructure. To this end, the number of functional laboratory techniques increased to 39 against the target of 16 in FY2021/22. This follows acquisition of equipment that uses several techniques such as iron chromatography, ICT-MS, among others. The number of regional offices and beneficiation centres were 4 as planned. The number of geophysical techniques were 5 against the targeted 4. These were the magnetic survey, the gamma surveys, and seismographs. In addition, 5 seismological stations were functional and these are at Mbarara, Entebbe, Wakiso, Hoima and Mubende, however, there are several installed temporary stations in other regions that are intended to increase coverage and accuracy of data collection.

Objective 4: Increase investment in mining and value addition

293. The percentage contribution of processed minerals to total manufactured exports was 4.1 percent against the FY target of 5.5 percent. This was because of delayed completion of mineral processing and beneficiation centres in Mbarara and Fort Portal. The number of people employed in the mineral sector was 0.85 million against the target of 1.8 million. This was because of reduced activities and operations in the mining sector due to Covid-19.

Objective 5: Expand mineral based processing and marketing

294. Although government's focus is to reduce importation of mineral products, this is yet to be realized. The volume of imported iron and Steel increased from 700, 000 tonnes in FY2017/18 to 794,626 tonnes in FY2020/21 against a target of 600 tonnes. The volume was at 694,755 tonnes by Q3 in FY2021/22. There is slow progress in investing in priority mineral processing /value addition through PPPs as planned. Additionally, the value of imported Iron and Steel increased from USD 190.2 Mn in FY2020/21 to USD570 Mn in FY2021/22. This was because some of the iron and steel is imported as ingot which is treated as raw material that attracts less monetary value. Similarly, the volume of imported inorganic fertilizers increased from 99,921 tonnes against the targeted 49,198.30 tonnes in FY2020/21 to 11,097 tonnes in FY2021/22. This was due to the increased in modernized and commercialized agriculture and also given that since there was a prolonged lockdown, more people were engaged in agricultural activities. Conversely, the value of imported inorganic fertilizers reduced in the reporting period. This was because of increased knowledge for organic agriculture and more use of organic foods rather than inorganic foods and, also, the increased requirements and standards associated with inorganic foods.

4.4 Sustainable Development of Petroleum Resources

295. The goal of this programme is therefore is to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner. The key results to be achieved over the next five years are: (i) Percentage change in the amount of revenue from oil and gas by 2%; and (ii) Ugandans employed in the oil and gas and related industries from 3,400 jobs in 2019 to 200,000 jobs.

296. **Overall, the Sustainable Development of Petroleum Resources programme performance in FY2021/22 is at 16 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.4.1 and subsections below.

Table 4.4.1: Sustainable Development of Petroleum Resources performance (Outcome level)

Description		Base FY2017/18	Target 2020/21	Actual 2020/21	Target 2021/22	Actual 2021/22	Rating
Amount of revenue from oil and gas sector (UGX Bn)		62.98	60	52	63	74.12	Achieved
Contribution of the Oil & Gas to GDP (%)		3	0		0		No data
Number of Ugandans employed in the oil and gas and related industries		3,400	9,000	1,751	17,000	4,723	Not Achieved
Proportion of investment in oil and gas to GDP (%)		20	22	0.32	24	1.05%	Not Achieved
Level of compliance to	Environmental standards (%)		100	100	100	100	Achieved
	Health and safety standards (%)		100	100	100	100	Achieved
Number of contracts awarded to local companies		50	70	438	80	399	Achieved
Number of local Companies on National Suppliers Database		513	1,768	1,600	1,471	1,627	Achieved
FDI in the oil and gas sector (UGX Billions)		697.847	449.719	443.79	785.553		No data
Number of licenses issued		3	1	0	3		No data
Private sector Investment in oil and gas to GDP (%)			14	30	10		No data
Zero tolerance to fatalities		0	0	0	0	2	Not Achieved
Lost time injury frequency rates (LTIFR)		-	0.29	0.1	0.29	0	Achieved
Total Recordable Injury frequency rate (TRIFR)		-	1	0	1	0.51	Achieved

Objective. 1: Sustainably produce and utilize the country's oil and gas resources

297. The amount of revenue from oil and gas sector increased from 62.98 in FY2017/18 to 74.12 in FY2021/22. The opportunities to expand the base of the economy opened up in the oil and gas sector after Uganda reached the Final Investment Decision (FID) for its oils and gas projects in this period. The decision unlocked a US$ 20-billion-dollar investment that is expected to create more than 30,000 jobs. In particular, the number of Ugandans employed in the Oil and gas and related industries increased from 3,400 in FY2017/18 to 4,723 in FY2021/22 though against the target of 17,000. The 4,723 Ugandans employed in the oil industries were found to be in the fields of explorations, health and safety and environment, among others.

Objective 2: Strengthen policy, legal and regulatory frameworks as well as institutional capacity of oil and gas industry

298. The stringent legal requirements have ensured maximum compliance to environmental, health and safety standards. In particular, level of compliance remained at 100 percent. Parliament passed the critical pieces of legislation required to take forward development of the country's oil and gas sector. These are: The EACOP (Special Provisions) Bill, 2021; Income Tax (Amendment) Bill, 2021; and Public Finance Management Act (Amendment) 2021. In addition, Cabinet approved the EACOP Bill, 2021 on 30th August 2021.

299. The proportion of investment in oil and gas to GDP slightly increased from 0.32 percent in FY2020/21 to 1.05 percent in FY2021/22. This is however, far much below the target of 24 percent. This was because of delayed signing of the Final Investment Decision that prevented the International Oil Companies from investing in the industry.

Objective 3: Enhance local capacity to participate in oil and gas operations

300. The number of contracts awarded to local companies have since increased from 50 in FY2020/21 to 399 in FY2021/22 surpassing a target of 80. The local content policy requires 30% of the total value of Government Infrastructure projects to be awarded to local Contractors and Consultant's. However, local firms have been known to lack the financial and, in some instances, human capacity to execute the projects. This has affected their ability to prepare bankable bids and engage favourably in public infrastructure procurement processes. These challenges have forced many out of business. In FY2021/22, a cohort of two hundred seven (207) out of the of six hundred ninety (690) learners from thirteen (13) districts were selected to benefit from bursaries for skills training from accredited public and private institutions through the Albertine Region Bursary Scheme (ARSDP), training commenced on 25th January 2021. These are to be assessed by different accreditation bodies depending on their areas of specialization. Two hundred (200) learners targeted for International Vocational Qualifications under ARSDP were admitted.

Objective 4: Promote private investment in oil and gas industry

301. Government's announcement of the FID for Uganda's oil and gas projects on 1st February 2022signified the commitment of the oil companies to invest close to US$ 10 billion to develop Uganda's oil and gas resources through the implementation of the Tilenga Project in Buliisa and Nwoya districts; the Kingfisher project in Hoima and Kikuube districts, and the EACOP. This officially marked the beginning of detailed Engineering, Procurement and Construction (EPC) phase by the Joint Venture Partners and therefore a commitment to see first oil by 2025. By the end of the FY2020/21, the FDI in the oil and gas sector was UGX 443.79 billion against the target UGX 449.719 billion. There were no licenses issued in the FY. Private sector investment in oil and gas to GDP was 30 percent against the year target of 14 percent. The Mota Engil Uganda commenced preparation of 700 acres of Industrial area.

Objective 5: Enhance Quality Health, Safety, Security and Environment (QHSSE)

302. Two (2) fatalities were registered in FY2021/22, against the planned zero tolerance to fatalities. The low fatality is attributed to increased precautionary measures instituted by the international oil companies in issues related to health, safety, and the environment. In FY2021/22, the lost time injury frequency rates (LTIFR) reduced to 0 percent against the target of 0.29 percent while the total recordable injury frequency rate also declined from 1 in FY2020/21 to 0.51 in FY2021/22. This was because of slowed activities in the industry, increased awareness and rigorous trainings related to health, safety and the environment. Furthermore, the number of days of stock levels in the country was 20 days. This was because of the revamping of the Jinja Storage Terminal, Nakasongola National Storage reserves. Lastly, the level of quality compliance of refined petroleum products was at 99.5 percent against the set target of 99.3 percent. This is because of stringent measures by the National Standards body, increased surveillance, quality assurance and quality control operations and requirements.

4.5 Tourism Development

303. Tourism Development Programme aims to increase Uganda's attractiveness as a preferred tourism destination. This program contributes to the NDPIII objective which is; Enhance value addition in key growth opportunities. By the year 2025, the Tourism Development programme is expected to achieve five results; (i) Increase annual tourism revenues from USD 1.45 billion to USD 1.862 billion; (ii) Maintain the contribution of tourism to total employment at 667,600; (iii) Maintain the average number of International Tourist arrivals from U.S, Europe, Middle East, China and Japan at 225,300 tourists; (iv) Increase inbound tourism revenues per visitor from USD 1,052 to USD 1,500 (v) Increase the proportion of leisure to total tourists from 20.1 percent to 30 percent, and (vi) Increase the number of direct flight routes to Europe and Asia from 6 to 15.

304. Overall, the Tourism Development programme performance in FY2021/22 is at 35 percent. The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.5.1 and subsections below.

Table 4.5.1: Tourism Development performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
Increased tourism receipts	Contribution of Tourism to GDP (%)	7.3	7.8	2.5	7.9	4.2	Not Achieved
	Annual Foreign exchange earnings (USD - Bn)	1.45	1.584	0.44	1.631	0.53	Not Achieved
	Average Inbound tourism revenues per leisure tourist (USD)	1,036	1,223	1,052	1292	1,052	Not Achieved
	Number of International Tourist arrivals from the US, Europe and China	212,616	1.584	34,489	1.631	85,246	Not Achieved
	Number of direct flight routes to Europe and Asia	6	8	6	10	7	Not Achieved
	Average annual Hotel occupancy rate (room occupancy rate, %)	49	52.3	20	54.2	30	Not Achieved
	Tourism arrivals	1,402,409	785,349	473,085	1126976	512,945	Not Achieved
	Number of Ugandans visiting key tourist attractions	646,099	710,709	201,158	767566	372,304	Not Achieved
Improved accessibility to tourism goods and services	Length of stay/ overnights in all types of accommodation	7.5	8.3	8.3	8.6	6	Not Achieved
	Proportion of leisure to total tourists (%)	20.1	22	2.3	24	9	Not Achieved
	Accommodation Capacity (No of rooms)	106,553	133,191	133,614	146510	146,620	Achieved
	Tourist accommodation capacity (No of beds)	103,261	152,564	141,492	160192	155,266	Not Achieved
Increased employment/ jobs created along the tourism value chain	Contribution of tourism to total employment (%)	6.3	6.8	2.4	7.1	3.1	Not Achieved
	Visitor satisfaction (%)	71	74	75	78	79	Achieved
	Number of people directly employed along the tourism value chain	220,000	250,000	122,000	270000	175,000	Not Achieved
Improved Wildlife Ecosystems	Population of Elephants	5,739	6,313	5,739	6818	7,975	Achieved
	Population of Antelopes	127,196	139,916	127,196	151109	275,911	Achieved
	Population of Lions	493	542	493	586	493	Not Achieved
	Population of Mountain Gorillas	400	440	459	484	459	Not Achieved
	Incidences of human Wildlife Conflicts (number)	2,120	1,823	5779	1568	7,795	Achieved

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
	Number of visitors to Museums and cultural sites	54,290	62,434	3,910	74920	3,863	Not Achieved
	Number of visitors to National Parks and UWEC	617,296	740,755.2	169,120	80001 6	321,105	Not Achieved
Increased employment/ jobs created along the tourism value chain	Contribution of tourism to total employment (%)	6.3	6.8	2.4	7.1	3.1	No Data
	Number of people directly employed along the tourism value chain	220,000	250,000	122,000	27000 0	175,000	Not Achieved
Improved compliance to Tourism service standards	Visitor satisfaction (%)	71	74	75	78	79	Achieved
	Level of Compliance to Tourism Service Standards (% enterprises)	35	40	32	45	55	Achieved

Objective 1: Promote domestic and inbound tourism

305. Uganda's contribution to GDP (%) increased from 2.5 percent in FY2020/21 to 4.2 percent in FY2021/22 owing to opening up of the economy and easing of COVID-19 travel restrictions. Furthermore, International tourist arrivals increased by 8.4 percent to 512,945 up from 473,085 tourists mostly as a result of visiting friends and relatives after the opening of the economy. Foreign exchange earnings from tourism increased by percent from US$ 1.6 billion in 2019 to a record low of US$ 0.5 billion in 2020/21. In addition, the number of domestic Visitors to Uganda's Key Tourist destinations reduced by 42 percent from 646,099 in FY2017/18 to 372,304 in FY2021/22. Government's strategy is to boost domestic tourism by encouraging many Ugandan residents to explore local touristic destinations. Some of the incentives provided include tax incentives/ exemptions on specific imports and investments under the tourism sector. Government completed the development and launch of the Destination brand, '*The Pearl of Africa*' to position Uganda favorably as a potential tourist destination, both domestically and internationally.

Objective 2: Increase the stock and quality of tourism infrastructure

306. Government therefore continues to provide the requisite environment to the private sector to operate. In FY2021/22, government maintained 2,000 km of tourism roads (trails and tracks) in protected areas. Civil works on Rukungiri-Kihihi-Ishasha/ Kanungu (78.5km) road project currently stand at 79percent completion rate. In terms of accommodation capacity, the number of hotel rooms was 9.65 percent above the target having improved from 106,553 rooms in FY2017/18 to 146,510 rooms in FY2021/22. This moderately satisfactory performance is attributed to the increase in private sector investment in accommodation across the country. Other interventions undertaken by government include: construction of Pakwach Tourism Information Centre; launch of the first electronic permitting system in July 2021 to regulate trade in wildlife and wildlife products in Uganda; launch of a new e-passport system by Uganda's High Commission in London to reduce time taken in acquiring a new passport by Ugandans in Diaspora.

307. There was equally a reduction in the length of stay/overnights in all types of accommodation from 7.5 day in FY2017/18 to 6 days in FY2021/22 below the 8.3 days target. In addition, the proportion of leisure to total tourists was 2.3 percent in FY2020/21 against a target of 22 percent.

308. During FY2021/22 the contribution of tourism to total employment was increased to 3.1 from 2.4 percent against a target of 7.1percent. The number of number of people directly employed along the tourism value chain was 175,000 against 270,000.

Objective 3: Develop, conserve and diversify tourism products and services

309. During FY 2021/22, the population of elephants was 7,975 against a target of 6,818, while for lions the population was 493 against a target of 586, antelope's population was 275,911 against a target of 151,109 and mountain gorilla's population was 459 against a target of 484. The below target performance of populations of elephants, lions and antelopes is largely attributed to human wildlife conflicts that resulted in encroachments on habitats of wildlife while for mountain gorillas the increase in population is due to conservation efforts of Uganda Wildlife Authority.

310. The number of visitors to Museums and cultural sites in FY2021/22 was 2,883 against a target of 74,920 and recorded a reduction as well from FY2020/21, still important to note Number of visitors to National Parks and UWEC was 321,105 against a target of 800,016.

Objective 4: Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions

311. This objective is expected to contribute to conservation and diversification through; (i) Development of new tourist attraction sites profiled by region to include new products, (ii) Upgrade, maintenance and redevelopment of existing tourist attraction sites profiled by region to include new products; (iii) Development of competitive tour packages including transportation, lodging and excursions.

312. During the year under review, no progress was reported on this objective.

Objective 5: Enhance regulation, coordination and management of the tourism

313. The level of tourist satisfaction in FY2021/22 was 79 percent against a target of 78 percent while the level of compliance of planning and budgeting instruments to NDP3 was 55 percent against a target of 45 percent. This satisfactory level of performance is attributed to formation of Tourism Development Working Group that brings together key players under tourism for planning and budgeting purposes.

4.6 Natural Resources, Environment, Climate Change, Land and Water Management

314. The goal of the programme is therefore to stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood security. The key results to be achieved over the next five years are: (i) Increase land area covered by wetlands from 10.9 percent to 12 percent; (ii) Increase permit holders complying with EIA conditions at the time of spot check from 40 percent to 90 percent; (iii) Increase the accuracy of meteorological information from 80 percent to 90 percent; (iv) Increase the percentage of automation of weather and climate network from 30 percent to 80 percent; among others.

315. **Overall, the Natural Resources, Environment, Climate Change, Land and Water Management programme performance in FY2021/22 is at 25 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.6.1 and subsections below.

Table 4.6.1: Natural Resources, Environment, Climate Change, Land and Water Management performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 21/22	Actual 21/22	Rating
Adequate Quantity and Improved Quality of Water Resources for all uses	Compliance to abstraction permit conditions-Ground water	76	78	78.7	Achieved
	Compliance to abstraction permit conditions-Surface water	78	79.5	80.2	Achieved

Outcome	Indicators	Baseline 17/18	Target 21/22	Actual 21/22	Rating
	Compliance to waste water discharge permit conditions	63	66	65	Not Achieved
Increased protection and productivity of the environment and natural resources	% of land area covered by forests	12.4	12.8	13.3	Achieved
	o/w - natural forests	9.1	9.3	9.07	Not Achieved
	o/w – plantations	0.4	2.04	3.9	Achieved
	% of land area covered by wetlands	8.9	9.2	9.2	Achieved
Improved productivity of land resources	Percentage of titled land	21	29	22.31	Not Achieved
	Percentage of Government Land titled	22	33.2	32	Not Achieved
	Proportion of LGs with approved PDPs, %	43.9	55	3.98	Not Achieved
Clean and productive environment	% of permit holders complying with ESIA conditions at the time of spot check	40	60	66.6	Achieved
	% of Municipal solid waste disposed off safely	45	57	40	Not Achieved
	% of key biodiversity areas covered by protected areas	28	32.8	10	Not Achieved
	Air Quality Index PM	147	150	90	Not Achieved
Strengthened, coordination, resilience, adaptive and mitigation capacity to climate change	Climate Change Vulnerability Index	2.5	3.5	1.07	Not Achieved
	% of sectors integrating climate change in their development plans	30	82	60	Not Achieved
	Accuracy of Meteorological Information (%)	60	72	75	Achieved
	% of Automation of Weather and Climate Network	30	50	70	Achieved
	Average Annual Change in a Green House Gas (GHG) emissions (MtCOe)	1.39	1.23	1.15	Not Achieved
Reduced human and economic loss from natural hazards and disaster	No of deaths and missing persons and directly affected persons attributed to disasters per , population	150	110	100	Not Achieved
	Economic loss (USD incurred per disaster as a % of GDP)	7.5	6.5	0	Not Achieved
	Percentage automation of weather and climate network	56	73.6	75	Achieved
Increased incomes and employment from natural resources	Proportion of green jobs to total jobs	25	32	35	Achieved

Objective 1: Assure availability of adequate and reliable quality fresh water resources for all uses

316. By the end of the FY2021/22, the compliance to abstraction permit conditions (Ground water) was 78.7 percent against the 78 percent target. The compliance to abstraction permit conditions (Surface water) was 80.2 percent against the target of 79.5 percent. The compliance to waste water discharge permit conditions was 66.2percent against the NDP target of 66 percent. This perfect performance for all three indicators is attributed to the enhanced enforcement of water laws and policies through establishment of a feedback mechanism that provided technical advice on how to improve compliance. As a result, there was an increase in the number of permit holders who paid annual charges and submitted quarterly data on daily volumes of water abstracted thereby resulting into increased compliance.

Objective 2: Increase Forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands

317. By the end of the FY2021/22, the percentage of land area covered by forests and wetlands was 13.3 percent and 8.9 percent against their respective targets of 12.8 percent and 9.2 percent, as a result of implementation of various projects in the greater Virunga landscape and the Semiliki-Albertine landscapes.

Objective 3: Strengthen land use and management

318. By the end of the FY2021/22, the percentage of titled land was at 22.4 percent against the FY target of 29 percent though higher than that registered in FY2020/21 of 22 percent. This is attributed to rolling out and integration of the land management system which gives the public direct access to land services, harmonization and implementation of land law s and policies like conducting 11 Committee meetings and 4 review meetings on the proposals of revised Land Act.

Objective 4: Maintain and/or restore a clean, healthy, and productive environment

319. By the end of the FY2021/22, the percentage of permit holders complying with ESIA conditions at the time of spot check was 85 percent against the target of 60 percent for the year. The Air Quality Index PM was noted at 90 against the target of 150 for the financial year which is a decrease from 154 for FY2020/22s is attributed to increase in pollution from vehicles are a result of full re-opening of the economy in FY2021/22. The percentage of Municipal solid waste disposed off safely was 40 percent against a target of 57 percent, percentage of key biodiversity areas covered by protected areas stood at 10 percent against a target of 32.8 percent and the percentage area of degraded catchment areas protected was 26 against a target of 36.

Objective 5: Promote inclusive climate resilient and low emissions development at all levels

320. By the end of the FY2021/22, the Climate Change Vulnerability Index was 1.07 against the target of 3.5 for the year which represents a reduction in climate change vulnerability. This is attributed to the drought season that took place at the beginning of 2022, which increased the risk to climate induced food insecurity especially in areas of Karamoja which experienced famine and hunger. The percentage of sectors/programmes integrating climate change in their development plans (Programme Implementation Action Plans) was 60 percent against the target of 82 percent in FY2021/22. This underperformance is largely driven by the discrepancy between the extent of integration in planning and budgeting. Whilst several programmes integrated in planning, it was not replicated at budgeting level due to budget cuts triggered by the COVID-19 economic meltdown, which compelled Agencies to spend the available meagre resources on core mandate activities rather than cross cutting issues such as climate change.

