SECTOR DEVELOPMENT PLANNING GUIDELINES

April 2015
FOREWORD

Uganda is gradually moving from a needs-based development planning system characterized by formulation of Sector Investment Plans to a proactive vision-based planning. This shift requires production and implementation of development plans guided by a long-term development vision. The Uganda Vision 2040 with the theme “A Transformed Ugandan society from a peasant to a modern and prosperous country within 30 years” is an all-encompassing perspective plan and overall guide to development planning in the country. To achieve the desired transformation as articulated in the Vision, careful development planning and commitment of resources at all levels will be necessary.

At the Central level, the responsibility of planning and budgeting is delegated to sector Ministries, Departments and Agencies (MDAs). To execute this responsibility effectively, MDAs are required to formulate their policies, strategies and programmes consolidated into Sector Development Plans which are aligned to the National Development Plan and to Uganda Vision 2040. Section 7 (2a, 2b and 2c) of the NPA Act provides that the development planning in the country should be undertaken in consultation with and under the guidance of the National Planning Authority. Accordingly, the Authority has produced these Sector Development Planning Guidelines in addition to the Local Government Planning Guidelines launched in 2014. Due to close linkages between Sector and Local Government planning processes, for a number of sectors, the two guidelines will have to be used hand in hand. The Guidelines also take note of other Crosscutting guidelines (Nutrition, Gender, Climate change, etc) that have been issued as complementary in the overall planning process.

These Sector Development Planning Guidelines further take into account the requirement that development plans in the country are knotted in the Comprehensive National Development Planning Framework (CNDPF) which was adopted by Government in 2007. The guidelines conform to the basic principles of development planning, namely: effective inclusive participation in development planning processes; plans which are evidence-based; standardized and aligned to the NDP and the National Vision; integration of cross-cutting issues and policies; fulfillment of mandates of MDAs according to their technical capacities; transparency and value for money in service delivery as well as integration of human rights in the policies;, legislation, plans and programs.
On behalf of Government, the National Planning Authority and on my own behalf, I wish to thank the various stakeholders who provided valuable contributions toward finalizing these Guidelines. Specifically, I wish to extend my recognition and gratitude to the Authority, Management and the technical team of the National Planning Authority for providing quality assurance of the guidelines. I would like, in a special way, to thank World Bank/DFID for the continued financial and technical support to NPA, and specifically for funding the development of these Guidelines.

These guidelines are intended to support the formulation of standard Sector Development Plans which will not only facilitate harmonious implementation of the plans but also support effective monitoring and evaluation of progress of implementation and therefore achievement of objectives of National Development Plan and Uganda Vision 2040. I therefore call upon Ministries, Departments, Agencies and all other stakeholders to utilize these guidelines in the development and implementation of their Sector Development Plans.

For God and my Country,

Kisamba Mugerwa
Chairperson, National Planning Authority
### ABBREVIATIONS AND ACRONYMS

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<td>AWPs</td>
<td>Annual Work Plans</td>
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<td>UAC</td>
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<td>UWTI</td>
<td>Uganda Wildlife Training Institute</td>
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GLOSSARY

**A baseline situation/condition**: A situation at a certain moment, and can be used as a reference point to establish trends (e.g. as a result of policy, programme and project intervention/s).

**Activity**: Actions taken or work performed through which inputs such as funds, technical assistance, human and other types of resources are mobilized to produce specific outputs.

**Coordination**: The process of ensuring that different organs or actors work together in harmony to achieve a common or shared goal.

**Cross-cutting issues**: These are issues that touch on general principles. They include gender, environment, HIV/AIDS, human rights, disability, Nutrition, Governance, Population and Development, disaster preparedness, Science and Innovation and others which may have been identified in a particular National Development Plan.

**Development Planning**: This is the process of identifying problems, needs, priorities, resources as well as designing action plans with a view of improving the welfare of the people. The development planning process includes plan formulation, implementation, monitoring and evaluation.

**Environment**: The physical surrounding, or the ecological system, including the totality of atmospheric functions (not only natural resources) that are functional for human society (and which are generally being influenced by human activities).

**Environmental Assessment**: A systematic process of evaluating and documenting
information on the potentials, capacities and functions of natural systems and resources in order to facilitate sustainable development planning and decision making in general, to predict and manage the adverse effects and consequences of proposed undertakings.

**Environmental Impact Assessment (EIA):** A process of identifying, predicting, evaluating and mitigating the biophysical, social and other relevant effects of proposed projects and physical activities prior to making major decisions and commitments.

**Environmental Mainstreaming:** A continuous process of identifying environment and natural resource issues/opportunities that contribute to the development goals of an activity identifying potential impacts and mitigation measures, and integrating them in policies, plans and programmes in order to reduce their negative impacts.

**Environmental sustainability:** The management and protection of the ecological system in such a condition and to such a degree that atmospheric functions are maintained over time, at levels sufficient to avoid and reduce risks of future catastrophes, and which give future generations the opportunity to enjoy an equal measure of utilization of environmental functions.

**Goal:** the anticipated desired state, reflecting a general improvement from a weak or poor state in the medium to long-term.

**Indicators:** Qualitative or quantitative factors or variables that provide a simple and reliable means to measure achievement or to reflect changes connected to an intervention or to help assess the performance of a development actor.

**Inputs:** Financial, human or material resources used for a development intervention.
**Logical Framework (LogFrame):** A management tool used to improve the design of interventions at the project level. It involves identification of strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators and assumptions or risks that may influence success or failure.

**Long-term planning:** The inspiration type of planning and usually for a period of not less than 10 years. It begins with the current status and lays down a path to meet estimated future needs. At every stage of long-range planning the planner asks, "What must be done here to reach the next (higher) stage?" **Medium Term Planning:** The type of planning that usually takes a period of 5 or more years but less than 10 years. **Short Term Planning:** A planning for period of less than 5 years.

**Multi-sectoral programme:** A program whose successful implementation involves more than one sector.

**Outcome:** The likely or achieved short-term and medium-term effects of an intervention.

**Outputs:** The products (capital goods or services) that result from development interventions in a given period aimed at achieving stated development objectives. In proactive planning, desired outputs establish the basis for selecting activities that should be carried out.

**Planning Call Circular:** An official written communication issued by the National Planning Authority at the start of each planning cycle specifying the procedures, processes, timeframes and roles and responsibilities involved in a planning cycle by national and Local Government units.
Policy: The general course of action or proposed overall direction that a Government or other institution is, or would be, pursuing and which guides ongoing decision making.

Programme: A group of related projects, services or activities directed towards the attainment of (usually similar or related) objectives within a specified period of time.

Project: A planned undertaking, designed to achieve certain specific objectives within a specified period of time. A set of activities constitute a project.

Sector Development Plan: A detailed statement of performance, issues and opportunities, development objectives, policies and strategies that support the developments in a specific sector e.g. Education, Agriculture, Water and Sanitation etc. It provides a framework for the identification of public policy initiatives and projects in the segment, including the role of the government agencies, faith based organizations and the private sector in the development of the segment. Sector development Plans should have the same time frame as the National Development Plans.

Situation Analysis: A description of the general state of affairs affecting development, arising from the natural resources, the human resources, and the progress achieved from past development efforts that are important for the future of the local government.

Stakeholders: A functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the stakeholder is also the ‘primary actor’.
**Strategic Planning:** A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. The process that aims to provide insights that allows one to take decisions on what would need to be done in the future and to formulate realistic objectives for the organization involved to reach in the future. It begins with the desired-end and works backward to the current status to find out ways to meet the desired goal. At every stage of strategic planning is based on the question; "What must be done at the previous (lower) stage to reach here?"

**Sustainable development (SD):** A process of change in which the exploitation of resources, the direction of investments, and the orientation of technological development and institutional changes are in harmony, and enhance both current and future potential to meet human needs and aspirations.

**Sustainable development (SD) dimensions:** the ecological, social, economic (and institutional) issues involved in defining sustainable development.

**Threshold:** A point at which the use of an environmental function exceeds sustainability criteria (i.e. exceeds its capacity to regenerate, reproduce or function properly), gradually or suddenly leading to its collapse.

**Work plan:** A draft time table indicating activities and the times they are to be done, usually done on an annual basis.
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CHAPTER ONE    INTRODUCTION

1.1    THE STRUCTURE OF THE SECTOR DEVELOPMENT GUIDELINES

These Sector Development Planning Guidelines are organized in four chapters. Chapter One is the Introduction. It covers the structure of the sector Development Planning Guidelines, the background, the rationale and purpose of the guidelines and the intended users of the Guidelines.

Chapter Two is the Institutional Framework for Developing a Sector Development Plan. It covers the planning frameworks within which SDPs are prepared, the SDP consultations and approval processes and the structures for preparing SDPs.

Chapter Three is Process of Developing an SDP which covers the structure of a standard SDP, the phases of developing an SDP, and the activity time frame for developing an SDP.

Finally Chapter Four is the SDP implementation processes covering responsibilities for implementing the SDP, consistence of the Mid -Term Expenditure Framework with the NDP and the SDP, implementation of the Annual Work Plans (AWPs) and the monitoring and evaluation arrangements.
1.2 BACKGROUND

In compliance with Article 125 of the Constitution of Republic of Uganda (1995) the National Planning Authority (NPA) was established by Act of Parliament No. 15 of 2002. As per the Act, NPA is the principal statutory agency responsible for the coordinating of national and decentralized development planning in Uganda. The primary function of the Authority is to produce comprehensive and integrated plans for the country elaborated in terms of a perspective vision and long term and medium term development plans. Government of Uganda launched a long-term development vision, the Uganda Vision 2040 in 2013. It is an all-encompassing perspective plan with the theme to have a “Transformed Ugandan society from a peasant to a modern and prosperous country within 30 years”. It is an overall guide to development planning in the country at both National and Local Government Levels.

In order to achieve the envisaged transformation, the Vision requires careful development planning and commitment of both human and financial resources. At the Central Level, the responsibility of planning and budgeting is delegated to sector (MDAs) while at the Local Government level the responsibility rests with the Local Government Councils which are the planning Authorities at that level. To execute this responsibility effectively, MDAs are required to formulate their policies, strategies and programmes consolidated into Sector Development Plans (SDPs) which are aligned to the objectives of the National Development Plan and Uganda Vision 2040. Section 7 (2a, 2b and 2c) of the Act provides that the development of planning in the country should be undertaken in consultation with and under the guidance of the National Planning Authority. The planning functions should therefore be based on guidelines issued by National Planning Authority. NPA has already issued the Local Government Planning Guidelines and now produced this Sector Development Planning Guidelines. Given the close linkages between Sector
and Local Government planning processes, the two Guidelines should be used together i.e. Sector and Local Government Planning Guidelines.

These Sector Development Planning Guidelines are based on analysis of the current sector planning mechanisms to ensure that they are firmly anchored in best practices and lessons learnt. They take into account the requirement that development plans in the country are intertwined in the Comprehensive National Development Planning Framework (CNDPF) which was adopted by Government in 2007. The framework outlines the principles and guidelines to be followed in developing national and decentralized long and medium term development plans in the context of a shared perspective National Vision.

The Guidelines conform to the basic principles of development planning, namely; evidence-based, inclusive participation, standardization and alignment to the National Development Plan (NDP) and the strategic direction of the National Vision, integration of cross-cutting issues and policies, fulfillment of mandates of MDAs according to their technical capacities and support, transparency and value for money in service delivery as well as integration of human rights in the policies, legislation, plans and programs.

1.3 RATIONALE AND PURPOSE FOR THE GUIDELINES

1.3.1 RATIONALE

The realization of national development goals and objectives requires among other conditions, that all sectors develop and implement SDPs that are aligned to the NDP.

The Mid-term Review of NDP I revealed that a number of sectors did not have SDPs and for the sectors that had them the process of their development was not guided by a common planning framework and therefore not wholly aligned to the National
Development Plan. Sector development planning processes were mixed and merely based on annual budget processes, where MDAs submitted annual work plans and budgets to the Ministry of Finance Planning and Economic Development (MFPED) for financing. This made alignment of SDPs to the NDP a challenge as priorities highlighted and emphasized by the sectors were sometimes not in line with those stated in the NDP. To address this, NPA has developed these guidelines to support harmonized development of SDPs which are aligned to the National Development Plans with regards to timeframes, objectives, strategies and programs. The guidelines are based on analysis of the past sector planning mechanisms to take advantage of best practices and lessons learnt.

1.3.2 PURPOSE OF THE SECTOR PLANNING GUIDELINES

The Sector Development Planning Guidelines are designed to:

- provide a uniform format for preparing SDPs which are aligned to the National Development Plan and the Uganda Vision 2040,
- facilitate the preparation of SDPs based on the NDP, and the preparation of MDAs’ Budget Framework Papers (BFPS) and Annual Action Plans (AAPs) based on the SDPs,
- ensure that SDPs are developed to support the achievement of the development goals and objectives of NDPs which are informed by aspirations articulated in Vision 2040,
- ensure that SDPs are of a standard format and of the same time frame and horizon as the medium-term development plans, the NDPs, and that they integrate cross-cutting issues identified during the NDP preparation processes,
- provide the basis for preparing Annual Work Plans and budgets at MDA level over the plan period, and
- provide the basis for effective implementation, monitoring and evaluation of
NDPs at the sector level.

1.4 USERS OF THE SECTOR PLANNING GUIDELINES

The key users of these Guidelines are institutions and other stakeholders in the formulation of Sector Development Plans. They include;

(i) Members of the Sector Leadership Committees which are the top-most organs for sector development planning and comprise the political leadership of the sectors whose role is to provide political guidance and approve SDPs before submission to NPA.

(ii) Members of the Sector Implementation Coordination Steering Committees (ICSCs). These are the bodies responsible for policy development, coordination and quality assurance of the production of SDPs and fundraising for SDPs’ implementation. They include technical heads of the MDAs in the sector and are chaired by the Permanent Secretaries of the Sector Lead Ministries.

(iii) Members of the Sector Working Groups (SWGs) and their technical working committees (STWCs). These are task-oriented groups whose role is to harmonize, coordinate, monitor, evaluate and report on the sector vision and goals, policy frameworks, plans, and performance of sector MDAs. They comprise technical officers, at director level or heads of departments of MDAs in the sector, representatives of CSOs, Local Governments, where relevant, private sector institutions associated with the sector and representatives of development partners. They are chaired by high level technical officers of the Sector Lead Agencies (SLAs) and served by Sector Secretariat which are ordinarily the Policy and Planning Units (PPUs) of the SLAs.
(iv) Members of the SDP Preparation Teams (SDPPTs) who are responsible for consolidating technical papers produced by the sector working committees into SDPs.

