



NATIONAL PLANNING AUTHORITY

EXECUTIVE AUTHORITY **ANNUAL REPORT**



*“Driving Integrated Development Planning
Towards Vision 2040”*

2025

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MEMBERS OF THE NATIONAL PLANNING AUTHORITY BOARD (2024-2029)



Prof Pamela K Mbabazi
Chairperson



Dr Ivan Lule
Deputy Chairperson



Hon. Lydia Wanyoto
Mutende
Authority Member



Prof Enos Rwantale
Masheija Kiremire
Authority Member



Hon. Stephen Birahwa
Mukitale Adyeeri
Authority Member



Dr. Joseph Muvawala
Executive Director
(Secretary to the Board)

EXECUTIVE SUMMARY

This Annual Report presents the governance, oversight, and strategic contributions of the National Planning Authority (NPA) Board for the period 10th June 2024 to 9th June 2025. The reporting year was significant, being the first for the newly appointed Executive Board and coinciding with the consolidation of NPA's expanded mandate under the National Planning Authority (Amendment) Act, 2024 and the Physical Planning (Amendment) Act, 2024.

Key Achievements

- a) Strategic Planning:** The Board spearheaded the preparation, approval, and launch of the Fourth National Development Plan (NDP IV 2025/26–2029/30), alongside its attendant instruments—the Results Framework, Programme Implementation Action Plans (PIAPs), the National Human Resource Development Plan, and the Project Investment Plan.
- b) Institutional Strengthening:** The Authority approved a revised organizational structure (300 staff), facilitated the commencement of the Planning House project, secured interim office space, and registered the NPA Legal Division with the Law Council.
- c) Governance and Oversight:** The Authority's Governance Charter, annual audit workplans, and the Certificate of Compliance for FY 2024/25 were duly approved, while also resolving physical planning appeals and guiding institutional reforms.
- d) Policy Influence:** The Authority oversaw high-level research, evaluations, and feasibility studies that informed national priorities; engaged in strategic partnerships, including South-South cooperation and public-private partnerships; and strengthened Uganda's representation in global and regional forums.
- e) Financial Stewardship:** Oversaw the management of an approved budget of UGX 83.95 billion, which supported the delivery of core outputs including research, policy evaluations, loan proposal reviews, and physical planning interventions.

The Authority faced constraints related to workload, dispersed operations, financing gaps, staffing shortages under RAPEX restrictions, and rising demand for services. The Board directed management to mitigate these through temporary staffing, intensified partner engagement, capacity building, and fast-tracking the Planning House.

As the Authority transitions into its second term in FY 2025/26, the first year of the new NPA Strategic Plan (2025/26–2029/30), the Board has prioritized:

1. Operationalizing NDP IV at full scale;
2. Consolidating infrastructure and office space through completion of the Planning House;
3. Securing sustainable financing and broadening partnerships;
4. Strengthening talent and leadership pipelines; and
5. Embedding governance, performance monitoring, and accountability frameworks.

The Board reaffirms its commitment to steering the Authority towards integrated, inclusive, and transformative national development planning.

MESSAGE FROM THE CHAIRPERSON

The period under review marked a decisive step-change for the National Planning Authority. Guided by our mandate under Article 125 of the Constitution and the National Planning Authority Act (as amended), the Board focused on three priorities: consolidating the expanded planning mandate following RAPEX, elevating the quality and coherence of national development planning under NDP IV (2025/26–2029/30), and strengthening the Authority’s institutional capacity for delivery.



The Authority oversaw the development and launch of the Fourth National Development Plan and its attendant instruments, including the Results Framework, Programme Implementation Action Plans, the Human Resource Development Plan, and the Project Investment Plan, anchoring Uganda’s growth pathway on sustainable industrialization, productivity, and jobs. We also advanced reforms in governance and performance management, approved a fit-for-purpose organizational structure, and intensified stakeholder engagement with MDAs, Local Governments, the private sector, and development partners.

Institutional strengthening remained an imperative. The Board approved measures to address office space constraints and to accelerate the Planning House project; guided targeted recruitments and interim staffing solutions; and prioritized sustainable financing and value-for-money oversight. International and regional engagements expanded opportunities for technology transfer, private investment, and South-South cooperation aligned to national priorities.

As we enter FY 2025/26, the first year of NPA’s new Strategic Plan, the Board will continue to champion disciplined execution, evidence-based decision-making, and stronger accountability for results across Government. We remain steadfast in our commitment to a planning function that is integrated, inclusive, and transformative.


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Prof. Pamela K. Mbabazi

CHAIRPERSON, NATIONAL PLANNING AUTHORITY

1.0 INTRODUCTION

This Board Annual Report presents the governance, strategic oversight, and key decisions of the National Planning Authority (NPA) for the period **10th June 2024 to 9th June 2025** (the “reporting period”). It documents how the Board exercised its fiduciary and strategic responsibilities under the National Planning Authority Act, Cap. 202 (as amended), including: (i) providing policy direction and strategic leadership; (ii) approving plans, frameworks, and guidelines that operationalize national development priorities; (iii) overseeing institutional performance, risk, and compliance; and (iv) ensuring value for money and accountability.

During the reporting period, the Board steered the development and launch of the **Fourth National Development Plan (NDP IV)** and its attendant instruments; strengthened governance through the Authority Governance Charter and annual audit workplans; and advanced institutional capacity measures in response to the **expanded NPA mandate** arising from the 2024 amendments, which introduced population planning and advocacy, physical development planning, and urban & metropolitan planning into NPA’s remit.

The report is structured to present: (a) the Board’s mandate and composition; (b) key decisions and approvals; (c) oversight and governance functions, including committee work; (d) financial management highlights; (e) challenges and Board-directed actions; (f) strategic recommendations; and (g) planned outputs for FY 2025/26.

Taken together, these demonstrate the Board’s role in ensuring that planning remains integrated, evidence-based, and results-oriented in support of Vision 2040.

1.1 MANDATE AND COMPOSITION OF THE BOARD

The National Planning Authority (NPA) is established under Article 125 of the Constitution of the Republic of Uganda, 1995 (as amended). This constitutional provision is operationalized by the National Planning Authority Act, Cap 202 (as amended), which sets out NPA's core mandate to produce comprehensive and integrated development plans for the country, elaborated in terms of the perspective vision and the long-term and medium-term plans. In a bid to coordinate and integrate socio-economic planning and physical development planning, the NPA's mandate was expanded during the Rationalization process of Government Agencies and Public Expenditure (RAPEX), to include aspects of: (i) population planning and advocacy; (ii) physical development planning; and (iii) urban & metropolitan planning. This expanded mandate is as highlighted in the National Planning Authority (Amendment) Act 2024 and the Physical Planning (Amendment) Act 2024.

NPA operates through a well-defined governance structure that promotes policy oversight, strategic direction, and operational effectiveness, as prescribed under the NPA Act.

i) Executive Authority Board

The Executive Board, established under Section 5(1) of the Act, is the apex decision-making body of the Authority. It comprises a Chairperson, Deputy Chairperson, and three other members appointed by the President with the approval of Parliament.