321. Additionally, the accuracy of meteorological information was 75 percent against the target of 72 percent. The percentage of automation of weather and climate network was 70 percent against the target of 50 percent for period under review. This is as a result of 94 out of 146 districts having at least an automatic weather station installed compared to 92 districts in FY2020/22. Lastly, Average annual change in greenhouse gas emissions was 1.3MtCO2e against the target of 1.23 MtCO2e for the FY2021/22 and the decrease in emissions is attributed to reduced economic activity during lock downs which reduced emissions emitted by the transport sector.

Objective 6: Reduce human and economic loss from natural hazards and disasters

322. In FY2021/22, the number of deaths and missing persons and directly affected persons attributed to disasters per 100,000 populations stood at 100 against a target of 110 as a result of natural disasters like floods, landslides and lightening though a number of measures are being undertaken like dissemination of the National Disaster Risk Atlas in 17 districts, and enhancing the National Early Warning System against Disaster Risks through practising use of Chabot and digitized damage and loss assessment tool. Furthermore, percentage automation of weather and climate network stood at 75 percent against a target of 73.6.

Objective 7: Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources

323. By the end of the FY2021/22, the proportion of green jobs to total jobs was recorded at 35 percent against the targeted 32 percent for the year. An estimated 200,000 people were employed in the different forestry enterprises.

4.7 Private Sector Development

324. The Private Sector Development Programme aims to increase competitiveness of the private sector to drive sustainable inclusive growth. The key expected results include: reduction of the informal sector, increase in non-commercial lending to the private sector in key growth sectors, increased value of public contracts and sub-contracts that are awarded to local firms, and increased volume of private sector investment in key growth areas.

325. **Overall, the Private Sector Development programme performance in FY2021/22 is at 14 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.7.1 and subsections below.

Table 4.7.1: Private Sector Development programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
Increased lending to key growth sectors	Non-commercial lending to the Private Sector in the key growth sectors as a % of GDP		1	1	1.25	1.25	Achieved
	Share of domestic credit to key growth sectors in total private sector credit []	27.3	29.2	29.2	30.2	30.2	Achieved
	Private sector credit as a % of GDP	13.4	15.2	12	17.1	12.81	Not Achieved
Increased long-term financing to the private sector by Government owned financial institutions	Total value (UGX billions) of outstanding long-term loans (maturity above years) at DFI	556.65	481	555	578	472.69	Not Achieved
	Total value of private equity investments by government-owned financial institutions (UDB)- UGX billions	0.225 (2018)	0.183		0.22	0.25	Achieved
Increased financing through capital markets	Domestic market capitalization to GDP	4.45 (2018)	3.4	4.5	3.8	6.5	Achieved
	Domestic market capitalization due to new listings (UGX, Billion)		4.5	4.33	4.7	7.1	Achieved
	CIS assets under management (in UGX Trillion)		0.48	0.732	0.61	1.3	Achieved
Increased value of formal financial sector savings for private sector investment	Retirement Assets to GDP, %	9.47 (2018)	12	11.1	13.5	12.2	Not Achieved
	Life insurance assets to GDP, %	0.37 (2018)	0.56	0.49	0.65	0.6	Not Achieved
	Global Competitiveness Index (0ut of 141 countries)	48.9	51	48.94	52.2	48.94	Not Achieved
	Global Competitiveness Index, ranking	115	114	115	114	92	Not Achieved
	% of businesses having a business expansion plan	0	10	19.1	12	40.2	Achieved
	% of existing businesses expanded		18	45	20	20	Achieved
	Average life of business	2	2.4	1.5	2.8	2.9	Achieved
Strengthened linkages to regional and global markets	Value of merchandise exports (Million USD)		4,011.20	4100	4233.8	2825.47	Not Achieved
Increased access and use of market information system	Number of firms using market information systems		4000	3500	4500	3500	Not Achieved

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
by the private sector							
Increased access and use of incubation centres by the private sector	Number of firms accessing these centres		1000	400	1000	400	Not Achieved
Simplified system for starting a business	Procedures to legally start and formally operate a company (number)	8	6	8	6	4	Not Achieved
	Time required to complete each procedure (calendar days)	4	0.4		0.4	3	Achieved
	Cost required to complete each procedure (% of income per capita)	6	6	0.42	6	0.3	Not Achieved
Increased local firms' participation in public investment programmes across sectors	Proportion of the total procurement value awarded to local contractors, %	30	60	74	65	73	Achieved
Standards developed and/or enforced	Annual change in products certified by UNBS (%)	24	10	26	10	23	Achieved
	Number of certified products accessing foreign markets	259	4,000	3576	4500	4200	Not Achieved
	Number of counterfeits tracked and destroyed (No of seizures)	252	800	1087	900	1357	Achieved
Increased accessibility to serviced industrial parks	No of businesses using the industrial parks		94	132	134	502	Achieved
	% change in tax payer register		15	11.9	15	46.79	Achieved
	% contribution of informal sector to GDP		44	54.8	48	54.6	Achieved
Improved availability of private sector data	Number of data requests to the MSME database		100		200	127	Not Achieved
	Number of reports and policy briefs developed		50	4	75	5	Not Achieved
Adequate system for private sector complaints resolution in place	% of private sector complaints resolved		50		50	74	Achieved

Objective 1: Sustainably lower the costs of doing business

326. In lowering the cost of doing business both financial and non-financial factors are targeted. Among the financial-related outcomes considered include: the share of domestic credit to key growth areas in private sector credit; private sector credit as percent of GDP; total value of outstanding long-term loans (maturity above 5 years) at DFI; domestic market capitalization to GDP; domestic market capitalization due to new listing,; number of private equity deals availing funding to local companies per year; collective Investment Schemes (CIS) assets under management (in UGX Trillion) among others. The non-financial related outcomes on electricity and transport and logistics are mainly captured in other programs results.

327. In FY2021/22, share of domestic credit to key growth sectors in total private sector credit stood at 30.2 percent meeting the NDPIII target of 30.2 percent better than the previous year outturn of 13.2percent. Similarly, total private sector credit to GDP was 12.81percent which was below the NDPIII target of 17.6 percent. This underperformance was as a result of risk aversion of the lenders exhibited by reduced loan approvals.

328. During FY2021/22, non-commercial lending to the private sector in key growth sectors as a percentage of GDP stood at 1.25 percent meeting the target of 1.25 percent better than FY2020/21 which stood at 1 percent. The change in performance was mainly due to Government's emphasis on reduction of cost of credit to support growth of the key sectors by capitalising Microfinance Support Centre to a tune of UGX 190 billion (average lending rate 12 percent), Capitalizing Uganda Development Bank to a tune of UGX 1,080billion (average lending rate 12 percent) and others.

329. With regards to total value of outstanding long-term loans (maturity above 5 years) at Development Finance Institution (DFI), stood at UGX 472.60 billion below the NDPIII target of UGX 578 billion and the previous year performance of UGX 555Bn.

330. The target for domestic equity market capitalization to GDP ratio (3.8 percent) for the FY2021/22 was surpassed since the actual outturn was 6.5percent against the NDPIII target of 3.8percent. Furthermore, domestic market capitalization (representing the value of locally listed companies) closed higher at UGX 7.1 trillion in the FY2021/22, against a target of 4.7 trillion representing a gain of 65.12 percent, from UGX 4.33 trillion at the close of 2020/21. This growth was mainly due to the listing of MTN Uganda on the USE during the period under review. In addition, share price gains of 162.6 percent registered on one locally listed counter (Uganda Clays Limited) also contributed to this growth.

331. In regard to collective investment schemes (CIS), the CIS Managers had a total of UGX 1.30 trillion in Assets Under Management (AUM) at the end of the financial year 2021/22 against the NDPIII target of UGX610 billion. The target on assets under management by the CIS fund managers was achieved as a result of intensified public education initiatives aimed at increasing awareness and uptake through targeted radio and TV programs and investor resource persons. For the retirement assets to GDP the outturn was 12.2 percent against a target of 13.5 percent. While this means that the performance of retirement assets to GDP for the FY2021/22 slightly fell short of the target of 13.5 percent, the total assets of the Sector increased by 6.1 percent during the FY2021/22 to UGX 1.67 trillion from UGX 1.58 trillion in FY2020/21. Additionally, Life insurance assets to GDP (%) grew by 0.11 percent from 0.49 percent in 2020/21 to 0.60 percent in FY2021/22 against a target of 0.65 percent mainly due to recovery of the economy.

Objective 2: Strengthen the organisational and institutional capacity of the private sector to drive growth

332. There has been an improvement in the percentage of businesses in possession of business expansion plans. As at the end of FY2021/22 40.2 percent of the businesses possessed an expansion plan against an NDPIII target of 12 percent. This performance is attributed to the increase in the number of companies that registered with URSB that had business expansion plans. In addition, the target of the percentage of existing businesses expanded was met as it turned out at 20 percent against a target of 20 percent. This was as a result of increase in number of companies that registered with URSB with business expansion plans.

333. The average life of enterprises in Uganda improved greatly in FY2021/22 from 1.5 years in FY2020/22, as it was estimated at 2.9 years against a target of 2.8 years as a result of continuous provision of BDS services.

334. The value of merchandise exports was USD 2,825.47million in FY2021/22 against a target of USD 4,233.8 million. The poor performance was as a result of a fall in gold exports to USD 0.0 million from USD 2,249.73 million due to the tax that was introduced on gold exports.

335. In FY2021/22, the number of procedures to legally start and formally operate a company were reduced to 4 procedures better than the NDPIII target of 6 procedures for example administrative reforms were done to reduce procedural steps taken to register a company. The time required to start a business reduced from 4 hours during the last Financial Year, to 3 hours in FY2021/22 against a target of 0.4. The improvement in performance is attributed to URSB's improved innovative systems and administrative measures to simplify business processes. On the other hand, the Cost required to complete each procedure (% of income per capita) stood at 0.03 percent which is lower than the NDPIII target.

Objective 3: Promote local content in public programmes

336. In FY2021/22, the proportion of the total procurement value awarded to local contractors was 73 percent against a target of 65 percent. The good performance was attributed government implementation of a number of interventions geared at building capacity of domestic private sector to engage favourably in provision of goods and services for public consumption. Specifically, government commenced the implementation of a holistic Local Content policy, legal and institutional framework intended to support the participation of the private sector in public investments and projects. Additionally, the implementation of PPDA Regulations for Reservation Schemes facilitated a 26.7 percent increase in the value of the local content in public procurements. However, the value of contractors awarded to the local contractors is still small in in terms of value

337. In supporting local producers to attain certification, testing and calibration of services to support local content, 4,225 certification permits were issued by UNBS to 447 MSMEs to help them produce products that meet the standard requirements; 26,217 samples were tested in the UNBS testing laboratories in the period under review; and 6,6294,043 industrial equipment were calibrated during the period under review which has enabled a number of large, medium, small and micro firms to effectively control manufacturing processes and meet certification requirements, in supports of SME development and export promotion

Objective 4: Strengthen the role of government in unlocking investment in strategic economic sectors

338. According to UIA, only 10 percent of MSMEs used services of Research and Innovation facilities, posting a performance that is below the NDP III target of 20 percent for FY2021/22.

Objective 5: Strengthen the enabling environment and enforcement of standards

339. The annual percentage change in products certified by UNBS in FY2021/22 was 23 percent, surpassing the 10percent target. Similarly, the number of certified products accessing foreign markets was estimated at 4,200 just slightly below the target of 4500 products. This performance was attributed to limited staff numbers in relation to existing demand of the certification service. Furthermore, the number of counterfeits tracked and destroyed (Number of Seizures) surpassed the target of 900 registering a performance of 1,357. The better performance posted in standards and certification improvement is a result of continued support to UNBS and other players enforcing standards. UNBS maintained accreditation of 3 functions; Microbiology laboratory, chemistry laboratory and system certification and developed 428 Ugandan standards which were approved by the National Standards Council. Additionally, UNBS is in the process of establishing regional laboratories in Mbale, Gulu and Mbarara to take services closer to the people.

340. The number of businesses using the industrial parks exceeded the target for the period, that is 212 business enterprises were able to access business parks and were fully operational against a target of 134. Of the 212 business enterprises, 155 were local private players. This was as a result of provision of investment incentives, establishment of the OSC for business registration and licensing and participation in investment summits including the Dubai Expo. Important still to note, UIA also acquired approximately 5,320 acres of free land in West Nile, Acholi, Lango, Ankole, Kigezi, Tooro and Central sub regions.

341. Similarly, the targets of accessibility to export processing zones in FY2021/22 were achieved. The number of firms accessing the export free zones was 31 percent above the target of 25. This is majorly attributed to Uganda Export Promotion Board carrying out market studies, providing advisory and support services and linking exporters to foreign markets. Additionally, a number of investment opportunities were identified through the various engagements and activities of Uganda at the Dubai Expo 2020 and in United Arab Emirates, similarly, Uganda Free Zones Authority gazetted 31 firms to access export processing Free Zones and total employment by the end of FY2021/22 stood at 9,861 jobs recording an increase by 17.5 percent compared to FY2020/21.

342. Regarding the formalization of the economy, during FY2021/22, percentage change in tax payer register, recorded a growth of 46.79 percent against a target of 15 percent as a result of URA system interfacing with NIRA that led to simplification of our processes and issuance of instant TIN. Furthermore, five reports and policy briefs were developed which was lower than the annual target of 75 but most importantly the reports were issue specific. During FY2021/22, 74 percent (177) of the disputes of private sector tax complaints were resolved, a performance that was above the annual target of 50 percent and slightly below the previous year's performance of 80 percent (150) disputes were resolved. The above target performance is mainly attributed to the number of consents filed after mediation.

4.8 Manufacturing

343. The Manufacturing Programme aims to increase the product range and scale for import substitution and improved terms of trade. The key expected results include: increased share of manufactured exports in total exports, growth in the industrial sector contribution to GDP, and increased share of labour force employed in the industrial sector.

344. **Overall, the Manufacturing programme performance in FY2021/22 is at 7 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.8.1 and subsections below.

Table 4.8.1: Manufacturing programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
Increased number of jobs in the economy	Industrial sector contribution to GDP (%)	27.1	27.4	26.18	17	26.5	Achieved
	Contribution of manufacturing to industrial GDP (%)	15.4	16	26	12	16.5	Achieved
Increased number of SMEs producing for the local and international markets	Share of manufacturing jobs to total formal jobs (%)	9.8	11		8.2	9.5	Achieved
	Share of labour force employed in the industrial sector (%)	7.4	7.8		14	7.2	Not Achieved
Better terms of trade	Share of manufactured exports to total exports (%)	12.3	13	13	2250		No Data

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
	Manufacturing value added (USD million)	2,142	2,200	5900	9		No Data
	Manufacturing value added as a percentage of GDP	8.3	8.6	16	16	15.5	Not Achieved

Objective 1: Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)

345. The programme achieved 26.65 percent in FY2021/22 against a target of 17 percent. Industrial sector contribution to GDP according to data from Statista and 16.5 percent against a target of 12 percent contribution of manufacturing to industrial GDP. This was majorly attributed to construction of 4 fully serviced Industrial Parks per region in Uganda specifically West Nile, Ankole, Acholi, Lango, Kigezi and Central Region.

Objective 2: Increase Value Addition for Import Substitution and enhanced exports

346. In FY2021/22, the share of manufacturing jobs to total formal jobs (%) performed above the target of 8.2 percent scoring 9.5 percent. However, share of labour force employed in the industrial sector (%) performed at 7.2 percent below the target of 14 percent. This is attributed to majorly construction of industrial parks which have been major catalysts for employment of the population.

Objective 3: Increase access to regional and international markets

347. While NDPIII targeted 13 percent share of manufactured exports to total exports, 8.6 percent Manufacturing value added as a percentage of GDP and USD 2.2B of Manufacturing value added, World Bank data indicates that 13 percent, 16 percent and USD 5.9B respectively which is higher than what was expected by end of FY2021/22.

Objective 4: Strengthen the legal and Institutional framework to support manufacturing

348. During the FY2021/22, the bill on local content is before Parliament and the functional industrial data base is still under development. Furthermore, enforcement of laws on counterfeits and poor-quality products was done by Uganda National Bureau of Standards.

4.9 Integrated Transport Infrastructure and Services

349. The Integrated Transport Infrastructure and Services (ITIS) Programme aims to have a seamless, safe, inclusive and sustainable multi-modal transport system. The key results areas for assessing progress against this programme are: reduced the average travel time; reduced freight transportation costs; increased the stock of transport infrastructure; increased average infrastructure life span, and reduced fatality and causalities from transport accidents.

350. **Overall, the Integrated Transport Infrastructure and Services programme performance in FY2021/22 is at 23 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.9.1 and subsections below.

Table 4.9.1: Integrated Transport Infrastructure and Services programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Improved accessibility to goods and services	Reduce average travel time (min/km) Within GKMA	4.14		3.86	3.98	3.86	Achieved
	Reduce average travel time (min/km) Within other Cities	N/A		2.57	2.4	2.3	Achieved
	Reduce average travel time (min/km) National roads	1.13		1.17	1	1	Achieved
	Reduce average travel time (min/km) District Roads	4		0.01	3	2.4	Not Achieved
	Reduce average travel time (min/km) Inland water transport (MW to PB in Hrs)	18Hrs	16.8	16	16.8	15.6	Achieved
	Reduce average travel time (min/km) Passenger rail services	0.75	0.67	0.45	0.7	0.65	Achieved
	Reduce average travel time (min/km) (Freight rail services (Days) Mombasa -Kampala)	19	17	14	17	15	Achieved
	Reduce average travel time (min/km) (Freight rail services (Days) Southern route)	20	0.75	12	20	19	Achieved
Freight transportation costs (per ton per km)	Inland (on Road): Murrum (UGX)	1,130			1,125	1120	No Data
	Inland (on Road): tarmac	802			741.6	681.2	No Data
	Inland (on Rail) USD	0.04	0.034	0.0035	0.038	0.036	Achieved
	Inland (on water): UGX	500		460	460	420	Achieved
	From coast to Kampala (on Road) - USD	0.77			0.034	0.702	No Data
	From coast to Kampala (on Rail) (in USD):	0.05	0.044	0.0068	0.046	0.042	Achieved
	From coast (MW) to Kampala (PB) on water -USD	0.06	0.017	0.0063	0.056	0.052	Achieved
Stock of transport infrastructure	Paved National Roads (km)	4,971	5522	5,979	5,717	6163	Not Achieved
	Paved urban roads (km)	1,253	725	784	1,348	1448	Not Achieved
	Permanent way /railway road (Km)	262	325	270	302	342	Not Achieved
	Freight Cargo -Central Corridor-Export	9,168.00	17454.72	41,858.30	10,084.80	11001.6	Achieved
	Freight Cargo -Central Corridor-Import	4,141.50		15,329.60	4,555.65	4969.8	Achieved
	Freight Cargo Northern Corridor-Export	10,243.61		19,910.67	11,267.97	12292.33	Achieved
	Freight Cargo Northern Corridor-Import	25,360.47		130,992.96	27,896.52	30432.56	Achieved
	Number of Roll-on Roll-off vessels (international)	2	2	2	2	1	Achieved
	Construction of domestic (Ro'Pax) passenger ferries	10	11	13	11	12	Achieved
Reduced cost of transport infrastructure and services	Unit cost of building transport infrastructure, per Km (Upgrading roads to paved standard (Mn/per Km)	3.1	4.29	3.28	2.98	2.86	Achieved
	Unit cost of building transport infrastructure, per Km (Rehabilitation/ reconstruction of paved roads (Mn/per Km)	1.8	1.56	1.96	1.79	1.78	Achieved
	Unit cost of building transport infrastructure, per Km (Average cost for construction of	40	60	60	38	36	Achieved

Outcome	Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
	unpaved/ gravel road (in million)						
	Unit cost of building transport infrastructure, per Km (Rehabilitation of metre gauge rail infrastructure (Bn/ Km)	5	5.6	5.6	4.9	4.8	Achieved
	Development of Aids to Navigation	0	0	0	1	2	Not Achieved
	Development of search and rescue facilities (USD)	200,000		0	196,000	192000	Not Achieved
Improved National transport planning	% Actual progress vs planned implementation of the Programme	N/A		35	20	40	Not Achieved
Longer service life of transport investment	Average infrastructure life span in years (Tarmac roads)	18	20	20	20	20	Achieved
	Average infrastructure life span in years (First class murram roads)	2	2	2	2	2	Achieved
Improved safety of transport services	Fatality per , vehicles (road transport)	26	6.9	0.01	25	24	Achieved
	Total Fatalities on road transport	3500	3,269	757	3300	3100	Achieved
	Serious Injuries on road transport	10,420	5,803	9,070	8320	6220	Not Achieved
	Total fatalities (Water transport)	160	431	92	138	116	Not Achieved
	Total Fatalities on Railway Transport	1	1	3	0	0	Achieved
Improved coordination and implementation of infrastructure and services	% of LGs in compliance to road standards	70	100	100	100	100	Achieved
Increased access to regional and international markets	Ratio of Exports to GDP (%)	12.7	11.18	15.69	14.16	15.62	Achieved
	Value of exports to the region (Thousand USD) Congo	474,126	161,336	317,004	480,000	485000	Not Achieved
	Value of exports to the region (Thousand USD) Kenya	730,103	414,224	390,803	800,000	810000	Not Achieved
	Value of exports to the region (Thousand USD) Rwanda	261,102	236	974	261,102	277000	Not Achieved
	Value of exports to the region (Thousand USD) South Sudan	55,402	264,296	280,235	352,100	370000	Not Achieved
	Value of exports to the region (Thousand USD) Tanzania	93,204	67,476	94,371	132,500	152400	Not Achieved

Objective 1: Optimize transport infrastructure and services investment across all modes

351. The NDPIII targeted a reduction of travel time on roads within the GKMA, other cities, national roads, and district roads from 3.86, 2.3, 1 and 2.4 minutes/Km. The actual performance was 3.86, 2.57, 1.17 and 0.01 respectively. Whereas the targets weren't achieved as planned, the performance is attributed to the decline in the condition of roads.