(v) Members of Top Policy Management Committees (TPMCs) of MDAs who review and approve technical papers produced by the Policy and Planning Unit of MDAs for submission to the Sector Technical Working Groups.

(vi) The National Planning Authority for overall guidance of the sector development planning process.

(vii) Directorate of Budgeting of the Ministry of Finance, Planning and Economic Development which reconciles SDP budgets to the national budget.

(viii) Private sector organizations and enterprises which may wish to integrate their activities with those in the SDPs.

(ix) Local Governments whose district sector priorities need to be integrated in SDPs as provided for in the CNDPF.

(x) Development Partners who need to identify entry points for supporting the country’s sector development efforts.

(xi) Consultants/Facilitators who may be engaged to support sectors in the development of SDPs.
CHAPTER TWO  CONTEXT AND INSTITUTIONAL FRAMEWORKS FOR DEVELOPING A SECTOR DEVELOPMENT PLAN

2.1 THE COMPREHENSIVE NATIONAL DEVELOPMENT PLANNING FRAMEWORK

The Comprehensive National Development Planning Framework (CNDPF) adopted by the Government of Uganda in 2007 outlines the principles and guidelines to be followed in developing national and decentralized long and medium term development plans in the context of a shared national Vision. The framework is operationalised through the long-term planning framework comprising; the 30-year vision, the (Uganda Vision 2040), three 10 year National Development Plans, 6 medium-term 5-year National Development Plans together with corresponding Sector Development Plans and District Development Plans (DDPs) with short-term annual budgets and work-plans. Figure 1 shows the interrelationships of the different development plans under the CNDPF.

2.1.1 THE UGANDA VISION 2040

The Uganda Vision 2040 provides a long-term focus for national development efforts and defines the direction and strategy towards attaining the shared vision statement which is “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years”. This statement implies a change from a predominantly peasant low income to medium income country within 30 years. It is the apex of development planning in the country and all development plans in the country including the Sector Development Plans are expected to aim at realizing that vision. Ideally the national vision sets the strategic direction of the long-term 10-year National Development Plans which in turn set the directions of the mid-term 5-year development plans. The District and the Sector Investment Plans, in addition to informing each other, are expected to be fully integrated into the Medium-term National Development Plans. Annual work plans and budgets are implementation
schedules of the 5-year medium term National Development Plans. Figure 1 shows interrelationships of the different plans in the CNDPF.
Figure 1 Inter-relationship of Development Plans under the CNDPF

LONG TERM PLANNING

The 30 year National Vision

The 10-year National Development Plan/Strategies

MEDIUM-TERM PLANNING

The 5-year National Development Plan including Local government and sectoral plans & strategies

Mid-term Reviews (every 2½ years)

SHORT −TERM PLANNING

Annual Plans and Budgets (Implementation and Monitoring and Evaluation)
The Vision outlines the people’s development aspirations, the country’s development challenges and the prerequisites for achieving the envisaged aspirations. The key principles underlining the Uganda Vision 2040 include:

- Ownership of the Vision by all. This should not only be ownership of the formulation process but also of the successful implementation of programmes, projects and other initiatives.
- Strong backing by the political leadership at all levels.
- Good governance which is the positive exercise of authority which is characterized by citizen transformation and participation in governance, control of corruption, political stability, and respect for the rule of law, Government effectiveness, regulatory quality and effective knowledge management.
- Availability of resources for implementing the planned programmes. This includes measures to eliminate wasteful spending, fighting corruption, intensifying accountability, improving the allocation of resources, increasing efficiency in the use of resources and giving more attention to effectiveness through monitoring and re-views.
- Balanced development through encouraging the harnessing of key opportunities by strengthening the necessary fundamentals in a broad range of sectors with the potential to contribute to growth. The ultimate aim of this is to ensure that all regions of the country benefit from the growth of the national economy by
  - Equitably using national resources, better infrastructure and other development projects to realize higher investments levels required to fight poverty,
Promoting social equity and harmony and the promotion of gender and human rights through ensuring that mainstreaming gender, disability and human rights is at the core of the planning process,

Demonstrating and exercising concern for other citizens, especially the elderly, the disabled, and children including availing equal opportunities and access to resources by all, men, women, boys and girls.

Adherence to the various international conventions and resolutions that promote equal opportunities and enjoyment of human rights for all.

Behavior change by adaptation of a patriotic attitude towards public property, assets, amenities and the environment. Ugandans should appreciate hard work, discipline, time management and patriotism.

Linkage of the Vision to the national planning processes:. Uganda Vision 2040 is an all encompassing perspective plan for the thirty years and acts as a primary guide to any future planning. In essence, all MDAs must realign their development priorities to the Vision.

Ensuring sustainable and equitable development through:

- Sustainable use of natural resources such as land, forests and wetlands,
- Access to basic needs such as education, health services, food, and housing,
- Promotion of equitable distribution of incomes among all citizens and regional balance.
- Assurance of a life of dignity, including a life in a society that respects and helps realization of human rights.
- Effective monitoring and evaluation to provide relevant information to enable fine-tuning, re-orienting, or otherwise altering the proposed initiatives if found necessary.
Planning approaches based on harnessing strategic opportunities for strengthening relevant fundamentals that facilitate maximum returns from the opportunities. These include;

- A “quasi-market approach” to promote and encourage public-private partnerships in a rational manner, outward-oriented policies to encourage foreign investments and exports with high value addition, as well as pursuing sound macroeconomic policy and management, and

- A “business approach” in which service delivery systems will be reviewed and restructured for better service delivery and wealth creation, and Government investment in strategic areas and areas of national interest.

- Improving social development indicators while strengthening governance systems and structures. To attain this Vision all development plans at all levels shall follow the above planning approach to foster faster socio-economic transformation.

2.1.2 THE 10-YEAR LONG TERM DEVELOPMENT PLANS

While the Vision provides clear milestones at intervals over the thirty years, there are as yet no long-term national development plans. The development of the first 5-year National Development Plan, the NDPI (2010/11 – 2014/15) was informed by the Vision statement. The Ten-year development plans will be produced to provide strategic guidance to the production of the forth coming five-year NDPs.

2.1.3 THE 5-YEAR MEDIUM-TERM (FIVE-YEAR) DEVELOPMENT PLANS

2.1.3.1 The Five-Year National Development Plans

The 5-Year National Development Plans operationalize the 10-year National Development Plans. They are tools for prioritizing Government, private sector and
Non-state actors interventions and for mobilizing external resources. The NDPs cover the following:

- A general overview of development in the economy including the macroeconomic performance, development challenges and opportunities for further development.
- The theme/premise of the plan which is in line with the National Vision Broad sector analyses, including policies, objectives, strategies and interventions.
- Implementation and monitoring and evaluation arrangements and strategies
- Priority public sector development programmes and projects
- The envisaged roles of key players (MDAs, the private sector, civil society organizations and development partners).

The priorities set out in the NDPs guide the allocation of public resources and are costed with annualized budgets. To ensure that appropriate development control and direction are maintained and to facilitate reviews, the CNDPF provides for Mid-term reviews with annualized monitorable indicators and targets to be specified in the plans.

2.1.3.2 The Sector Development Plans

MDAs are required to prepare their respective SDPs which are consistent with the long term national development goals and objectives. The SDPs provide strategic directions of the sectors over their plan period which has to be consistent with the time frame and horizon of NDPs, five years. The SDPs shall further ensure that the sectors are capable of fulfilling the sector roles defined in the National Development Plans. The SDPs shall spell out the interventions, including detailed inputs and target indicators, to achieve each objective identified in the sector.
2.1.3.3 The Local Government Development Plans

Article 190 of the Constitution of the Republic of Uganda (1995) mandates and obliges District Councils to prepare comprehensive and integrated development plans that incorporate plans of Lower Local Governments (LLGs) and Councils for submission to NPA. This is actualized by the Local Government Act; Cap 243 (Section 35 (1)) which designates Districts Councils as the planning authorities for the districts. The Act further mandates and obliges line Ministries to offer policy, and technical guidance, support supervision, advice on projects involving direct relations with local governments, and establishment of minimum national standards of service delivery in their sectors.

There is therefore a clear and close relationship between District Development Plans and Sector Development plans, not only due to the technical support supervision and guidance given by the line Ministries, but also due to the fact that a sizable proportion of financing of District Development Plans is through conditional grants budgeted for and channeled through SDPs. This clearly provides a two way relationship between SDPs and Local Government development plans. Development policies, priorities and strategies in SDPs influence priorities and strategies selected by Local Governments and LG development plans, since they originate from the grassroots, necessarily inform policies and strategies of SDPs. SDPs and Local Government Development Plans should therefore be aligned National Development Plans thematically and with respect to time frames and horizons.

In compliance with the NPA Act, section 7(2) (d) which provides for the National Planning Authority the mandate to provide local capacity development support and guidance to national and local bodies responsible for the decentralized planning process, the Authority has produced the Local Government Development Planning
Sector Development Planning Guidelines

Guidelines. These Sector Development Planning Guidelines shall be used hand in hand with the Local Government Development Planning Guidelines so as to facilitate timely flow of information between the National level sectors and Local Governments.

2.1.4 THE SHORT TERM DEVELOPMENT PLANS

The short term plans are the Policy Statements (PS) produced annually by MDAs and LG annual work plans produced by LGs at the beginning of every financial year and are approved by Parliament and Local Government Councils respectively.

2.1.4.1 Annual Policy Statements

MDAs produce and present annual Policy Statements for Parliamentary debate on the financial year budget estimates. The statements are essentially plans and budgets for the forthcoming financial year. The Policy Statements shall be based on the sector development plans and ordinarily cover the following:

- Clear vision and mission statements from which the MDAs derive their mandates and the key functions. The MDA vision and mission shall of necessity be in tandem with the broad vision and mission of the sector to which they belong.
- Strategies and objectives of the MDAs in the medium term: These shall not deviate from the relevant policies, objectives and strategies in the SDP of the sector.
- The organization structure of the MDA: This should clearly point out the linkages with Non-Government organizations and private sector organizations as well collaborating agencies across sectors
• The policy framework within which the MDA operates: This is ordinarily elucidated in the national medium term plan, the National Development Plan.

• Elaboration of activities carried out to address issues raised by Parliament during its debate on the Ministerial Policy Statement of the previous financial year especially on the indicative planning figures of the Ministry in that year.

• Achievements during the previous financial year with respect to budgetary resources and physical output performance

• Budget proposals for the next financial year, specifying the various programs that will be undertaken, including the recurrent and development budget requirements. The programs must be consistent with those in the SDPs and the National Development Plan in order for a sector to receive a Certificate of Compliance.

• Each sector shall have a Service delivery standards approved by Cabinet which shall be the basis for planning and derivation of indicators and targets.

2.1.4.2 Annual Local Government Development Plans and Budgets

The Annual work plans produced by Local Governments are based on estimates of funds they anticipate to receive from central Government transfers and grants as well as funds internally generated within the LGs. A large proportion of the funds from the Centre are conditional transfers for which little discretion for planning is exercised. Nevertheless all activities and associated budgets are consolidated into annual work plans.

2.2 SDP CONSULTATION AND APPROVAL PROCESSES

All SDPs shall conform to the following standard development planning principles namely: evidence-based, inclusive participation, standardization and alignment to the NDPs and National Vision, integration of cross-cutting issues and policies, Sector mandates, capacities and support, support to managerial and technical capacities,
Stransparency and value for money to avoid duplication of effort in service delivery. To guarantee these principles SDP preparation shall follow systematic consultative and approval processes. Figure 2 shows directions of consultative and approval processes as provided for in the CNDPF.

**Figure 2: The Development planning Consultative Process**

The planning process is initiated by a planning call circular by NPA to all MDAs and Local Authorities to inform stakeholders of the preparation of the 10-year or five-year National Development plans and to invite them to submit development plans and budgets. The circular presents general guidelines for preparing the plan, the macroeconomic perspective, sector development thrusts, proposed thematic areas...
allocated to sectors and Districts, the schedule for submission of proposals and the criteria for resource allocation between projects and programmes. It calls for MDAs and Local Governments to formulate development plans which are mainly focused on the identified sector thrust areas.

2.2.1 DEVELOPMENT PLANNING CONSULTATIVE PROCESSES

The CNDPF emphasizes reaching consensus through participatory consultative dialogue with various stakeholders including the private sector, civil society, development partners and the general public at macro, sector and Local Government levels. At the macro level consensus on the key development agenda and macro-economic targets is reached in the Inter-Agency Planning Group (IAPG) the composition of which is Ministry of Finance, Planning and Economic Development (MFPED), Bank of Uganda (BOU), Economic Policy Research Centre (EPRC), Office of the Prime Minister (OPM), Uganda Bureau of Statistics (UBOS) and National Planning Authority as the secretariat.

2.2.1.2 Sector Level Consultations

At sector level Ministries shall make adequate consultations with relevant stakeholders including Local Governments, semi-autonomous institutions, the private sector and civil society organizations during the production of technical papers for submission to the Sector Technical Working Groups for drafting SDPs. They shall also consult development partners to identify possible areas of support that can be solicited from them. Caution should however be taken not to allow the latter to directly dictate sector objective setting and prioritization. These shall be generated internally and shall be squarely aligned the national aspirations, strategic directions and objectives as pronounced in the NDPs and the Uganda Vision 2040. Participation
of development partners the Sector Working Groups shall be mainly for purposes of getting an insight of the sector developments to which their support shall be directed.

2.2.1.3  Local Government Level Consultations

At the Local Government level consultations are held with relevant institutions and fora to feed into debates by District Standing Committees (DSCs) which produce technical papers that are consolidated by the District Technical Planning Committees (DTPCs) into District Development Plans for submission to the National Planning Authority. As provided for in the Local Government Act, the District Authorities should ensure that adequate consultations are made with Lower Local Governments as well as the private sector and civil society at that level.

Since the development of SDPs inform and are informed by planning processes in Local Governments NPA shall provide regular technical guidance and capacity building to planners in Local Governments. These Sector Development Planning Guidelines are thus to be used in conjunction with the Local Government Development Planning Guidelines issued by NPA.

2.2.1.4  Development Planning Consultations by the National Planning Authority

The National Planning Authority shall provide guidance on the national development strategic direction and objectives and shall therefore participate in consultations at the National, MDA, SWG and LG levels. At the National Level, NPA shall lead consultations with the Intergovernmental Planning Group, Parliament of Uganda.
through the relevant session committees and Party caucuses before submission of SDPs to Cabinet.

At the MDA level, NPA’s participation in consultations with the relevant institutions and organs shall be through the technical Officers of the Policy and Planning Units. The latter shall, on issues of development planning, be operationally linked NPA. NPA shall further endeavor to be effectively represented in planning meetings of the Sector Wide Groups.