The current Executive Board was appointed by H.E the President of Uganda on 22nd May 2024, this comprises of;

1. Prof Pamela K Mbabazi, Chairperson
2. Dr/Eng Ivan Lule, Deputy Chairperson
3. Prof Enos Kiremire Masheija Rwantale, Authority Member
4. Hon. Lydia Wanyoto, Authority Member
5. Hon. Stephen Adyeeri Birahwa Mukitale, Authority Member

The Board was sworn into office on June 14th 2024 by the then Principal Judge, His Worship Flavian Zeija.



Members of the NPA Executive Authority Board with HW Flavian Zeija (then Principal Judge) after being sworn into office at the High Court of Uganda

The Board provides overall policy direction, strategic leadership, and oversight over the Executive Director in the execution of his or her functions. The Executive director is the head of the secretariat as provided under S.9 of the NPA Act and also doubles as the Secretary to the Board.



Inauguration of the NPA Executive Authority Board by Hon. Amos Lugoloobi, the Minister of State for Finance, Planning and Economic Development (Planning).

ii) Expanded Board

In accordance with Section 5(3) of the Act, the Authority is affiliated with several statutory bodies whose heads serve as ex-officio members of the Expanded Board. These bodies provide additional technical and policy support to the Authority's planning functions. These include;

1. Uganda Bureau of Statistics (UBOS)
2. Economic Policy Research Center (EPRC)
3. Equal Opportunities Commission (EOC)
4. Local Government Finance Commission (LGFC)
5. The body responsible for human resource development planning

6. Uganda National NGO Forum
7. National Environment Management Authority (NEMA)
8. Uganda National Chamber of Commerce
9. Uganda National Farmers' Association
10. The Treasury
11. Uganda Manufacturers Association (UMA)
12. National Agricultural Research Organization;
13. Population secretariat¹
14. Town and Country²

However, the Board may, from time to time and having regard to the business before it, co-opt additional members to the Expanded Board to strengthen participation and policy guidance.

¹ The Population Secretariat was repealed and its functions transferred to NPA by virtue of the NPA (amendment) Act, 2024.

² The Town and Country Planning Board was repealed. The physical planning functions that were exercised thereunder are now being handled by NPA by virtue of the Physical Planning (Amendment) Act, 2024.

2.0 BOARD DIRECTED OUTPUTS FOR FY 2024/25;

In exercising its oversight mandate, the Board set out key outputs for the reporting period. This report is structured around those outputs:

2.1 Development Planning:

- i. Production of NDP IV (2025/26-2029/30) and the attendant Plans (Second National Human Resource Plan and The Project Investment Plan).
- ii. Support the preparation of at least ten (10) Pre-feasibility and feasibility studies to inform the implementation of NDP III priorities.
- iii. Support the preparation of at least one (01) regional development plan
- iv. Support the preparations of the Budget Strategy

2.2 Development Performance and Research

- i. Produce annual Certificate of Compliance FY 2024/25. The issuance of the Certificate of Compliance (CoC) is a requirement under the Public Finance and Management Act (PFMA) 2015, Section 13 (7).
- ii. Undertake at least one (01) high-level strategic policy-impact evaluation
- iii. Produce the National Development Report FY 2023/24
- iv. Deliver key research outputs that inform policy. The Authority will produce two (2) Presidential Economic Council (PEC), two (2) policy briefs and hold 2 Public Policy Forums.

2.3 Strategic partnership and Coordination

- i. Support to the Africa Peer Review Mechanisms (APRM) and its attendant activities.

2.4 Institutional Strengthening

- i. Enhance the capacity of the Authority to effectively and efficiently deliver its mandate.
- ii. Commence the construction of the Planning House project

3.0 EXECUTIVE BOARD MEETINGS

During the reporting period, the first year of its appointment, the Board convened nine (9) Executive Authority Board meetings and one (1) Expanded Board meeting in fulfilment of its governance and oversight mandate.

The Executive Authority Board meetings provided the platform for reviewing progress, providing strategic direction, and approving a wide range of strategic and technical documents critical to the Authority's mandate. These approvals strengthened NPA's institutional capacity, aligned national planning instruments with Vision 2040, and guided the operationalization of the expanded mandate following RAPEX.

The Expanded Board meeting, held on 22nd August 2024, was dedicated to the presentation, review, and discussion of the draft Fourth National Development Plan (NDPIV). This forum enabled broad-based technical and policy contributions from statutory partners and stakeholders, enriching the content and legitimacy of the draft Plan prior to its finalization and submission to Cabinet and Parliament.

In addition, the Board maintained consistent engagement with management and technical staff through weekly joint Board, Management and technical staff meetings held every Wednesday at 2:30 pm. These sessions, often chaired by the Deputy Chairperson or another available Authority Member, fostered regular interaction, strengthened alignment between governance and management, and ensured that emerging issues were addressed in a timely manner.

Through this cadence of meetings, the Board ensured continuity of governance, timely decision-making, and stronger ownership of institutional priorities across all levels of the Authority. This structured engagement also positioned the Board to provide hands-on guidance in the preparation and launch of the NDPIV and other flagship initiatives during the reporting period.

3.1 HIGHLIGHTS OF KEY BOARD DECISIONS AND RESOLUTIONS

Summary of major decisions made during the first year:

Date	Minute	Subject Matter	Decision/Resolution
20 th June 2024	Min.7/01/20/06/24	Annual Internal Audit Workplan for FY 2024-2025	Approved the Annual Internal Audit Workplan for FY 2024-2025
12 th September 2024	Min.16/02/12/09/24	National Research Framework	Approved the National Research Framework
26 th September 2024	Min.22/03/26/09/24	Revised NPA Organizational structure	Approved the NPA Staff structure and establishment to consist of 298 staff
15 th October 2024	Min.30/5/15/10/24	Terminal benefits and severance pay for former NPC Staff	Approved the release and payment of terminal benefits and severance pay for former NPC Staff amounting to UGX 4,366,789,437/=
		Direct alignment regularization and redesignation of NPA staff in the new staff structure	Approved the alignment of Dr. Joseph Muvawala as Executive Director National Planning Authority for a period of four years effective the date when the Minister makes the appointment. The Board recommended his alignment to the Minister of State for Planning for appointment in line with the NPA Act. Approved the alignment, regularization, assignment and redesignation of 114 NPA staff in the new staff structure for a period of five (5) years effective the date of assumption subject to the terms and conditions set out in the NPA Human Resource and Administration Manual
31 st October 2024	Min.37/04/31/10/24	Appointment of staff on promotion	Appointed 23 staff on promotion following the recommendations from the results of the suitability tests conducted.
		Appointment of new staff	Appointed 25 new staff from the former National Population Council.
15 th January 2025	Min.49/06/15/01/25	Appointment of new staff	Appointed 9 new staff arising out of a headhunting recruitment report
		Regularization of staff	Regularized the appointment of 5 staff who had served on a temporary basis.