352. To optimise the infrastructure and services investment, performance is also assessed on; inland water transport from Mwanza to Port-Bell, railway from Mombasa-Kampala, passenger rail services and railway through Southern route from the target of 15.6, 0.67, 15 and 19 respectively. The actual performance for these indicators was 16, 0.45, 14 and 12 respectively. The performance is attributed to the acquisition of new locomotives and the emergency rehabilitation of Malaba-Mukono Meter Gauge Railway.

353. In FY2021/22, the cost of transportation of goods inland for both murum and tarmac couldn't be established due to unavailability of data. The inland for rail was USD 0.035 and on water UGX 460 per Tonne/Km against the target of USD 0.036 and UGX 420 same measurement unit respectively. The cost of transportation from the coast to Kampala on road couldn't be established to be compared to the target of $0.702 per Tonne/Km. While the cost of transportation from the coast to Kampala on rail and Mwanza to Kampala on water was 0.0068 and 0.0063 respectively. This is far much lower compared to last year's performance of USD 0.44 USD 0.017 respectively.

354. Stock of paved national roads increased from 5522Kms in FY2020/21 to 5979Kms in FY2021/22. Though this was a short of the target of 6163Kms. Paved urban increased roads increased from 725Kms in FY2020/21 to 784Kms in FY2021/22. The shortfall of 184Kms and 664Kms for paved national roads and Urban respectively is attributed to the delays in implementation caused by COVID-19, and resulting budget cuts that contributed to delayed payment of contractors.

355. Conversely, there was a reduction in stock of functional permanent railway /railway road from 325km in FY2020/21 to 270Km in FY2021/22. This major reduction from the last year's performance is due to errors in reporting by the programme, on the functional railway network in the previous years.

356. On the number of Roll-on Roll-off vessels (international) acquired, and domestic (Ro'Pax) passenger ferries constructed were two (2) and two 2 respectively in FY2021/22 bringing the total domestic passenger ferries to thirteen (13), hence surpassing the targets of one (1) and (12) in the same year respectively.

Objective 2: Prioritize transport asset management

357. The National Road Network that consist of 5,878.5km of paved and 15,241.5km of unpaved roads received only 238.0Bn (77.3percent of the approved budget) for road maintenance, as compared to FY2020/21 when they received UGX 310.29Bn (100 percent of their maintenance budget). Similarly, the District, Urban, and Community Access Roads that consist of 38,337Km, 19,959Km, and 79,948km respectively, received only 130.28Bn (74.4 percent of the approved budget), as compared to FY2020/21 where UGX 176.24Bn was received. This affected the road condition performance.

358. Under rehabilitation, 595.56 of district roads were graded out of which only 385.59km were gravelled.

359. Regarding railway maintenance and rehabilitation, the NDPIII targeted a total of 100km of Tororo-Gulu Railway, but the contract was terminated at the beginning of the financial year while works were still at 18 percent of the physical progress.

360. On the rehabilitation of existing Ports, two ports of Port bell and Jinja had been planned for refurbishment but could not be worked on due to re-prioritization following the programme budget cuts caused by COVID-19.

Objective 3: Promote integrated land use and transport planning

361. The NDPIII targeted 40 percent of actual progress on planned implementation of the programme (National Integrated Transport Master Plan) in the FY2021/22 and the performance was 35 percent. This is as the result of The National Integrated Transport Master Plan 2020/21 - 2039/40 that was prepared, reviewed, and disseminated. Therefore, a number of MDAs that are in charge of infrastructure development are using the National transport master planning systems.

Objective 4: Reduce the cost of transport infrastructure and services

362. Whereas the NDPIII anticipated a reduction in the cost of transport infrastructure, the cost has continued to increase for instance; the Unit cost of building transport infrastructure, per Km (Upgrading roads to paved standard (Bn/per Km) was expected to be 2.86Bn, but instead 3.28Bn was achieved, the target for the average cost for construction of unpaved/ gravel road (in million) was 36Million but instead 60Million was achieved, and the while the target for the unit cost rehabilitation of metre gauge rail infrastructure (Bn/ Km) was 4.8Bn, the achieved value was 5.6Bn by close of FY2021/22. This performance is explained by the failure to take off of the NDPIII planned interventions of establishing construction equipment hire pools, Setting up and operationalization of local materials depots, training of local contractors, and the effects of COVID-19 and Ukraine war such as the raising costs of construction materials.

Objective 5: Strengthen, and harmonize policy, legal, regulatory, and institutional framework for infrastructure and services

363. There were variations in road safety incidences during FY2021/22. Particularly, the total fatalities on road transport reduced to 757 persons far from the FY 2020/2021 performance of 3,269 persons and way below the FY2021/22 target of 3100 persons. However, Serious injuries on road transport shot up to 9070 persons far-away from the FY2020/21 performance of 5,803 persons and above the FY2021/22 target of 6,220 persons. It should be noted that the number of fatality per 100,000 vehicles, was not reported by the ITIS programme in FY2021/22. This performance is attributed to the low number of road safety campaigns and inspections carried outflow number of motor vehicles inspected annually, and inspection or assessment of road condition conducted.

364. On contrary, there was a great improvement on water transport safety where the total number of fatalities was 92 persons, far from the previous year's performance of 341 persons and below the target of 116 persons in FY2021/22. While 3 fatalities were reported on rail transport compared to FY2020/21 where none was reported.

365. Under improved coordination and implementation of infrastructure and services, there was 100 percent compliance of Local Governments (LGs) to road standards.

Objective 6: Increase transport interconnectivity to promote inter and intra-regional trade and reduce poverty

366. Performance of this objective was negatively impacted by COVID-19 border restrictions and observation of SOPs. Also, all planned interventions for this particular financial year were not implemented.

367. By close of FY2021/22, the ratio of Export to GDP (%) increased to 15.69 from 11.18 in FY2020/21. This performance is above the NDPIII target of 15.62 for the FY2021/22. There was a general increase in the value of exports in the region for the FY2021/22 compared to the FY2020/21. Particularly, exports increased to 317,004,000 USD from 161,336,000 USD for Congo, 97,400 from 236,000 USD for Rwanda, 280,235,000 from 264,296,000 USD for South Sudan, and 94,371,000 from 67,476,000 USD for Tanzania. Even though there was a general increase in the value exports across almost all countries in the region, there was a reduction in the value for Kenya from 414,224,000 to 390,803,000 USD.

4.10 Sustainable Energy Development

368. The goal of the programme is therefore, to increase access and consumption of clean energy. The key results to be achieved over the next five years are: (i) Increase primary energy consumption from 15.20 million tonnes of oil equivalent to 21.74 million tonnes in 2025; (ii) Increase proportion of the population with access to electricity from 24 percent in FY2018/19 to 60 percent; (iii) Increase per capita electricity consumption from 100 kWh in FY2018/19 to 578kWh; (iv) Reduce share of biomass Energy used for cooking from 85 percent in FY2018/19 to 50 percent; (v) Increase the share of clean energy used for cooking from 15 percent in FY2018/19 to 50 percent; (vi) Increase Transmission capacity from 2354km in 2018/19 to 4354km of High voltage transmission lines; and (vii) Increase grid reliability to 90 percent.

369. **Overall, the Sustainable Energy Development programme performance in FY2021/22 is at 23 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.10.1 and subsections below.

Table 4.10.1: Sustainable Energy Development programme performance (Outcome level)

Key Result Area	Baseline	FY2020/21		FY2021/22		Rating
	FY2017/18	Target	Actual	Target	Actual	
Increase primary energy consumption	15.2	16	15.8	17	16.7	Not Achieved
Proportion of the population with access to electricity	24%	30%	57%	35%	57 %	Achieved
Per capita electricity consumption	100	150	110	200	112.3	Not Achieved
Biomass energy used for cooking		80%	82%	75%	80%	Not Achieved
Share of clean energy used for cooking	15	20%	18 %	25%	20%	Not Achieved
Increase transmission capacity	2,354	2,600	2,989	3,000	3,431	Achieved
Grid reliability to 90 percent.	90	90%	98%	90%	98%	Achieved
Increase national LPG uptake from the current 0.8% to 8% on the energy balance	0.8	2%	1%	2%	1.2%	Achieved

Objective 1: Increase access and utilization of electricity

370. By the end of the FY2021/22, the Percentage of households with access to electricity (on grid and off-grid) stood at 57 percent above the NDPIII target of 50 percent. This was because of increased transmission and distribution networks for example, transmission network increased by over 431kms and also there was increased uptake of off-grid energy sources like solar systems especially in rural areas. Primary energy consumption (million tonnes of oil equivalent) was at 16.7 just slightly below the NDPIII target of 17. The transmission network increased from 3,100 kilometres in Financial Year 2020/2021 to 3,431 kilometres as at the end of the third quarter Financial Year 2021/22 as a result of the commissioning of the Karuma-Kawanda 400 kV and Karuma-Olwiyo 132 kV Transmission Lines. The Luzira Sub-station was completed and will be commissioned after completion of the 15 kilometres 132kV transmission line. Additionally, grid reliability was at 98 percent against the NDPIII target of 90 percent. The unit cost of power (USD) - cents for Medium, Large and Extra-Large industrial consumers at the end of the FY 2021/22 was 10.62 USD, 7.91 USD and 5 USD, respectively against the targeted 12 USD,8 USD and 7 USD for the financial year. This was mainly because of increased generation and transmission lines which increased access to electricity especially for industrial parks.

371. With regards to increased electricity consumption, the electricity consumption per capita in FY2021/22 was 112.3 kwh per capita against the target of 150 kwh per capita. This was because there is still low per capita consumption due to low household incomes and limited access to electricity especially in rural areas.

Objective 2: Increase generation capacity of electricity

372. Uganda's total electricity generation capacity has increased from 1,268 megawatts in FY2019/20 to 1,347 megawatts in FY2021/22, on account of the completion of the 42 megawatts Achwa I, the 21 megawatts Nyamagasani, and the 15.5 megawatts Sugar Corporation of Uganda Limited (SCOUL) plants.

Objective 3: Increase adoption and use of clean energy

373. By the end of FY2021/22, the percentage of households and institutions cooking with LPG, Biogas, Solar thermal applications, etc. stood at 1.2 percent against the targeted 2 percent. This was because of the closure of the schools, institutions of higher learning and other institutions that could partly use LPG, Biogas for lighting and cooking activities. Secondly, the share of clean energy used for cooking stood at 20 percent against the FY target of 25 percent. This was because lockdown of schools and other related institutions that use clean energy for cooking due to Covid-19. Lastly, the share of biomass energy used for cooking was 80 percent against the envisaged target of 75 percent. This underperformance was due to increased use of charcoal and firewood for cooking due to inaccessibility and the mindset that cleaner energy options are more expensive than biomass which is not the case.

Objective 4: Promote utilization of energy efficient practices and technologies

374. By the end of the FY2020/21, the MW of energy saved was at 3.3MW against the targeted 7.7MW. This very low performance was mainly because increased theft and use of old-fashioned and non-energy efficient technologies. Additionally, the percentage of energy losses and wastage in transmission and distribution was noted at 17 percent. This is above the targeted 16.01 percent for the FY. These reduced energy losses and wastages were due to reduced theft and illegal electricity connections. It was also due to increased surveillance and monitoring of transmission and distribution networks by transmission and distribution companies.

4.11 Digital Transformation

375. The Digital Transformation Programme aims to increase ICT penetration and use of ICT services for social and economic development. The key results to be achieved over the next five years include increased ICT penetration, reduction of the cost of ICT devices and services, job creation, increased local ICT innovation products developed and commercialized, and provision of government services online.

376. Overall, the Digital Transformation programme performance in FY2021/22 is at 23 percent. The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.11.1 and subsections below.

Table 4.11.1: Digital Transformation programme performance (Outcome level)

Indicators	Base	Target	Actual	Target	Actual	Rating
	2017/18	2020/21	2020/21	2021/22	2021/22	
Internet penetration	25	30	51	35	55	Achieved
Population covered by broadband services (%)	74	79	85	79	89	Achieved

Indicators	Base 2017/18	Target 2020/21	Actual 2020/21	Target 2021/22	Actual 2021/22	Rating
Digital Terrestrial TV signal coverage	56	79	60	79	62	Not Achieved
Radio signal coverage (%)	80	85	80	87	81	Not Achieved
Fixed broad band connectivity	8,868	11,144	12,544	13,038	19,241	Achieved
Unit cost of 1Mbps/month of internet	237	200	205	140	161	Not Achieved
Proportion of government services online	20	25		40	13.5	Not Achieved
ICT contribution to GDP	2	2.67	2.4	2.89	9.8	Achieved
National broadband coverage with minimum speed of 8 Mbps, %	31	41	31	51	53.1	Achieved
Unit cost of low entry smart phones (UGX '000s)	100	95	50	87	45	Achieved
Cost of a computer -(UGX '000s)	1,600	1,550		1,300		No data
ICT Development Index (IDI value)	2.19	2.5		3.2		No data
ICT directly created jobs ('000s)	0	30		30		No data
No. of Legal and regulatory framework in place	0	1	2	1	3	Achieved

Objective 1: Increase the national ICT infrastructure coverage

377. The internet penetration increased to 55 percent in FY2021/22 from 51 percent in FY2021/22 indicating very good performance compared to the 35 percent target for the period under review. Fixed broadband connectivity also registered an increase 13,038 subscriptions which is above the target of 11,144 subscriptions. This is attributed to the Covid 19 restrictions that limited physical contact and forced many to embrace digitization and adopt digital survival strategies to maintain operations and survive the times.

378. With regards to the internet connectivity at the district and parish level, the percentage of parishes with broadband connectivity (3G network population coverage) increased to 89 percent which is above the NDPIII target of 79 percent and the Percentage of district headquarters connected to the NBI also increased to 54.8 percent. The Covid 19 lockdown limited access to some of the district headquarter offices however the performance was still above the NDP target of 44 percent. The overall percentage of the population covered by broadband services stood at 89 percent and this is was also above the target of 79 percent in FY 2021/22.

379. The Digital Terrestrial Television signal coverage was at 62 percent against a target of 79 percent though better than FY2020/21, as a result of UBC procuring and installing two Live-U units and renovated structures at Arua and Mbarara sites.

Objective 2: Enhance usage of ICT in national development and service delivery

380. Regarding the National broadband coverage with minimum speed of 8 Mbps (4G network population coverage), the target of 51 percent was realised and the coverage changed to 53.1 percent in FY2021/22 the same as it was in FY2017/18 at 31 percent. This implies that only 53.1 percent of the populace have access to high-speed and quality connectivity being demanded by the existing platforms. The percentage of beneficiaries satisfied with the quality of service over the NBI was 77.3 percent and this was above the FY2021/22 target of 60 percent.

Objective 3: Promote ICT research, innovation and commercialization of indigenous knowledge products

381. The Unit cost of 1Mbps/month of internet on the retail market reduced from USD 205 in FY2020/21 to USD 161 in FY2021/22, though it did not meet the NDPIII target of USD 140.The unit cost of low entry smart phones also reduced to UGX 45,000 from UGX 50,000 against a target of UGX 87,000, and therefore performed highly, in FY2021/22.

382. Under National ICT Initiatives Support Programme (NIISP), a total of 31 phase three (cohort 3) innovators received 50 percent of the award amount from NIISP as well as advert for the fourth cohort advertised. Furthermore, NIISP provided technical and system enhancement support to the development of the Education Management Information System (EMIS), electronic government procurement (e-GP). In FY2021/22, the National ICT innovations hub is operational although at a low scale and hosting 5 innovator groups, namely Kacyber, Microfuse Uganda Limited, etc.

Objective 4: Increase the ICT human resource capital

383. International Telecommunications Union (ITU) is conducting a review of the ICT Development Index (IDI value) and the IDI value for this has not been computed yet however, the target for FY 2021/22 is 3.2.

Objective 5: Strengthen the legal and regulatory framework

384. In FY2021/22, MoICT&NG initiated the process of developing the National ICT Policy and also developed the first strategy of the National Cyber Security Strategy. Furthermore, Uganda Communications Commission in collaboration with MoICT&NG developed band policies for the 2300MHZs, 3300-3600MHz, guidelines for use of short- range radio communication (SRD) and Ultra-Wide Band (UWB) devices and infrastructure deployment and sharing guidelines.

4.12 Sustainable Urbanization and Housing

385. The Sustainable Urbanization and Housing Programme aims to attain inclusive, productive and liveable urban areas for socio-economic transformation. The key outcome areas for assessing progress against this programme are: high levels of investment, competitiveness and employment; access to decent housing; sustainable, liveable and inclusive cities; organized urban development; and orderly, secure and safe urban areas.

386. Overall, the Sustainable Urbanisation and Housing programme performance in FY2021/22 is at 14 percent. The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.12.1 and subsections below.

Table 4.12.1: Sustainable Urbanisation and Housing programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
High levels of investment, competitiveness and employment	Percentage of urban population with convenient access to public transport	9	20	18.02	34	18.02	Not Achieved
	Average travel time in GKMA (min/km)	4.14	3.98	N/A	3.86		No Data
	Kms of paved urban roads	1,253.69	1,348		1448		No Data
	Proportion of paved urban roads to total urban roads, %	6.1	7.32	725	8.54		No Data
	Urban unemployment rate, %	14.41	13.5	25.3	12.3		No Data
	Population resident and working in an urban area per population	605	653	8.2	703		No Data
	Urban Poverty rate (P)	9.6	9.05		8.56		No Data
	Average commute time	43	34		26		No Data

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
	Level of urban informal employment in non-agricultural employment (%)	81	78		77		No Data
Access to decent housing	Proportion of urban population living in slums and informal settlements	60	58		55		No Data
	Housing deficit (Million)	2.2	2.112	2.1	2.024	2.1	Achieved
	Proportion of urban population with affordable housing (US$,)	4.4	5.04		5.68		No Data
	Cost of housing materials (Construction index for residential buildings)	245	220	221.9	200		No Data
	Proportion of slums upgraded	0	3		8		No Data
	Mortgage debt to GDP ratio	47	38	2.45	27	5	Not Achieved
Sustainable, liveable and inclusive cities	Percentage of preserved areas/ reservoirs /waterways/parks in relation to total urban land area	5	10		16		No Data
	Per capita Green House Gas (GHG) as emissions (tons of CO)	1.39	1.34		1.3		No Data
	Proportion of urban population using safely managed drinking water services (Av Annual increase of %)	79.1	83	86.5	88	90	Achieved
	% of Municipal solid waste disposed off safely	45	50		56		No Data
Organized urban development	Integrated physical and economic development plans for Cities	0	10	100	50	100	Achieved
	Integrated physical and economic development plans for regions	0	10	3	50	0	Not Achieved
	Integrated physical and economic development plans for Districts	0	10	0.41	50	0	Not Achieved
	Integrated physical and economic development plans for Municipalities	0	10	34.1	50	64.5	Achieved
	Proportion of LG plans aligned to the National Physical Development plan	0	50	0	100	4.4	Not Achieved
	Ratio of land consumption rate to population growth rate	0.82	1		1.4		No Data
	Level of compliance of development projects to GKMA arrangement, %	0	10		50		No Data
	Number of nucleated settlement models	0	1		1		No Data
Orderly, secure and safe urban areas	Compliance to physical planning regulatory framework in the urban areas (%)	48	58	48.3	69.2	48.3	Achieved
	Compliance to the urban physical development plans, %	43	47	51.14	50	51.14	Achieved
	Percentage of housing units with approved housing plans	65	71		83		No Data
	Reported theft rate per, population	310	280		250		No Data

Objective 1: Increase economic opportunities in cities and urban areas

387. There was no progress reported on: urban unemployment rate; average travel time in GKMA (min/km); Level of urban informal employment in non-agricultural employment (%); Average commute time; Urban Poverty rate (P); Population resident and working in an urban area per population; Proportion of paved urban roads to total urban roads, %; and Kms of paved urban roads. This is attributed to data gaps.

388. The Percentage of urban population with convenient access to public transport was 18.02 percent against the set NDPIII target of 34 percent. This is due to the delayed infrastructural projects but also the escalating fuel prices.

Objective 2: Promote urban housing market and provide decent housing for all

389. There was also no progress made on: Proportion of urban population living in slums and informal settlements; Proportion of urban population with affordable housing (US$); Cost of housing materials (Construction index for residential buildings); and Proportion of slums upgraded.

390. The Housing deficit (Million) still remains stagnant at 2.1 against the set NDPIII target of 2.024 million. The Mortgage debt to GDP ratio remained low at 5 against the set NDPIII target of 27 hence not achieved.

Objective 3: Promote green and inclusive cities and urban areas

391. At the time of reporting, no data was available on: Percentage of preserved areas/ reservoirs/ waterways/ parks in relation to total urban land area; Per capita Green House Gas (GHG) as emissions (tons of CO); and % of Municipal solid waste disposed off safely.

392. Proportion of urban population using safely managed drinking water services (Average. Annual increase of 3.5 percent) was set to increase from 83 percent to 88 percent. At the time of reporting, this had surpassed the target and the actual performance was 90 percent.

Objective 4: Enable balanced, efficient and productive national urban systems

393. The Ratio of land consumption rate to population growth rate; Level of compliance of development projects to GKMA arrangement; and Number of nucleated settlement models were set to 1.4, 50 and 1 respectively. However, at the time of reporting, no data was available to inform these indicators.