The CNDPF provides for a Local Government planning forum where NPA solicits views on development planning at the forum. The forum shall further be used for addressing on LG planning concerns identified by the NPA during its monitoring and evaluation of implementation of SDPs.

2.2.2 SECTOR DEVELOPMENT PLAN APPROVAL PROCESSES

This shall however be preceded by prior approvals made at various stages of plan development at different levels:

At Sector level, approvals shall progressively be made by MDA departments, MDA top management committees, Technical Sector Working Groups, Sector Working Groups, Sector Steering Committees and the Sector Leadership Committees (SLCs) before submission to the National Planning Authority.

At Local Government level, Higher Local Government development plans shall be approved by the District Councils which are District Planning Authorities at that level before submission to NPA. Lower Local Government Development plans shall be approved by the respective Local Councils before their submission for integration into District Development Plans.
The plans shall then be forwarded to Cabinet by the Ministers responsible for the Sector Lead Agencies for SDPs and by the Minister of Local Government for the DDPs. In summary, the approvals will by the following:

**At Sector level:**
- SWG
- Sector Leadership Committee
- NPA (Issuance of a Certificate)
- Cabinet

**At LG:**
- Technical Planning Committee
- District Executive Council
- NPA (Issuance of a Certificate)

### 2.3 INSTITUTIONAL STRUCTURES FOR PREPARING SDPS

The Sector Wide Approach (SWAp) to development planning shall be used for developing the SDPs. Key actors involved developing the SDPs shall include:

1. The Sector Leadership Committees,
2. The Sector Steering Committees,
3. The Sector Working Groups (SWGs),
4. The SWG Secretariats,
5. The Sector Lead Ministries,
6. The SDP Preparation Teams (SDPPTs),
7. The Sector Technical Working Groups (STWGs),
8. The MDA Top Policy Management Committees,
9. The MDA Policy and Planning Units,
10. The MDA Technical Departments,
11. The Ministry of Finance Planning and Economic Development,
12. The National Planning Authority and
13. Facilitators.

2.3.1 SECTOR LEADERSHIP COMMITTEES

The Sector Leadership Committees are the top-most organ for sector development planning. Their primary role will be to provide political guidance on the content, production and approval of SDPs. Their membership comprises the political leadership of the sector. The committees shall also be responsible for ensuring incorporation of political pledges of Government in SDPs.

2.3.2 THE SECTOR LEAD MINISTRIES

There shall have a Sector Lead Ministry where a sector is made up of a number of MDAs. The Minister responsible for the sector shall be responsible for presenting the SDP to Cabinet. The Permanent Secretary of the lead sector Ministry in collaboration with Heads of MDAs and Projects in the sector shall:

- Ensure that members of the SDP Preparation Team fully participate in the preparation of SDP;
- Support and facilitate members of SDP Preparation Teams to prepare SDPs on time;
- Ensure that the SDP captures all programmes, projects and activities of the sector MDAs;
- Ensure that the SDP reflects the development aspirations of the National Development Plan;
- Ensure buy-in of political leadership by continuously raising the awareness of the SDP among the political leadership;
- Support Local Governments’ planning and budgeting processes, especially
with regard to those related to SDP implementation where applicable, and ensure multi-sectoral synergies and

- Consult with MDAs and other stakeholders on implementation of the SDP and develop and operationalize annual/bi-annual sector review processes for effective monitoring of SDP implementation.

2.3.3 SECTOR IMPLEMENTATION COORDINATION STEERING COMMITTEES (ICSCs)

Sector Implementation Coordinating Steering Committees are the bodies responsible for policy development, coordination, quality assurance and fundraising for the implementation of SDPs. Their membership comprises of the Technical Heads of the sectors. The Permanent Secretaries of the Lead Ministries shall chair meetings of the ICSCs.

2.3.4 SECTOR WORKING GROUPS

Each sector shall be “managed” by a Sector Working Group (SWG). The group shall be responsible for producing the SDP. The SWG shall be a task-oriented group comprising technical officers at Director Level or Head of department of MDAs in the sector, representatives of CSOs, Local Governments and the private sector institutions associated with the sector, and representatives of development partners. It shall be chaired by a high level technical officer of the Sector lead Agency (SLA) and served by a Sector Secretariat. The role of the SWG is to harmonize, coordinate, monitor, evaluate and report on the sector vision and goals, policy frameworks, plans, and performance of all sector MDAs.

The terms of reference of the SWG shall include:
i. Discussion of issues of policy and strategic nature from all participating MDAs with a view to give a sense of direction to the Sector.

ii. Formulation and Coordination of Sector Strategies for long, medium and short term investment plans and budgets.

iii. Reviewing reports from Sector Technical Working Groups and evaluating their consistency with the objectives of Sector Development Plans.


v. Critical analysis of submissions of the technical working groups to ensure that implementation of the programs remains focused.

vi. Prioritization of expenditure within the available resources and mobilization of resources for funding identified financial gaps during the course of implementation of SDP projects and programs.

vii. Approval of Terms of Reference for Technical Assistance; and

viii. Harmonization and monitoring and evaluation of Sector Policies and Programs.

ix. Approval of SDPs

Within the above Terms of Reference, the SWG shall:

- Ensure that the SDP investment programmes are in line with sector priorities;
- Pursue solutions to structural, institutional and other constraints to effective SDP implementation at national and local levels;
- Review mechanisms for enhancing stakeholder participation in implementing the SDP;
- Provide the main forum for the sector-wide approach to planning and budgeting for the Sector;
- Identify, on the basis of sector expenditure and investment plans and the Budget Framework Paper (BFP), policy issues for consideration and action by the Top Policy Management Committees (TPMCs);
• Monitor budget implementation with regard to the aims and objectives set out in the sector BFPs.
• Make decisions regarding key Government coordination issues identified by the Sector Technical Working Groups;
• Forward unresolved Government coordination issues to the Sector Steering Committee for further action at that level or at Cabinet level;
• Guide the operations of the STWGS and through their Secretariats provide feedback on implementation according to the directions received from the political organs
• Represent the Sector in discussions of resource allocation to the sector
• Discuss issues of Policy and Strategic nature from all participating MDAs with a view to give a sense of direction to the Sector.
• Formulate and coordinate Sector Strategies for long, medium and short term investment plans and budgets.
• Receive reports from Technical Working Groups and consider their consistency with objectives of Sectoral Plans.
• Develop and monitor sector performance indicators.
• Mobilize resources for funding identified gaps during the course of implementing of sector projects and programmes.
• Prioritize expenditure with the available resources.
• Approve Terms of Reference for Technical Assistance (Facilitators)
• Harmonize Sector Policies and Programmes and Monitoring and Evaluation reporting formats and
• Submit reports to the Implementation Coordination Steering Committee (ICSC)

2.3.5 SECTOR SECRETARIAT
Every SWG shall be serviced with a Sector Secretariat which shall be the Policy and Planning Unit (PPU) of the sector lead Ministry. The secretariat shall organize SWG meetings, prepares and circulates minutes and relevant documents to sector institutions including MDAs, Civil Society institutions and development partners. It shall also provide information for Joint GoU/Development Partners Review meetings.

2.3.6 SDP PREPARATION TEAM (SDPPT)

The SDP Preparation Team shall be selected by the SWG and shall be chaired by the Commissioner responsible for planning of the lead ministry. The PPU of the lead Ministry or its equivalent shall serve as the Secretariat to the SDP Preparation Team. The head of the Planning Unit of the lead Ministry or his representative shall be the secretary. To facilitate the activities the SDPPT, a smaller technical team of 5 to 7 members led by the Head of the PPU shall be formed within the SDP Preparation Team. In all cases and to the extent possible, gender balance shall be ensured in the membership.

The SDP Preparation Team shall produce a detailed work plan and budget for developing the SDP. The plan will include the activities to be carried out (what to be done, including data collection, analysis and synthesis e.t.c); the roles of the actors, (who should do what e.t.c), the time frame and a budget to support the SDP preparation process.

Each MDA shall make budget provision to cater for SDP preparation which is mandatory requirement under the new PFM Act for every MDA to have a SDP.

2.3.7 SECTOR TECHNICAL WORKING GROUP (STWG) COMMITTEES
These shall be subcommittees of the Sector Working Groups. They shall be responsible for producing sector thematic technical papers for consolidation into SDPs by the SDPPTs.

2.3.8 MDA TOP MANAGEMENT COMMITTEES

These shall comprise the Head of Departments of MDAs. They shall review and approve SDP technical papers produced by the Policy and Planning Units of MDAs before submission to the Sector Technical Working Groups.

2.3.9 POLICY AND PLANNING UNITS (PPUS) OF MDAS

The PPUs of MDAs shall coordinate the production of technical papers for submission to the Sector Technical Working Groups. Before submission to the Technical Working Groups the content of the technical papers shall be approved, at least in general terms, by the Top Management Committees of the respective MDAs.

2.3.10 MINISTRY OF FINANCE PLANNING AND ECONOMIC DEVELOPMENT

The Ministry of Finance, Planning and Economic Development in collaboration with the NPA shall:

- Enforce discipline and adherence to SDP implementation and budgetary expenditure on approved programmes;
- Facilitate the review and development of annual action plans, and budgets;
- Ensure that the budget guidelines for the Financial Years reflect only those priorities indicated in the NDP and the Uganda Vision 2040;
- Release budgetary allocation to MDAs whose Annual Action plans reflect the priorities of their SDPs and aligned to NDP.
2.3.11 NATIONAL PLANNING AUTHORITY

NPA shall take a lead role of coordinating the sector development planning function by:

- Providing planning guidelines for the preparation of SDPs;
- Extending technical and support where possible to MDAs for the SDP development processes to facilitate them to perform their planning function;
- Organizing workshops on the application and use of the guidelines;
- Monitoring the SDP preparation to ensure that SDPs are completed and produced within the prescribed planning period.
- Reviewing and approve the SDPs for consistency with national strategic direction and priorities before submission to Cabinet Ensuring:
  - Collaboration to agree on inter and intra-Sector trade-offs,
  - Synergy building and efficient use of resources,
  - Consistence of sector strategies, programmes and activities with national development goals and objectives.

2.3.12 FACILITATORS /EXTERNAL CONSULTANTS

To strengthen planning capacity, retain institutional memory and ensure ownership, the SDP should be prepared by the members of the SDP preparation Team themselves. Where the sector lacks technical capacity relating to a section of the guidelines, NPA in collaboration with the Sector concerned may approve and engage the services of a Facilitator/Consultant with the relevant expertise. The facilitator shall to assist the SDP Preparation Team to prepare the SDP and not to prepare it for them, a condition that shall be emphasized in the facilitators’ Terms of Reference (TOR). This is intended to ensure that entities build their own internal capacities and
own the process.
CHAPTER THREE: THE PROCESS OF DEVELOPING AN SDP

3.1 THE STANDARD STRUCTURE OF A SECTOR DEVELOPMENT PLAN

To support harmonized development of SDPs and effective monitoring and evaluation of the implementation of National Development Plans through SDPs these guidelines provide a standard structure of a Sector Development Plan. Broadly an SDP should cover the contents summarized in Box 3 below.

**Box 1: The Standard Structure of a Sector Development Plan**

<table>
<thead>
<tr>
<th>Foreword</th>
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<tbody>
<tr>
<td>Table of Contents</td>
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<td>Section Two: Situation Analysis (Sector Profile/Current Situation/Baseline)</td>
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<td>Section Three: The Strategic Direction of the Sector</td>
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<td>Section Four: Institutional Arrangements for Implementing the SDP</td>
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<td>Section Five: The SDP Financing Strategy</td>
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<td>Section Six: Monitoring and Evaluation Arrangements</td>
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<tr>
<td>Annex 1: Cost implementation Matrix</td>
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</table>

A detailed description of what should be included in the various sections of the SDP is given in Annex II.

3.2 PHASES OF DEVELOPING AN SDP

There are eight distinct phases of developing a sector development plan. These are:

1. Sector diagnosis
2. Policy formulation
3. Selection of objectives and priority areas
4. Design of priority programmes
5. Preparation of cost and financing framework
6. Design of monitoring system
7. Writing up of draft plan
8. Revision of draft and official plan approval

All phases require technical expertise but stakeholders and development partners need to be informed and consulted in critical moments of the plan preparation process, especially at the end of Phases 3 and 7, the selection of objectives and priorities, and the writing of the draft plan, respectively. The most important and also most time-consuming phases are Phases 1 and 4, sector diagnosis and programme design, respectively. These require active involvement of sector MDAs while for others, especially phase 5; it is mainly the technical people who are responsible for their completion. Because of the participatory nature of the whole undertaking there is need to combine the plan preparation with a solid capacity building component. The outputs of phases 1 to 6 are used to provide inputs to the components of the standard SDP structure given in Section 3.1 above, the components of which are briefly described in Annex II. The completion of the eight phases will ordinarily take between 3 and 4 months, although collection relevant data for some phases especially the sector diagnosis has to be done during implantation of the proceeding plan.

3.2.1 PHASE 1: SECTOR DIAGNOSIS

3.2.1.1 Concept, rationale, and scope of sector diagnosis

The Concept and Rationale

Sector diagnosis is the first phase of the strategic planning process. It consists of a critical analysis of the status, functioning and performance of the sector, with a view to identifying the sector’s strengths and weaknesses. The quality of the sector diagnosis determines the quality of the SDP and therefore shall be the basis for identification of the relevant policy goals and objectives and the selection of priority programmes. From a more technical point of view, the baseline indicators required
for monitoring the plan implementation later on shall be generated from the sector diagnosis phase.

The Scope
The diagnosis of the sector shall be holistic, covering the mandates of all sector MDAs since the sector development plans developed there shall form the basis of annual Ministerial Policy Statements the production of which shall be closely coordinated at sector level. The scope of sector diagnosis shall cover not only analysis of the current situation but include an analysis of past and, to a certain extent extrapolation of future trends. For most sectors, simple static analysis of the current situation produce results that are difficult to interpret. Furthermore the scope shall be extended to the internal and global environment in which the sector operates. This is particularly essential for sectors where interactions within the East African Community and the broader global society are crucial determinants of their development.

3.2.1.2 Analytical framework for sector diagnosis

The analytical framework for carrying out a comprehensive sector diagnosis shall comprise; analysis of the context, existing sector policies, sector performance, the management capacities, and costing and financing of the sector.