Date	Minute	Subject Matter	Decision/Resolution
20 th March 2025	Min.58/07/20/03/25	Appointment of staff	Appointed 3 additional staff from the defunct NPC following suitability tests.
		Registration of NPA Legal Division	Approved the registration of the NPA Legal Division with the Law Council
		Simplified Parish Action Planning Guidelines	Approved the Simplified Parish Action Planning Guidelines
		Certificate of Compliance for FY 2024/2025	Approved the Certificate of Compliance for FY 2024/2025.
		NPA's Ministerial Policy Statement for FY 2025/26	Retrospectively approved the NPA's Ministerial Policy Statement for FY 2025/26
13 th May 2025	Min.68/08/13/05/25	Authority Governance Charter	Approved the Authority Governance Charter
	Min.69/08/13/05/25	Annual Audit Work plan FY 2025/26	Approved the Annual Audit Work plan FY 2025/26
	Min.70/08/13/05/25	Physical planning appeals and complaints	Considered and gave orders on: Closure of community access road along plots 17A and 17B, Walukuba East, Tabingwa road, Jinja city. (The roads to be reopened) Community complaint regarding encroachment on a road reserve, blockage of drainage, and illegal development along Kapsumbein road by Mr. Sabila George Paul, Kapchorwa (Demolition of the structure within the road reserve) Rejection of development permission to Megha industries (U) Ltd by KCCA (Apply to the right jurisdiction).
	Min.71/08/13/05/25	NDPIV Results Framework and Programme implementation Action Plans (PIAPs)	Approved the final NDPIV Results Framework and Programme implementation Action Plans (PIAPs)
	Min.72/08/13/05/25	NDPIV Dissemination strategy	Approved the NDPIV Dissemination strategy
22 nd August 2024	EXPANDED BOARD MEETING	Draft Fourth National Development Plan	Received and incorporated comments from members of the Expanded Board in the NDPIV.

4.0 APPROVALS OF STRATEGIC AND TECHNICAL DOCUMENTS

During this period, the Board approved the following technical and strategic documents;

1. **Annual Internal Audit Workplan for FY 2024-2025** to provide a structured roadmap for auditing key risk areas, ensure efficient use of audit resources, assure stakeholders of good governance, and contribute to continuous improvement of institutional processes.
2. **National Research Framework** in line with regulation 15 of the NPA (Development Plans) Regulations, 2018. The National research framework aims to establish systems and approaches to encourage and coordinate research to inform strategic planning and; prescribe procedures for coordinating and harmonizing development planning research towards achieving the national vision, long term development and medium-term development planning objectives.
3. **NPA Staff structure and establishment** to implement the new roles or functions arising out of the rationalization of government Policy. NPA acquired the functions of the National Population Council and the National Physical Planning Board by virtue of the National Planning Authority (Amendment) Act, 2024 and the Physical Planning (Amendment) Act, 2024 respectively.
4. **Simplified Parish Action Planning Guidelines** to facilitate the Action Planning process at the parish/ward level, in line with the provisions of the Local Governments (Amendment) Act of 1997 and the Parish Development Model (PDM) guidelines. The objective is to lay a foundation through which community development needs can be addressed through the active involvement of all key stakeholders. These guidelines serve as a Framework for effective participatory decision-making, resource mobilization and allocation by the responsible organs at the parish/ward and village levels.

5. **Certificate of Compliance for FY 2024/2025** in line with section 13(6) and 13(7) of the Public Finance Management Act (PFMA), 2015. The Certificate comprises assessment covering the; Macroeconomy, NDP goal, objectives and projects, Programmes, MDAs, LG, crosscutting issues (SDGs, Climate change, demographic dividends, human rights, ICT, regional integration). The new assessment framework, also assesses other crosscutting issues that include HIV/AIDS and vulnerability.
6. **NPA's Ministerial Policy Statement for FY 2025/26** in line with the provisions of the Public Finance Management Act 2015, Section 14(1) to highlight the key priorities for the financial year as well as the budgetary needs to do so.
7. **Authority Governance Charter** to draw together in a single point of reference a clear statement of the structures, processes and principles of operations and centers of responsibility. Its intention is to clarify the role of the Authority and management to guide, facilitate and empower them to run the Authority's businesses responsively within clearly defined parameters. It is also intended to facilitate the delivery of NPA's primary function and identified strategic objectives effectively and efficiently.
8. **Annual Audit Work plan FY 2025/26** to provide a structured roadmap for auditing key risk areas, ensure efficient use of audit resources, assure stakeholders of good governance, and contribute to continuous improvement of institutional processes.
9. **NDPIV Dissemination strategy** to provide a structured framework to raise awareness, enhance stakeholder engagement, and mobilize support for the successful implementation of NDP IV. It outlines the key messages, target audiences, communication channels, and implementation mechanisms needed to promote ownership and participation of all stakeholders.

5.0 OVERSIGHT AND GOVERNANCE FUNCTIONS

In line with its oversight role under the NPA's mandate, the Board allocated thematic areas of leadership to its members to ensure effective implementation of NPA's priorities in national development planning, as outlined below;

Sn	Theme	Champion
1	Private Sector Development and Strategic Partnerships	Prof Pamela K Mbabazi
2	Production and Value addition (agriculture, minerals, oil and gas, tourism, ICT) and Institutional development	Dr Ivan Lule
3	Human Capital Development (Health, Education, Gender, population) etc.	Prof Enos Kiremire
4	Infrastructure (transport, housing, energy, water, industry and ICT) Physical planning and Institutional development	Hon. Stephen Mukitale
5	Peace, Security, Governance (APRM) and publicity	Hon. Lydia Wanyoto
6	Advisory role to the President and Cabinet	Prof Pamela Mbabazi assisted by Hon. Stephen Mukitale

During this reporting period, members were able to drive progress on key national development priorities by offering strategic direction, reviewing critical initiatives, and ensuring accountability in implementation as shown below;

5.1 Preparation and launch of the Fourth National Development Plan (NDPIV) FY 2025/26-2029/30

In line with the comprehensive National Development Planning Framework, the Executive Authority Board led the process of developing the fourth National Development Plan (2025/26 to 2029/30) through a highly participatory and consultative process where various stakeholders including public and private sectors, as well as non-state actors were consulted. The Fourth National Development Plan (NDPIV) - FY2025/26-2029/30 (NDPIV) is the fourth in a series of six National Development Plans (NDPs) aimed at accelerating the socio-economic transformation of the country. The goal of this Plan is to "achieve higher household incomes, full monetization of the economy, and employment for sustainable socio-economic

transformation". The goal will be pursued under the overall theme of Sustainable Industrialization for Inclusive Growth, Employment, and Wealth Creation.