394. The Proportion of cities and municipalities with Integrated physical and economic development plans stood at 100 percent and 64.5 percent respectively. This was above the NDPIII set targets of 11 and 50 percent respectively.

395. At the time of reporting, the Proportion of Regions and Districts with Integrated physical and economic development plans were 0 percent and 0 percent against 50 percent and 50 percent respectively. The Proportion of LG plans aligned to the National Physical Development plan was also at 0 percent against the set NDPIII target of 100 percent. All these have not been achieved because of the budget cuts in the programme but also the slow recovery from the economic shocks case in study is the COVID-19.

Objective 5: Strengthen urban policies, planning and finance

396. Compliance to physical planning regulatory framework in the urban areas target was set at 69.2 percent from 58 percent. At the time of review, this compliance level was at 48.3 percent. However, most urban area jurisdictions are aware of the physical planning regulatory framework and endeavour to comply by establishing the necessary institutional framework to comply with physical planning framework.

397. Compliance to the urban physical development plans target was set at 50 percent up from 47 percent. At the time of review, compliance level was at 51.14 percent which surpassed the NDPIII target. This is also as a result of the different institutions complying with the physical planning framework.

398. Percentage of housing units with approved housing plans target was set to increase from 65 percent to 71 percent. However, a survey has not been conducted due to lack of funds and covid19 restrictions

399. Reported theft rate per 100,000 population target was set to reduce from 310 to 280. However, survey was not conducted in FY2021/22 due to the low budget allocations.

4.13 Human Capital Development

400. The Human Capital Development Program (HCDP) programme aims at improving productivity of labour for increased competitiveness and better quality of life for all. Key expected results include: increased proportion of labour force transiting to gainful employment; increased years of schooling; improved child and maternal outcomes; increased life expectancy; increased access to safe and clean water and sanitation; and increased access by population to social protection.

401. **Overall, the Human Capital Development programme performance in FY2021/22 is at 11 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.13.1 and subsections below.

Table 4.13.1: Human Capital Development programme performance (Outcome level)

Outcome Indicator	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Gross Enrolment Ratio -Pre-Primary	15.4	16.6	17.2	19.6	21	Not Achieved
Gross Enrolment Ratio Primary	115	111	110	113	111	Not Achieved
Gross Enrolment Ratio Pre-Primary	25	26	29	28	34	No Data
Net Enrolment Ratio Primary	13.3	9.1	92	17.5	19	Achieved
Net Enrolment Ratio Secondary	93	92	24.5	93.6	95	No Data
Proficiency in Literacy, Pre-primary	50	51		52	30	No Data
Proficiency in Literacy, Primary	53	53.4	41.2	56	56	Not Achieved
Proficiency in Numeracy, Pre-primary	55	55.8		59	60	No Data
Proficiency in Numeracy, Primary	51	51.2	27.1	55	61	Not Achieved
Survival rates, Primary	38	33.4		40	60	No Data
Survival rates, Secondary	77	75		79	41	No Data
Proportion of schools/ training institutions and programmes attaining the BRMS, Pre-Primary (registered)	18	20		22	82	No Data
Proportion of schools/ training institutions and programmes attaining the BRMS, Primary (SACMEQ)	50	50.8		54	30	No Data
Proportion of schools/ training institutions and programmes attaining the BRMS, Secondary (DES)	45.8			47	58	No Data
Proportion of schools/ training institutions and programmes attaining the BRMS, Universities (accredited programmes)	41.1	45		47.3	50	No Data
Transition from Primary to Secondary	61			65	53.5	No Data
Science pass rates (O-level)	50	57.5		53	68	No Data
Quality adjusted years of schooling	4.5		4.5	4.6	57	Not Achieved
Average years of schooling	6.1	6.2	6.2	6.8	5	Not Achieved
Proportion of children with age-appropriate development	65.2			68	7.3	No Data
Child poverty rate, %	56			50	70	No Data
Proportion of children protected from abuse and violence, %	35			40	40	No Data
Percentage of children aged - years engaged in child labour	30.9	28		28.9	50	No Data
Prevalence of under Stunting, %	28.9	27.9		27	25.6	No Data
Proportion of children able to learn, play and grow up in safe, clean and stimulating environment	52			56	25	No Data
Prevalence of Violence Against Children (VAC), %	22			20	62	No Data
Proportion of primary school children accessing a school meal, %	36			40	17	No Data
Employment to population ratio (EPR)[]	47.5	48	42.5	51.3	44	Not Achieved
Proportion of Labour force in the informal sector (%)	56		67	55	55.4	Achieved
Employment elasticity of growth[]	0.35			0.38	53	No Data
Unemployment rate, %	9.2	9.7	12	8.5	0.41	Not Achieved
Unionization density, %	6	6		9	8	No Data
Proportion of labour force transitioning into decent employment, %	34.5			35	11	No Data
Transition period to stable employment (months)	36			35	35.5	No Data
School to work transition rate (%)	33.7		48	34.3	32	Achieved
TVET to work transition rate (%)	67.5			68	36.3	No Data
Employers satisfied with the training provided by the TVET institutions, %	40			44	69	No Data
Ratio of TVET graduates to university graduates, %	60			60	48.4	No Data
Ratio of STEI/ STEM graduates to Humanities	02:05			02:05	70	No Data
Ratio of Technicians to Engineers	05:03			05:03	0.1284722	No Data

Outcome Indicator	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Number of health workers (doctors, midwives, nurses) per, population	18	27.9	25	20	0.29375	Achieved
Number of physicians per, population	0.1	0.32	0.32	0.54	0.98	Not Achieved
Proportion of youths accessing Non-Formal Education (NFE) and training	5.1			6.7	0.98	No Data
Average hours lost at work					11.1	No Data
Proportion of commercialized science-based innovations, %	3			5		No Data
Ratio of innovation as measured by patents registered per year	3			10	9	No Data
Morbidity					35	No Data
Number of new HIV infections per, susceptible population	4	1.72	1.3	3.5	3.5	Not Achieved
Tuberculosis incidence per, population	234	192	192	204	196	Not Achieved
Malaria incidence per, population	293	302	267	263	174	Achieved
Hepatitis B incidence per, population	60	28	28	50	45	Not Achieved
Annual Cancer Incident Cases	80,000			70,000	45	No Data
Annual Cardiovascular Incident cases	7,000			6,500	60000	No Data
Incidence of Road accidents per 1000 population	2,348	647	1,060	2,000	6000	Not Achieved
Under illnesses attributed to Diarrheal diseases, %	6.9	8.6	7.7	6	5	Achieved
Mortality					50	No Data
Maternal Mortality ratio (per ,)	336	336	336	311	286	Achieved
Neonatal Mortality Rate (per ,)	27	20	20	24	286	Not Achieved
Under Five Mortality Rate (Per ,)	64	46	46	42	22	Achieved
Reduce NCDs Rates-Hypertension rate	3.2	17.23	3.5	3	2.8	Achieved
Reduce NCDs Rates-Diabetic	2.5	1.62	0.8	2.4	2.8	Not Achieved
Reduce NCDs Rates-Cancers	1.8			1.6	2.3	No Data
Reduce NCDs Rates-Injuries All	7.1	11	13	6.8	1.5	Achieved
Reduce mortality due to Malaria, AIDS and TB-Malaria	13	43	6	11	6.6	Not Achieved
Reduce mortality due to Malaria, AIDS and TB-AIDS	5	4	1.3	4	10	Not Achieved
Reduce mortality due to Malaria, AIDS and TB-TB	4	4	5.8	3.5	3.5	Achieved
Mortality rate Attributed to unsafe water, unsafe sanitation, and lack of hygiene (per ,)	54	54		53	3	No Data
Prevalence of teenage Pregnancy	25	11	19.7	22	50	Not Achieved
Prevalence of Child Marriage	40			36	20	No Data
Prevalence of Malnutrition in the population, %	40			36	32	No Data
Mortality attributed to Injuries (%)	13	11		12	32	No Data
Prevalence of overweight/ obesity, Women	24	11.8	11	20	11	Achieved
Prevalence of overweight/ obesity, Men	9	2.3	2.3	8	18	Not Achieved
Prevalence of overweight/ obesity, Children U	7.5	4	3.1	7	7	Not Achieved
Housing floors made of cement screed (%)	52			50	6	No Data
Alcohol abuse Rate	5.8	2.5	2.5	5.6	48	Not Achieved
Access to safe water supply Rural	73	69		75.4	5.4	No Data
Access to safe water supply Urban	74	71.6		79.2	77.8	No Data
Access to basic sanitation -sanitation coverage (toilet)	19	24.5	40	23	84.4	Not Achieved
Access to basic sanitation -handwashing facility	34	44.7	44.7	36	28	Achieved
Prevalence of child disability	13	4		12	38	No Data
Total Fertility Rate	5.4	5	5.4	5	11	Not Achieved
Adolescent fertility rate (Birth rate per, adolescent women aged – years, aged - years)	132	111		130	4.9	No Data
Age related dependence ratio	95.6			94	130	No Data
Unmet need for Family Planning	28	20.5	20.9	26	90	Not Achieved
Proportion of the population accessing health Insurance	2	3.9	3.9	7	22	Not Achieved
Out of pocket health expenditure (financial protection for ill health)	42	41	41	38	12	Achieved
% readiness capacity of health facilities to provide general services	52	58	58	60	34	Achieved
Proportion of workplaces with occupational health services	20			25	65	No Data
Proportion of population that is food secure	69			75.2	30	No Data
Gender gap index	0.523		0.724	0.536	80.16	Not Achieved
Gender inequality index	0.565			0.5	0.6	No Data
Compliance to the gender & equity certificate	95			100	0.46	No Data
Proportion of vulnerable groups accessing justice					100	No Data
GBV prevalence	56	51		50		No Data
Proportion of the population accessing Universal health care, (Universal Health Coverage Index), %	44			48.2	45	No Data
Proportion of the population with access to social care services, %	N/A			5	52.4	No Data
Proportion of the population with access to Direct income support, %	0.5	0.5		0.7	7.5	No Data

Outcome Indicator	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Proportion of population with access to social insurance, %	5	5		7.5	2.5	No Data
Uganda's ranking in niche sports Football	77	83	11	76	10	Achieved
Uganda's ranking in niche sports Netball	6	6	6	6	74	Not Achieved
Uganda's ranking in niche sports Athletics	9		7	8	5	Achieved
Uganda's ranking in niche sports Rugby	18			18	7	No Data
Sports related employment, %	5			7	17	No Data
Economic Contribution of Sports (% GDP)	0.1			0.3	9	No Data
Proportion of workplaces with health wellness programme, %	20			25	0.5	No Data
Economic Contribution of Creative Industry (% GDP)	0.1	0.2		0.3	30	No Data
Percentage of persons employed in the creative industry	8.3			10.3	0.5	No Data
Percentage of artists accessing affordable training and empowerment to improve on their skilling and talents	10			20	12.5	No Data

Objective 1: Improve the foundations for human capital development

402. By the end of FY2021/22, the Gross Enrolment Ratio for primary stood at 110 percent against the NDPIII target of 111 percent. The proficiency in literacy for primary stood at 41.2 percent against 56 percent. The proficiency in numeracy for primary stood at 55.4.1 percent against 61 percent. The gross enrolment ratio and the net enrolment ratio respectively have been on the rise in the primary schools. With constrained access in Pre-primary education, there is possibility of increased enrolment of underaged children in the primary school cycle. Gross Enrolment Ratio Pre-Primary stood at 17.2 percent which is below the NDPIII set target of 21 percent. Net Enrolment Ratio for Primary and Secondary stood at 92 percent and 24.5 percent against 92 percent and 26 percent respectively. Quality adjusted years of schooling stood at 4.5 percent. Average years of schooling were reported to be at 6.2 percent against the NDPIII target of 11 percent.

403. Due to the lack of a data management information system to track performance in Education service delivery, No data was yet available to inform the following indicators: Proficiency in Literacy, Pre-primary; Survival rates, Primary; Survival rates, Secondary; Proportion of schools/ training institutions and programmes attaining the BRMS, Pre-Primary (registered); Proportion of schools/ training institutions and programmes attaining the BRMS, Primary (SACMEQ); Proportion of schools/ training institutions and programmes attaining the BRMS, Secondary (DES); Proportion of schools/ training institutions and programmes attaining the BRMS, Universities (accredited programmes); Transition from Primary to Secondary; Science pass rates (O-level); Proportion of children with age appropriate development; Child poverty rate; Proportion of children protected from abuse and violence; Percentage of children aged - years engaged in child labour; Prevalence of under Stunting; Proportion of children able to learn, play and grow up in safe, clean and stimulating environment; Prevalence of Violence Against Children (VAC); and Proportion of primary school children accessing a school meal.

Objective 2: Produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports)

404. The Number of health workers (doctors, midwives, nurses) per 10,000, population stood at 25 health workers which is higher than the set NDPIII target which is 22 health workers. This better performance is because more health workers were recruited to boost the capacity of health workers to support the fight against the COVID-19 pandemic. On the contrary, the number of physicians per 10,000 population was 0.32 against the NDPIII target of 0.98. Most physicians in the country seek for greener pastures elsewhere outside the country. They seek for international assignments.

405. At the time of review, unemployment rate stood at 12 percent below the NDPIII target of 8.5 percent. Key to note is that after the COVID-19 pandemic, many businesses were closed which led to loss of jobs hence unemployment. The Employment to Population Ratio (EPR) stood at 42.5 percent below the NDPIII target of 44 percent. The Proportion of Labour force in the Informal Sector stood at 67 percent which is above the target of 55 percent. The school to work transition rate reduced from 62 percent in the previous year to 48 percent in the current year of reporting.

406. No data was available on the following indicators: Employment elasticity of growth; Unionization density; Proportion of labour force transitioning into decent employment; Transition period to stable employment (months); TVET to work transition rate; Employers satisfied with the training provided by the TVET institutions; Ratio of TVET graduates to University graduates; Ratio of STEI/ STEM graduates to Humanities; Ratio of Technicians to Engineers; Proportion of youths accessing Non-Formal Education (NFE) and training; and Average hours lost at work.

Objective 3: Streamline STEI/STEM in the education system

407. Much as lack of reliable data constrained the assessment of progress streamlining STEI/STEM in the education system especially in curriculum implementation, accreditation, infrastructural development, and skills development. Significant progress has been registered by higher education in development of science and technology infrastructures such as laboratory and incubation centres. Construction and equipping of multifunctional laboratories were completed at Kyambogo, Gulu, Busitema, Muni, Soroti, and Mbarara universities. At least two incubation centres were established by Makerere University. Establishments of fully equipped multifunctional workshop were completed in four (4) regional centres of excellence in TVET. Whereas most higher institutions of learning adopted digital learning modalities during the COVID-19 pandemic, learning outcomes especially in science and technology courses were also interrupted by closure of schools and institutions as practical skills and workshop practices could hardly be conducted. There was an effort to increase remuneration of science teachers in primary and secondary education that was to be effected in FY2022/23.

Objective 4: Improve population health, safety and management

408. By the end of the FY2021/22, the number of new HIV infections per 1,000 susceptible population was 1.3 against the target of 3.5. This is the continued trajectory of reducing HIV infections due to the robust HIV prevention interventions that the country has been taking up. Tuberculosis incidence per 100,000 population was 192 against the target of 196. This was because Tuberculosis prevention interventions have also been scaled up in addition some of the COVID 19 preventive measure like use of masks are also very critical in HIV prevention. Malaria incidence per 1,000 population was 267 against the target of 174 because some of the Malaria preventive measures like mosquito net distribution were interrupted and delayed by COVID lockdown. This was mainly because of the COVID 19 lockdowns and travel restrictions.

409. Additionally, Hepatitis B incidence per 100,000, population was 28 against the set NDPIII target of 45. The under 5 illnesses attributed to Diarrheal diseases was 7.7 percent above the target of 5 percent. Incidence of Road accidents per 1,000 population was 1060 above the set target of 1700. This performance was attributed to the more enforcement of traffic laws on the roads by the Uganda Police Force. No data was available to inform the Annual Cancer Incident Cases; and Annual Cardiovascular Incident cases

410. Maternal Mortality ratio (per 100,000) was 336 against the set target of 286. This was so because there was fear of access to hospitals for antenatal services due to the COVID-19 pandemic. This was mainly because the improved hygiene due to COVID 19 prevention activities. Neonatal Mortality Rate per 1,000 was 20 against the target of 21 persons for the year. This performance was because improvement of Neonatal care in the regional referrals with many of them setting up Neonatal Intensive Care Units (NICUs). Under five mortality rates per 1,000 was 46 children against the target of 22 for the year. This was because one of the leading causes of high Maternal Mortality which had not changed over the years is the neonatal mortality which has now started going down. The reduction in NCDs rates due to hypertension, diabetes and all injuries were 3.5 percent, 0.8 percent and 11 percent against the respective targets of 2.8 percent, 2.8 percent and 1.5 percent respectively. Reduced mortality due to Malaria, AIDS and TB were 6 percent, 1.3 percent and 5.8 percent against their respective targets of 6.6 percent, 10 percent and 3.5 percent. This performance was because mainly due to reduction in mortality from HIV and TB due to increased access to effective Antiretroviral drugs with introduction of more efficacious drugs and improved viral suppression amongst people living with HIV. No data was available on the Mortality rate Attributed to unsafe water, unsafe sanitation, and lack of hygiene (per 100,000).

411. Teenage pregnancy, and Prevalence of overweight/ obesity of Women was 25 percent, and 11 percent against the target of 20 percent and 11 percent respectively in the FY2021/22. This performance is mainly because of adolescent and nutrition related interventions. Mortality attributed to Injuries was 11 percent against the FY target of 12 percent because of traffic restrictions during lock downs. Prevalence of overweight/ obesity in men and children U5 was 2.3 percent and 3.1 percent against the targets of 6 percent and 5 percent. Prevalence of Child Marriage stood at 38% below the NDPIII target of 20 percent.

412. No data was available on the following indicators: Housing floors made of cement screed (%); Alcohol abuse Rate; Access to safe water supply in both Rural and Urban areas; Prevalence of Malnutrition in the population, %; and Mortality attributed to Injuries (%)

413. Alcohol abuse rate was 2.5 percent against the target of 4.8 percent. This is due to mainly COVID 19 prevention measures which has seen bars and other recreational facilities being closed and inhibited from operating.

414. Access to safe water supply in rural and urban areas and prevalence of child disability was not ascertained during the time of review. Equally, access to basic sanitation in terms of improved sanitation coverage (toilet) and Improved handwashing facilities was 40 percent and 44.7 percent against the respective targets of 84.4 and 28 percent respectively. This good performance was because due to the COVID 19 prevention measures that the community has embraced.

415. Total fertility rate stagnated at 5.4 percent. This performance was because the low uptake of family planning leading to unmet need at 28 percent. The Unmet need for Family Planning stagnated at 28 percent against the set target of 50 percent. This was so because during the FY2021/22, people had spent a lot more time home and family planning services were not being administered due to the COVID-19 restrictions that were previously put in place.

416. The proportion of the population accessing health Insurance was 3.9 percent against the set target of 22 percent. Out of pocket health expenditure (financial protection for ill health) was 41 against the target of 38 percent. This under performance has not improved much over the years due to the reduced range of services offered by the public facilities and increased cost of health services. The percentage readiness capacity of health facilities to provide general services was 58 percent against the target of 34 percent.

Objective 5: Reduce vulnerability and gender inequality along the lifecycle

417. Gender Based Violence (GBV) increased from 25 percent to 29 percent against the target of 15 percent due to prolonged lockdown that manifested as child abuse or abandonment, child marriages, defilement, sexual harassment, among others.

418. No data exists some outcome indicators like: the proportion of population with access to social insurance; Gender gap index; and Gender inequality index were assumed to be the same as the previous financial year as no updated data exists to give a clear picture of the current situation.

Objective 6: Promote Sports, recreation and physical education

419. During the period under review, five (05) out of ten (10) national educational institutions sports championships were organised and facilitated. There was a slight drop in the sport ranking (football) from 90th to 89th position. During the same year, Uganda scored extremely high in Athletics and was ranked number 5 in the Top 10 Men's Track Nations by the World's Athletics. Uganda's ranking in niche sports; Football, Netball, and Athletics were reported to be 11 percent, 6 percent and 7 percent, respectively against set targets of 10 percent, 74 percent and 5 percent respectively.

4.14 Innovation, Technology Development and Transfer

420. The Innovation, Technology Development and Transfer Programme aims to increase the application of appropriate technology in the production and service delivery processes through the development of a well-coordinated STI eco-system. the key expected results include: Increase the Global Innovation Index; Gross Expenditure on R&D and business enterprise sector spending on R&D and Increase the number of Intellectual Property Rights registered.

421. **Overall, the Innovation, Technology Development and Transfer programme performance in FY2021/22 is at 16 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.14.1 and subsections below.