Context analysis
Context analysis shall cover the macro-economic, demographic, socio-cultural and politico institutional aspects. The Macro-economic analysis shall emphasize past and future economic growth trends, government revenues and budget, and employment trends. On the demographic context particular emphasis shall focus on the population clusters the sector is meant to serve, the geographic and density distribution of the target population and the internal and external migration where applicable. The socio-cultural context shall cover the way the sector influences or is affected by the
distribution of wealth, and linguistic and cultural differences while the politico-institutional context shall focus on the roles of the state and the private sector, the territorial organization of the government administration and issues of decentralization of sector activities where applicable.

**Analysis of existing policies**
This shall involve analysis of explicit policies affecting the sector where they exist, implicit policies as reflected in the practical decisions made by the government, the overall development policies which have a direct impact on the sector performance especially those explicitly stated in the National Development Plans as well as the sector relevant international commitments made by the government.

**Analysis of Sector Performance**
The analysis should cover quality and equitable accessibility of outputs of the sector and the internal and external efficiency and effectiveness in the production of sector outputs. Indicators of these aspects should be clearly defined and used in the analysis and future monitoring of the sector activities in next plan period. For one ministry sectors, in order to avoid biased self-positive aggrandizement and get objective evidence based sector analysis, it may advisable to outsource sector analysts.

**Analysis of management capacity**
Capacities of sector MDAs to execute their mandates shall be analyzed. Major strengths and weaknesses of the MDAs at different levels of delivery of sector outputs shall be reviewed with the aim of identifying the major challenges, both organizational and human, which need to be addressed to ensure efficient and effective implementation of the sector plan to be developed. The analysis should include in-depth analysis of some specific management issues which may form the basis for the preparation of special priority action programmes for reinforcing management capacities within the sector.
Possible indicators used to evaluate the management capacities of the organization and the effectiveness of functioning of MDAs include: percentage of management staff with profiles matching their tasks, percentage of officers aware of their tasks, percentage of offices or departments with operational plans and percentage of offices with necessary IT infrastructure.

**Analysis of cost and financing**

Analysis of costing and financing of sector programmes shall include analysis of public expenditure by category (development and recurrent) broken down by MDAs in the sector and by different sources of financing clearly specifying their relative importance. Where sector services are decentralised to Local Governments costing and financing by local governments shall as well be analyzed. The trend of public expenditure as percentage of GDP as compared to other sectors should be analyzed so as to assess overall sector prioritization rating and compared with to prioritization of the sectors. This shall enable maintenance of same prioritization in allocation of resources during variations in overall resource availability.

**3.2.1.3 Organization of the sector diagnosis**

The purpose of a Sector diagnosis is to identify and document the main achievements and problems of the sector as a basis for fixing plan objectives and selecting priority programmes. Under the leadership of SDP Preparation Team, individual MDAs shall gather information, undertake preliminary analysis and forward to Technical Working Groups. Diagnostic work by the SWGs shall involve three main technical tasks namely, information gathering for the entire sector, information processing and analysis, and preparation of the diagnostic results. The Team shall distinctively distribute tasks and areas of responsibility among sector MDAs to ensure accomplishment of the tasks.
Information gathering
While statistical data forms the foundation for the sector diagnosis, information gathering should extend further to include various documents (studies, research reports, project documents, etc.) containing both quantitative and qualitative information about developments in the sector. These give meaning to some of the statistical findings and, more generally, provide a more in-depth understanding of what prevails in the sector. Sources of information to be considered should include, among others, national demographic census data and projections, results of national sample household surveys, national policy documents and plans, documents and reports from other relevant MDAs, technical and methodological reports produced by development partners, research and survey reports and Management Information Systems where available.

This information gathering should not culminate into a research project. Consequently, the additional value of collecting original new information should be carefully weighed and whenever such collection of new information is judged to be indispensable, the possibility of using a small sample-based study, rather than a large-scale survey, should always be considered. In many instances, combining systematic field observation of a limited number of cases and in-depth interviewing of a limited number of specialists and stakeholders (and/or focus group discussions) can go a long way in helping planners to clarify pending issues and better understanding of specific sector problems and realities.

Information processing and analysis
The analysis of statistical data shall be done on the basis of carefully selected indicators. It shall involve drawing up tables, establishing time series (including a first estimation of future trends), computing means, ratios and growth rates, measuring disparities, etc. In all cases, the use of graphs and cartographic illustrations is highly recommended as the best way of making statistical information
more easily understandable. The processing and analysis of the non-statistical information is however complex, since the amount of documents and reports available can be quite sizeable, and the information provided in them is not always clear-cut and sometimes redundant or even contradictory. Detailed screening of the different documents has to be carried out with a view to identifying the major issues discussed, checking coherence between sources, and regrouping and ordering the information thus obtained in line with the overall planning framework the NDP and Vision 2040. So as to obtain a single sector coherent result there shall be close interaction and intertwining of findings of the processing and analysis of statistical and non-statistical data.

**Preparation of the diagnostic results**

Analysis of information from the diagnostic phase should be organized to provide contents of contents of the Section 2 of the SDP, the Sector Profile Situation Analysis and Baseline. To ensure this, three steps should be followed: Performance Review, Compilation of the Sector Profile and the linking of key sector development problems with the broad objectives of the National development Plan.

**Step 1: Performance Review**

The performance review should cover:

- Policies, programmes and activities relating to the thematic area of the previous NDP.
- Interventions (new projects and other initiatives) not covered by the National Development Plan but implemented during the previous NDP planning period.
- Implementation of cross-cutting issues such as Sectoral HIV/AIDS, gender, environment, population, and social protection programmes, etc.

The assessment of performance should be done in relation to the extent of implementation in the previous plan period of the policies, programmes and projects
in terms of whether they were fully implemented, partially implemented, ongoing or not implemented and the extent of achievement of the set goal, objectives and targets. Reasons for any deviation regarding implementation or set targets and the actions taken to remedy the situation during the implementation period should be clearly stated.

While the overall theme of the plan is Growth, Employment and Socio-economic Transformation for Prosperity all, interventions of sector and Local Government development plans should contribute to at least one of the broad development objectives stated in the NDP. Table 1 is an example of a template of sector performance review over the previous five year plan period.

**Box 2 Broad Objectives of NDP1 (2010/11 – 2014/15)**

- i. Increasing household incomes and promoting Equity
- ii. Enhancing the availability and quality of gainful employment
- iii. Improve the stock and quality of economic infrastructure
- iv. Increasing access to quality social services
- v. Promoting science, technology, innovation, and ICT to enhance competitiveness
- vi. Enhancing human capital development
- vii. Strengthening good governance defence and security
- viii. Promoting sustainable population and use of environmental and natural resources.

**Table 1 Template of Sector Performance Review Over NDPI (2010/11 -2014/15)**

<table>
<thead>
<tr>
<th>Broad NDP Objective</th>
<th>Indicator</th>
<th>Target</th>
<th>Level of Achievement</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>2010/11</td>
<td>2011/12</td>
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<tr>
<td>NDP Objective 1</td>
<td>Intervention 1</td>
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<td>Intervention 2</td>
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<td></td>
<td>Intervention 3</td>
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<tr>
<td>NDP Objective 2</td>
<td>Intervention 1</td>
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</tbody>
</table>
In addition to the Sector performance review against NDP broad objective areas shown in the template above, the performance review should also include:

- Performance of other interventions including cross-cutting issues from the previous NDP planning period.
- Statement of Income and Expenditure of the Sector;
- A table showing yearly budgetary allocations to the Sector and percentage of allocation of funds to the regions and districts where applicable;
- Key problems/issues encountered during the implementation stage; and
- Lessons learnt which have implications for the next NDP planning period.

**Step 2: Compilation of the Sector Profile**

In relation to Step 1 and other available information, the SDP Preparation Teams shall compile and update the current state of developments/baseline of the Sector. This shall include:

- *Description of the Sector Infrastructure, Facilities and Human Resources for the Development.* This shall cover but not limited to the stock and current state of infrastructure, facilities and human resources. The description shall not be a mere narration of facts but their implications for development of the Sector at the various levels and their impact on issues like environment (i.e. protection of the quality of environmental resources), gender (i.e. differentials in access to opportunities and development outcomes, availability of gender
disaggregated data, capacity for gender analysis, women in decision-making positions), vulnerability, HIV/AIDS, employment, institutional development (i.e. institutional reforms within the Sector including the extent of decentralization) and other relevant cross cutting issues.

- **Spatial Distribution of Infrastructure and Facilities** – This shall cover comments on spatial distribution of services presented on district basis in terms of equity in relation to their development implications. The stock and current state of infrastructure, facilities and human resources of the Sector and their spatial distribution should be backed by maps where possible.

- **Analysis of Production and Distribution Characteristics** - The production and distribution characteristics of the Sector shall be analyzed and presented. This covers demand for services, service planning, management and delivery, the scale of production, categories or types, technology used, input supply, output levels, packaging, storage, transportation, marketing, etc. The implication of the production and distribution characteristics of the sector on access of goods and services to men, women, boys and girls as well as vulnerable groups such as PWDs, PLWHA, and their impact on issues like environment, HIV/AIDS, employment creation, institutional development etc should be analyzed. Formal and informal activities as well as the role of the private Sector in the development of the sector should be presented. An analysis of the situation should show the extent to which these serve as opportunities or constraints for the development of the Sector.

- **Analysis of Cross cutting issues and their implication for planning** – the SDPPT shall describe and adopt crosscutting issues to developments in the sector. The issues shall be harmonised by the NPA and clearly specified in the National Development Plan to which the SDPs will be aligned. Where guidelines for integrating specific crosscutting issues in planning have been
produced by the responsible agencies, the planning teams shall strictly adhere to such guidelines. Where such guidelines are not in place the National Planning Authority together with responsible agencies shall produce guidelines. Below is guidance on integrating some of the traditional and conventional crosscutting issues:

- **HIV/AIDS** - Analysis on HIV and AIDS should cover Sector HIV and AIDS Policy and workplace actions relating to advocacy and enabling environment, coordination and management of the HIV and AIDS, mitigation of social, cultural, legal and economic impacts as well as prevention and behavioral change communication with respect to the National HIV and AIDS Strategic Framework. Other areas to be analyzed include treatment, care and support provided by the Sector, Research, surveillance, monitoring and evaluation in addition to how resources will be mobilized to support sector HIV and AIDS activities.

- **Gender** - Gender analysis of the Sector should include societal roles and responsibilities of men, women, boys and girls, as well as power relations between them and how these influence access and control over resources such as land, credit and technology; access to time, markets, information (especially on available public services), and public institutions (decision-making). It should also identify the practical needs and interests (basic services such as education, health, water and sanitation etc.), and the strategic needs/interests (which will lead to a change in the status of men and women, such as facilitating access to rights and entitlements, and empowerment), and their implications for service delivery.
- **Environment** - Sectors operate within an environmental setting with respect to natural resources, socio-cultural, economic and institutional considerations. The environmental analysis of the sector should include the opportunities and risks associated with the implementation of the sectoral programmes and emerging issues such as climate change and sustainable consumption as well as their implications on Sectoral programmes.

- **Value Chain analysis**

  Value chain analysis enables stakeholders identify entry points and hence their participation in the plan. In order to promote intersectoral linkages and synergies, sector value chain analysis should be undertaken as this will enable identifying key stakeholders during the implementation of the SDPs and their relevance for successful operation. Example of sector value chains are shown in annex ii.

- **Vulnerability** - Analyses of risk factors (e.g. adverse policy impacts, economic, environmental, social, life cycle and spatial risks) faced by the sector’s vulnerable clients, whose groups should be clearly identified and a description of coping mechanisms adopted by these groups including existing social protection infrastructure and the implications for service delivery should be made. In short the Poverty and Social Impact Assessment (PSIA) of the target vulnerable groups should be undertaken.
- **Information and Communication Technology (ICT)** - ICT should be analyzed with respect to the capacity of the sector to effectively manage application of ICT in terms of ICT human resource, infrastructure, and ICT investment.

- **Population** - Sectors should analyze population factors that are relevant to them. The analysis should go beyond the figures and emphasize more on the development implications of the population variables. For instance, population analysis relating to the health sector on percentage of the population within the standard distance of health facility/Average distance from health facility or Health facility-Population ratio should indicate how the sector contributes to improving the living conditions of the people or otherwise.

Integration of crosscutting issues in the SDP should, in addition to these guidelines, be further informed by policies and specific guidelines produced and disseminated by specific specialized propagation agencies.

- **Indicators of Development of the Sector** - Indicators to measure the current level of development of the Sector shall be identified and presented as the baseline for the SDP in relation to the national indicators identified in the NDP. In addition, all sectors shall include Sustainable Development Goal (SDG) indicators that relevant to their sectors. These shall also form the basis for determining targets to be achieved in the SDP and the subsequent assessment of performance. Indicators should be disaggregated in terms of sex, age and spatial distribution (rural/urban or national, regional and district basis).
Outputs of Step 2 include the current situation as baseline for visioning into the desired future of the Sector and a summary of key problems/issues identified from the performance review and the situational analyses

**Step 3: Linking Identified Key Development Problems/Issues to the NDP**

The development problems identified in Step 2 shall be linked to the development problems/issues identified during implementation of the previous NDP and be tabulated against the relevant broad objectives of the next plan. This shall ensure that the problems identified in the NDP are adequately addressed by the SDP over the plan period. The main Output of Step 3 is a Matrix showing linkages of identified issues to the broad development objectives of NDP. Table 2 is a template to illustrate the linkage of development problems identified in sector profile to those identified in the NDP. The broad objectives of NDP II (2015/16 – 2019/20) in Box 3 are given below for illustrative purposes.

**Box 3 Broad Objectives of the NDP II (2015/16 – 2019/20)**

| i. Increase sustainable production, productivity and value addition in key growth opportunities |
| ii. Increase the stock and quality of strategic infrastructure to accelerate the country’s competitiveness |
| iii. Enhance human capital development |
| iv. Strengthen mechanisms for quality, effective and efficient service delivery |

**Table 2 Template for linking Identified Development Issues to NDP II**

<table>
<thead>
<tr>
<th>Broad objectives of NDP II</th>
<th>Sector Development Issues Evolving from Implementation of NDPI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective area 1</strong>: Increase sustainable production, productivity and value addition in key growth opportunities</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
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<td>3</td>
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### Objective area 2: Increase the stock and quality of strategic infrastructure to accelerate the country’s competitiveness

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**Objective Area 3: Enhance human capital development**

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#### 3.2.1.4 Application of Potentials, Opportunities, Constraints and Challenges

Statistics and other inputs generated from diagnostic reports shall enable the Technical Working Groups to identify and document the major strengths and weaknesses of the sector as whole and to make some draft preliminary proposals about future objectives to be pursued and possible priority actions to be taken, which can be validated in the subsequent planning phases. Through collective brainstorming in workshop sessions the diagnostic results are subjected to the sector’s Potentials, Opportunities, Constraints and Challenges (POCC) analysis to identify possible objectives of the SDP.

