



NATIONAL PLANNING AUTHORITY

ANNUAL PERFORMANCE REPORT FOR FY 2024/25



OCTOBER 2025



NPA EXECUTIVE BOARD AND SECRETARIAT



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ACRONYMS

AFCON	African Cup of Nations
APRM	African Peer Review Mechanisms
AUDA	African Union Development Agency
CBR	Central Bank Rate
CEmONC	Comprehensive Emergency Obstetric and New born Care
CFR	Charter of Fiscal Responsibility
CoC	Certificate of Compliance
DFM	Development Financing Mechanism
EITI	Extractive Industries Transparency Initiative
EPRC	Economic Policy Research Centre
ESIA	Environmental and Social Impact Assessment
FY	Financial Year
GBV	Gender Based Violence
GIZ	Gesellschaft für Internationale Zusammenarbeit
GKMA	Greater Kampala Metropolitan Area
GoU	Government of Uganda
ICPD	International Conference on Population and Development
LGs	Local Governments
MDAs	Ministries Departments and Agencies
MLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance Planning and Economic
MoLG	Ministry of Local Government Development
MSC	Microfinance Support Centre
NBFP	National Budget Framework Paper
NDPF	National Development Partnership Forum
NDP IV	Fourth National Development Plan
NEPAD	New Partnership for Africa's Development
NHRDP IV	Fourth National Human Resource Development Plan
NPC	National Population Council
NPoA	National Programme of Action
NPPB	National Physical Planning Board
OFID	OPEC Fund for International Development
PDC	Parish Development Committee
PDM	Parish Development Model
PDP	Physical Development Plans
PEC	Presidential Economic Council
PFMA	Public Finance Management Act
PIAP	Programme Implementation Action Plan

PIP	Project Investment Plan
PPC	Physical Planning Committees
RAPEX	Rationalization of Government Agencies and Public Expenditure
SARA	Service Availability and Readiness Assessment
SRH	Sexual Reproductive Health
SPAPG	Simplified Parish Action Planning Guidelines
STI	Science, Technology, and Innovation
UA	Units of Account
UDB	Uganda Development Bank
UGX	Uganda Shillings
UIRI	Uganda Industrial Research Institute
UNFPA	United Nations Population Fund
USD	United States Dollars
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organization
WPD	World Population Day

NPA AT GLANCE

OUR VISION

To foster socio-economic transformation through establishing development planning systems and producing comprehensive and integrated development plans.

OUR MISSION

To be a Centre of Excellence for Development Planning and Propelling Socio-Economic Transformation.

OUR GOAL

Attain the desired Level of Excellence in Development Planning and Plan Implementation Processes.

OUR CORE VALUES

Table 1: NPA Core Values

Value	Description
1.0 God Fearing	The officers during the course of their employment shall: 1.1 Adhere to the Country's motto "FOR GOD AND MY COUNTRY" 1.2 Shall have Reverence and Respect: Hold a profound respect for God's power and authority. 1.3 Adhere to the ultimate positive intentions and rules of the faiths they prescribe to. 1.4 Be obedient and strive to live according to God's commandments and teachings. 1.5 Live in a way that is considered morally upright and express love for one another 1.6 Humility: Recognize human limitations and submit to God's will. 1.7 Have Faith and Trust: Having faith in God's plans and trusting in His guidance. 1.8 Live morally: Uphold high ethical standards and avoid sin out of respect for God. 1.9 Prayer and Worship: Regularly engaging in prayer, worship, and other religious practices to honor God.
2.0 Professionalism	2.1 The Authority embraces evidence based and objective decision-making. 2.2 Offer quality service by adding value to the work of our stakeholders. 2.3 Exercise professional courtesy and professional discipline. 2.4 Skillfully use knowledge to solve problems.
3.0 Innovation	3.1 The Authority continuously looks for new ways to deliver the service to the stakeholders. NPA as an institution attaches significant importance to creativity, strategic thinking and promotion of best practices, recognized through scientific processes.
4.0 Partnership	4.1 NPA attaches great significance to participatory collaborations with State and non-state actors in order to maximize a range of expertise, foster shared ownership and ensure necessary commitment to the implementation of development plans.