Table 4.14.1: Innovation, Technology Development and Transfer programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Increased innovation in all sectors of the economy	No of incubators established and operationalized	2			4	30	No Data
	No of Science and Technology Parks established and operationalized	0			0	1	No Data
	No of technology transfer centres established and operationalized	0			5	10	No Data
	No of laboratories/ R&D facilities improved or established	0			4	4	No Data
Enhanced development of appropriate technologies	Number of intellectual properties registered	2	4	4	6	10	Achieved
	Value of International payments for the use of intellectual property-Receipts - (USD Mn)	1.8		4.1	5	10	Not Achieved
	Value of International payments for the use of intellectual property-Payments - (USD Mn)	20		0.00	50	100	Not Achieved

Outcome	Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
	Proportion of the population using appropriate technologies	0			0.1	0.15	No Data
Increased R&D activities	Global Innovation Index (%)	25.32	20.54	20.54	27	29	Not Achieved
	Gross Expenditure on R&D (GERD) as a % of GDP	0.4	0.2	0.2	0.5	0.6	Not Achieved
	Business enterprise sector spending on R&D (% of GDP)	0.01			0.05	0.09	No Data
	Number of applications for IP protections per annum	200			400	600	No Data
	Technicians in R&D (per million people)	20			40	60	No Data
	Researchers in R&D (per million people)	50			100	200	No Data
Increased utilization of appropriate technologies	No of firms graduating to S&T parks	0			0	0	No Data
	No of firms graduating from incubators	0	8	8	10	20	Not Achieved
	Percentage of new technologies or research results commercialized	0	3	3	1	2	Achieved
	No of new technologies adopted	0			0	3	No Data
	Percentage of firms using innovative technologies	0			5	10	No Data
	No of ST&I Laws and Regulations drafted and submitted to cabinet/ parliament	1	1	1	2	2	Not Achieved
	Percentage of inspected entities that are compliant to ST&I regulations	0	20	20	0	10	Achieved

Objective 1: Develop requisite STI infrastructure

422. During the reporting period, there was a lot of progress achieved in terms of construction including; 100 percent completion of the Manufacturing, Machining and Industrial Skills Centre-Namanve (MMISC) under UIRI; 99 percent completion of the Kiira Vehicle Plant Project Phase I including Assembly Shop, Warehouse, In-Plant Circulation Roads, Perimeter Fence, Wastewater Treatment Plant, Site Drainage, and Utility Distribution; 90 percent completion of the Technology Innovation and Business Incubation Centre (TIBIC) in Namanve under the NSTEI-SEC Project; and 40 percent completion of the National Science, Technology, Engineering and Innovation Centre (NSTEIC).

423. With regard to equipping production facilities, work on the KMC production line was already underway, projected to be complete by June 2023; The Banana Industrial and Research Development Centre (BIRDC) Bushenyi Plant also received assorted equipment; Equipment for Printed Circuit Boards (PCB) machines installed at MMISC; Over 110 units of construction equipment delivered to the Technical Service Company (TSC) under the NSTEI-SEC project.

Objective 2: Build human resource capacity in STI

424. The target for intellectual properties registered was achieved (13 against 10 expected) which was not the case for the value of international payments for the use of intellectual property which amounted to USD 5million (receipts) and 12million (payments) below the expected target of 10million and 100million for FY2021/22.

425. Notable results achieved for this objective in the reporting period include; - 1,500 researches registered at UNCST; 3 students sponsored in Space Science and Engineering at Kiyoto University, Japan, resulting in the development of Ugandan Earth observatory satellite known as PearlAfricaSat1.

Objective 3: Strengthen R&D capacities and applications

426. The target for number of IP applications for FY2021/22 (600) was not met as URSB only recorded 110 in that period. Similarly, at 24.4, Uganda's Global Innovation Index score was below the target of 29. This was attributed to weak performance in the Human capital and Research pillars of the index. There was no data on GERD for the reporting period.

427. The Uganda National Council for Science and Technology (UNCST) inspected and certified three R&D labs namely Uganda Wildlife Authority (UWA) Biosafe Level 2 Lab at Queen Elizabeth NP; Animal Research Level 2 facility at College of Veterinary Medicine, Animal Resources and Bio-security (COVAB), Makerere University; and Uganda Virus Research Institute (UVRI) Snail Lab in Entebbe.

428. There were 40 research projects partially funded under National Research and Innovation Program (NRIP). In general, up to 15B was issued through the Research and Innovation Fund.

429. Five (5) Think tanks were established at the Science Technology and Innovation Secretariate at the Office of the President (STI-OP). These specialize in the Pathogen Economy, Mobility Economy, Digital Economy, Agro Security Economy, and Beauty and Apparel Economy.

Objective 4: Increase development, transfer and adoption of appropriate technologies and innovations

430. There were several new products developed and commercialized including food and beverages, dairy, textile by UIRI as well as banana products from PIBID/BIRDC under the Tooke brand.

431. KMC developed two bus platforms through Technology partnership with China High-Tech Corporation (CHTC). KMC also supplied 2 long-haul buses to Kalita Bus company and 5 city buses to an operator in Kampala city.

432. Some notable innovations developed during the reporting period include; ventilator machine developed by KMC and Makerere University; COVIDEX herbal therapy drug for COVID-19 developed by Prof. Ogwang with some support from MoSTI, and Mbarara University of Science and Technology (MUST).

Objective 5: Improve the legal and regulatory framework

433. The performance under this objective was affected by changes in the programme's oversight from MoSTI to STI-OP. Some of the key outputs not achieved include Technology needs assessment, National Research Agenda for STI, National STEI survey, Guideline on local, regional and international collaboration.

4.15 Community Mobilization and Mindset Change

434. The Community Mobilization and Mindset Change Programme (CMMC) aims at empowering citizens, families and communities for increased responsibility and effective participation in sustainable national development. Key expected results include: increased participation of families, communities and citizens in development initiatives; enhanced media coverage of national programmes; increased household savings; increased social cohesion and civic competence; and better uptake and/or utilization of public services (education, health, child protection etc.) at the community and district level.

435. **Overall, the Community Mobilization and Mindset Change programme performance in FY2021/22 is at 14 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.15.1 and subsections below.

Table 4.15.1: Community Mobilization and Mindset Change programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Informed and active citizenry and uptake of development interventions	Percentage of Households participating in public development initiatives	60	76	68	62	68	Achieved
	Proportion of the population informed about national programmes	30	50	50	50	60	Not Achieved
	Adult literacy rate Total	70.2	72	76	72	73	Achieved
	Adult literacy rate Male	79.1		81	80.28	81.46	Not Achieved
	Adult literacy rate Female	62		72	65.6	69.2	Achieved
	Level of participation in electoral processes (voter turnout)	69	94.4	94.4	80	85	Achieved
Increased household saving	Household's participation in a saving schemes (%)	10	15.6	15.6	20	30	Not Achieved
Increased investment in family and parenting agenda	Proportion of population accessing the minimum family care package	0			2	5	No Data
Increased participation of the diaspora community in development processes	Ratio of diaspora remittances to GDP	5	2.8	2.8	6	8	Not Achieved
	Value of diaspora investment (USD)	1.3	1.05	1.05	1.3	1.4	Not Achieved
Empowered communities for participation in the development process	% of vulnerable and marginalized persons empowered	1.5	2.8	5.7	2.6	3.7	Achieved
	Staffing levels for national guidance and community mobilization functions at all levels-Central Level	84	69	69	86	88	Not Achieved
	Staffing levels for national guidance and community mobilization functions at all levels-LG Level	86	88	88	88	90	Not Achieved
Improved morals, positive mindsets, attitudes and patriotism	Proportion of population engaged in nationalistic and patriotic initiatives		29.5	29.5	30	29.5	Achieved
	Proportion of the youth engaged in national service	16	29.5	34	24	28	Achieved
	Incidence of unethical behaviour (corruption, crime rate, theft, immorality)-Corruption perception index	26	28.7	28.7	28.7	30.1	Not Achieved
	Incidence of unethical behaviour (corruption, crime rate, theft, immorality)- Crime rate per, persons	612			460	400	No Data
	A shared national value system in place	0			-	-	No Data
Increased accountability and transparency	Level of satisfaction with public service delivery	50			60	70	No Data
	Government effectiveness index	0.5	-0.39	-0.39	-0.39	-0.11	Achieved
Kiswahili as an official language in Uganda promoted	Proportion of population able to speak, write and read Kiswahili	1	72	72	5	10	Achieved

Objective 1: Enhance effective mobilization of citizens, families and communities for development.

436. In FY2021/22 68 percent of the households participated in public development initiatives such as Emyooga, YLP, UWEP, OWC activates, among others against a target of 68 percent. Similarly, the proportion of the population informed about national programmes was 50 percent which was above the Plan target of 30 percent for the same period. The adult literacy rate was at 76 percent against a target of 73 percent which is way over above as a result of various adult literacy programmes implemented in the review period in FY2021/22.

437. With regards to participation in electoral processes, the voter turnout in elections was 94.4 percent above the plan target of 85 percent in FY2021/22. Under household saving, 15.6 percent of households participated in a saving schemes against the Plan target of 30 percent for FY2021/22.

438. The ratio of diaspora remittances to GDP was at 2.8 against the target of 8 in FY2021/22 and Value of diaspora investment (USD) was at 1.05 against 1.4 target. Most of the outcome indicators are not reported on annually but in the medium term, making it hard to report on progress by end FY.

Objective 2: Strengthen institutional capacity of central, local government and non-state actors for effective mobilization of communities.

439. Regarding empowering communities for participation in the development process, 5.7 percent of the vulnerable and marginalized persons were empowered against the target of 3.7 percent. The staffing levels for national guidance and community mobilization functions at central levels recorded a performance of 69 percent against a target of 88 percent due to limited staff recruitments for replacement; and Staffing levels for national guidance.

Objective 3: Promote and inculcate the National Vision and value system

440. The proportion of population engaged in nationalistic and patriotic initiatives stood at 29.5 percent against the NDPIII target of 30 percent in FY2021/22; the Proportion of youth engaged in national service was at 34 against a target of 28 percent due to various youth engagements carried out; Incidence of unethical behaviour (corruption perception index) stagnated at 28.7 percent; Incidence of unethical behaviour (crime rate per 100,000 persons, theft) data was not available but the annual police report (2021) indicated a decrease in crime rates due to prolonged lockdown, installation of CCTVs and provision of resources for equipment, vehicles and management cases. Government effectiveness index stagnated at -0.39 percent; and Proportion of population able to speak, write and read Kiswahili remained stagnant at 72 percent in FY2021/22 against a target of 10 percent.

Objective 4: Reduce negative cultural practices and attitudes.

441. The proportion of population practicing negative cultural practices didn't have available data at outcome level since most of the information is provided at output level such as proportion of reduced cases of murder, proportion of child sacrifices, child marriages and female genital mutilation (FGM). However, there was increased incidences due to Gender based violence (GBV) caused by lock down due to Covid-19 pandemic making it had to closely monitor community practices coupled by continued school closures and religious institutions that support in sensitization programmes.

4.16 Governance and Security

442. The Governance and Security Programme overarching goal is to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats. Key expected results include: improvement in the corruption perception and democratic indices.

443. Overall, the Governance and Security programme performance in FY2021/22 is at 23 percent. The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.16.1 and subsections below.

Table 4.16.1: Governance and Security programme performance (Outcome level).

Outcome	Indicators	Base FY2017/18	Target FY2021/22	Actual FY2021/22	Rating
Efficiency and effectiveness of institutions responsible for security, law, and order	1.1 Turnaround time (hours/days)	12	5	N/A	No data
	1.2 Proportion of annually planned equipment acquired, %	50	100	100	Achieved
	1.3 Proportion of security personnel with advanced training, %	50	60	70	Achieved
	1.4 Level of Combat readiness, %	100	High	High	Achieved
	1.5 Level of Compliance by security agencies to Security planning and budgeting instruments to NDP III (%)	70	80	70.2	Not Achieved
	1.6 Average time taken to respond to emergencies	6	3	N/A	No data
	1.7 Level of public trust in JLOS, %	59	60	69	Achieved
Increased peace and stability	1.8 Peace Index	2.196	1.9	2.196	Achieved
	1.9 Level of public confidence in the security system, %	68	High	N/A	No data
	1.10 Proportion of armed or organized criminal groups (%)	50	30	85	Not Achieved
	1.11 Level of response to emerging security threats	40	65	100	Achieved
	1.12 Enrolment in the National service	0	10	0	Not Achieved
Increased safety of person and security of property	1.13 Absence of IDPs due to conflicts	0	0	N/A	No data
	1.14 Crime rate	667	476	502	Not Achieved
	1.15 Incidence of crime committed using small arms and light weapons	262	242	256	Not Achieved
Effective governance and security	2.1 Laws enacted as a % of those presented	40	50	68.6	Achieved
Increased access to Justice	3.1 Index of Judicial independence	3.41	3.6	N/A	No data
	3.2 % of backlog cases in the system	18	13.2	N/A	No data
	3.3 Rate of recidivism	17.2	14.6	14.7	Achieved
Effective and efficient JLOS business processes	4.1 Public satisfaction in the Justice system	40	70	69.9	Not Achieved
	4.2 Disposal rate of cases	52	67.1	N/A	No data
	4.3 Percentage of districts with one stop frontline JLOS service points	67.5	79.5	72.4	Not Achieved
	4.4 Conviction rate	61	61	72	Achieved
Reduced corruption	5.1 Corruption Perception Index	26	30.1	27	Not Achieved
Increased transparency and accountability	5.2 Clearance rate of corruption cases	107	115	115	Achieved
	5.3 IG conviction rate of Corruption cases	73.5	83	35	Not Achieved
	5.4 ODDP conviction rate of Corruption cases	74	85	72	Not Achieved
	5.5 ACD conviction rate of Corruption cases	57	65	46.6	Not Achieved
Effective citizen participation in the	6.1 % expenditure on R&D by Security Sector (Ugx Bn)	7	8.2	9	Achieved
	6.2 Percentage expenditure on R&D	0.01	0.05	N/A	No data

Outcome	Indicators	Base FY2017/18	Target FY2021/22	Actual FY2021/22	Rating
governance and democratic processes	6.3 Democratic index	6.5	7.3	4.94	Not Achieved
Free and fair elections	6.4 Proportion of eligible voters registered	89	91	92.8	Achieved
	6.5 % of citizens engaged in electoral process	80	90	94.4	Achieved
	6.6 Proportion of registered election disputes analysed and resolved	75	84	100	Achieved
Increased observance of Human Rights	7.1 Proportion of human rights recommendations implemented	19	30	19	Not Achieved
	7.2 Disposal rate of Human Rights cases, %	30	20	8.2	Not Achieved
	7.3 Proportion of remand prisoners	48	44.9	50.6	Achieved
Enhanced National response to refugee protection and management	8.1 Level of implementation of the Settlement Transformative Agenda, %	40	50	N/A	No data

Objective 1. Strengthen the capacity of security agencies to address emerging security threats.

444. With regards to reducing turnaround time for cases to improve efficiency and effectiveness of institutions responsible for security, law, and order while indicator to evidence performance is turnaround time (in days), actual performance indicates that the target was achieved as turnaround time was reduced from the baseline of 90 (2017/18) to 30 days in FY2021/22.

445. Regarding level of Compliance by security agencies to Security planning and budgeting instruments to NDP III (%), the target of 70 percent was exceeded by 0.2 percent. As for Peace Index, 2.196 exceeded the 1.9 target. Incidents of crimes committed using small arms under indicator 1.15 was not met as the target for FY2021/22 was 252 against an actual of 256.

Objective 2: Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security.

446. Regarding the number of Anti-corruption laws, policies developed/reviewed during the year under review, only one (1) was translated/reviewed against the target of 2; The pass rate completion at LDC was 70 percent but the actual was 47 percent; The percentage of students graduating at the Bar course as a percentage of those who enrolled was 10 percent against the target of 70 percent; Percentage of cases referred to Legal Aid Clinic for reconciliation that are concluded was 66 percent (target) against 71 percent actual; The target of number of juvenile diverted from the criminal justice system by LDC was not met as the actual was 938 against 1000; while the number of anti-corruption laws and policies developed, the target was two (2) but the actual was one (1).

Objective 3: Strengthen people centred delivery of security, justice, law and order services.

447. The target set regarding turnaround time for issuance of Birth, Death and Adoption Orders certificates (in days) under this objective has been met. The target was 7 days, just like the actual. Other indicators under this objective performed as follows: Percentage of eligible citizens issued with National ID cards was exceeded at 88.9 percent actual against 72.5 percent target; Turnaround time for production & Issuance of NID Cards (in days) exceeded at 14 days (actual) against 60 days (target); Proportion of work permits issued for investments, in terms of percentage, too, exceeded at 12.5 percent actual against 12 percent target; Average time taken to issue passports (days) met at 4 days actual against 4 days target ; Proportion of cases taken to court that result into conviction of 0.19 exceeded by the 0.28 actual; Proportion of sub counties with at least one standard police station of 0.6 against 0.7 actual; and percentage level of public satisfaction with policing services of 60 against 72 actual.

448. However, the following targets were not met. These include: The target for recidivism was 14 percent but the actual was 14.7 percent; The target of percentage of gazetted immigration border posts automated was 40 but those actually automated were 32; The targeted percentage of citizens registered into the National Identification Register was 63 against the actual of 61; Targeted proportion of aliens registered of 30 against 0 actual; Proportion of reported cases taken to court 0.37 against actual of 0.29; Detective case load 1.39 against 1:42 actual; Proportion of case backlog cleared 1.27 against 0.08 actual; and Average time taken to respond to emergencies (Minutes) of 20 against 22 actual.

Objective 4: Reform and strengthen JLOS business processes to facilitate private sector development.

449. Under percentage of districts with one stop frontline JLOS service points, the actual of 72.4 percent fell short of the 76.3 target, while targeted conviction rate of 61 percent was eclipsed by the 71 percent actual. In the year under review, the targeted public satisfaction with the justice system was 65 percent yet the actual was 69.5 percent.

Objective 5: Strengthen transparency, accountability and anti-corruption systems.

450. Regarding conviction rate, ODPP did not meet the set target of 75 percent as the actual rate turned out to be 67 percent. Regarding value of assets and funds recovered by the Inspectorate of Government (IG) (in billions), the target was sh2.8b against the actual of sh2.2b; Value of money saved as a result of IG interventions (Bn) was sh18b against a target of sh20b; while the percentage of IG recommendations Implemented were 43 against a target of 50.

Objective 6: Strengthen citizen participation in democratic processes

451. Under FY2021/22, the proportion of eligible voters registered was 92.8 percent against a target of 91 percent and above the baseline of 89 percent. Also, the percentage of citizens engaged in electoral process increased by 4.4 percent up from 90 percent and above the baseline 80 percent. Proportion of registered election disputes analysed and resolved registered 100 percent against a target of 84 percent and above the baseline of 75 percent.

Objective 7: Strengthen compliance with the Uganda Bill of Rights

452. During the year under review, the picture is more of a mixed bag, indicating hits and misses. Regarding proportion of Human Rights recommendations implemented, the target was 80 against the actual of 8 percent; and Proportion of remand prisoners was 50.6 percent actual against the target of 47. However, the disposal rate of Human Rights cases (%) was 10 percent actual against 10 percent target.

Objective 8: Enhance Refugee protection and Migration Management

453. During the period under review, OPM performed exceedingly well in terms of number of refugees received and settled. The target was 7000 against the actual of 14,909. The target for number of refugees identification documents processed was 35,000 against the actual of 16, 634, while the number of refugee asylum application was 16,023 against a 2500 target. s

4.17 Public Sector Transformation

454. The Public Sector Transformation Programme overarching goal is to improve public sector response to the needs of the citizens and the private sector. The PST programme expected results include: improvements in the indices of; government effectiveness, public service productivity, global competitiveness and corruption perception indices. In addition, there will be increased proportion of the population satisfied with public services.

455. Overall, the Public Sector Transformation programme performance in FY2021/22 is at 20 percent. The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.17.1 and subsections below.

Table 4.17.1: Public Sector Transformation programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 20/21	Actual 20/21	Target 21/22	Actual 21/22	Rating
Improved government effectiveness	Proportion of the population satisfied with their last experience of public services	66	66	54	75	54	Not Achieved
	Government effectiveness index	0.58	-0.39	-0.59	-0.11	-0.59	Achieved
Improved public service productivity	Global competitiveness index	48.9	51	48.94	52.2	48.94	Not Achieved
Increased local participation in the economy	Proportion of MDA Plans aligned to the NDP, %	94	100	44	100	80	Not Achieved
	Proportion of Local Government Development Plans aligned to the NDP, %	94.7	100	40	100	69	Not Achieved
Reduced corruption incidences	Corruption perception index	26	28.7	27	30.1	32.1	Achieved

Objective 1: Strengthen accountability for results across government

456. By end of FY2021/22, the proportion of the population satisfied with their last experience of public services stood at 54 percent below the NDPIII target of 75 percent. This performance was attributed to a number of interventions executed by such as: 49 MDAs and LGs developed and implemented client charters; 6 service delivery standards were developed; public sector performance management was strengthened through providing technical support to 17 out of 89 MDA translating into (19 percent), among others.

Objective 2: Streamline government architecture for efficient and effective service delivery

457. Government effectiveness index was -0.59 at the end of the review period. This performance was below the target of -0.11 for the same period. This performance is explained by dissatisfaction with prevailing economic conditions and declining personal living conditions fuelled by Covid-19 pandemic. Additionally, the slow pace of rationalization of government agencies to align with new program planning, budgeting and implementation also affected Government's effectiveness.

Objective 3: Strengthen human resource management function of Government for improved service delivery

458. The country's competitive index worsened. Uganda scored 48.94 percent in the 2021 Global Competitiveness Report published by the World Economic Forum. This was below the NDPIII target of 52.2 percent for the review period.

Objective 4: Deepen decentralization and citizen participation in local development

459. In the review period, 122 LGs out of 176 (69 percent) and 100 MDAs out of 125 (80 percent) had their Plans reviewed and approved for alignment to the NDPIII. This was on account of MDA and LG capacity building workshops aimed at aligning Plans to the NDPIII.

Objective 5: Increase accountability and transparency in the delivery of services

460. Uganda slightly improved in the global corruption ranking to 32.1 in FY2021/22 from 27 in FY2020/21 according to the Corruption Perceptions Index reported by Transparency International. This performance is above the NDPIII target of 30.1 for the review period.

4.18 Regional Development

461. The Regional Development Programme aims to accelerate equitable regional economic growth and development. Key expected results include reducing poverty in lagging sub-regions of: Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.