Identified priorities should be further subjected to the analysis of the **Potentials, Opportunities, Constraints and Challenges (POCC)** of the Sector with respect to the relevant broad objective areas of NDP II. This will enhance development of appropriate implementation-oriented strategies of the SDP. **Potentials** of a sector refer to factors, advantages and resources (within the Sector) which when utilized can enable a sector to enhance its sustained socio-economic development or to overcome its challenges. **Opportunities** are external factors (beyond the sector) that positively influence development of a sector. **Constraints** are disadvantages emanating from internal factors such as institutional, human and physical resources that act against developments in the sector. Examples are regular ethnic conflicts, an uneducated and unskilled labor force, environmental hazards, rapid population...
growth, etc. and lastly **Challenges** may be external factors or obstacles (beyond the Sector) that may hamper smooth development effort, for example declining export prices, bush-fires from neighboring countries, in-migration of job seekers without skills and resources for decent employment and livelihood, influx of refugees and others.

The Sector Plan preparation Team shall relate prioritized issues against identified Potentials, opportunity, constraints and challenges so as to determine their viability. An example of the application of the POCC is presented in Table 3 below:

**Table 3 Example of Application of Potentials, Opportunities, Constraints and Challenges**

<table>
<thead>
<tr>
<th>Issue to be addressed</th>
<th>Potentials from the Baseline</th>
<th>Opportunities</th>
<th>Constraints</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate Skills and entrepreneurial development</td>
<td>• Entrepreneurial Training institutions • Skilled trainers</td>
<td>• Additional resources from development partners, • HIPC Initiative</td>
<td>• inadequate Curricula • inadequate logistics</td>
<td>• Untimely release of support from Development Partners, • Threats posed by HIV/AIDS to trainers and trainees</td>
</tr>
</tbody>
</table>

From the above example it can be concluded that the issue of inadequate skills and entrepreneurial development can be positively addressed since significant potentials and opportunities exist. The Constraint can be addressed through developing synergies in designing the programme. Challenges can be managed through dialogue with development partners regarding funding and adequate awareness creation in terms of HIV/AIDS. POCC analysis shall pave the way for goal and objective setting in phases 2 and 3.
3.2.2 PHASE 2: POLICY FORMULATION

Policy formulation has to do with defining broad, long-term policy orientations and goals (which might well extend beyond the plan period) and with selecting major strategies for reaching those goals. The policy formulation should be based on a review of existing policies as well as the results of the sector diagnosis. The review of existing policies should be carried out at the same time as sector diagnosis to enable a clear understanding of policies to support interpretation of the results of the sector performance and assessment of the value of specific policy options taken.

The policy review involves analysis of:

- *Explicit sector policies where they exist;*
- *Implicit policies as reflected in the practical decisions made by the government and in the choice of ongoing development projects in the sector,*
- *Overall development policies that have a direct impact on the sector like the National Development Plan, and*
- *International commitments made by the government, like SDGs and other protocols.*

Where new policies have to be formulated it will be necessary to have close iterative interaction processes between the planning experts and the policy-makers. In all cases the sector policies should be closely linked to the overall development policy of the country as given in the National Development Plan and the Uganda Vision 2040.

3.2.3 PHASE 3 SELECTION OF THE SECTOR GOAL, SDP OBJECTIVES AND PROGRAMS

The general approach for deriving objectives and priority programs is by use of the “problem tree” tool which helps in analysis and ordering of different problems around a focal problem in a “cause–effect” relationship. By simple rewording, the
“problem tree” is transformed into an “objective tree” and a “means-ends” relationship which facilitates derivation of possible sector vision, goals, objectives and outputs.

The problem tree construction should be a collaborative technique and should be used for systematizing group discussion and reaching consensus on what the group considers to be the main causes and effects of the focal problem. It helps in understanding the context and interrelationship of problems, and the potential impact of specific actions that can be undertaken.

Since the results of problem and objective tree analyses and the respective corresponding “cause-effect” and “means-ends” relationships merely reflect the collective opinion of the people involved in the analyses, and not necessarily equivalent to empirical evidence, the quality of the outcome directly depends on the profile of those individuals. It is therefore important to carefully select the members of the Technical Working Group with the right expertise/specialties with appropriate technical knowledge and experience.

3.2.3.1 A first feasibility testing

While the means-ends analyses enable derivation of the relevant goals, objectives and priority areas, these areas still need to be realistic and to ensure this, they have to subjected to feasibility testing in the following dimensions:

- **Internal consistency** - the extent to which different objectives and priority actions are coherent and compatible with each other.
- **Financial feasibility** - the extent to which the estimated costs of what is being proposed is compatible with the financial resources likely to be available and the implications of the foreseen capital investments for the recurrent budget, and the extent to which they are sustainable in the longer term.
- **Management feasibility** – the extent to which the management capacities of the MDAs can efficiently and effectively implement the proposed interventions.
• **Socio-cultural feasibility** – the extent to which action programmes are adapted to the mindset and expectations of the main stakeholders including, main social groups like trade unions and political parties. This dimension is particularly relevant for programs of qualitative nature where incompatibility between the content of programs and the expectations and mindset of the main stakeholders is bound to lead to conflict and consequently have disastrous effects on implementation.

Management capacities and socio-cultural readiness are however not static realities but realities that can be changed and influenced. Feasibility testing therefore should not lead to abandoning all ambition and taking zero-risk. Good plans need to be realistic and at the same time ambitious and risks that have to be taken need to be calculated and mitigated. Management capacities may not be enough at the beginning of the plan but can be expanded and reinforced through special priority capacity enhancement programmes included in the SDPs.

3.2.3.2 **Formal Consultation of Stakeholders**

The output of this first feasibility test is a firm, realistic, and coherent set of objectives and priority programmes which shall further be fine tuned during the program design and more precise estimation of cost and finance implications. At the end of this phase a broad consultation process of different categories of stakeholders should be launched in order to share with them the results of Phases 1, 2, and 3, and also to generate comments and suggestions regarding: the main challenges ahead, the national policy goals and orientations selected, and the key plan objectives and priority areas identified.

3.2.3.3 **Sector Vision and Goal**

The sector Vision shall, as far as possible be close, if not the same as, the national Vision Statement. It should be broad enough to encompass a variety of
perspectives and mandates of the MDAs in the Sector and should easily be understood by the MDAs in the sector. In relation to the sector vision each MDA should set a goal in relation to the NDP goal. The Sector goal must reflect the appropriate broad objective areas of the NDP. The Sector Goal and the National Goal should be subjected to compatibility analysis to ensure that they are not in conflict. Where a conflict exists, the Sector goal shall be reviewed to reflect the goals set for the sector under the NDP.

3.2.4 PHASE 4 DESIGN OF PRIORITY PROGRAMMES

It is recommended that each sector develops sector priority programmes to achieve the sector goal in relation to the national goal. Programmes may be groups of related projects, services or activities directed towards the attainment of similar or related sector objectives over a specified period of time. Inter-sectoral programmes are those to be implemented by more than one sector to achieve a set of objectives. For the latter a Joint-Sector Approach (JSA) through collaboration and coordination is required to ensure synergy. For this reason, sectors shall consult NPA, which ordinarily facilitates joint sector programming through joint meetings, consultations, collaboration etc. When such joint programs are formulated, sectors shall consider how best to cooperate and build joint capacities to achieve the common objective(s). Relevant activities for such joint programs shall be incorporated in the individual SDPs of the participating sectors.

The SPPT shall prioritize the objectives and action areas identified in phase three by consensus through an intra sector workshop or otherwise. Prioritization should be guided by the following criteria:

- Impact on a large proportion of the citizens especially, the poor and vulnerable;
- Significant linkage effect on meeting basic human needs/rights – e.g.
immunization of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development, etc.;

• **Significant multiplier effect on the economy** e.g. attraction of investors, job creation, increases in incomes and growth, etc.

• **Issues relating to spatial location of investment and activities with the aim of either reducing or bridging the rural-urban disparities/gaps in access to public goods and services or with respect to ecological zones in pursuance of growth and poverty reduction objectives.**

• **Opportunities for promotion of issues deemed to be cross-cutting**

The SPPT shall then design the prioritized objectives and action areas into programmes with precise targets for achieving the objectives. A programme should comprise the outputs expected, the key activities to be completed, and the corresponding indicators, timelines and the units responsible for each activity. This phase may call for a reconstitution of the Technical Working Groups in order to adopt their number and composition to the list of priority programme areas that have been selected.

### 3.2.4.1 Programme design and the Logical Framework Matrix (LFM)

A Logical Framework Approach shall be used for the programme design. This is a structured and systematic way of analyzing problems, defining objectives and selecting and organizing the relevant strategies and activities for achieving the objectives in a logical order. It results into the production of a Logical Framework Matrix (LFM), also called a ‘LogFrame’, which summarizes the programme and shall be accompanied by more detailed work plans or activity schedules. Table 4 shows the structure of a typical LFM.

**Table 4 Typical Structure and Content of a Logical Framework Matrix**
### Programme Description

<table>
<thead>
<tr>
<th>Overall objective/Goal</th>
<th>Indicators/Targets</th>
<th>Source of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The broad development impact to which the programme contributes at a national or sectoral level (provides the link to the policy and/or sector programme context)</td>
<td>Measures the extent to which a contribution to the overall objective has been made.</td>
<td>Sources of information, and methods used to collect and report it (including who and when/how frequently)</td>
<td>Assumptions (factors outside the programme management control) that may have an impact on the purpose–objective linkage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purpose/Development Outcome</th>
<th>Indicators/Targets</th>
<th>Source of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development outcome at the end of the programme, specifically the expected benefits to the target group(s)</td>
<td>Helps answer the question: ‘How will we know if the purpose has been achieved?’ Should include appropriate details of quantity, quality and time</td>
<td>Sources of information, and methods used to collect and report it (including who and when/how frequently)</td>
<td>Assumptions (factors outside the programme management control) that may have an impact on the purpose–objective linkage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Results/Outputs/Immediate Results</th>
<th>Indicators/Targets</th>
<th>Source of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The direct outputs (goods and services) that the programme delivers, and which are largely under project management’s control</td>
<td>Helps answer the question: ‘How will we know if the results have been delivered?’ Should include appropriate details of quantity, quality and time</td>
<td>Sources of information, and methods used to collect and report it (including who and when/how frequently)</td>
<td>Assumptions (factors outside the programme management control) that may have an impact on the result–purpose linkage</td>
</tr>
</tbody>
</table>

### 3.2.4.2 Steps to Complete an SDP Log Frame Matrix

From the Phase 3 above the overall objective (Goal) and the programme purpose (programme outcome) shall be defined. From these the sector planning team should work out the results (or outputs) expected and the activities to be completed in order to obtain each expected result.

Although the process of completing a Logical Framework Matrix (LFM) is iterative the following steps should be followed:

1. Completing the programme description (Column 1)
2. Clarifying assumptions (Column 4)
3. Identifying indicators and sources of information (Columns 2 and 3)

**Completing the programme description**
To complete the programme description column, the STWG should follow the “means-end logic” to work downwards from the programme purpose statement to expected results and activities. Providing answers to the following questions may be helpful.

- **If we wish to achieve the purpose of the programme, what are the different results to be produced?**
- **What are the activities to be carried out in order to get each specific result delivered?**

Detailing the expected results and the activities required to reach the programme purpose requires considerable discussion and brainstorming in the STWG thereby calling for exploration of different alternatives before ending up with the final programme design. For extensive and more complex programmes it is advisable to break them down into components under which different results are regrouped. The breakdown can be done on the basis of different criteria such as the technical focus or area of competence, the geographical focus, or the management responsibility. In this case, the structure of the programme shall have an additional layer between purpose and result, which shall later on make the monitoring of the programme implementation easier. Some extensive programmes may have multiple purposes (or programme objectives) which may necessitate stating the purposes separately. However for purposes of keeping the programme more focused it is preferable to summarize them in one single purpose and clarify the different dimensions through formulation of different indicators in Column 2.

In principle only key activities should be listed in LFM since it is for purposes of preparing a medium-term SDP and not annual operational plan in which further detail will be required. Conventionally the number of activities to be listed in the LFM should be limited to a maximum of 10. If the activities happen to be more than ten then the extra activities can be aggregated into sets of activities and termed ‘component activities’. However before being aggregated the detailed
activities have to be discussed and listed separately at a level that is precise enough to allow for cost estimates to be made during Phase 5, Preparation of the Cost and Financing Framework. These detailed activities should further serve as a basis for preparing separate work plans and activity schedules with indication of proper sequencing, timing and units responsible.

**Clarifying assumptions**

Assumptions are external factors (political, economic, physical, etc.) that can have an impact on the implementation of the programme while being outside the control of the MDAs. Most of those factors will already have been identified during the diagnostic phase, but others might come up during the detailed programme design discussions. External factors can have an effect on the programme that is positive (e.g. an awareness-raising campaign organized by an external agency) or negative (e.g. a quick turnover of Ministry staff). But since both are outside the programme management control, both imply a risk for the successful programme implementation. The risk of each factor shall be assessed and possible mitigating factors explored and, if found reasonable, the assumption column should also serve as the basis for careful risk monitoring during the programme implementation.

**Identification of Indicators and Sources of information**

An objective (as stated in Column 1) can be formulated in rather general terms. The TWG shall transform the broadly formulated objectives into precise targets specifying the quantity, quality (when relevant), and time. In order to make the objectives measurable, the STWG shall identify a specific indicator, or several indicators, of what exactly is to be measured. For each indicator the STWG shall fix a precise target thus the expected level of result (or indicator value) to be achieved by a specific date. The LFM indicator column stipulates the indicators as well as the target values to be achieved by a specific dates. This in turn implies identification of baseline values against which progress can be assessed later on. Indicators are therefore statistical measures by which objectives are translated into
operational measurable terms. They help in making objectives ‘SMART’, which means in making them:

- Specific - indicating with precision what should be achieved;
- Measurable - quantifiable without exceptional investment in data gathering;
- Achievable - attainable with the human, material, financial resources available;
- Relevant - useful for achieving the overall objective or goal;
- Time-bound - including time limits in which to be achieved.

They shall further provide bases for assessing the extent to which objectives will be achieved thereby playing an important role in monitoring and evaluating the SDP implementation.

**Different types of indicators**

The STWG shall see to it that within the LFM, the indicators are classified according to their relationship with the different hierarchical levels of goals, objectives, outputs and activities (inputs) within the programme design, which actually corresponds to classification along a results chain diagrammatically presented in Figure 3 below.