5.0 Integrity & Responsibility	5.1. Integrity: The Authority upholds moral principles reflected in the code of conduct including honesty, transparency, trustworthiness and accountability based on high ethical standards. 5.2. Responsibility: 5.2.1 Accountability: Officers shall take ownership of their actions and their consequences, whether positive or negative. 5.2.2 Dependability: Officers shall be reliable and trustworthy ensuring that others can count on them to fulfill their commitments. 5.2.3 Ethical Behavior: Act with integrity and making moral choices, even when it is difficult to do so. 5.2.4 Self-Discipline: Officers shall manage time, resources, and behavior to achieve the Authority's goals and fulfill their obligations. 5.2.5 Empathy: Officers shall be understanding, consider the impact of their actions on others and acting in a way that supports the well-being of those around them. 5.2.6 Proactivity: Take initiative to solve problems and improve situations rather than waiting for others to act. 5.2.7 Contribution: Participating actively in their communities, family, or workplace, and contributing positively to collective goals. 5.2.8 Exercise self-drive, Self-discipline, Self-control and contentment of having made a contribution. 5.2.9 Follow up: Officers at NPA should at all times be proactive, take initiative and follow up with urgency and commitment on assignments, deliberations, work in progress and actions after engagements.
	6.1 The authority's work ethic is built on a principle under which each person subordinates his or her individual interests and opinions for the unity and efficiency of the group.
7.0 Respect	7.1 NPAs work is facilitated by respect for each other and all stakeholders. Officers shall listen actively, undertake open and honest communication, recognize and appreciate internal and external stakeholders, value diversity and inclusion, have empathy, respect boundaries and exercise equity.

Leadership Structure

The Authority comprises a full-time Executive Board and a Secretariat. The Executive Board, which is composed of five Members, including the Chairperson, Deputy Chairperson and, three (3) other Members, is the highest decision-making body and is empowered by the NPA Act, 2002 to provide policy guidance and monitor and supervise the Secretariat in the performance of the day-to-day operations of the Authority.

The Executive Board and the Heads of the affiliated bodies that are presented below constitute the Expanded Board for Authority.



The bodies responsible for human resource development planning; Town and County Planning Board; National Council for Science and Technology and Treasury.

The Executive Director is the Head of the Secretariat assisted by the Deputy Executive Director and six Directors for the departments of; Economic Planning, Population and Social Development, APRM SDGs Mainstreaming and Partnerships, Research and Development Performance, Regional, Metropolitan & Urban Physical Planning and Infrastructure and Digital Transformation

FOREWORD



Rt Honourable Speaker and Honourable Members, in accordance with the National Planning Authority Act, Cap. 204, I am pleased to present the Annual Performance Report of the National Planning Authority (NPA) for the Financial Year 2024/25. This Report provides an account of the Authority's performance in fulfilling its mandate of coordinating national development planning and supporting Government in advancing Uganda's socio-economic transformation, in line with Uganda Vision 2040 and the National Development Plan framework.

In FY 2024/25, the NPA Act of 2002 was amended to integrate additional functions of physical, urban and metropolitan and population planning that rose out of the Rationalization of Government Agencies and Public Expenditure (RAPEX) process and the consequent closure of the National Population Council (NPC) and National Physical Planning Board (NPPB).