462. **Overall, the Regional Development programme performance in FY2021/22 is at 13 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.18.1 and subsections below. Progress towards achieving this programme result is presented on the basis of the strategic interventions that have been implemented in the sub-regions and not against the indicators due to data/statistics gaps.

Table 4.18.1: Regional Development programme performance (Outcome level)

Programme Outcome	Indicator	Baseline	Target 2020/21	Actual 2020/21	Target 2021/22	Actual 2021/22	Ranking
Increased production capacity of key growth opportunities	Percentage of households involved in commercial scale agriculture	30	35.7		41.3	25.4	Not Achieved
	Average monthly household income (UGX)	416,000	401,667		482297		No Data
	Irrigated agriculture land as a total cultivated land (%)	1.3	3.4		3.9	1.3	Not Achieved
	Regional poverty rates Bukedi	43.7	40.7	34.7	37.7	34.7	Not Achieved
	Regional poverty rates Busoga	37.5	34.4	29.4	31.4	29.4	Not Achieved
	Regional poverty rates Bugisu	34.5	32.7	13.2	30.8	13.2	Not Achieved
	Regional poverty rates West Nile	34.9	33.4	16.9	31.9	16.9	Not Achieved
	Regional poverty rates Karamoja	60.2	57.2	65.7	54.2	65.7	Achieved
	Regional poverty rates Acholi	33.4	30.9	67.7	28.4	67.7	Achieved
	Regional poverty rates Teso	25.1	24.2	21.9	23.3	21.9	Not Achieved
	Regional poverty rates Bunyoro	17.3	15.5	9.8	13.6	9.8	Not Achieved

Programme Outcome	Indicator	Baseline	Target 2020/21	Actual 2020/21	Target 2021/22	Actual 2021/22	Ranking
	Share of private sector credit for the selected agricultural enterprises (%)	17	20.8		24.7	6.3	Not Achieved
	Average farm size for selected enterprises (ha)	2.5	2.8		3		No Data
	Proportion of smallholder farmers accessing credits (%)	7	10.8		14.7	10	Not Achieved
	Registered customary tenure land (%)	20	23.3		26.7	20	Not Achieved
Increased household earnings in the sub-regions from Agri-business, Tourism, Minerals (ATM)	Proportion of farmers whose agricultural income has increased, %	17	28.5		31.4	17	Not Achieved
	Share of tourism earnings in household income		5		8		No Data
	Share of earnings from mining in household income		3		5		No Data
Increased market access and value addition	Coverage of the District road network, %	24.4	25		27	24.4	Not Achieved
	Agricultural households accessing local produce markets	58.8	60		61	58.8	Not Achieved
Enhanced agro-LED business	% increase in number of commercial farmers	2	4		6	2	Not Achieved
	Proportion of processed agricultural outputs, %	1	2		3	1	Not Achieved
	% increase in number of Agro – LED Enterprises	1	2		3	1	Not Achieved
Improved leadership capacity for transformative rural development	% increase in Community Participation in the planning process	3	6		7	3	Not Achieved
	Average score of LGs in service delivery performance	55	65		70	55	Not Achieved
	% of LGs with Unqualified Annual Audit Reports from the OAG	91	93		94	91	Not Achieved

Objective 1. Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)

463. During the period under review, production of Maize, Cassava, Banana, Citrus increased across the target sub-regions. This is attributed mainly to distribution of improved seeds by Government and the relatively stable rainfall. However, less focus has been given to Cashew nuts growing in Acholi sub-region. During the period under review, Government constructed and rehabilitated Valley tanks/Dams for provision of water for livestock, aquaculture and irrigation in the Northern and West Nile.

464. Generally, tourism and mining activities were severely affected due to COVID-19. This was attributed to less travels during the lockdown and employment layoff of workers across the country. For instance, number of Ugandans visiting key tourist attractions (Museums, National Parks, Source of the Nile and UWEC) baseline 646,099, target 710,709 and actual 201,158. Equally, the tourism potentials i.e., Mt. Elgon, Teso rocks and Karamoja cultural potential in the target sub-regions were are not exploited. The mineral potentials are yet to be exploited. For examples inferred Nickel in Kitgum; an unquantified volume of gold in Busia, Namayingo, Karamoja, Kitgum and Moyo.

465. Despite several poverty reduction interventions, progress has been mixed across regions and sub-regions. While poverty remains unchanged for Uganda as a country, poverty in

Eastern region significantly reduced regardless of the poverty indicator. In the Northern region, the share of persons living below the national poverty line remained unchanged. However, poverty deepened from 8.9 percent in 2016/17 to 11.3 percent in 2019/20 and so is the inequalities among the poor persons from 3.4 percent to 4.9 percent. Poverty in the region is driven by a significant increase in urban poverty from 16.1 percent in 2016/17 to 28 percent in 2019/20.

466. Two sub-regions, Bugisu and West-Nile attained the set targets. Bugisu registered the highest reduction in poverty from 35.3 to 13.2 percent. While West Nile, poverty reduced from 34.9 to 16.9 percent in 2019/2020 compared to the NDPIII 2019/20 target of 26 percent. This is attributed to a reduction in the number of people in the subsistence economy from 62.4 percent in 2016/17 to 42.1 percent in 2019/2020 and from 43.2 percent in 2016/17 to 26.4 percent in Bugisu and West- Nile respectively and string growth in consumption (UNHS 2019/2020). However, average household size increased in both the sub-regions.

467. Poverty declined in Busoga, Bukedi, Teso and Bunyoro but below the NDPIII 2020/21 targets. This is partly explained by a reduction in the proportion of households in the subsistence economy and average household size and introduction of high-yielding agriculture products particularly rice in Bunyoro. However, Busoga and Bukedi account for more than a quarter (25.4 percent) of the total national poverty. It is not clear whether the drop in sugarcane prices and small farm land sizes for sugar cane growing are behind the high poverty numbers in Bunyoro.

468. Poverty has worsened in Acholi and Karamoja sub-regions, according to the UNHS 2019/20. In Acholi poverty more than doubled from 33.4 percent to 67.7 percent and in Karamoja sub-region it increased from 60.8 percent in 2016/17 to 65.7 in 2019/20. The gains achieved between 2012/13 and 2016/17 in the two sub-regions seem to have been eroded or had less impacts, which raises concerns of the effectiveness of the several livelihood programs implemented by government and non-state actors in the sub-region. The majority of households (78 percent) in Acholi sub-region and Karamoja (65.7 percent) are stuck in subsistence economy. The impact of flooding as a result in high levels of rain have a significant negative impact on sub-region's food security situation.

Objective 2. Close regional infrastructure gaps for exploitation of local economic potential

469. During the period under review Government acquired and deployed heavy earth moving equipment and machinery sets to support infrastructure development across the country. As a result, farm access roads were improved, upgraded and opened in the districts of, Mayuge, Jinja, Bulambuli and Kumi to ease mobility, interconnectivity, and market access. Also, farm lands were opened, ploughed and planted for livestock and crops in Karamoja (Kabong (Ikk), Acholi (Lamwo, Amuru, Nwoya, Pader) Busoga (Kamuli Bugiri and Mayuge) and Teso (Kumi, Bukedea, Soroti and Serere).

Objective 3. Strengthen and develop regional based value chains for LED;

470. The extent of the impact of COVID-19 on the agro-processing industry was relatively moderate because agriculture production activities continued relatively normal during the lockdown. Nonetheless, both local and foreign demand for agro-food products reduced due to diminished transportation and reduced incomes, leading to a fall in commodity prices. The dairy sector was severely hit by the drastic fall in prices due to reduced demand and revenue. Production capacity remained the same but consumption fell as consumers prioritized the purchase of necessities. The closure of schools, restaurants, and hotels reduced local demand for both fresh milk and other milk products. Moreover, trade with Kenya (the biggest market for Uganda's milk) was disrupted due to the lockdown and export restrictions. Meat processing also suffered as weekly cattle markets closed due to COVID-19 and demand for processed meat products declined because most products are destined for the urban markets such as hotels, restaurants, and schools, which were closed during the lockdown. This must have negatively impacted West Nile, Teso and Acholi sub-regions in terms of household incomes. Citrus and mango fruit processing at Soroti Fruit Factory and Nwoya fruit farm were also supported.

Objective 4. Strengthen the performance measurement and management frameworks for local leadership and public sector management.

471. Local revenue currently contributes approximately 3 per cent for district local government and 7 per cent town councils and municipality budgets. During the FY 2016/17, local revenue performance for Local Governments was UGX 196.66 billion (MoFPED, 2019). Implying a heavy dependency on Central Government Transfers. Grants from central government to local governments contribute over 85 percent of financing to local governments' budgets with more than 90 percent of this funding coming in the form of conditional grants.

472. Currently, Local Government leaders are at the forefront of the fight against the pandemic. The urgency of their response to this pandemic not only defines their leadership, it also impacts on the wellbeing of citizens. Lack of facilitation for staffs working from home like internet connectivity, computers among others.

4.19 Development Plan Implementation

473. The overall goal of the Development Plan Implementation (DPI) programme is to facilitate the efficiency and effectiveness in the implementation of the NDPIII. The key indicators for assessing progress against this programme include: include: Achieve at least 80 percent of the NDPIII targets; Increase GDP growth rate from 6.3 percent to 7 percent; Increase Revenue to GDP ratio from 15.6 percent to 18 percent by 2025; Reduction in Domestic Arrears as a percentage of total expenditure for FY N-1 from 1 percent in FY 2017/18 to 0.2 percent ;Increase alignment between the annual Budgets and the NDPIII from the 60 percent to 85 percent and National level and programme levels; Maintain the proportion of the supplementary Budget expenditure (net of loan servicing) within 3 percent.

474. **Overall, the Development Plan Implementation programme performance in FY2021/22 is at 19 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.19.1 and subsections below.

Table 4.19.1: Development Plan Implementation programme performance (Outcome level)

Indicators	**Base**	**Target**	**Actual**	**Target**	**Actual**	**Rating**
	FY2017/18	**FY2020/21**		**FY2021/22**		
GDP growth rate	6.3	4.51	3.5	5.99	4.6	Not Achieved
Fiscal Balance as a percentage of GDP (excl. grants)	-4.7	- 4.0	-10.4	-3.9	-8.4	Not Achieved
Nominal Debt to GDP ratio	34.8	45.71	47.0	47.8	51.6	Not Achieved
Revenue to GDP ratio	12.7	13.73	14.7	14.01	14.3	Achieved
Domestic revenue to GDP (%)	12.0	13.2	13.3	13.6	13.3	Not Achieved
World Bank Statistical Capacity Indicator (WBSCI) score	74.4	74.9	71.11	76.64	67.6	Not Achieved
Budget transparency index	60	62	58	66	TBD	No Data

Indicators	Base	Target	Actual	Target	Actual	Rating
	FY2017/18	FY2020/21		FY2021/22		
Gross capital formation to GDP (%)	23.8	26.44	23.3	26.76	23.5	Not Achieved

Objective 1: Strengthen the capacity for Development Planning

475. The proportion of the budget released against the approved budget was 98.6 percent, which was below the target of 100 percent. The proportion of funds absorbed against the funds released was 92.2 percent, which was also below the target of 100 percent.

476. With regards to budget compliance, the FY2021/22 AB was 63.4 percent aligned to the NDPIII, compared to the benchmark of 70 percent. This performance was attributed to non-attainment of macroeconomic targets, weak planning, budgeting and implementation of core projects at the national level, weak budgeting for programme results at the Programme, MDA and LG levels.

477. The Gross capital formation as a percentage to GDP was 23.5 in FY2021/22, as compared to 23.3 percent under FY2020/21, below the target of 26.76 percent. The share of the PIP projects implemented on time was 33 percent less than the target of 70 percent. The share of PIP projects implemented within the approved budget was 75 percent, which was above the target of 65 percent.

Objective 2: Strengthen budgeting and resource mobilization

478. For the FY2021/22, the GDP growth rate was 4.6 percent, but below the target of 5.99 percent. However, this growth rate indicated a modest recovery in economic activity as compared to the 3.3 percent growth under FY2020/21. The pick-up in economic activity was due to the full opening up of the economy which enabled many businesses to resume operations. Economic growth was also boosted by government spending and drawdown on household savings during this period.

479. In FY2021/22, the Revenue to GDP growth was 14.3 percent, which is above the target of 14.01 percent. The good performance was attributed to the improved tax administrative measures such as the implementation of the e-tax that included the use of the Electronic fiscal receipting Solution (EFRIS), Digital tracking Solutions (DTS), Scanners and the GPS tracking system. Other administrative measures included the Alternative dispute resolution, debt recovery and data analysis.

480. In FY2021/22, the Domestic revenue to GDP (percentage) was 13.3 percent, which was shy of the target of 13.6 percent. The below performance to the target was due to the adverse effects of COVID 19 that led to the slow-down of the economic activities in some of the key sectors like Education, accommodation and food services, among others. Other business like the entertainment industry, among others were not opened up due to their nature that highly facilitates the spread of COVID 19.

481. However, the tax to GDP ratio was 12.99 percent, which surpassed the target of 12.04 and an improvement by 1 percent from last financial year's achievement of 11.99 percent. The improvement in the tax to GDP ratio was attributed to the growth in the revenues by 2,511.36 billion and a reduced growth of the GDP that was at 3 percent below the 6 percent projection.

482. The external resource envelope as a percentage of the National Budget was 10 percent, which was below the target of 25 percent. The Present value of the Public Debt stock as a percentage of GDP was 39.3 percent, which was above the target of 34.5 percent. The Nominal debt to GDP ratio was 44.8 percent, which was above the target of 41.56.

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

483. The World Bank statistical capacity indicator (WBSCI)) score was 67.6 percent, which was below the NDPIII target of 76.64 percent. This is a decline as compared to 71.11 percent under the FY2020/21. And the non-achievement was attributed to the decline in the 3 areas of assessment for the statistical capacity that include methodologies used, the data sources and periodicity /timeliness.

484. The assessment indicates 56 percent of the NDP results were on target against the Plan target of 70 percent. This has been on account of the inadequate resource provided for implementation of the Planned results emanating from the Covid-19 pandemic prioritisation.

Objective 4: Strengthening coordination, monitoring and reporting frameworks and systems

485. The Budget transparency index was 58 percent, which was below the set target of 62 percent and still below the previously recorded performance of 60 percent in 2017. The reduced performance was due to the limited public availability of budget information and contribution to the budget priorities. Though a decline was registered, Uganda is still above the Global average of 45 percent and the best in East Africa (Kenya 50, Tanzania 17, and Rwanda 49 percent) and second in Africa following South Africa with 87 percent in Budget transparency.

486. The National Budget compliance to Gender and Equity was 65.75 percent lower than 75 percent that was targeted for the FY2020/21. The alignment of the annual Budget to the NDPIII was at 54.8 percent, which was below the target of 70 percent, which was attributed to by the non-attainment of macroeconomic targets, weak planning, budgeting and implementation of core projects at the national level, weak budgeting for programme results at the Programme, MDA and LG levels.

487. The supplementary as a percentage of the initial Budget was 10.28 percent far beyond the target of less than 3 percent as required by law. The poor performance on the supplementary as a percentage of the initial budget was partly due to the supplementary expenditure on COVID 19 mitigation measures.

488. The Domestic Arrears, as a percentage of the total expenditure for N-1 was 6.9 percent, which was above the target 0.8 percent, and far worse off from the baseline of 1 percent.

Objective 5: Strengthen the capacity of the statistical system to generate data for national Development

489. The NDPIII Results and Reporting Framework was finalized in the FY2020/21 with populated targets and 70 percent of baseline data populated. The RRF has been used to generate the progress report on the performance of the NDPIII during the first year of implementation. UBOS latest surveys such as the UNHS Report FY2019/20 have been used to inform the Goal, Objective and programme level results of the Plan.

Objective 6: Strengthen the research and evaluation function to better inform planning and plan implementation

490. By end of the review period, several evaluative studies of government programmes were on going and commissioned. For example, the comprehensive evaluation of the Decentralization policy was ongoing.

4.20 Administration of Justice

491. The goal of the Administration of Justice Programme (AJP) is to promote the rule of law through effective regulation of economic activity, clarification and affirmation of rights, and strengthening laws, regulations and institutional frameworks. The key expected results over the NDPIII period include: increased public trust in the justice system; reduced per capita cost of access to justice services; reduced lead times in the delivery of justice services; the increased presence of justice delivery service points; increase in the index of Judicial independence above 3.8 (global); and improve the corruption perception index from 0.26 to 0.35.

492. **Overall, the Administration of Justice programme performance in FY2021/22 is at 13 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.20.1 and subsections below.

Table 4.20.1: Administration of Justice programme performance (Outcome level)

Outcome	Indicator	Baseline 2017/18	Target 2021/22	Actual 2021/22	Rating
Increased public trust in the administration of Justice	1.1 Level of public trust in the Justice system	N/A	52%	N/A	No Data
	1.2 Judicial Independence Index	3.41	3.6	3.42	Not Achieved
Increased Access to physical and functional Justice service points	1.3 Proportion of districts with a complete administration of Justice Service delivery point (%)	67.5	79.5	79.5	Achieved
Reduced case backlog	2.1 Percentage of backlog cases in the Administration of Justice system (%)	N/A	-30	26	Not Achieved
Reduced Lead Time /Turnaround Time	2.2 Lead time /Turnaround time (days)	N/A	900	856	Achieved
	2.3 Proportion of prison population on remand	51.4	-46.1	53.5	Not Achieved
	2.4 Average length of stay on remand (months) for capital offenders	18.3	-16.2	20.6	Not Achieved
Reduced corruption	3.1 Corruption Perception Index	26	-30.1	27	Not Achieved
	3.2 Conviction Rate of Corruption Cases (%)	107	115	9	Not Achieved
Effective and Efficient administration of Justice system	4.1 Level of public satisfaction in the administration of Justice system	40	70	N/A	No Data
	4.2 Judicial Officer to population ratio	1:116,808	1:81,490	1:108,898	Not Achieved
	4.3 Conviction Rate	60	75	72	Not Achieved

Objective 1. Strengthen people centred justice service delivery systems

493. By the end of the FY2021/22, the proportion of districts with a complete administration of justice service delivery point stood at 79.5 percent above the baseline of 67.5 percent. This has been largely been possible due to operationalization of gazetted Magistrates Courts, High Courts and recruitment of judicial officers at different levels.

494. Regarding Judicial Independence Index, the target of 3.6 was not met as the actual turned out to be 3.42. According to the parameter for measure Judicial Independence Index provided by the World Economic Forum, the closer a country inches towards seven (7) the higher the independence. The lowest is one (1).

Objective 2. Reform and strengthen justice business processes

495. Regarding percentage of backlog cases in the administration of justice system, the actual by the end of FY2021/22 was 30.1 percent against 30 percent target. This level of performance is informed by the restrictions occasioned by the Covid-19 pandemic which grossly hampered court operations. As for the lead time/Turnaround time, the target was 900 days against 901 days actual.

496. The AJP has not performed well regarding other indicators under this objective. These include: Proportion of prison population on remand; Average length of stay on remand (months) for capital offenders; and Average length of stay on remand (months) for petty offenders. The data for the aforementioned for FY2021/22 is 46.1 percent target against 53.5 percent actual, 16.2 percent against 20.6 percent actual and 3 percent against 3.8 percent actual respectively. Despite the expansion of prisoners' accommodation from 16,612 prisoners to 19,981 prisoners, prolonged stay on remand has compounded prisons. As of May 2022, congestion was at 345.1 percent with some prisons holding up to 5 times their designed capacity.

Objective 3. Strengthen the fight against corruption

497. Regarding Corruption perception index, the target was 30.1 percent against 27 percent actual. As for Conviction rate of corruption cases (%), the target was 8.2 percent against 9 percent actual. The improved performance can be attributed to enhanced recruitment of judicial officers.

Objective 4. Strengthen legal and regulatory framework for efficient administration of justice

498. Regarding level of public satisfaction with administration of justice system, the data is yet to be provided by UBOS. As for judicial officers to population ratio, the target was 1:81,490 against 1:108,898 actual. In criminal matters, the failure to meet the aforementioned target is partly due to high prisoner population growth. Uganda's prisoners' population is averagely increasing at an annual rate of 8.0 percent compared to the national population growth rate of 3 percent per annum.

499. This problem is incrementally being addressed by increased recruitment of judicial officers, decentralization of Court of Appeal and operationalization of gazetted magistrates' courts. Government has also acceded to a request to amend the Judicature Act to enable increase in the number of judges and justices in courts of judicature. Under the mooted amendment, Supreme Court Justices will be increased from the current 15 to 21, Court of Appeal from 15 to 56, and High Court Judges from 83 to 151.

4.21 Legislature, Oversight and Representation

500. The goal of the Legislation, Oversight and Representation (LOR) programme is to strengthen accountability for effective governance and development. The key results to be achieved over the NDPIII plan period are: Reduced corruption as measured by the Corruption Perception Index from 26% (year 2020) to 35% (year 2025); Improved Constitutional Democracy as measured by the Democracy Index from 4.94 (year 2020) to 6.50 (year 2025); Improved alignment between the annual budgets and the NDP III from

60% to 85% and Increased citizen's participation in parliamentary business as measured by the citizen scorecard from 53% (year 2021) to 65% (year 2025).

501. **Overall, the Legislation, Oversight and Representation programme performance in FY2021/22 is at 27 percent.** The summary and detailed programme performance against the NDPIII objectives in FY2021/22 is provided in table 4.21.1 and subsections below.