The plan will aggressively invest in improving the country's competitiveness by prioritising development opportunities and ensuring a rapid uptake of STI in the identified growth areas. These areas include: (i) Full monetization of the economy; (ii) Value addition and industrialization; (iii) agriculture, (iv) tourism development; (v) mineral-based industrial development; (vi) ICT; and (vii) Finance

The plan was launched on June 5th, 2025, by H.E, The President of the Republic of Uganda. The launch took place at Kololo Ceremonial Grounds in Kampala, ahead of the State of the Nation Address by H.E. the President.



H.E the President of the Republic of Uganda launching the Fourth National Development Plan (NDPIV) at Kololo ceremonial grounds on 5th June 2025.

5.2 High-level impact assessment

The Authority provided oversight guidance and leadership in conducting an independent evaluation of the Development Financing Mechanisms (DFM) in Uganda specifically under; the Agricultural Credit Facility, Micro Support Finance Centre,

Agricultural Insurance Scheme, Uganda Development Corporation, and Uganda Development Bank.

Development Financing Mechanisms (DFMs) are instruments for reducing the cost of credit in Uganda and enhancing access to financial resources to improve the livelihoods of its citizens.

5.3 National Development Partnership Forum (NDPF)

The Board engaged in the 14th National Development Planning Forum which took place on 15th April 2025 under the theme “The Creative Industry as A Catalyst for Economic Growth: Harnessing Opportunities and Supporting Ugandan’s Creative Industry”. The purpose of the 14th National Development Planning Forum was to provide an opportunity to the different stakeholders to make an input to the recommendations suggested by NPA in the thematic paper titled ‘A Diagnostic Study of the Cultural and Creative Industries in Uganda.’

The forum was organized after undertaking a comprehensive diagnostic study of Uganda’ Culture & Creative Industries. The report offered policy recommendations including but not limited to;

- a. Establish a dedicated Department of Creative Arts under the Ministry of Gender, Labour, and Social Development to streamline sectoral management.
- b. Undertake Legal Reforms through amending the Copyright and Neighboring Rights Act Cap. 222 to cover digital protections and enable copyright as collateral for loans and Strengthen royalty collection mechanisms by linking compliance to broadcaster license renewals.
3. Redevelop the National Theatre into a 2,500-seat multipurpose hub and create regional creative centers via Public-Private Partnerships (PPPs), and
4. Introduce government guarantees for creative entrepreneurs and incentivize private-sector investment in infrastructure.

5.4 Private Sector Development and Strategic Partnerships

- a. **Strategic Partnership with IMitiaz Company, Dubai:** The chairperson participated in the 2024 UN SDG Summit and the General Assembly, where she facilitated an engagement with IMitiaz, a leading Dubai-based conglomerate specializing in construction and urban development. This engagement materialized into a Memorandum of Understanding (MoU) between the National Housing and Construction Company (NHCC) and IMitiaz, culminating in a pilot project in Bugolobi aimed at constructing international-standard residential flats. Significantly, this partnership emphasizes technology transfer, capacity building, and the infusion of innovative construction practices, elements crucial for elevating Uganda's housing sector to meet burgeoning urban demands.

Strategic Lesson: Leveraging international networks and aligning them with national development goals can unlock transformative infrastructure investments. Building local capacity through strategic partnerships is essential for ensuring sustainability and self-reliance.

- b. **South-South Cooperation in Tunisia: Catalysing Sustainable Energy and Industrial Innovation:** In January 2025, the chairperson engaged with counterparts in Tunisia, facilitating a promising dialogue between a battery manufacturing enterprise and Kira Motors EV. This collaboration aims to bolster Uganda's local electric vehicle (EV) ecosystem, aligning with national energy transition and climate resilience strategies. Such South-South exchanges are vital in harnessing technological expertise and fostering regional innovation hubs.

Strategic Lesson: International South-South cooperation offers pragmatic pathways for technology transfer and industrial diversification, imperatives for achieving double-digit growth in a resource-constrained environment.

- c. **Elevating Uganda's Global Presence: Population and International Engagements:** Chairperson represented the Minister of State for Planning Participation in the Population Meeting held in New York in April 2025. This engagement enabled NPA on behalf of the country to reaffirm its commitments under international conventions and foster

strategic dialogues with global partners, including the U.S. Mission at the UN. These engagements are instrumental in aligning Uganda's policies with international standards, which in turn attract high value investments and partnerships. **Strategic Lesson:** Active participation in global forums enhances Uganda's diplomatic stature and provides platforms for advocating policies conducive to private sector-led growth.

- d. **Facilitating Business Ecosystem Reforms and PPPs:** The chairperson actively supported key enterprises, such as the remodelling of a landmark building on Entebbe Road and the development of a Coffee Smart City in Ntungamo through facilitating regulatory approvals and PPP arrangements. These initiatives demonstrate the importance of streamlined government processes and targeted support in revitalizing urban commercial hubs and agricultural value chains.

Strategic Lesson: Simplification of bureaucratic procedures and proactive government engagement are critical levers for unlocking private sector investment and innovation.

5.5 Engagement with Development Partners

- a. A systematic engagement with UN agencies like UNDP and FAO has been established, ensuring alignment of their interventions with national priorities, especially in SDG implementation.
- b. **Supporting SDG Engagements:** Chairperson has coordinated Uganda's participation in regional and global SDG forums, positioning NPA to influence and benefit from international development agendas.

5.6 Production and Value addition

In the thematic area of Production and Value Addition, the Deputy Chairperson oversaw several activities and initiatives that reinforced NPA's oversight role in national development planning and the aligned implementation of development initiatives, as outlined below:

- a. **Expansion of Namugongo Shrine and Other Religious Site:** Spearheaded the development of Terms of Reference for transforming Namugongo and

other religious shrines into world-class tourist sites, with the concept note submitted to the Office of the Prime Minister for onward submission to Cabinet. Strategically, this initiative positions Uganda to leverage faith-based tourism as a driver of cultural heritage preservation, foreign exchange earnings, and local economic transformation.

- b. Oversight of Industrial Parks in Mbale, Jinja, and Soroti:** A technical delegation was led to assess the design, status, occupancy, and outputs of the industrial parks in Mbale, Jinja, and Soroti, culminating in recommendations to enhance their competitiveness and attract investors. Strengthening industrial parks enhances Uganda's manufacturing base, fosters job creation, and aligns with NDP IV's agenda of accelerating industrialization and value addition.
- c. Market Analysis for Parish Development Model Commodities:** Oversaw the preparation of a market analysis for key Parish Development Model (PDM) commodities, with teams established to deliver a final report to Cabinet in May 2025. This analysis provides an evidence base for optimizing PDM commodity value chains, thereby ensuring that the model translates into tangible household income growth and rural transformation.
- d. Agro-Industrialization Database Systems (with AGRA):** The Authority co-developed a project with AGRA to strengthen coordination of database systems for agro-industrialization, which is now under implementation. The integration of data systems will enhance evidence-based planning, reduce duplication, and support innovation in agro-industrial value chains critical for sustainable agricultural transformation.
- e. Uganda's Food Systems Pathways and Post-CAADP Strategy:** Oversaw the finalization of national reports on food systems pathways and the post-CAADP strategy, submitted to the UN Food Systems Hub for global review in July 2025. Uganda's proactive contribution to global food system dialogues reinforces its leadership in sustainable agriculture and secures alignment with international best practices for food security and resilience.