*Figure 3 The Results Chain*
**Input indicators** relate to the activities: They measure the human, financial, physical, and other (administrative and regulatory) resources provided for implementing the plan.

**Output indicators** relate to the direct results: They measure the immediate and concrete results of the different activities implemented and inputs used (tangible immediate results).

**Outcome indicators** relate to the purpose or programme objective: They measure the intermediate results or consequences of output at the level of the beneficiaries (intermediate results).

**Impact indicators** relate to the overall goal or development objective: They measure the long-term and aggregated results or changes at the level of the beneficiaries (long-term results).

In order to ensure that the necessary information will be available within a reasonable investment of time and resources, the source of verification (Column 3) for each indicator shall be considered at the time the indicator is being formulated. Table 5 provides guidance on the sequence to be followed when completing a Logical Framework Matrix.

**Table 5 General Sequence of Completing the Logical Framework Matrix**

<table>
<thead>
<tr>
<th>Programme Description</th>
<th>Indicators/ Targets</th>
<th>Source of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall objective/ Goal 1</td>
<td>8</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Purpose/Development Objective 2</td>
<td>10</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>Results/Outputs/Immediate Results 3</td>
<td>12</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Activities (Optional inclusion in LFM) 4</td>
<td>(Not included)</td>
<td>(Not included)</td>
<td>(Optional inclusion in LFM 5)</td>
</tr>
</tbody>
</table>

3.2.5 **PHASE 5: PREPARATION OF THE COST AND FINANCING FRAMEWORK**

Sectors are required to prepare an Indicative Financial Plan that spells out resource
mobilization expenditure strategies. It provides an idea of how much the SDP may cost with respect to the programmes of the sectors as well as how resources will be mobilized and then utilized over the planned period. Financing estimates should take into consideration sources of funding including Internally Generated Funds (IGFs), if any, projected GoU in-flows, and resources from development partners. Resource gaps should be identified and appropriate strategies to mobilize additional resources to fill the financial gaps designed. In addition to spelling out Expenditure areas financial control mechanisms should be highlighted. Budgets should be social and gender responsive, targeting the practical and strategic needs of men and women, and the vulnerable social groups identified in the analysis section.

The output of this phase is a broad sector Indicative Financial Plan to be included within the SDP or annexed to it as the Sector Cost Implementation Matrix (SCIM). The specific costs of the different priority programmes should be estimated and the overall cost of the plan (recurrent and capital) calculated and balanced with the estimated funds that will be available. The estimates should be based on extrapolation of sector budget realized over the previous plan period to likely trends projected for the following plan period. The SDP preparatory team may consider the use of tabular and graphical or other pictorial presentations for clarity.

The cost estimates should cover all expenditures (both capital and recurrent) required for achieving the expected plan results, and a realistic estimation of financial resources expected to be available from both internal and external sources. MFPED using appropriate macro-economic modeling shall provide projections of total public revenues and expenditures and the medium-term budget (MTEF) ceilings for the sector over the SDP period. Information on the finances likely to be available may necessitate another financial feasibility testing of the
plan and calculation of the remaining funding gap, for which additional resources will have to be mobilized.

Ideally every sector should be allotted roles and responsibilities in the NDP accompanied by resources estimated in the NDP Cost Implementation Matrix. The percentage of resources allotted to the sector against the overall budget for the NDP literally depicts the relative prioritization of the sector and its MDAs. In order not to distort the prioritization under the NDP the SDP Preparation Team should maintain these percentage allocations across the sector MDAs and apply them to the MTEF ceilings as and when shortfalls in planned resources occur.

3.2.6 PHASE 6: DESIGN OF THE MONITORING AND REVIEW SYSTEM

Arrangements for Monitoring and Evaluation and reporting during SDP implementation and how these are linked to the monitoring and evaluation framework for the National Development Plan should be clearly stated. The monitoring system should cover; the organizational structure that will be set up, the monitoring procedures that will be adopted, and the key indicators that will be used.

3.2.6.1 The organizational structure

Monitoring SDP implementation should be participatory and should be carried out at three levels; at MDA level, at Sector Working Group Level, Sector Steering Committee level and leadership Committee level.

At the MDA level each department in charge of a specific programme shall prepare an Annual Operational Plan for ensuring day to day, routine monitoring of the programme implementation. This plan will be in line with Ministerial policy statement which should be aligned to the SDP. Where programmes are implemented by more than one department, the department with the main
responsibility shall take the lead in organizing regular inter-departmental meetings to assess progress made, take corrective action, and ensure coherent programme implementation. On top of this monitoring at department level, a Strategic Monitoring Committee (SMC) shall be set up at ministerial level in order to oversee the plan implementation in a comprehensive way – that is, to ensure information exchange and coordination between the different departments implementing programmes, and to deliberate collectively about higher level decisions to be made for keeping the plan implementation process on track. The Committee shall be composed of the department directors and chaired by a high-ranking officer with the necessary powers to make decisions. The Policy and Planning Unit/Department shall act as the Secretariat to the Committee. The committee shall meet as often as required and at least quarterly in order to ensure a meaningful monitoring process.

Reports of the SMC shall be submitted to the Sector Working Group and progressively to the Sector Steering Committee and Leadership Committee. The monitoring and evaluation roles of these structures are already elaborated in Chapter two above.

### 3.2.6.2 The monitoring procedure

The monitoring procedure of a Sector Development Plan shall be a cyclical process that starts with the preparation of the Annual Operational Plan of the first year and continues till the preparation of the next SDP, as illustrated in Figure 4.

*Figure 4 SDP Monitoring Cycle*
I. Preparation of an Annual Operational Plan and Budget

The Annual Operational Plans are a necessary precondition for successful implementation of SDPs. Annual Operational Plans are brief technical work plans (in matrix format without much text). They shall be prepared on a programme-specific basis by the departments in charge of implementing the different programmes. To facilitate efficient plan implementation, preparation of the annual operation plans and the annual budgets should be closely linked.

Operational Plans should follow the same structure and the logical framework format as the programme matrices of the medium-term plan, but be more detailed. They should spell out the following:

- Precise targets to be reached during the specific year;
- Detailed activities to be carried out in order to reach the targets;
- Timing of each activity;
- Specific departments, divisions or units in charge; and
- Realistic budget estimates and financing schedules.

For sectors where programmes have to be implemented at Local Government levels, decentralised levels of administration have to be fully involved. Where necessary the SDP should be integrated into plans of districts, lower local governments and local communities. Where there is lack of technical capacities, both capacities to prepare and monitor plans at decentralized levels and capacities to guide and oversee the decentralized planning process at the centre, development
of technical capacities at both levels should be addressed. MDAs should provide Local Governments with the necessary guidance and training to ensure integration of relevant sector programmes in their development plans.

**II. Routine monitoring within implementing departments**

The plan implementation should be monitored on a routine basis through structured meetings within the different departments and divisions, based on the targets and indicators contained in the Operational Plans. Similar sector specific monitoring procedures should be put in place at Local Government level.

**III. Periodic reviewing by the Strategic Monitoring Committee**

Short standardized written performance reports should be produced by the same departments and divisions at regular intervals using the guidelines and tools provided to them by the Secretariat of the Strategic Monitoring Committee. The reports will be submitted to the Monitoring Committee as a basis for reviewing progress, examining problems and constraints and recommending corrective action to be taken. Sector-specific reports should also be produced by Local Governments.

**IV. Annual review with stakeholders**

During the last quarter of the fiscal year, the Secretariat of the Monitoring Committee shall prepare a consolidated annual performance report on the basis of the reports prepared by the implementing departments and of other additional inputs (such as financial reports) to be produced by that relevant department.

This report shall serve as the basic document for the Annual Review Meeting with stakeholders, which shall offer the opportunity to jointly assess achievements and shortcomings of the plan implementation and to agree on improvements to be made in order to reach the development objectives and targets put forward by the Strategic Plan. Each annual review meeting (and report) shall be timed in such a
way that it can serve as a basis for preparing the Operational Plan and Budget of the following year.

V. Mid-term review

The mid-term review is intended for examining more carefully results obtained and problems encountered and to decide whether there is a need to revise the targets and programmes foreseen for the second term of the plan. In addition to the classic, internally produced, performance report, special evaluation studies might also have to be commissioned in order to assess more systematically ongoing or completed programmes, with a view to deriving lessons from these studies for further planning and programme development.

VI. Final review and evaluation

The final performance report and evaluation studies shall look back at the plan as a whole. The focus of the final review, and of the corresponding Final Review Meeting with stakeholders, should be on final impact and outcomes, their relevance, cost-effectiveness and sustainability, as well as analysis of reasons why certain results have been achieved and not others and to derive lessons for possible policy revision and for preparing the next SDP.

3.2.6.3 The key performance indicators

Monitoring of the SDP implementation shall be based on objective criteria, with the systematic use of indicators. Different types of indicators for measuring inputs, outputs, outcomes, and impact are needed according to the level at which the monitoring is taking place. At the highest central level, monitoring shall concentrate on the outcomes and impact of the different programmes, whereas at lower levels the monitoring process shall focus on input and output factors.

A considerable number of indicators may be identified in the different programme matrices, which will serve as the basis for the various programme-specific
monitoring processes at the different levels of management. However, for the purpose of monitoring the performance of the SDP implementation at sector level, a limited set of key indicators is needed. The selection of these indicators should take into account the following requirements in respect of the key indicators. The key indicators should,

- mainly (but not exclusively) relate to the impact and outcomes of the sector performance. They should concentrate on measuring results of the plan in terms of overall goals and objectives
- be limited in number (preferably no more than 20). Too many indicators might be difficult to interpret and create confusion, thus taking attention away from the essentials.
- give a comprehensive picture of the sector performance, while at the same time maintaining focus on critical challenges as reflected in the priority programmes.
- provide information not only about national averages (as is often the case) but also about disparities within the sector performance.
- The list and the definition of indicators should remain stable during the plan period (even if some fine-tuning might be necessary after some years) in order to be able to measure progress over time in a consistent way.
- The indicators should be easily understandable by decision-makers and common users. Use of composite indicators and more sophisticated statistical measures should as much as possible be avoided.
- In order to ensure smooth coordination and cooperation, the SDP Preparation Team should ensure that all indicators are commonly agreed upon by the different stakeholders and development partners.

3.2.7 PHASE 7: WRITING OF THE DRAFT PLAN

Written inputs (reports, matrices, etc.) produced during each of the previous phases shall be consolidated in one coherent document structured in a standard format for
all SDPs given in Annex II. The draft plan shall then be shared with the stakeholders and in particular the National Planning Authority, Ministry of Finance Planning and Economic Development, the decentralized levels of management, where relevant, and relevant development partners so as to collect comments and suggestions for revision and finalization of the SDP.

3.1.8 PHASE 8: REVISION OF THE DRAFT PLAN AND OFFICIAL APPROVAL OF THE SDP

The revision of the draft plan shall take into account the comments and suggestions collected from the different stakeholders. The revised plan document shall then be submitted to the Sector Steering Committee for its appraisal and recommendation to the Sector Leadership Committee for approval before submission to the National Planning Authority for approval before presentation to cabinet and Parliament by the Minister responsible for the Sector Lead Agency. The sector plans shall then be disseminated to the stakeholders and the public at large to mobilize them for the successful implementation of the SDP.

3.3 ACTIVITY TIME FRAME FOR PREPARATION OF SDP

The eight phases vary in duration and complexity. Phase 1 sector diagnosis and Phase 4, programme design, are the most time consuming as they require both technical expertise and active involvement of all MDAs thus calling for more coordination on the part of the sector lead agency. Phase 5, preparation of cost and financing, require technical inputs mainly. Phases 3, selection of objectives and priority areas and Phase 7, writing up of the draft plan, are critical moments which call for adequate consultations with stakeholders and development partners.

The development of the SDP shall start at the beginning of a new planning cycle when NPA issues a planning call circular requesting sectors, MDAs and Local Governments to produce and submit to NPA issues papers for developing the NDP. Information submitted to NPA shall be the results of Phase 1, Sector
Diagnosis, Phase 2, Policy Formulation and Phase 3, Selection of Objectives and Priority areas. The publication of the NDP should provide more concrete grounds for Phase 4, Design of Priority Programmes, Phase 5, Preparation of the Cost and Financing Framework and Phase 6, the Design of Monitoring and Evaluation Arrangements. The timing of the latter should be designed to support and feed into the National monitoring and evaluation arrangements elaborated in the National Development Plan.

Because of the participatory nature of the entire exercise and the need to combine plan preparation with a solid capacity building component in some cases, the completion of the eight phases will ordinarily take about twelve months eight of which shall be for collecting data for preparing and submission of issues papers for the production of the NDP. The rest of the period shall be for actual sector diagnosis and completion of the other phases. Table 6 below gives a tentative time schedule for preparing an SDP.

Table 6  Activity Time Schedule for Preparing a Sector development Plan

<table>
<thead>
<tr>
<th>PHASE</th>
<th>DESCRIPTION</th>
<th>TIME FRAME</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sector diagnosis</td>
<td>3 Weeks</td>
<td>Requires active involvement of MDAs, LGs, CSOs, and private sector institutions</td>
</tr>
<tr>
<td>2</td>
<td>Policy formulation</td>
<td>3 Weeks</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Selection of objectives and priority areas</td>
<td>2 Weeks</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Design of priority programme</td>
<td>1 Week</td>
<td>Should be based on overall priorities elaborated in the published NDP</td>
</tr>
<tr>
<td>5</td>
<td>Preparation of cost and financing framework</td>
<td>2 Weeks</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Design of monitoring system</td>
<td>1 Week</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Writing up of draft plan</td>
<td>2 Weeks</td>
<td>Should be shared with relevant stakeholders, MOFPED, NPA Decentralised levels of management and relevant development partners</td>
</tr>
<tr>
<td>8</td>
<td>Revision of draft and official plan approval and presentation to Cabinet</td>
<td>2 Weeks</td>
<td>Approval by NPA before presentation to Cabinet by the Minister responsible for</td>
</tr>
<tr>
<td>PHASE</td>
<td>DESCRIPTION</td>
<td>TIME FRAME</td>
<td>REMARKS</td>
</tr>
<tr>
<td>-------</td>
<td>-------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16 Weeks</td>
<td>the SLA Approved plan should be disseminated to LGs for guidance in the selection of programmes for their DDPs.</td>
</tr>
</tbody>
</table>

Total
CHAPTER FOUR: SDP IMPLEMENTATION PROCESSES

4.1 RESPONSIBILITIES FOR IMPLEMENTING THE SDP

Implementation of the SDP is the responsibility of Sector Ministries, Agencies and Departments (MDAs), Local Governments, relevant Civil Society Organizations (CSOs), and the private Sector. These organizations are required to formulate SDPs’ goals, objectives and strategies and programs of the sector. These should contribute to the Uganda Vision 2040 and be aligned to the objectives of National Development Plan.