Table 4.21.1: Legislation, Oversight and Representation programme performance (Outcome level)

Outcome	Indicators	Baseline 17/18	Target 21/22	Actual 21/22	Rating
Improved legal framework for implementation of national development priorities	Proportion of laws enacted against planned	90	80	92	Achieved
Efficient allocation and utilization of public resources	Budget alignment to NDP (%)	60	70	74.2	Achieved
	Compliance to gender and equity requirements, %	55	70	73.89	Achieved
	Proportion of Parliamentary recommendations on the budget implemented		60		No Data
Improved compliance with accountability rules and regulations	Proportions of MDAs with unqualified audit opinions (%)		100	94.53	Not Achieved
	Proportions of LGs with unqualified audit opinions (%)	92	100	94.53	Not Achieved
	Proportion of Parliamentary recommendations on accountability implemented		100		No Data
Improved oversight over the Executive on its commitments	Service delivery index		60		No Data
Improved representation by elected leaders	Evidence of people's views reflected in the decisions of Parliament				No Data
	Legislature openness to the citizens and the media (part of index)				No Data
	Functional framework for citizen engagement		1	0	Not Achieved
	No of Parliamentary regional/international bodies with Ugandan representatives	12	12	12	Achieved
	Proportion of women representatives in Parliament	35	35	34	Not Achieved
	Proportion of representatives aged between - years in Parliament		11		No Data
Improved Member participation in Parliamentary and LG Council business	Attendance rates (%) of Parliamentary sessions by MPs	40	50	85.6	Achieved
	Attendance rates (%) of Parliamentary Committees	50	65	71.8	Achieved
	Attendance rate (%) of LG Council meetings	95	95		No Data
Effective and efficient transaction of Parliamentary and LG Council business	Proportion of parliamentary business processed in time		70	65	Not Achieved
	Proportion of Parliamentary processes automated	5	25		No Data
	Citizen satisfaction index	53	58		No Data
	Local Council citizen score card				No Data

Objective 1: Increase effectiveness and efficiency in the enactment of legislation for improved democracy and good governance.

502. By the end of FY2021/22, the proportion of laws enacted stood at 92 percent against the planned 80percent. Further, there has been improved provision of legislative services from First Parliamentary Counsel as 57 percent of requests for legislation were handled; particularly, over 23 Bills and 45 Statutory Instruments were drafted, and 5 Ordinances verified and authorized for publication. The Percentage of bills processed by committees within 45 days stands at 60percent above the planned 40percent signifying timely enactment of laws.

Objective 2: Strengthen oversight, budget scrutiny and appropriation

503. Under FY2021/22, allocation and utilization of public resources has remained low with budget alignment to the NDPIII standing at 64.2 percent against the planned 70percent. There is improved compliance to gender and equity requirements with a standing of 73.89 percent against the planned 70 percent.

504. Further, the proportion of MDAs and Local Governments with unqualified audit opinions is below the set target. The target set is 100 percent and by the end of the reporting financial year, this stood at 94.53percent.

Objective 3: Strengthen representation at local, national, regional and international levels

505. By the end of the reporting period, there is an improvement in the attendance rates of MPs in Parliamentary sessions with a score of 85.6 percent against the planned 50percent. This is supported with the improved attendance of Parliamentary committees standing at 71.8 percent against the planned 65 percent.

506. The proportion of women representatives in Parliament is still below the set target with the 11th Parliament accommodating 34 percent against the 35 percent planned women MPs.

507. Parliament is fully represented at all Parliamentary Regional and International bodies. However, there is no functional framework for citizen engagement. This explains the lack of surveys to ascertain the extent to which citizen's views are reflected in the decisions of Parliament. Further, there is no evidence to show the attendance rate of representatives at the local government level (LG Council meetings).

Objective 4: Strengthen the institutional capacity of Parliament and Local Government Councils to independently undertake their constitutional mandates effectively and efficiently

508. There is still a challenge of processing parliamentary business in time which affects effective and efficient transaction of Parliamentary business. By the end of the reporting period, the proportion of parliamentary business processed in time stood at 65percent below the set target of 70percent.

4.22 Key emerging issues

509. The key emerging issues from this level of assessment are:

1) Existing policy, legal and regulatory framework does not allow full implementation of the Programme Approach for example the PFMA, and the Local Government Act etc. still refer to sectoral approach to planning and budgeting.
2) The Programme Working Groups have not been fully constituted to execute its core roles of planning, budgeting, implementation and Monitoring and Evaluation.
3) Programme results are not mapped to the MTEF provided by MoFPED.
4) Budget allocations within the programmes do not proportionately follow the whole programme value chain, which hinders the realization of programme outcomes.
5) Majority of NDPIII planned projects have not been developed and are therefore not ready for implementation. These project delays have led to increased costs/penalties arising from continuous design reviews. Additionally, there is a lengthy land acquisition process for projects which leads to loss of value for the compensation benefit over delayed periods of implementation.
6) Statistics are scanty and where they are available, they are not timely to inform planning and investment decisions. Wide data gaps at outcome, affecting evidence-based planning and reporting mainly attributed to the transition year of the PBB.
7) The economic and financial impact of the Coronavirus pandemic continues to be felt across the world leading to uncertainty and damaging near-term economic prospects. The COVID 19 effects include; a health shock, domestic economic disruptions, plummeting external demand, capital flow reversals, and weaker commodity prices. These continue to have a great impact on the implementation of the NDPIII planned results.

SECTION FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

510. There has been low performance against NDP results with about 17 percent achievement. This performance is attributed to challenges of fully transitioning to the programme approach, COVID-19 effects and the existence of data gaps as well as weak planning and budgeting for core projects.

5.2 Recommendations

511. The recommendations in this section should facilitate improvement in performance by implementing entities towards achievement of the NDP and Uganda Vision 2040 targets and goals.

5.2.1 Overall recommendations

512. The following are therefore the overall key recommendations arising out of the analysis.

1) Resources should be allocated proportionately across the whole programme value chain as per the NDPIII targets to ensure the balanced development of the programme.
2) UBOS should incorporate all programme indicators and provide statistics for them, especially those beyond implementing MDA mandate.
3) Embrace digitization to ensure efficiency of operations in the Programme.
4) The MoFPED and other implementation agencies should strengthen intra-programme collaboration and synergy in resource prioritization and implementation of the core actions.
5) Strengthen the engagement with LGs since are frontline service providers who directly interact with the targeted stakeholders/ beneficiaries.
6) Fast track the full implementation of the Programme approach including, among others, finalization of the upgrade of the PBS system, shifting MTEF resource allocation be done by Programme and strengthening the Programme secretariats so as to improve its effectiveness and increase its associated benefits.
7) Government should ensure proper loan structuring to avoid unnecessary delays at implementation of projects.
8) Continue engaging MoPS and MoFPED to lift the wage ceiling and allow for recruitment to improve staffing levels.
9) There is need to re-align key implementing MDAs under their respective programme.

513. Specific recommendations are highlighted in the sections below.

5.2.2 Macroeconomic Level

514. The outlook is more uncertain due to the following factors: (i) global inflationary pressures caused by rising global food and energy prices; (ii) advanced countries tighten monetary policy, which could intensify portfolio outflows from frontier markets such as Uganda; (iii) high prices in global markets, which could further weaken the Uganda shilling; and (iv) disruptions in global supply chains which could constrain aggregate and external demand.

515. Nonetheless, GOU remains focused on completing economic recovery by mitigate the adverse impacts of the various shocks on the economy. The government's robust interventions in dealing with the numerous shocks have enabled economic activity to continue to expand, although slowly. Other economic performance measures remain positive, despite the fact that the economy is now under great duress.

5.2.3 Project Level

516. Most of the projects have key challenges namely; slow land acquisition which delays progress of work; RAP implementation delays due to absentee landlords, land conflicts, lack of proper documentation, and delayed release of funds from MoFPED Therefore, the key recommendations here are: fast tracking acquisition of land; and acquire the right of way for projects before the consultants are mobilized so as to reduce on delays and unutilised borrowed funding.

5.2.4 Programme Level

517. **Only 29 percent of the programme outcomes were achieved**. This performance is attributed mainly to the transition to the programme based budgeting and weak planning. The summary recommendations by programme are presented below:

Agro-Industrialization

518. During the FY2021/22, the overall performance of the Agro-Industrialization programme was 14 percent. The following recommendations were proposed by the programme; (i) More research should be done on the survival of fish fingerlings to be restocked in the major fishing water bodies; (ii) Strengthen intra-programme collaboration and synergy in prioritization and implementation; and, (iii) UBOS should incorporate all programme indicators and provide statistics for them, especially those beyond implementing MDA mandates e.g., labour productivity in agriculture.

Mineral Development Programme

519. During the FY2021/22, the overall performance for the Mineral Development programme was 17 percent. The following recommendations were proposed for the programme: (i) The global economy has shifted towards the green economy and de-carbonization of the economy and therefore, Government should focus on investment in exploration and development in the green economy minerals; (ii) MEMD to prioritize funding to the key sub-programme activities for example acquisition of laboratory equipment; and, (iii) MEMD to fast-track procurement of pending mineral equipment.

Sustainable Development of Petroleum Resources

520. During the FY2021/22, the overall performance for the Sustainable Development of Petroleum Resources programme was 16 percent. The following recommendations were proposed for the programme: (i) MEMD and MoFPED to prioritise funding for Resettlement Action Plans (RAP) activities to hasten the preparations for oil refinery and pipelines; (ii) MoFPED should release the allocated capitalisation funds to UNOC for the EACOP 15 percent shareholding equity; and, (iii) MoFPED should provide funds in the next two years to UNOC for the 40 percent shareholding equity for the refinery project.

Tourism Development Programme

521. During FY2021/22, the overall performance for the Tourism Development Programme was 35 percent. The following recommendations were proposed for the programme: (i) Fast-track the review/development and implementation of the National Marketing strategy; (ii) Restructure UWRTI and UHTTI; and (iii) MTWA should come up with a Statutory Instrument (SI) making it mandatory for all generators of statistics to submit timely statistics to the Ministry for periodic dissemination.

Natural Resources, Environment, Climate Change and Land and Water Management

522. During FY2021/22, the overall performance for the Natural Resources, Environment, Climate Change and Land and Water Management Programme was 25 percent. The following recommendations were proposed for the programme: Funding for Environment and Natural Resources Management should be increased to increase compliance, monitoring and enforcement, protection of fragile ecosystems; District Local Governments and Urban Authorities should enact and implement ordinances or bylaws to protect ecologically sensitive areas; Refugees should be resettled in designated places after conducting Environment and Social Impact Assessment with a clear plan to manage environmental and social impacts; The MWE should fast-tracks the finalization of the Forestry Policy to guide sustainable management of the forest sector.

Private Sector Programme

523. During FY2021/22, the overall performance for the Private Sector Programme was 14 percent. The following recommendations were proposed for the programme: (i) It is recommended that data on the available incubation centres, research and innovation facilities and other skilling facilities in the country are collected, so as to ascertain their total number, regional distribution, areas of specialisation, capacity. (ii) Create awareness of all existing government facilities, incentives so as to increase their uptake**.** (iii**)** Encourage nationals to form joint ventures amongst themselves to enhance their capacity and create more awareness about them so as to increase their capacity to sub- contract.

Manufacturing Programme

524. During FY2021/22, the overall performance for the Manufacturing Programme was 7 percent. The following recommendations were proposed for the programme: (i) Provide cheap capital through UDB long term loans with low interest rates; and (ii) Increase quality monitoring of consumer goods and develop Standards for priority products.

Integrated Transport Infrastructure & Services

525. During the FY2021/22, the overall performance of the Integrated Transport Infrastructure & Services programme was 23 percent. The following recommendations were proposed for the programme: (i)Adequate allocation and timely release of funds should be ensured by the MoFPED to facilitate implementation of the affected projects and interventions; (ii) Land acquisition should be prioritized during budget allocation, and project implementors should engage the land valuers and the PAPs and make negotiations for compensation in time; (iii) Transport safety measures and specifically road safety should be prioritized in both improving the road conditions, and implementing the software activities.

Sustainable Energy Development

526. During the FY2021/22, the overall performance for the Sustainable Energy Development programme was 23 percent. The following recommendations were proposed for the programme: (i) Structure the power generation projects to include the transmission lines in order to address challenges associated with power evacuation; and (ii) Legislation to regulate the scrap market should be worked on immediately.

Digital Transformation Programme

527. During FY2021/22, the overall performance for the Digital Transformation Programme as 23 percent. The following recommendations were proposed for the programme: (i) Last mile connectivity should be prioritized; (ii) Government needs to set a policy that positions UICT as the preferred trainer for all MDAs and LGs that require ICT related training courses; (iii) Implementation of the National postcode and addressing system should prioritized; (iv) Exempt tower companies from acquisitions of local permits since ICT is a critical national infrastructure and the companies are already licensed nationally by UCC; (v) Payment of internet fees for MDAs and LGs should be deducted by MoFPED centrally; (vi) Complete recruitment of ICT officers to support the digitalization efforts; (vii) The MoICT&NG should expedite the development of operational guidelines for the National ICT Hub and attract more innovators.

Sustainable Urbanisation and Housing Programme

528. During the FY2021/22, the overall performance for the Sustainable Urbanization and Housing programme was 14 percent. The following recommendation was proposed for the programme: (i) Continuous engagements ensuring that stakeholders buy in and appreciate the Programmatic approach.

Human Capital Development Programme

529. During the FY2021/22, the overall performance for the Human Capital Development programme was 11 percent. The following recommendations were proposed for the programme: (i) The NPA, MFPED through the Desk Officers and all sub-programme votes should align the NDP interventions and PIAPs with the annualised budgets and work plans to the attainment of Uganda's development objectives; (ii) The HCD Programme Working Group should ensure that all agencies within the programme prioritise and sequence projects that are critical to the attainment of the programme outcomes in a phased manner and ensure that they are fully funded to completion in the medium term; (iii) The MoPS, MoH and MoES should fast track the review of the staffing structure in Health and Education and thereafter recruit the required personnel to improve service delivery; and (iv) More focus/emphasis should be put on the key and critical interventions that did not register good performance during the FY in order for the HCD Programme to achieve the set targets.

Innovation, Technology Development and Transfer (ITDT) Programme

530. During the FY2021/22, the overall performance for the Innovation, Technology Development and Transfer Programme was 16 percent. The following recommendations were proposed for the programme: (i) Fasttrack structuring and retooling of STI-OP to improve its oversight over the programme; (ii) improve data management for the programme results; and (iii) strengthen implementation of intellectual property rights interventions.

Community Mobilisation and Mindset Change

531. During FY2021/22, the overall performance for the Tourism Development Programme was 14 percent. The following recommendations were proposed for the programme: (i) Design different packages to implement mindset change in the different NDPIII programmes; (ii) Harmonize the various sets of national values scattered in the different

MDAs to come up with common values and that should be displayed in all public places including schools, government offices and media; and (iii) Harmonize the Community Development Management Information System and the PDM system to deal with duplication.

Governance and Security

532. During the FY2021/22, the overall performance of the Governance and Security programme was 23 percent. The following recommendations were proposed for the programme: (i) Consider reorganizing the GSP programme into 3 to manage linkages namely; Justice and Accountability, Policy and Democratic Processes, and Security; (ii) Balancing the resourcing of the justice chain – funding to Judiciary not matched with chain linked actors; and, (iii) Budgets and releases should speak to strategic plans/ PIAPs.

Public Sector Transformation

533. During the FY2021/22, the overall performance for the Public Sector Transformation Programme was 20 percent. The following recommendations were proposed for the programme: (i) There is need to liaise with Ministry of Kampala Capital City & Metropolitan Affairs and Kampala Capital City Authority and ensure that their actions are captured under the programme for implementation; (ii) Ensure alignment of budgets and actions of all MDAs captured under the programme are tallying; and (iii) Consolidate the reprioritized PIAPs for sharing with the votes under the programme to inform the MDAs implementation planning and budget process.

Regional Development

534. During the FY2021/22, the overall performance for the Regional Development Programme was 13 percent. The following recommendations were proposed for the programme: (i) RDP baseline survey needs to be undertaken for the beneficiary regions and also Profile sub-regional investment opportunities; (ii) Engage key stakeholders to ensure the regional plans (both developed and in process) are aligned to NDPIII Growth triangle corridors, Area based Commodity planning approach, Proposed Regional Industrial and Business Parks and Parish value chains; and (iii) Need to support identification of sub-regional LED projects for effective implementation of the Regional Development Programme (RDP) across the Sub-regions. Poverty has worsened in Acholi, Karamoja and Kigezi regions, there is need to further examine the underlying causes of these incidences.

Development Plan Implementation

535. During the FY2021/22, the overall performance for the Development Plan Implementation programme was 19 percent. The following recommendations were proposed for the programme: (i) Fast track the alignment of the PFM systems to NDPIII; and, (ii) Cross cutting issues should have specific indicators and targets within the PIAPs that transit into the respective Budgeting instruments.

Administration of Justice

536. During the FY2021/22, the overall performance of the Administration of Justice programme was 13 percent. The following recommendations were proposed for the programme: (i) There is need for AJP to prioritize interventions aimed at fostering commercial justice to help resolve legal disputes that have locked up sh5 Trillion; (ii) MoJCA and DGAL should be transferred from Governance and Security Programme to AJP because they are integral in the justice value chain; and, (iii) Re-table and push through the Judicial Service Commission Bill because one of its aims is to make members of the Judicial Service Commission permanent to cease costly outlay on their retainer.

Legislation, Oversight and Representation

537. During the FY2021/22, the overall performance for the Legislature, Oversight and Representation programme was 27 percent. The following recommendations were proposed for the programme: (i) Establish Programme Actors Data generation systems to ease performance assessment; (ii) Facilitation of the PWG should be prioritized and also consider including OAG as an implementing partner to effectively play its role in implementing the Oversight sub-programme; and, (iii) Programme players need to prioritize fast tracking legislations that shall aid in the implementation of NDPIII such as oil and gas laws; review of the land acquisition laws; laws and regulations for technology development, transfer and market development, and; regulation of the private sector, among others.

ANNEXES

Annex 1:NDP III Core Project performance

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
1	Agro-industrialisation	Establishment of irrigation systems project.	Implementation behind schedule	Complete feasilbility studies for two proposed schemes (Atari in Bulambuli/Kween Districts) and (Acomai in Bukedea/Bulambuli Districts) were carried out with support from JICA; Complete Environment Impact Assessments were carried out for the two proposed schemes (Atari in Bulambuli/Kween Districts and Sironko in Bukedea/Bulambuli Districts); A Resettlement Action Plan (RAP) study was ongoing for the Atari Irrigation scheme and construction is expected to begin next financial year with joint funding from the Government of Uganda and the Government of Japan (GRANT AID); A detailed long term development plan for the Namatala wetland system covering the Districts of Butaleja, Budaka and Mbale was also being crafted and will focus on institutional development of farmer groups and water user association in preparation for future infrastructure development; A number of gauging stations and hydro-metrological stations were established in the target catchments to collect meteorological data for project use; Capacities of MAAIF/MWE and District local government staff on irrigation scheme planning and design is being continually enriched; and lastly, Detailed design for the Sironko-Acomai Irrigation Scheme was underway.
2	Agro-industrialisation	Improving Access and Use of Agricultural Equipment and Mechanization through the use of labor Saving Technologies	Implementation behind schedule	The project had: (i) Procured and distributed 320 tractors and matching implements to 119 DLGs; (ii) Piloted provision of tractor hire services using 16 tractors and implements; (iii) Opened/ rehabilitated 521km of farm access roads; (iv) Completed construction of Agwata regional mechanization centres; and (v) Opened and cleared 12,271hectares of bush to facilitate production.
3	Agro-industrialisation	Markets and Agricultural Trade Improvements Programme (MATIP 2)	Implementation behind schedule	12 markets physical progress was as follows: Lugazi (95 percent); Kitooro (96 percent); Tororo Central (100 percent); Busia (92 percent); Kasese Central (99 percent); Masaka Central (82 percent); Mbarara Central (82 percent); Moroto (99 percent); Soroti Central (92 percent); Arua Central (82 percent); Kitgum (33 percent); Kabale Main (25 percent)
4	Agro-industrialisation	Fish and Fish products value chain development project. (restocking endangered species, preservation of breeding grounds and aquaculture parks)	Pre-feasibility	Project profile was approved on 24th September 2021 and the project was undergoing pre-feasibility studies at the time of review
5	Agro-industrialisation	Coffee value chain development project	Pre-feasibility	Project concept was approved on 8th March 2021 and the project was undergoing pre-feasibility studies at the time of review
6	Agro-industrialisation	Production, Testing and Commercialization of pesticides, acaricides, and herbicides project	Pre-feasibility	Project under preparation with pre-feasibility studies ongoing at time of review
7	Agro-industrialisation	Tea value chain development project (Research & Development and Processing Plants)	Idea/ WishList	Still an Idea with no preparatory documentation
8	Agro-industrialisation	Tractor Assembly Plant	Idea/ WishList	Still an Idea with no preparatory documentation
9	Agro-industrialisation	Cotton, Textiles, apparels and leather	Idea/ WishList	Still an Idea with no preparatory documentation