- e. **Engagement with UNOC on Oil Revenue Generation:** Meetings were facilitated between NPA and UNOC to address strategies for fast-tracking oil revenue generation. This engagement is critical in ensuring that oil revenues are mobilized early and aligned with national development priorities, mitigating delays in financing transformative projects.
- f. **Oil Refinery Implementation Agreement Protocols:** The Deputy Chairperson co-approved protocols for the Implementation Agreement of the oil refinery. This milestone provides clarity on institutional responsibilities and operational pathways for Uganda's refinery project, securing a foundation for energy self-sufficiency and regional competitiveness.
- g. **Bioscience Industrial Park and Market Value Chains:** Discussions were spearheaded with the Ministry of Science, Technology and Innovation on including science units in the proposed Bioscience Industrial Park and aligning this with NDP IV's market value chains. Integrating bioscience into industrial development strengthens Uganda's innovation ecosystem, drives value addition in agriculture and pharmaceuticals, and positions the country for knowledge-driven economic growth.

5.7 Human Capital Development

- a. **Establishment of a Pharmaceutical Industrial Park:** The Board held a series of engagements under the Human Capital Development programme, where proposals were made to strengthen programme implementation. One key proposal, which was adopted, was the establishment of a pharmaceutical industrial park to enhance local production of medicines, vaccines, diagnostic devices, and other essential health supplies. This intervention will reduce Uganda's dependency on imported pharmaceuticals, strengthen health security, create jobs in the health sector value chain, and align national health priorities with industrialization and self-reliance.
- b. **NDP IV Human Resource Development Plan (HRDP)** The Board spearheaded the production of the NDP IV Human Resource Development Plan (HRDP), developed in line with the National Human Resource

Development Framework (2018). The plan builds on lessons from the first HRDP, integrates ongoing reforms, and responds to emerging labour market challenges. Its goal is to **increase the stock of skilled, productive, and competitive human resources**, with four strategic objectives:

- i. Aligning education and training with labour market needs;
- ii. Reforming and expanding Technical and Vocational Education and Training (TVET);
- iii. Enabling innovation, entrepreneurship, and employment creation;
- iv. Strengthening national coordination in manpower planning.

The HRDP also articulates concrete interventions for addressing skills mismatches in the labour market and strengthening the country's human capital base.

By anchoring skills development and labour market reforms within NDP IV, the HRDP provides a roadmap for transforming Uganda's demographic potential into a productive workforce, accelerating inclusive growth, and ensuring long-term competitiveness in the global economy.

5.8 Infrastructure, Physical planning and Institutional development

- a. **Fourth National Development Plan Project Investment Plan (NDP IV PIP):** As an annex to NDP IV, the Executive Board spearheaded the production of the Fourth National Development Plan Project Investment Plan (NDP IV PIP). The plan details investment projects, public, private, and Public-Private Partnerships (PPPs), to be implemented over a defined period. It includes both **high-impact flagship projects** and **programme-level projects** to be executed by MDAs over the five-year horizon, each strategically designed to contribute to the overarching goal of NDP IV. The PIP operationalizes NDP IV by translating national priorities into bankable investment projects, providing a clear framework for resource mobilization, sequencing, and accountability. By aligning projects with the PIMS framework and leveraging PPPs, it ensures that Uganda's limited public resources catalyze private investment and deliver transformative growth across sectors.

- b. Prefeasibility and Feasibility studies:** During the reporting period, the Authority provided leadership and technical guidance in preparing a wide range of pre-feasibility and feasibility studies across strategic sectors. These covered infrastructure (roads, urban development, and energy projects), industrial value addition (sugarcane bagasse, cassava, limestone, and biofuels), tourism (Rwenzori cable car system), financial sector reforms (Post Bank capitalization strategy), education and health (Makerere University and affiliate institutions), as well as regional integration initiatives (South Sudan Economic Hub). By the end of the period, eight (8) feasibility studies had been completed, while several others remained under implementation, reinforcing NPA's role in ensuring that investment projects are evidence-based, technically sound, and aligned to national priorities.
- c. Review of loan proposals:** The Authority provided leadership and guidance in the review of seventeen (17) loan proposals to confirm their alignment with the National Development priorities as enshrined in Vision 2040 and the National Development Plan. This process not only safeguarded fiscal discipline but also ensured that external borrowing is strategically directed towards transformative investments that advance Uganda's long-term development agenda.
- d. National Physical Development Plan (NPDP):** The National Physical Development Plan (NPDP) was launched on 17th April, and the Board spearheaded its alignment with the Fourth National Development Plan (NDPIV). This alignment established a coherent framework that integrates spatial and socio-economic planning, thereby enhancing coordinated national development and sustainable land use management.
- e. Physical planning appeals and complaints:** The Board spearheaded the conclusion of three major physical planning complaints including;
 - i. Closure of community access road along plots 17A and 17B, Walukuba East, Tapingwa road, Jinja city. (The roads to be reopened);

- ii. Community complaint regarding encroachment on a road reserve, blockage of drainage, and illegal development along Kapsumbein road by Mr. Sabila George Paul, Kapchorwa (Demolition of the structure within the road reserve)
- iii. Rejection of development permission to Megha industries (U) Ltd by KCCA (Apply to the right jurisdiction).

New Planning House: NPA was allocated finances to commence the construction of the Planning House. the Authority handed over the former planning House to ROKO construction Company to commence the construction of the planning House.

NPA rented new office space at Rwenzori House/Towers on Lumumba Avenue. Additionally, the Authority acquired office space at the Statistics House which was formerly occupied by the defunct National Population Council (NPC) following the subsuming of NPC resulting from the rationalization of government agencies



Official handover of the old planning house to Roko construction company.

5.9 Peace, Security, Governance (APRM) and publicity

- a. **Third APRM Progress Report:** Through Hon. Lydia Wanyoto, who also serves on the APRM Panel of Eminent Persons for the East African region, the Board, working with the National Governance Council (NGC), spearheaded the preparation of the Third Progress Report on the Implementation of Uganda's National Programme of Action (NPoA3) under the African Peer Review Mechanism (APRM). The report covered the period July 2021 to June 2024, capturing Uganda's progress in aligning governance reforms with APRM recommendations. The report also served as a key input into Uganda's peer review process, demonstrating the country's sustained commitment to governance reforms and improved socio-economic outcomes. By anchoring APRM commitments within NDPIII and national budget frameworks, Uganda strengthened accountability for governance reforms, enhanced its credibility in continental peer review, and reinforced the role of planning in driving democratic consolidation and inclusive development.
- b. **Study on Ethnic Minority Tribes in Uganda:** With support from GiZ, NPA and the APRM conducted a study on Ethnic Minority Tribes (EMTs), producing both a report and a policy brief. The study highlighted the exclusion faced by EMTs, proposed pathways for integrating their unique needs into Uganda's planning frameworks, and emphasized that existing policy gaps were significant but addressable. By explicitly addressing the needs of ethnic minority tribes, NPA underscored the principle of leaving no one behind, aligning national planning with inclusive development goals, equity, and social cohesion. This ensures that long-term socio-economic transformation is both broad-based and sustainable.