4.2 CONSISTENCE OF MTEF WITH NDP AND SDP

The development of both the SDP and the Medium Term Expenditure Framework (MTEF) shall draw their inspiration from the NDP. The MTEF process shall emphasize analysis of the national objectives and priorities as defined by the NDP which provides the basis for deriving the respective missions and strategic objectives of the Ministries, departments and agencies. The budget under the MTEF should be informed by the cost implications of the annualized action plans of the NDP and therefore the SDPs over their plan period which should virtually be of the same time frame. Consequently the projection period under the MTEF shall be the same as that of the NDP and SDP plan period.

4.3 IMPLEMENTATION OF ANNUAL WORK PLAN

Sector Policies and programmes shall be translated into activities and summarized into a Sector Program of Action (SPA). The SPA shall then be phased out into Annual Action Plans (AAPs) with a budget, broken down by the respective implementing Sector MDAs. The preparation the AAPs shall take into consideration the following:

- What action to be taken,
- who to take that action, at what time, and
who is the responsible or principal action agent, as well as collaborating agent(s) including development partners and their roles and

- a budget indicating the costed planned activities

4.3.1 Linking the Sector Annual Work Plan to the Annual National Budget

The national budget is essentially an instrument for the implementation of the NDP and costed SDPs reflect the expected expenditures to be incurred during the implementation of the NDP. In this regard, well formulated SDPs, and for that matter the AAPs, though appears to consist mostly of service activities, have embedded in them the cost of personnel, administrative and investment activities that contribute to the achievement of the sector objectives. Therefore the SDP preparation Teams shall identify all the types of inputs required, assess the quantity required for each activity, estimate the cost per unit and calculate the implied costs. To ensure that the costed annualized activities of the SDPs feed into the annual national budget, the MTEF process which links a Sector’s expenditure to the Sectors’ goals, objectives, activities, output and outcomes to the national budget, shall be followed during the costing the planned activities of the SDPs.

In order not to distort implementation schedules, the planned cost of annualized activities should of necessity correspond to the timely flow of resources as provided for in the MTEF. Consideration of the Ministerial Policy Statements of MDAs and therefore approval of utilization of funds shall therefore be preceded by approval of SDPs. When drawing schedules for implementing SDPs changes and/or improvements in roles/functions, procedures and institutional structures shall be taken into account and bottlenecks regarding human capacity, institutional, administrative and legal issues of the Sector shall be addressed.
4.4 MONITORING AND EVALUATION (M&E) ARRANGEMENTS

The SWGs shall be required to monitor and evaluate the implementation of their SDPs. A functional M&E system for monitoring, planning, budgeting for the sector and reporting to the SWG, as well as for the Joint Assessment Framework (JAF) which involves several other key sectors shall be put in place and monitoring and evaluation arrangements and schedules shall be clearly spelt out in the SDPs. So as to inform the overall evaluation and possible review of the NDP, the timing of SDP evaluations shall be at least two months before the scheduled evaluation of the NDP. The National Planning Authority shall provide the appropriate Monitoring and Evaluation Guidelines as well as the schedule for evaluations of the NDP.

The sector M&E system shall be developed and integrated into all stages of the programme cycle, from identification through to the evaluation. At each stage it shall seek to answer the questions “Are we on track?” and at the end of the plan period the question “Did we achieve what we wanted to achieve?” Throughout the duration of the SDP, the system shall generate timely reports on progress to provide management with the necessary information; to help keep the programme running as smoothly as possible, to inform the stakeholders whether the implemented activities achieved their objectives and to highlight any unexpected outcomes. All SDPs shall include well defined indicators at Sector, MDA and LG levels. The system shall thus necessarily include a LogFrame and a list of indicators.

To facilitate and support effective, evidence based monitoring and evaluation all sectors shall work towards establishing functioning and appropriate sector information and management systems (including statistics and ICT). The information system shall comprise collection, processing, analysis, interpretation, write-up and presentation of the data around a set of key performance indicators;
derivation of lessons and policy messages from the data collected; and utilization of the lessons learnt and subsequent management action to improve implementation.
## ANNEXES

### ANNEX 1: CURRENT SECTOR CLUSTERS

<table>
<thead>
<tr>
<th>SN</th>
<th>SECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Security</td>
</tr>
<tr>
<td>2.</td>
<td>Works &amp; Transport</td>
</tr>
<tr>
<td>3.</td>
<td>Agriculture</td>
</tr>
<tr>
<td>4.</td>
<td>Education</td>
</tr>
<tr>
<td>5.</td>
<td>Health</td>
</tr>
<tr>
<td>6.</td>
<td>Water &amp; Environment</td>
</tr>
<tr>
<td>7.</td>
<td>Justice, Law &amp; Order</td>
</tr>
<tr>
<td>8.</td>
<td>Accountability</td>
</tr>
<tr>
<td>9.</td>
<td>Energy &amp; Mineral Development</td>
</tr>
<tr>
<td>10.</td>
<td>Tourism, Trade &amp; Industry</td>
</tr>
<tr>
<td>11.</td>
<td>Lands, Housing &amp; Urban Development</td>
</tr>
<tr>
<td>12.</td>
<td>Social Development</td>
</tr>
<tr>
<td>13.</td>
<td>Information &amp; Communication Technology</td>
</tr>
<tr>
<td>14.</td>
<td>Public Sector Management</td>
</tr>
<tr>
<td>15.</td>
<td>Public Administration</td>
</tr>
<tr>
<td>16.</td>
<td>Legislature</td>
</tr>
</tbody>
</table>
ANNEX II: CONTENTS OF THE STANDARD STRUCTURE OF AN SDP

The Foreword

The Foreword shall briefly:

- Describe the rate of growth of the Sector as compared to the population growth over the last plan period. This is intended to determine whether the Sector was positively growing or declining.
- Compare the contribution to the growth or decline by the various sub Sectors
- Describe the Sector performance against the set targets in the previous plan period.
- Describe the performance of the Sector against internationally agreed standards or targets e.g. the Sustainable Development Goals (SDGs) or other internationally agreed programmes.
- Make projections for the next plan period as dictated by the NDP and the Uganda Vision 2040
- State the overall aim of the SDP and describe the Sector development strategies and policies, their successes over the previous plan period and the ways their shortfalls, if any, will be addressed in the next plan.
- State the Sector strategic objectives which should be in line with the Sector priorities in the NDP.
- Enumerate at least four major challenges of development of the Sector and describe how the plan will address those challenges (i.e. how the plan will address those challenges
- State the institution responsible for the overall implementation of the plan and the contributing institutions and other stakeholders. These should be commended for their participation in developing the Sector plan and solicit for continued support.

The foreword to the SDP shall be signed by the Minister responsible for the sector.
Executive Summary
The Executive summary shall include:

- General background to the preparation of the SDP including brief description of the process and participation of key stakeholders,
- A brief insight into the scope and direction of the development policies, programmes and projects for 2015/16-2019/20 (as informed by the NDP) and
- The indicative budget, financial plan and expected outcomes of the sector

Section One: Introduction
This Section shall cover the following:

- The Background which shall include
  - The development priorities being addressed by the SDP
  - The theme of the SDP and how it is related to the National Development Plan
  - The mission and the strategic objectives of the sector and
  - The composition of the sector which shall cover where relevant the following development actors:
    - Sector or institutions of Government
    - Autonomous bodies
    - Civil Society Organizations
    - Faith-Based Organizations
    - Cultural and traditional Institutions
    - Social Partners and
    - Development partners (Bilateral, multinational or international NGOs)
- The Approach followed in executing the Sector mandates (direct implementation, Coordination, policy formulation, technical backstopping, or any combinations of those) and
- The national legal and policy contexts in which the sector institutions operate.
• Regional and International instruments, conventions, protocols and agreements with which the sector institutions have to comply while executing their mandates
• Implementation challenges experienced over the last plan period
• The process of developing the SDP and finally
• The structure of the SDP.

Section Two: Sector Situation Analysis (Profile/Current Situation/Baseline)
This section shall elaborate the following:
• The status of the sector according to the specific mandates of the institutions constituting the Sector. In particular for each MDA the SDP shall give precise statements on the following:
  o Analyzed status of the performance in implementing programmes and projects under the previous plan period.
  o Analyzed current situation or baseline/profile of the subsectors covered by the MDA Sector and
  o A summary of key development problems/issues/gaps identified from the situation analysis
• The institutional capacity of the sector with respect to:
  o Financial resources - giving the proportion of financial resources allocated and appropriated by the sector MDAs vis-à-vis the overall national budget
  o Human Resources development and management with regards to:
    ▪ Staff establishment by MDA specifying the approved, filled and percentage of vacant positions and
    ▪ Availability of sector relevant technical and specialized competences.
  o Monitoring and Evaluation function with respect to:
    ▪ Existence and functionality of the sector M&E plan
    ▪ Existence of a sector coordination structure and
Existence of a functional information system to support the sector M&E function.

Section Three: The Strategic Direction of the Sector
This section should include the following:

- The Vision, the Mission and the Outcome Indicators
- Strategic Objectives and Outcomes by thematic Area (ideally the thematic area focused on by each MDA)
- Sector Development Programmes/ Interventions by Thematic area
- Alignment of SDP interventions with the National Development Plan
- Alignment of SDP Interventions with other commitments – political commitments like the manifesto of the ruling party, international commitments like the SDGs etc.
- Cross cutting Priorities
- Sector Priorities
- Priority Interventions by thematic area
- Sector Program of Action by thematic Area
- Sector Annual Action Plan by thematic Area
- Cost and Financial Plan

Section Four: Institutional Arrangements for Implementing the Plan
This section shall elaborate the following:

- Arrangements for coordinating SDP implementation. This should include arrangements for coordinating inter and intra sectoral implementation of the SDP
- Sustainability Arrangements - elaborating on institutional, program and financial sustainability

Section Five: SDP Financing Strategy
This section shall clearly give the sector Indicative Financial Plan including the resource mobilization and expenditure strategies. It shall cover:
• Financing estimates on budget and off budget (Internally Generated Funds (IGFs), projected GoU in-flows and resources from development partners
• Resource gaps and appropriate strategies to mobilize additional resources to fill the financial gaps
• Annual cost estimates (capital and recurrent) of priority programmes and the overall cost of the plan (recurrent and capital)
• Linkages of the sector financial plan to NDP costing and MFPED MTEFs,
• Linkages of Sector and individual MDAs’ Annual Action Plans and the National budget
• The costing of each SDP shall be based on clear costing assumptions using simulations linked to verifiable indicators and revenue source. The key source of revenue shall be the MTEF published by MFPED. The costing shall further be based on clear service delivery standards.

Section Six: Monitoring and Evaluation Arrangements
This should include:

• A clear definition of key program-specific inputs, outputs, outcome and impact indicators
• A schedule of MDA interdepartmental meetings to assess progress of implementation,
• A schedule of Ministerial level Strategic Monitoring Committee (SMC) meetings,
• A schedule of annual reviews with stakeholders
• A schedule for Midterm reviews
• A schedule of Final Review and evaluation of implementation of the SDPs.

The scheduling of midterm and final review and evaluation of the SDPs shall be such that the results support the overall NDP monitoring and evaluation the schedule of which shall be clearly stated in the NDP.
Annex I: Agriculture Value Chain

1. Production
   - Research and Development
   - Capacity building in Agriculture R & D
   - Providing specific input supply
   - Planting (crop management)
   - Breeding
   - Harvesting and post-harvest handling
   - Providing extension services
   - Proper land management
   - Quality Control
   - Providing and ensuring security

2. Transportation
   - Purchase of raw output from farmers and out growers
   - Bunking and Hauling
   - Maintenance of transport infrastructure

3. Storage
   - Warehousing
   - Packaging
   - Post control
   - Refrigeration

4. Processing
   - Branding
   - Packaging
   - Additives
   - Quality control
   - Environmental awareness

5. Marketing and Distribution
   - Adverts
   - Promotions
   - Shipping

Activities:
- Over dependency on rainfall
- Limited agricultural finance
- Inadequate security of land tenure
- Poor management of pests and diseases
- Limited availability of farm inputs
- Limited use and adaptation of technology
- Inadequacy of meteorological services/information
- Shortage in quality technical support
- Insufficient volumes of output to sustain markets

Inadequate and poor transport infrastructure (roads and railway)
Inadequate post-harvest facilities
Inadequate energy infrastructure
Poor environmental management
Inadequate access to finance
Inadequate awareness of investment opportunities
Inconsistent supply of produce
Inadequate physical infrastructure
Weak standards, food safety and quality
Inadequate market information

Actors:
- Farmers and Labour
- Farmers associations
- Extension workers
- Land lords
- MAJIP
- Defence and Security
- Research Institutions
- Agro-input dealers
- Tertiary institutions

Private sector
- MoWIT
- UNRA
- Public Transport
- SMEs
- Tracking companies
- Defence and Security

Traders
- Manufacturers
- Agro dealers
- MTIC
- UNBS
- MEND
- Defence and Security

SMEs
- UNBS
- MEND
- Manufacturers
- NEMA
- Defence and Security

Gov’t
- Marketers
- Traders
- Exporters
- Private sector
- Farmers markets
- Supermarkets
- Defence and Security
### Annex ii: List of recommended post 2015 goals and targets

<table>
<thead>
<tr>
<th>1. End poverty in all its forms everywhere</th>
<th>1.1 by 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD1.25 a day</th>
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<tr>
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<td>1.2 by 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</td>
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<td>1.3 implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</td>
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<td>1.4 by 2030 ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance</td>
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<td>1.5 by 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</td>
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<td>1.a. ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation to provide adequate and predictable means for developing countries, in particular LDCs, to implement programmes and policies to end poverty in all its dimensions</td>
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<td>1.b create sound policy frameworks, at national, regional and international levels, based on pro-poor and gender-sensitive development strategies to support accelerated investments in poverty eradication actions</td>
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<td>2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture</td>
<td>2.1 by 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round</td>
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<td>2.2 by 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons</td>
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<td>2.3 by 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive</td>
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</table>
resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment

2.4 by 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality

2.5 by 2020 maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at national, regional and international levels, and ensure access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge as internationally agreed

2.a increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development, and plant and livestock gene banks to enhance agricultural productive capacity in developing countries, in particular in least developed countries