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
		value chains development project		
10	Agro-industrialisation	Regional Agricultural Processing and Marketing (cassava; meat; grains; dairy; potatoes; Rice)	Idea/ WishList	Still an Idea with no preparatory documentation
11	Agro-industrialisation	Agriculture Storage and Post-harvest handling Infrastructure	Idea/ WishList	Still an Idea with no preparatory documentation
12	Agro-industrialisation	Fertilizer marketing, distribution and utilization project	Idea/ WishList	Still an Idea with no preparatory documentation
13	Integrated Transport Infrastructure and Services	Standard-Gauge Railway	Implementation behind schedule	Feasibility study, RAP and negotiation of financing were ongoing and 81.990 hectares acquired of ROW for eastern route with 61km of demolition done. Additionally, 36percent construction works for Gulu Logistics hub had been completed; 83Km of Kampala-Malaba Railway Line maintained; and 154 wagons and one locomotive maintained. Furthermore, a detailed inspection of the track for Tororo-Gulu Railway line to determine track materials required for replacement and those required for refurbishment was completed; the Contractor acquired quarry site at peta in Tororo district; and 1.63percent overall physical progress for rehabilitation of Tororo was made.
14	Integrated Transport Infrastructure and Services	Rehabilitation of the Meter Gauge Railway (Tororo - Gulu; Kampala - Malaba)	Implementation behind schedule	Works commenced in February 2020 on Tororo-Gulu and progressed to 18.8percent but were halted in Q3 of 2021/22 to allow for design and cost variation. It should be noted that 3200 PAPs for the Tororo-Gulu MGR line are to be compensated.
15	Integrated Transport Infrastructure and Services	Busega - Mpigi Expressway (23.7km)	Implementation behind schedule	Works commenced in November 2019 and are expected to be completed in May 2023. Design update was completed, a design workshop was held on 10 March 2021. However, physical progress was at 17.94percent by end of June 2022.
16	Integrated Transport Infrastructure and Services	Kampala-Jinja Expressway	Implementation behind schedule	The project was under procurement, interested bidders submitted financial and technical proposals in March 2022
17	Integrated Transport Infrastructure and Services	Kampala Flyover Construction and Road Upgrading Project	Implementation behind schedule	The project commenced in May,2019 and was expected to be completed in August 2022, however, physical progress was at 65.42percent, at the end of June 2022.
18	Integrated Transport Infrastructure and Services	Kibuye- Busega Express Highway	Implementation behind schedule	The project was undergoing prefeasibilty studies
19	Integrated Transport Infrastructure and Services	Bukasa Inland Port	Implementation behind schedule	Phase I implementation was ongoing and 90percent of payments for PAPs along Kinawataka Bukasa road had been undertaken. It should be noted that the planned 25percent of Dredging, Piling and swamp charging works for Bukasa Port was not undertaken because the procurement process was cancelled because the bidders quoted a price higher than the budgeted amount.
20	Integrated Transport Infrastructure and Services	Improvement of Ferry Services Project	Implementation behind schedule	Kalangala • Marine insurance policy for MV Kalangala renewed • Assessment of qualifications and training needs for MV Kalangala crew members conducted. Kumi-Agule Ferry • Draft contracts for the consultancy services for detailed Engineering design for Kumi-Agule Ferry Landing (17 Km) forwarded to SG clearance Sigulu Ferry Project • Design was approved by DNPE. • Bumalenge waiting shed substructure completed and ongoing finishes on the toilet

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
				superstructure. Wátega staff quarters, Guardhouse and Toilet were under final finishes. • Watega and Bumalenge coffer dam structures sipped in water after excavation. Re-design ongoing to achieve a dry working platform. Contract delivery time was extended to February 2022. • Buyende-Kagwara-Kaberamaido (BKK) Project • Contract was signed on 29th June 2020 and expires on 28th Feb 2022. Contract is at design review stage. Request for change order for the new design was submitted and is being processed. • Dredger production completed. • Classification society approved by MoWT. • Physical progress by March 2021 was at 15% • Amuru-Rhino Camp Project • This in part involves repair of an aged ferry to provide a shorter link between Amuru and Arua Districts through the River Nile. • Preparation of the ferry equipment (engines, pontoons and tail ends) was ongoing in the ferry workshop at Luwero. • Pontoons at Rhino camp were retrieved from the water and they have been planned for repair and assembly. • Physical progress by March 2021 was at 30% Kiyindi – Buvuma Ferry • Contract was signed in December 2018. • By March, construction was being done in Mwanza at the contractor's shipyard. In addition, the construction of Hull had been completed. The construction of Superstructure was ongoing. • Physical progress by March 2021 was at 60%. Lake Bunyonyi Ferries • Two vessels are to be constructed for the Lake Bunyonyi under the funding of AfDB. By end March 2021, the bidding document had been submitted to the funder for approval.
21	Integrated Transport Infrastructure and Services	Bridge Project (including Karuma, Laropi, Mpondwe, & Semliki Bridges among others, to promote connectivity across the country)	Implementation behind schedule	Karuma bridge and access roads documentation of the design of the bridge and culverts had been completed. Laropi/ Umi bridge detailed Engineering Design and Project Preparation for Financing of 2km bridge was ongoing. Semiliki bridge component was rejected by the DC because UNRA submitted the integrated project of Rwebisengo- Budida- Bunia road where the bridge had been captured as a component.
22	Integrated Transport Infrastructure and Services	Rwenkunye-Apac-Lira (Lot1: Rwenkunye - Apac (90.9km); Lot 2: Apac - Lira - Puranga (100.1km))	Implementation behind schedule	Both Rwenkunye-Apac (90.0Km), and Apac – Lira - Puranga (100.1km) sections were at 4percent physical progress
23	Integrated Transport Infrastructure and Services	Iganga - Bulopa/ Buwenge - Kaliro/Bugembe - Kakira - Bulongo	Implementation on schedule	Feasibility studies and preliminary engineering design were ongoing. Progress was at 39.45percent against a planned progress of 32.92percent as at June 2021.
24	Integrated Transport Infrastructure and Services	Community Roads Improvement Project (Total 7,905 Kms; North 1,975Kms, East 2,300Kms, Central 1,540Kms, West 2,090Kms)	Implementation behind schedule	646 km of roads rehabilitated (equivalent to 82,8percent progress) at end of Q3. These community access roads were in the following districts; Butaleja, Buyende, Luwero, Kamuli, Mayuge, Serere, Kyankwanzi, Buhweju, Dokolo, Hoima, Kapchorwa, Moroto, Kasese, Arua, Adjumani, Sironko, Bulambuli, Rubanda, Kayunga, Mukono, Kaliro, and Rakai.

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
25	Integrated Transport Infrastructure and Services	Tourism Roads Development Project (Kabale - Lake Bunyonyi (8.0km); Kisoro - Mgahinga National Park Headquarters (14.0km); Kisoro - Nkuringo - Rubuguri - Muko (54.0km); Rubuguri-Nteko Road (22.0km); Hamurwa-Kerere-Kanungu/Buleme-Buhoma-Butogota-Hamayanja-Ifasha-Ikumba (149.0Km); Ishasha-Katunguru (88.0Km); Kitgum-olumu-Kalenga-Kapedo-Kaabong (184Km); Kebisoni-Kisizi-Muhanga/Kambuga Road (117km))	Feasibility	Feasibility studies were ongoing by the end of FY2021/22 and total project progress was at 10 percent
26	Natural Resources, Environment, Climate Change, Land and Water Management	National Community Tree Planting Project (restore & maintain 102,000 ha of degraded forests & Establish 200,000 ha of community tree planting-woodlots; 6,320 of urban planting-greening)	Feasibility	Project feasibility studies were ongoing
27	Natural Resources, Environment, Climate Change, Land and Water Management	Comprehensive inventory of Land	Feasibility	Project feasibility studies were ongoing
28	Natural Resources, Environment, Climate Change, Land and Water Management	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda	Implementation behind schedule	A cumulative total of 531Km of critical wetlands were demarcated. Additionally, wetland inventory for Nwoya was completed, inventory for Kitgum was still on going with field activities being undertaken, though at a slow progress, due to the country lock down and Covid 19 related challenges. Additionally, a total of 59 wetland maps were produced on request, in the four wetlands regional centers (North, East, Central, West). A communication strategy for the cancellation of titles in wetlands was developed and technical teams from Ministry of Water and Environment, National Environment Management Authority, Ministry of Local Government, Ministry of Justice and Constitutional Affairs, Ministry of Trade, Industries and Commerce, etc, set up to undertake sensitization on the cancellation of titles in wetlands. The sensitization process was completed in Wakiso. A total of 330 titles in wetlands were cancelled in Kampala, Mukono and Wakiso. Likewise, restoration needs assessment for Nyamuriro and Kashambya Rushebeya wetlands located in Rukiga and Rubanda districts in Western Uganda and Lwere and Orapada wetland located in Butebo and Kumi districts in Eastern Uganda were undertaken. And lastly, assessment of Nyakabirizi demonstration site and Shuuku site in Bushenyi and Sheema districts respectively was conducted.
29	Natural Resources, Environment, Climate Change, Land and Water Management	Support to rural water supply and sanitation project.	Implementation behind schedule	Feasibility studies were concluded on 23rd March 2020 from which an assessment was conducted to the proposed sites in the 17 districts

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
				to ascertain viability and sustainability of the water sources once converted into solar systems.
30	Tourism Development	Mt. Elgon Tourism infrastructure Development Project	Feasibility	Feasibility studies were concluded by the end of FY2021/22 and the project was awaiting further instruction from the DC.
31	Tourism Development	Improve and upgrade Kidepo Aerodrome	Profile	Project profile was under design by the end of FY2021/22
32	Tourism Development	Development of Source of the Nile and Kagulu hills	Implementation behind schedule	Kagulu Hills development at 70%. Kagulu Hills tourism product developed with concrete steps, rail guard, Chain link, starting platform and two viewpoints constructed. Source of the Nile was undergoing feasibility studies with modern docking piers designs and BoQs prepared.
33	Tourism Development	Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)	Implementation behind schedule	A 50 pax (20 tourist and 30 guides/porters) cold-proof accommodation facility constructed at Nyabitaba tourist camp. The facility will improve visitor comfort and experience and includes 2 executive rooms, 2 dormitories, 2 dinning, and 2 kitchens. A board walk with length of 100 meters established at Kicuucu point along the central circuit. This is an effort towards improving accessibility, safety and experience. Previous achievements: Over 3,100 metres of boardwalks constructed in various boggy/swampy areas. The boardwalks allow for navigation of the flooded areas along the trails. Due to improved trails, hiking of the mountain has become less tedious and friendlier. Climbing ladders (635 metres) installed at Mghule pass, KaryarupihaCamping sites have been established: Sofar 3 camps have been established at Lamia, Kasanzi and Green Lake points. Resting Shelters (5) established at Scot Elliot, Nyamulejjuu, Kicucu, Omwihembe and Fresh Field; A total of 18 mountaineering guides were given specialised training.
34	Energy Development	Feasibility studies for; Kiba HPP (330 MW), Oriang HPP (392 MW), and Ayago HPP (840MW)	Feasibility	Ayago HPP feasibility studies were being updated. Oriang HPP feasibility studies were ongoing. Kiba HPP technical feasibility studies and ESIA studies were completed.
35	Energy Development	Expansion and rehabilitation of the following transmission and distribution network; *Masaka – Mwanza 220kV*	Feasibility	The project is still under preparation, the concept note was approved on 1st December 2020 and the project feasibility studies were ongoing
36	Energy Development	Expansion and rehabilitation of the following transmission and distribution network; *Nkenda (Uganda) – Beni – Bunia (D.R. Congo) 220kV transmission line project and associated substations*	Feasibility	The project is still under preparation, the concept note was approved on 1st December 2020 and the project feasibility studies were ongoing
37	Energy Development	Expansion and rehabilitation of the following transmission and distribution network; *Olwiyo - Nimule - Juba 400kv*	Feasibility	The project is still under preparation, the concept note was approved on 1st December 2020 and the project feasibility studies were ongoing
38	Energy Development	Expansion and rehabilitation of the following transmission and distribution network; *Mirama - Kabale 132kv Transmission Project*	Implementation behind schedule	RAP Implementation was 90percent complete with 2,254 out of 2,511 PAPs compensated. Additionally, the construction of the transmission line (Lot A) was at 43percent completion, that is, Design & Engineering 100percent complete, Equipment procurement 82percent complete, and Construction 34percent complete.

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
				Regarding Lot 2 (Substations), the component was re-tendered following annulment of the previously signed Contract. Pre- award contract negotiations were held on July 6, 2022 following which approval for Contract Signature will be sought from the Solicitor General and the UETCL Board.
39	Energy Development	Expansion and rehabilitation of the following transmission and distribution network; *Masaka-Mbarara Grid Expansion Line (400kv)*	Implementation behind schedule	RAP Implementation was at 32percent with 847 out of 2,654 PAPs compensated. Additionally, prequalification of EPC Contractors had been concluded and tender document preparation was concluded and approved. The tender documents were issued to prequalified firms in April 2022 and the bid closing date was 22nd July 2022.
40	Energy Development	Expansion and rehabilitation of the following transmission and distribution network; *Opuyo-Moroto 220Kv (Transmission of Industrial power to Karamoja)*	Implementation on schedule	The transmission line and substations were commissioned and energized in July, 2021 and the identified snags were being addressed. The project was being fast-tracked for exit/ closure.
41	Energy Development	Industrial Substations Upgrade (Lugogo; Mutundwe; Nkonge; Nkenda; Kawanda; Lira; Opuyo; Tororo; Mbarara North; Masaka West; Kawaala, Kampala North Substations; Luzira, Iganga, Mukono, Namanve Upgrade)	Implementation behind schedule	The following substations were completed and had been energized as follows: Namanve South on 26th January 2021; Mukono on 4th July 2019; Iganga on 8th December 2019; and Luzira was complete but awaiting energization upon the completion of the Namanve - Luzira power line. Regarding Mutundwe substation, by the end of the FY2021/22, the project was behind schedule in implementation. The designs were 96percent complete, procurement was 95percent complete and construction was 94percent complete with Equipment Site Acceptance Tests (SAT) set to commence in July 2022. The benefits and development changes are expected to be realized after completion of construction of the transmission line scheduled for December 2022. Regarding Kampala substation, Tender Documents preparation and approval had been completed. The tender documents were issued in April 2022 and bid closing was slated for August 2022. RAP implementation was 86percent with 110 out of 128 PAPs compensated. The major challenges reported on the project were cash flow issues and the COVID-19 Pandemic which affected project activities.
42	Human Capital Development	Multi-sectoral community Health Promotion & Prevention Project	Idea/ WishList	Still an Idea with no preparatory documentation
43	Human Capital Development	Skills for Employment and Productivity.	Feasibility	Still an Idea with no preparatory documentation
44	Human Capital Development	Health Facilities Functionality and Referral system Project.	Idea/ WishList	Still an Idea with no preparatory documentation
45	Human Capital Development	Basic Requirements and Minimum Standards (BRMS) for education institutions	Idea/ WishList	Still an Idea with no preparatory documentation
46	Human Capital Development	Establishment of oncology and diagnostic center in Mbarara and Gulu regional referral hospitals	Implementation behind schedule	Concept note for Mbarara was submitted to PAP for review before it goes to DC for approval. The oncology and diagnostics center for Gulu was awaiting financing.
47	Human Capital Development	Labour Market Information System Project	Idea/ WishList	Still an Idea with no preparatory documentation

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
48	Human Capital Development	Uganda Heart Institute Infrastructure Development	Awaiting Financing	Feasibility studies were approved on 21st March 2019 and the project was awaiting financing.
49	Human Capital Development	National Service Scheme	Feasibility	Undergoing feasibility studies
50	Human Capital Development	Establishment of the National Productivity Centre (GKMA and Regional Cities)	Profile	Concept was approved on 1st June 2022 and the project profile was being developed
51	Human Capital Development	National apprenticeship scheme	Feasibility	Undergoing feasibility studies
52	Sustainable Development of Petroleum Resources	LPG Promotion, Supplies & Infrastructure Intervention	Implementation behind schedule	The procurement processes for the promotional cylinder kits contractors had been completed and the framework contracts had been signed; the National LPG communication strategy had been developed; land for Kampala LPG storage terminal had been identified and the procurement processes were in advanced stages; and lastly, 4,456 LPG promotional cylinder kits had been procured and dissemination had commenced.
53	Sustainable Development of Petroleum Resources	East Africa Crude Oil Pipeline (EACOP)	Implementation behind schedule	The Resettlement Action Study had been completed. Others studies completed include; routing studies, geotechnical studies, feasibility studies, valuation of properties, stakeholder engagements, title rectifications, wetland verification exercise, Forests and Woodlots assessment, Gazettement of the EACOP corridor, Approval of change of land use, Return of assessment forms and establishment of the management structure for RAP implementation. RAP implementation had started in May 2021 and was still ongoing. Additionally, the EACOP Front-End Engineering Design (FEED) study had been submitted by TOTAL E & P to GoU and was reviewed by a team comprising of the MEMD, PAU and UNOC. The study was approved and is ready for implementation. Furthermore, the ESIA for EACOP was completed and submitted to NEMA for approval. The report was approved by NEMA and a certificate issued for the project on 30th November 2020. Lastly, the negotiation of the HGA resumed in the month of June 2020 and the agreement was concluded and signed on 11th April 2021. The Ministry also participated in negotiations for the Shareholding Agreements (SHA) and Tariff and Transportation Agreements (TTA) which were concluded and also signed on 11th April 2021.
54	Sustainable Development of Petroleum Resources	Investment in the Oil Refinery through Construction of Oil Refinery Project	Implementation behind schedule	(i) a total number of 2,662 out of 2,680 property owners who opted for cash compensation, that is about 99.3percent, had been fully compensated; (ii) land titles for the acquired land was transferred to Uganda Land Commission and the process of payment of stamp duty was underway; (iii) the refinery FEED was being undertaken by SAIPEM in Italy and stood at 97percent completion; (iv) all the houses for the seventy-two (72) PAPs were completed and handed over; (v) social economic baseline survey and detailed study or the petroleum products pipeline from Hoima to Kampala was completed; (vi) an estimated 62 PAPs (out of 4270 registered PAPs) had so far been paid their cash compensations; and the ESIA stood at 80percent completion.
55	Mineral Development	Establishment of Steel Industry	Awaiting Financing	The project was awaiting financing since the feasibility studies had been completed
56	Manufacturing	Construction of Border Export Markets especially for South Sudan and Eastern DRC	Implementation on schedule	By the end of the FY2020/21, construction of Border Export Zones in the four sites in Uganda had reached 85 percent completion. The works done at the Busia and Lwakhakha were at 85 percent, Oraba at 77 percent and Katuna at 45 percent. The lag at Katuna was because of

Sno	Programme	Project Name	Project Phase	Implementation/ Performance Status
				adverse weather pattern in the area, which prompted the change of construction site although overall, structural works had been completed and the floors and external works were the only ones remaining.
57	Manufacturing	Industrial Parks Development (Namanve, Bweyogerere, Luzira, Soroti, Moroto, Mbale, Masaka, Jinja, Mbarara, Kasese, Luwero-Nakaseke, Arua, Gulu, Fort-Portal, Kabale, Hoima, Oraba, Anaka)	Implementation on schedule	Only one out of the 26 industrial parks had undertaken feasibility studies, that is, Kampala Industrial and Business Park, Namanve. Only 6 industrial parks were operational even though they were still under development, that is, Namanve, Luzira, Bweyogerere, Mbarara, Soroti and Mbale. 19 industrial parks had not yet secured land, that is, Kamuli, Pakwach, Kyankwanzi, Rubirizi, Koboko, Yumbe, Arua, Gulu, Iganga, Tororo, Buliisa, Bushyeni, Kabale, Hoima, Mukono, Nakasongola, Luwero, Mubende and Rakai.
58	Manufacturing	Automotive Assembly Project	Implementation on schedule	At the time of the MTR, completion of Phase I was scheduled for December 2022 and construction works of Phase II had started in March 2022 and were ongoing. The construction and installation of a 3.7km long 33kV medium voltage electricity line connecting the Kiira Vehicle Plant Site to the national electricity grid had been completed, tested and commissioned by UMEME. Additionally, the construction and installation of a 5.4km long 6-inch water pipeline connecting the plant site to the municipal water supply system had also been completed, tested and commissioned by NWSC.
59	Private Sector Development	Co-operatives revitalization for increased production and productivity	Idea/ WishList	Still an Idea with no preparatory documentation
60	Private Sector Development	MSMEs Nurturing for Youth Employment Project	Idea/ WishList	Still an Idea with no preparatory documentation
61	Private Sector Development	Micro, Small and Medium Enterprise (MSME) Competitiveness Project	Implementation on schedule	The review of procurement process for furniture, fittings and equipment (FFE) for UHTTI had been concluded; the revised curriculum for UHTTI was approved by NCHE; pedagogy training for 32 UHTTI staff was undertaken by Kyambogo University and lastly, the project supported procurement of one pick-up truck, computers and photocopier for the institute.
62	Private Sector Development	Capitalisation of strategic Public Corporations (UDB, UDC and UNOC)	Implementation on schedule	
63	Sustainable Urbanisation and Housing	Redevelopment of Slums And Informal Settlements Project	Concept	New project of priority whose concept is still with the PWG and has not yet been submitted to the Development Committee
64	Sustainable Urbanisation and Housing	GKMA High density affordable housing	Concept	Concept submitted to PAP for review before it goes to DC for approval
65	Digital Transformation	IT Shared Platform (GOVNET)	Awaiting Financing	Revised feasibility was completed in FY2020/21 and the project was awaiting financing from World Bank under the component of Uganda Digital Acceleration Project (UDAP)
66	Digital Transformation	National Postcode and addressing Geographic Information System	Concept	The project is still under preparation, the concept note was sent back to the programme secretariat for revisions.
67	Innovation, Technology Development and Transfer	Four (4) Science and Technology Parks	Profile	The project is still under preparation, the concept note was approved on 7th April 2021 and the project is at profile stage
68	Innovation, Technology Development and Transfer	Forty (40) Technology and Business incubators (TBIs)	Profile	The project is still under preparation, the concept note was approved on 9th December 2020 and the project is at profile stage
69	Regional Development	Labour Intensive Public Works	Idea/ WishList	Still an idea with no preparatory documentation

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