6.0 COMMITTEES OF THE BOARD

In line with good corporate governance practice, the Board constituted itself into three operational committees to enhance its effectiveness. These committees enable the Board to fulfil its mandate by providing specialized attention, improving efficiency, strengthening oversight, and ensuring compliance with governance standards.

The Committees constituted during the reporting period were:

6.1 Finance and Human Resource Committee

- **Membership:** Hon. Stephen Birahwa Mukitale Adyeeri (Chairperson), Hon. Lydia Wanyoto (Member).
- **Mandate:** This Committee provides oversight of the Authority's financial performance, budget implementation, resource mobilization, and human resource management. It reviews policies on staffing, recruitment, promotions, and welfare, and ensures that the human capital needs of the Authority are aligned with its strategic plan.
- **Business Conducted:** During the reporting period, the Committee reviewed and approved shortlists for different positions, as well as interview panels and dates, thereby ensuring that recruitment processes were transparent, merit-based, and consistent with the approved establishment.
- **Strategic Conclusion:** By streamlining recruitment and HR processes, the Committee ensured that NPA is progressively staffed to deliver on its expanded mandate, while upholding accountability in the use of financial and human resources.

6.2 Audit and Risk Management Committee

- **Membership:** Hon. Wanyoto Lydia Mutende (Chairperson), Prof. Enos Masheija Rwantale Kiremire (Member).
- **Mandate:** This Committee oversees the internal audit function, risk management framework, and the adequacy of internal controls. It ensures that governance systems safeguard the Authority's assets, guarantee value for money, and manage institutional risks in line with best practices.

- **Business Conducted:** The Committee reviewed the Audit Workplans for FY 2024/25 and FY 2025/24 and recommended approval to the Board. The plans provided a structured roadmap for auditing key risk areas, ensuring efficient use of audit resources, and strengthening governance assurance.
- **Strategic Conclusion:** Through rigorous oversight of audit and risk, the Committee reinforced institutional integrity, accountability, and resilience against operational and compliance risks.

6.3 Science, Technology and Innovation Committee

- **Membership:** Dr. Ivan Lule (Chairperson), Prof. Enos Masheija Rwantale Kiremire (Member).
- **Mandate:** The Committee focuses on guiding NPA's role in advancing science, technology, and innovation as cross-cutting enablers of socio-economic transformation. It ensures that policies, frameworks, and research outputs align with national development priorities and international standards.
- **Business Conducted:** The Committee reviewed the National Research Framework and recommended its approval to the Board. The framework strengthens coordination of research, promotes innovation, and enhances the evidence base for planning.
- **Strategic Conclusion:** By advancing research and innovation oversight, the Committee positioned NPA to integrate science, technology, and innovation into national development planning, a critical driver for competitiveness under NDP IV.

6.4 Overall Contribution of the Committees

The Committees played a pivotal role in enabling the Board to function efficiently by dedicating specialized attention to complex matters, filtering issues for full Board deliberation, and ensuring compliance with governance standards. Their recommendations not only strengthened NPA's internal governance but also enhanced the Authority's capacity to deliver on its constitutional and statutory mandate.

7.0 CAPACITY BUILDING AND DEVELOPMENT

During the reporting period, the Board initiated steps towards strengthening its governance capacity. Specifically, the Deputy Chairperson undertook corporate training in:

- a. **Investment Appraisal and Risk Analysis**, enhancing the ability to evaluate project viability and ensure alignment of investments with national development priorities.
- b. **Business Continuity**, equipping leadership with tools for institutional resilience and risk preparedness in the face of operational disruptions.

These trainings contributed to building Board-level expertise in financial oversight, risk management, and institutional resilience, critical areas given NPA's expanded mandate and the need to safeguard value for money in national development planning.

7.1 Recommendations for Strengthening Board Capacity Building

To ensure that the Board remains effective, agile, and aligned with global governance standards, the following capacity-building initiatives are recommended going forward:

1. **Induction Programme for New Members:** Comprehensive onboarding covering NPA's legal framework, mandate, and governance charter to strengthen role clarity and institutional continuity.
2. **Continuous Professional Development (CPD):** Annual training sessions in governance, corporate finance, public policy, and emerging areas such as digital transformation and artificial intelligence in public sector planning.
3. **Peer Learning & Benchmarking:** Participation in regional and international governance forums (e.g., African Union, OECD, UNDESA) to benchmark NPA's governance practices against best practices.

4. **Scenario Planning & Strategic Risk Workshops:** Equipping the Board with advanced foresight tools to anticipate socio-economic, technological, and climate-related risks that could affect national planning.
5. **Ethics and Integrity Training:** Regular refreshers on the Leadership Code Act, conflict of interest management, and governance ethics to reinforce trust and accountability.
6. **Board Retreats & Team Effectiveness Sessions:** Periodic retreats to strengthen Board cohesion, collective decision-making, and strategic foresight in line with the NPA Strategic Plan.

By institutionalizing a structured capacity-building programme, the Board will be better positioned to anticipate complex challenges, provide cutting-edge strategic direction, and reinforce NPA's credibility as the national apex planning institution.

8.0 FINANCIAL MANAGEMENT

During the Financial Year (FY) 2024/25, the Authority operated within an approved budget of UGX 73.711 billion. Following the Government's Rationalization of Government Agencies and Public Expenditure (RAPEX) reforms, the budget ceiling for the National Planning Authority (NPA) was revised upwards to UGX 83.952 billion. The allocation comprised:

- UGX 20.348 billion for Wage,
- UGX 52.668 billion for Non-Wage Recurrent Expenditure, and
- UGX 10.917 billion for Development Expenditure.

The Board provided overall policy guidance, fiduciary oversight, and ensured accountability in the utilization of resources. This was achieved through regular review of financial performance reports, approval of work plans, and aligning resource utilization to the Authority's mandate under the National Planning Authority Act, Cap. 202 (as amended). The emphasis remained on prudent financial management, value-for-money, and transparency in all operations.

In line with the approved budget, the Authority implemented a wide range of statutory and strategic deliverables, including:

1. National Development Planning

- Finalization of the Fourth National Development Plan (NDP IV) and attendant plans, including the Fourth National Human Resource Development Plan (NHRDP) and the Project Investment Plan (PIP).
- Production of the Certificate of Compliance for FY 2024/25 as required under the Public Finance Management Act.