2.b correct and prevent trade restrictions and distortions in world agricultural markets, including the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect in accordance with the mandate of the Doha Development Round

2.c adopt measures to ensure the proper functioning of food commodity markets and their derivatives, and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility

3. Ensure healthy lives and promote well-being for all at all ages

3a. by 2030 reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 by 2030 end preventable deaths of newborns and under-five children

3.3 by 2030 end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases

3.4 by 2030 reduce by one-third pre-mature mortality from non-communicable diseases (NCDs) through prevention and treatment, and promote mental health and wellbeing

3.5 strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol

3.6 by 2020 halve global deaths and injuries from road traffic accidents

3.7 by 2030 ensure universal access to sexual and reproductive health care services, including for family planning, information
and education, and the integration of reproductive health into national strategies and programmes

3.8 achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all

3.9 by 2030 substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination

3.a strengthen implementation of the Framework Convention on Tobacco Control in all countries as appropriate

3.b support research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration which affirms the right of developing countries to use to the full the provisions in the TRIPS agreement regarding flexibilities to protect public health and, in particular, provide access to medicines for all

3.c increase substantially health financing and the recruitment, development and training and retention of the health workforce in developing countries, especially in LDCs and SIDS

3.d strengthen the capacity of all countries, particularly developing countries, for early warning, risk reduction, and management of national and global health risks

4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

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<tr>
<td>4.1</td>
<td>by 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</td>
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<td>4.2</td>
<td>by 2030 ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education</td>
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<td>4.3</td>
<td>by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university</td>
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<td>4.4</td>
<td>by 2030, increase by x percent the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</td>
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<td>4.5</td>
<td>by 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations</td>
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<td>4.6</td>
<td>by 2030 ensure that all youth and at least x percent of adults, both men and women, achieve literacy and numeracy</td>
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4.7 by 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture’s contribution to sustainable development

4.a build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

4.b by 2020 expand by x percent globally the number of scholarships for developing countries in particular LDCs, SIDS and African countries to enrol in higher education, including vocational training, ICT, technical, engineering and scientific programmes in developed countries and other developing countries

4.c by 2030 increase by x percent the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially LDCs and SIDS

| 5. Achieve gender equality and empower all women and girls | 5.1 end all forms of discrimination against all women and girls everywhere |
|  | 5.2 eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation |
|  | 5.3 eliminate all harmful practices, such as child, early and forced marriage and female genital mutilations |
|  | 5.4 recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate |
|  | 5.5 ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life |
|  | 5.6 ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the ICPD and the Beijing Platform for Action and the outcome documents of their review conferences |
|  | 5.a undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws |
|  | 5.b enhance the use of enabling technologies, in particular ICT, to promote women’s empowerment |
|  | 5.c adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of |
| 6. Ensure availability and sustainable management of water and sanitation for all | 6.1 by 2030, achieve universal and equitable access to safe and affordable drinking water for all women and girls at all levels by 2030, achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations  
6.2 by 2030, achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations  
6.3 by 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and increasing recycling and safe reuse by x percent globally  
6.4 by 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity  
6.5 by 2030 implement integrated water resources management at all levels, including through transboundary cooperation as appropriate  
6.6 by 2020 protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes  
6.a by 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies  
6.b support and strengthen the participation of local communities for improving water and sanitation management |
|---|---|
| 7. Ensure access to affordable, reliable, sustainable, and modern energy for all | 7.1 by 2030 ensure universal access to affordable, reliable, and modern energy services  
7.2 increase substantially the share of renewable energy in the global energy mix by 2030  
7.3 double the global rate of improvement in energy efficiency by 2030  
7.a by 2030 enhance international cooperation to facilitate access to clean energy research and technologies, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technologies, and promote investment in energy infrastructure and clean energy technologies  
7.b by 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, particularly LDCs and SIDS |
<p>| 8. Promote sustained, inclusive and | 8.1 sustain per capita economic growth in accordance with national circumstances, and in particular at least 7 percent per annum |</p>
<table>
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<tr>
<th>Sustainable economic growth, full and productive employment and decent work for all</th>
<th>GDP growth in the least-developed countries</th>
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<tr>
<td>8.2 achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors</td>
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<td>8.3 promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services</td>
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<td>8.4 improve progressively through 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of programmes on sustainable consumption and production with developed countries taking the lead</td>
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<td>8.5 by 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</td>
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<td>8.6 by 2020 substantially reduce the proportion of youth not in employment, education or training</td>
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<td>8.7 take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour, eradicate forced labour, and by 2025 end child labour in all its forms including recruitment and use of child soldiers</td>
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<td>8.8 protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment</td>
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<td>8.9 by 2030 devise and implement policies to promote sustainable tourism which creates jobs, promotes local culture and products</td>
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<td>8.10 strengthen the capacity of domestic financial institutions to encourage to expand access to banking, insurance and financial services for all</td>
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<tr>
<td>8.a increase Aid for Trade support for developing countries, particularly LDCs, including through the Enhanced Integrated Framework for LDCs</td>
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<td>8.b by 2020 develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact</td>
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### 9. Build resilient infrastructure, promote inclusive and sustainable growth

| 9.1 develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all |  |
| 9.2 promote inclusive and sustainable industrialization, and by 2030 raise significantly industry’s share of employment and |  |
| industrialization and foster innovation | GDP in line with national circumstances, and double its share in LDCs  
9.3 increase the access of small-scale industrial and other enterprises, particularly in developing countries, to financial services including affordable credit and their integration into value chains and markets  
9.4 by 2030 upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities  
9.5 enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, particularly developing countries, including by 2030 encouraging innovation and increasing the number of R&D workers per one million people by x percent and public and private R&D spending  
9.a facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, LDCs, LLDCs and SIDS  
9.b support domestic technology development, research and innovation in developing countries including by ensuring a conducive policy environment for inter alia industrial diversification and value addition to commodities  
9.c significantly increase access to ICT and strive to provide universal and affordable access to internet in LDCs by 2020 |

| 10. Reduce inequality within and among countries | 10.1 by 2030 progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average  
10.2 by 2030 empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status  
10.3 ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard  
10.4 adopt policies especially fiscal, wage, and social protection policies and progressively achieve greater equality  
10.5 improve regulation and monitoring of global financial markets and institutions and strengthen implementation of such regulations  
10.6 ensure enhanced representation and voice of developing countries in decision making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions |
| 10.7 | facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies |
| 10.a | implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements |
| 10.b | encourage ODA and financial flows, including foreign direct investment, to states where the need is greatest, in particular LDCs, African countries, SIDS, and LLDCs, in accordance with their national plans and programmes |
| 10.c | by 2030, reduce to less than 3 percent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent |
| 11. Make cities and human settlements inclusive, safe, resilient and sustainable | 11.1 | by 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums |
| 11.2 | by 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons |
| 11.3 | by 2030 enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries |
| 11.4 | strengthen efforts to protect and safeguard the world’s cultural and natural heritage |
| 11.5 | by 2030 significantly reduce the number of deaths and the number of affected people and decrease by y percent the economic losses relative to GDP caused by disasters, including water-related disasters, with the focus on protecting the poor and people in vulnerable situations |
| 11.6 | by 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management |
| 11.7 | by 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities |
| 11.a | support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning |
| 11.b | by 2020, increase by x percent the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, develop and
implement in line with the forthcoming Hyogo Framework holistic disaster risk management at all levels

11.c support least developed countries, including through financial and technical assistance, for sustainable and resilient buildings utilizing local materials

<table>
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<tr>
<th>12. Ensure sustainable consumption and production patterns</th>
<th>12.1 implement the 10-Year Framework of Programmes on sustainable consumption and production (10YFP), all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</th>
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<tr>
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<td>12.2 by 2030 achieve sustainable management and efficient use of natural resources</td>
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<td>12.3 by 2030 halve per capita global food waste at the retail and consumer level, and reduce food losses along production and supply chains including post-harvest losses</td>
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<td>12.4 by 2020 achieve environmentally sound management of chemicals and all wastes throughout their life cycle in accordance with agreed international frameworks and significantly reduce their release to air, water and soil to minimize their adverse impacts on human health and the environment</td>
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<td>12.5 by 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</td>
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<td>12.6 encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</td>
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<td>12.7 promote public procurement practices that are sustainable in accordance with national policies and priorities</td>
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<td>12.8 by 2030 ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</td>
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<td>12.a support developing countries to strengthen their scientific and technological capacities to move towards more sustainable patterns of consumption and production</td>
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<td></td>
<td>12.b develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products</td>
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<td>12.c rationalize inefficient fossil fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities</td>
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</table>
| 13. Take urgent action to combat climate change and its impacts | 13.1 strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries  
13.2 integrate climate change measures into national policies, strategies, and planning  
13.3 improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning  
13.a implement the commitment undertaken by developed country Parties to the UNFCCC to a goal of mobilizing jointly USD100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible  
13.b Promote mechanisms for raising capacities for effective climate change related planning and management, in LDCs, including focusing on women, youth, local and marginalized communities |
|---|---|
| 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development | by 2025, prevent and significantly reduce marine pollution of all kinds, particularly from land-based activities, including marine debris and nutrient pollution  
14.2 by 2020, sustainably manage, and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience and take action for their restoration, to achieve healthy and productive oceans  
14.3 minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels  
14.4 by 2020, effectively regulate harvesting, and end overfishing, illegal, unreported and unregulated (IUU) fishing and destructive fishing practices and implement science-based management plans, to restore fish stocks in the shortest time feasible at least to levels that can produce maximum sustainable yield as determined by their biological characteristics  
14.5 by 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on best available scientific information  
14.6 by 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, and eliminate subsidies that contribute to IUU fishing, and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the WTO fisheries subsidies negotiation  
14.7 by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism  
14.a increase scientific knowledge, develop research capacities and transfer marine technology taking into account the |
Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular SIDS and LDCs

14.b provide access of small-scale artisanal fishers to marine resources and markets

14.c ensure the full implementation of international law, as reflected in UNCLOS for states parties to it, including, where applicable, existing regional and international regimes for the conservation and sustainable use of oceans and their resources by their parties

15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

15.1 by 2020 ensure conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

15.2 by 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and increase afforestation and reforestation by x percent globally

15.3 by 2020, combat desertification, and restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation neutral world · taking into account ongoing WTO negotiations and WTO Doha Development Agenda and Hong Kong Ministerial Mandate

15.4 by 2030 ensure the conservation of mountain ecosystems, including their biodiversity, to enhance their capacity to provide benefits which are essential for sustainable development

15.5 take urgent and significant action to reduce degradation of natural habitat, halt the loss of biodiversity, and by 2020 protect and prevent the extinction of threatened species

15.6 ensure fair and equitable sharing of the benefits arising from the utilization of genetic resources, and promote appropriate access to genetic resources

15.7 take urgent action to end poaching and trafficking of protected species of flora and fauna, and address both demand and supply of illegal wildlife products

15.8 by 2020 introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems, and control or eradicate the priority species

15.9 by 2020, integrate ecosystems and biodiversity values into national and local planning, development processes and poverty reduction strategies, and accounts
| 15.a | mobilize and significantly increase from all sources financial resources to conserve and sustainably use biodiversity and ecosystems |
| 15.b | mobilize significantly resources from all sources and at all levels to finance sustainable forest management, and provide adequate incentives to developing countries to advance sustainable forest management, including for conservation and reforestation |
| 15.c | enhance global support to efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities |

| 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels |
| 16.1 | significantly reduce all forms of violence and related death rates everywhere |
| 16.2 | end abuse, exploitation, trafficking and all forms of violence and torture against children |
| 16.3 | promote the rule of law at the national and international levels, and ensure equal access to justice for all |
| 16.4 | by 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime |
| 16.5 | substantially reduce corruption and bribery in all its forms |
| 16.6 | develop effective, accountable and transparent institutions at all levels |
| 16.7 | ensure responsive, inclusive, participatory and representative decision-making at all levels |
| 16.8 | broaden and strengthen the participation of developing countries in the institutions of global governance |
| 16.9 | by 2030 provide legal identity for all including birth registration |
| 16.10 | ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements |
| 16.a | strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime |
| 16.b | promote and enforce non-discriminatory laws and policies for sustainable development |

| 17. Strengthen the means of implementation |
| 17.1 | strengthen domestic resource mobilization, including through international support to developing countries to improve |

<p>| Finance |
| 17.1 | strengthen domestic resource mobilization, including through international support to developing countries to improve |</p>
<table>
<thead>
<tr>
<th>and revitalize the global partnership for sustainable development</th>
<th>domestic capacity for tax and other revenue collection</th>
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<tbody>
<tr>
<td>17.2</td>
<td>developed countries to implement fully their ODA commitments, including to provide 0.7 percent of GNI in ODA to developing countries of which 0.15-0.20 percent to least-developed countries</td>
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<tr>
<td>17.3</td>
<td>mobilize additional financial resources for developing countries from multiple sources</td>
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<tr>
<td>17.4</td>
<td>assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries (HIPC) to reduce debt distress</td>
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<tr>
<td>17.5</td>
<td>adopt and implement investment promotion regimes for LDCs</td>
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</table>

**Technology**

| 17.6 | enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation, and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, particularly at UN level, and through a global technology facilitation mechanism when agreed |
| 17.7 | promote development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed |
| 17.8 | fully operationalize the Technology Bank and STI (Science, Technology and Innovation) capacity building mechanism for LDCs by 2017, and enhance the use of enabling technologies in particular ICT |

**Capacity building**

| 17.9 | enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all sustainable development goals, including through North-South, South-South, and triangular cooperation |

**Trade**

| 17.10 | promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO including through the conclusion of negotiations within its Doha Development Agenda |
| 17.11 | increase significantly the exports of developing countries, in particular with a view to doubling the LDC share of global exports by 2020 |
| 17.12 | realize timely implementation of duty-free, quota-free market access on a lasting basis for all least developed countries consistent with WTO decisions, including through ensuring that preferential rules of origin applicable to imports from LDCs are transparent and simple, and contribute to facilitating market access |
| Systemic issues |
| Policy and institutional coherence |
| 17.13 | enhance global macroeconomic stability including through policy coordination and policy coherence |
| 17.14 | enhance policy coherence for sustainable development |
| 17.15 | respect each country’s policy space and leadership to establish and implement policies for poverty eradication and sustainable development |
| Multi-stakeholder partnerships |
| 17.16 | enhance the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries |
| 17.17 | encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships |
| Data, monitoring and accountability |
| 17.18 | by 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts |
| 17.19 | by 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement GDP, and support statistical capacity building in developing countries |