2. Project Preparation and Resource Mobilization

- Supported the preparation of up to sixteen (16) prefeasibility and feasibility studies to strengthen the Public Investment Management process.

- Reviewed seventeen (17) loan proposals and provided evidence-based recommendations to Government.
- Produced evaluation reports on Development Financing Mechanisms to guide policy and investment choices.

3. Policy Dialogue and Partnerships

- Convened the 14th National Development Partnership Forum (NDPF) to foster dialogue between Government, Development Partners, and non-state actors on national development priorities.

4. Monitoring, Evaluation and Reporting

- Produced the National Development Report (NDR) for FY 2023/24, highlighting performance against national targets.
- Prepared the Third APRM Progress Report on the implementation of the National Programme of Action (NPoA).
- Monitored 30 Science, Technology, Engineering and Innovation (STEI) projects to assess progress and performance.

5. Physical Planning and Infrastructure

- Produced the Draft Status Report on Physical Planning in Uganda.
- Undertook seven (7) Field Locus Visits to handle physical planning appeals and complaints.
- Facilitated preliminary works for the construction of the new Planning House, including:
 - Renting new office space to allow relocation of staff, and
 - Contracting ROKO Construction Company to undertake the works.

6. Human Capital and Institutional Development

- Ensured timely payment of staff salaries and related benefits, thereby promoting motivation and productivity.
- Strengthened internal capacity for effective delivery of the expanded NPA mandate arising from RAPEX reforms.

8.1 Financial Accountability and Governance

Throughout the year, the Board maintained strict adherence to financial accountability frameworks, including compliance with the Public Finance Management Act, procurement regulations, and audit requirements. Internal controls were reinforced through the Audit and Risk Management Committee, while quarterly performance reviews were conducted to ensure budget execution was aligned to planned outputs.

The prudent use of resources underpinned the successful delivery of the Authority's mandate and laid a firm foundation for the operationalization of new responsibilities in population and physical planning, as provided for under the amended legal framework.

9.0 CHALLENGES AND MITIGATION MEASURES

In the course of implementing its mandate during the reporting period, the Authority encountered several operational, financial, and institutional challenges that affected the pace and efficiency of service delivery. These challenges stemmed from both internal and external factors, including resource constraints, policy harmonization issues, and emerging national priorities. Guided by the Board's oversight, management adopted proactive mitigation measures to address these bottlenecks, ensure continuity of critical programmes, and safeguard the credibility of the Authority's outputs. The section below highlights the key challenges faced and the corresponding strategies undertaken to mitigate their impact.

9.1 Institutional Workload and Timeliness of Deliverables

The expansion of NPA's mandate and growth in staff numbers has significantly increased the workload at the apex of the institution, leading to delays in the follow-up and finalization of activities.

Board-Directed Action: The Authority is strengthening workflow systems and reinforcing leadership accountability mechanisms to ensure timely delivery of outputs despite the expanded mandate.

9.2 Dispersed Secretariat Operations

The presence of NPA staff across multiple physical locations has constrained effective supervision and limited consistent productivity monitoring.

Board-Directed Action: The Board approved the acceleration of the Planning House project and interim office space consolidation to improve institutional efficiency and cohesion.

9.3 Financing Gaps for Strategic Priorities

Despite gradual improvements in financing, NPA resources remain below the levels required to execute all planned activities comprehensively.

Board-Directed Action: The Authority has intensified engagement with Government and Development Partners to mobilize supplementary financial and technical resources.

9.4 Recruitment Constraints under RAPEX

Delays in finalizing the RAPEX process, which restricted recruitment to replacement only, limited the Authority's ability to expand its workforce in line with its new mandate especially in the area of physical planning.

Board-Directed Action: The Authority has leveraged temporary human resources (Graduate Trainees, Technical Assistants, Resident Consultants) and is progressively recruiting under the revised establishment.

9.5 Rising Demand for NPA Services Amidst Staffing Gaps

The increasing demand for NPA services, particularly in integrated development planning and capacity building for MDAs and Local Governments, has outpaced available staffing levels.

Board-Directed Action: The Authority continues to build staff capacity and optimize existing teams while working with Government to address structural staffing needs.

10.0 STRATEGIC RECOMMENDATIONS

Building on the achievements and lessons in the reporting period, the Board has identified a set of strategic recommendations to strengthen the Authority's effectiveness, enhance institutional resilience, and position NPA to deliver on its expanded mandate. These recommendations are informed by the challenges encountered, stakeholder feedback, and emerging national development priorities under the Fourth National Development Plan (NDP IV). They are intended to guide management and stakeholders in aligning resources, policies, and partnerships towards the realization of Vision 2040 and the Sustainable Development Goals.

10.1 Institutional Capacity Strengthening

NPA should progressively realign its human resource framework with the expanded mandate. This requires securing additional approved staff positions, while embedding flexible talent mechanisms (e.g., secondments, technical assistants, and specialized consultants) to address emerging demands in real time.

10.2 Infrastructure and Workspace Consolidation

The Authority should fast-track the construction and full operationalization of the Planning House as a strategic priority. This will consolidate operations, strengthen institutional identity, and enhance efficiency by housing all staff under one roof.

10.3 Sustainable Financing Model

NPA should deepen engagement with the Ministry of Finance and Parliament to secure predictable and adequate baseline funding. At the same time, it should strengthen strategic partnerships with development partners to co-finance critical national planning initiatives, ensuring sustainability of operations beyond donor cycles.

10.4 Agile Workforce and Talent Development

The Authority should institutionalize a comprehensive talent development and retention strategy. This will position NPA staff to provide high-quality technical support to Government and stakeholders, while building a pipeline of professionals to sustain the planning function into the long term.

10.5 Enhanced Governance and Performance Management

The Board should direct management to embed robust performance monitoring frameworks, digital tools, and accountability mechanisms to reduce delays in activity finalization. Stronger reporting lines and real-time dashboards would enable the Authority to deliver outputs more efficiently under the expanded mandate.

10.6 Strategic Stakeholder Engagement

To manage the growing demand for NPA services, the Authority should develop a structured stakeholder engagement framework. This would prioritize capacity building for MDAs and Local Governments, optimize resource deployment, and enhance visibility of NPA's value proposition in national development.

In summary, the proposed strategic recommendations provide a roadmap for strengthening NPA's institutional capacity, ensuring financial sustainability, and deepening partnerships with key stakeholders. Their effective implementation will not only address the challenges experienced during FY 2024/25 but also position the Authority to deliver more efficiently on its expanded mandate under the NDP IV and beyond.

11.0 PLANNED OUTPUTS FOR FY 2025/26

The Financial Year 2025/26 marks a pivotal milestone as the first year of implementing the Fourth NPA Strategic Plan (2025/26–2029/30) and the operationalization of the approved staff structure. The new structure is designed around seven (7) departments, each strategically positioned to deliver on the Authority's expanded mandate under RAPEX and the Fourth National Development Plan (NDP IV). These departments are:

1. Economic Planning
2. Research and Development Performance
3. APRM, Partnerships and Sustainable Development Goals (SDGs) mainstreaming
4. Infrastructure and Digital Transformation
5. National, Regional, Urban and Metropolitan Physical Planning
6. Population and Social Development
7. Board, General Management and Administration

The execution of planned outputs in FY 2025/26 will be guided by the principles of strategic alignment, value for money, and institutional resilience. Each department has been tasked to deliver flagship initiatives that will consolidate NPA's role as the country's apex planning institution and enhance its contribution to national transformation.

11.1 Departmental Strategic Outputs

1. Economic Planning

- Lead the rollout of the NDP IV Communication and Change Management Strategy to embed the Programme Approach across government.
- Develop a 15-year Development Perspective Plan to provide long-term strategic direction.

- Provide technical backstopping to 171 MDAs and 176 Local Governments in the preparation of Strategic Plans.
- Prepare at least 10 pre-feasibility and feasibility studies, review all project proposals prior to Cabinet submission, and support the formulation of the FY 2026/27 Budget Strategy.
- Prepare at least three Regional Development Plans to anchor balanced regional growth.

2. Research and Development Performance

Produce the statutory Certificate of Compliance for FY 2025/26.

Commence the Mid-Term Review of Vision 2040 to assess progress towards long-term national aspirations.

Publish the National Development Report (NDR) for FY 2024/25 and deliver priority research outputs that inform national policy.

Generate Monthly Economic Updates and the Annual Pulse of the Economy Report to support evidence-based decision-making.

3. APRM, Partnerships and SDGs mainstreaming

Deliver periodic National Programme of Action (NPoA) and Country Self-Assessment Reports.

Fulfil statutory obligations under the APRM, including targeted review missions and TROIKA activities.

Mobilize and engage national and international stakeholders in programme execution, while strengthening secretariat and stakeholder capacity for AUDA-NEPAD and APRM implementation.

4. Infrastructure and Digital Transformation

- Support preparation of the Railway Transport Master Plan (2025/26–2069/70).
- Finalize the National Spatial Data Infrastructure (NSDI), update metadata catalogues and geoportals to enhance geospatial planning and data-driven decision-making.

5. National, Regional, Urban and Metropolitan Physical Planning

- Prepare the Greater Kampala Metropolitan Area (GKMA) Physical Development Plan and at least three regional physical development plans.
- Provide financial and technical support for four detailed city plans (Kampala, Gulu, Arua, and Jinja).
- Develop regulations and guidelines for implementing the Physical Planning Act Cap. 142 (as amended) and build capacity for Physical planning committees and enforcement teams.
- Provide technical backstopping for 3 cities, 20 municipalities, 66 town councils, 18 districts and 77 sub-counties to develop their physical development plans.

6. Population and Social Development

- Disseminate the NDP IV Human Resource Development Plan and produce the Annual Status Report on Education and Skills Development.
- Develop a monitoring framework for Basic Requirements and Minimum Standards (BRMS) in primary schools.
- Publish annual Jobs and Scarce Skills Reports, functionalize the Population Data Bank, and produce the State of Uganda's Population Report.
- Coordinate national events such as World Population Day and preparations for the International Conference on Population and Development (ICPD).
- Generate evidence-based policy papers on issues such as health financing, higher education, WASH, and youth transitions.
- Conduct demographic dividend modelling, life-cycle analysis, and labour market projections to inform policy.
- Strengthen institutional capacities of 50 MDAs and 177 LGs to integrate population, family health, manpower, and gender issues into planning.

7. Board, General Management and Administration

- Enhance institutional capacity through targeted retooling, including procurement of ICT systems, office equipment, and reconfiguration of workspaces.
- Advance the Construction and Equipping of the Planning House to consolidate NPA's institutional identity and efficiency.
- Implement institutional strengthening initiatives to improve governance, staff capacity, and organizational performance.

11.2 Off-Budget Support Initiatives

In addition to the above, the Authority will implement externally funded initiatives in FY 2025/26, including:

- a. Coordination of Demographic Dividend activities supported by UNFPA.
- b. Implementation of the Strengthening Human Rights in Uganda programme supported by GIZ.

The planned outputs for FY 2025/26 are not only anchored in the Fourth NPA Strategic Plan (2025/26–2029/30) but are also strategically aligned to the objectives of NDP IV and Uganda's long-term Vision 2040. Collectively, these deliverables are designed to strengthen evidence-based planning, deepen integration of population and physical planning, enhance partnerships, and ensure that national development priorities are implemented in a coherent and sustainable manner. Their successful execution will position the Authority to consolidate its role as the apex planning institution, while accelerating Uganda's progress towards inclusive growth and sustainable transformation.

12.0 CONCLUSION

The Board concludes this reporting period with clear progress on national planning architecture, institutional reforms, and stakeholder alignment. The launch of NDP IV and consolidation of the expanded mandate provide a strong platform for accelerating implementation and results. At the same time, the Authority must stay focused on execution discipline: timely delivery of outputs, digital performance dashboards, risk-led internal audit, and continuous capacity building across MDAs and Local Governments.

Going into FY 2025/26, the first year of NPA's Strategic Plan (2025/26–2029/30), the Board's priorities are to:

1. Operationalize NDP IV at scale, ensuring programmes are fully costed, sequenced, and monitored against outcomes;
2. Deliver the Planning House project and workspace consolidation to enhance efficiency and institutional identity;
3. Secure sustainable financing while deepening strategic partnerships for co-financed, high-impact initiatives;
4. Strengthen talent and leadership pipelines, leveraging targeted recruitment, professional development, and performance contracts; and
5. Embed a culture of accountability and learning, using real-time data to inform decision-making and mid-course corrections.

The Board reaffirms its commitment to prudent stewardship, transparency, and collaboration with Government, the private sector, civil society, and development partners, so that planning tangibly improves household incomes, productivity, and gainful employment for all Ugandans.

13.0 COMPLIANCE NOTE

This Board Annual Report has been prepared in accordance with the Constitution of the Republic of Uganda, 1995 (as amended), the National Planning Authority Act, Cap. 202 (as amended), and relevant statutory instruments governing public financial and governance reporting. The content reflects the Board's discharge of its strategic responsibilities as outlined under Sections 5 and 7 of the NPA Act, including oversight of policy direction, approval of national development plans, supervision of institutional performance, and accountability for resource use.

In addition, the reporting herein aligns with the requirements of the Public Finance Management Act (PFMA), 2015, particularly Sections 13 and 14 on Certificates of Compliance and Ministerial Policy Statements. The report also takes into account applicable governance best practices as articulated in the Authority Governance Charter (2025) and the Board's own resolutions during the reporting period.

Accordingly, this Annual Report represents a true and fair account of the activities, decisions, and oversight contributions of the NPA Board for the financial year under review.