The National Planning Authority budget for FY 2024/25 was **UGX 73. 711 billion**, increasing to **UGX 83.952 bn** as a result of RAPEX, through which the following deliverables were realized;

- a. Produced the Fourth National Development Plan (NDP IV) and the attendant plans including; the Fourth National Human Resource Development Plan (NDP IV- NHRDP) and the Project Investment Plan (PIP);
- b. Produced the Certificate of Compliance of the Annual Budget for FY 2024/25;
- c. Supported the preparation of up to sixteen (16) prefeasibility and feasibility studies for priority identified projects;
- d. Led the preparation of the Karamoja Regional Development Plan;
- e. Produced evaluation reports for the Development Financing Mechanisms (DFMs) under; the Agricultural Credit Facility, Micro Support Finance Center, Agricultural Insurance Scheme, Uganda Development Corporation, and the Uganda Development Bank;
- f. Held the 14th National Development Partnership Forum (NDPF) under the theme "The Creative Industry as A Catalyst for Economic Growth: Harnessing Opportunities and Supporting Ugandan's Creative Industry";
- g. Reviewed seventeen (17) loan proposals and provided recommendations to align government's borrowing with the NDP priorities;
- h. Produced a Status Report on Physical Planning in Uganda;
- i. Resolved twenty-seven (27) physical planning appeals/complaints;
- j. Produced the National Development Report (NDR) for FY 2023/24 which provides progress on the implementation of the Third National Development Plan (NDPIII) during the Plan's fourth year;
- k. Monitored 30 selected STEI projects to assess the readiness, functionality, and developmental impact;
- l. Prepared the Third APRM Progress Report;
- m. Prepared the Country Statement and participated in the 58th Session of the International Commission on Population and Development (ICPD);
- n. Undertook preliminary activities towards commemoration of the World Population Day 2025;
- o. Developed a policy belief on the functionality assessment of Health Center IVs and General Hospitals across the country to deliver maternal health;

- p. Moved offices from the old Planning House to Rwenzori House to pave way for construction of the Planning House;
- q. Commenced the construction of the new office accommodation for the NPA, among others.

It is worthy to note that despite the achievements registered, the implementation of physical planning functions was affected by the ongoing review and amendment of the Physical Planning Act, Cap 142, led by the Ministry of Lands, Housing and Urban Development (MLHUD).

I commend the NPA Executive Board for their oversight and guidance, and express gratitude to the Ministry of Finance, Planning and Economic Development (MoFPED), development partners, Programme Working Groups, Ministries, Departments and Agencies, Local Governments, Private sector, and Civil Society Organizations for their technical and financial support.

Rt. Hon Speaker and Hon. Members, I beg to table the NPA Annual Performance Report for FY 2024/25 as required by NPA Act.



Hon. Amos Lugoloobi (M.P)

**Minister of State for Finance, Planning and
Economic Development (Planning)**

ACKNOWLEDGEMENT



The National Planning Authority (NPA) Annual Performance Report for the Financial Year 2024/25 has been prepared with the valuable contributions and support of various stakeholders who played a critical role in providing technical input, data, and institutional guidance throughout the reporting process.

Allow me to acknowledge and thank the Parliament of the Republic of Uganda for technical and advisory support offered to NPA; the Ministry of Finance, Planning and Economic Development and in particular, the Hon. Minister of State for Finance, Planning, and Economic Development (Planning) for his political stewardship and supervision over the National Planning Authority, Development Partners, especially the GIZ and UNFPA for the financial and technical support to NPA; all the Programme Working Groups, Ministries, Departments and Agencies, the Local Governments and other stakeholders, including the private sector and Civil Society Organizations for contributing towards the attainment of the deliverables as highlighted in this report.

Lastly, I extend my sincere gratitude to the NPA staff for their tireless efforts, dedication and professionalism in supporting the Authority's mission and objectives, as outlined in the NPA Act.

For God and My Country

Prof. Pamela K. Mbabazi

CHAIRPERSON, NATIONAL PLANNING AUTHORITY



CHAPTER ONE: INTRODUCTION

1.1 Background

The National Planning Authority (NPA) is mandated to produce comprehensive and integrated development plans so as to guide Uganda's long-term socio-economic transformation. NPA is established as a statutory body under Article 125 of the Constitution of the Republic of Uganda (1995) and operationalized by the NPA Act (Cap 202), as amended.

In a bid to coordinate and integrate socio-economic planning and physical development planning, the NPA's mandate was expanded during the process of Rationalization 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.

In pursuance of its primary planning functions, the Authority also;

- i. Coordinates and harmonizes development planning in the country,
- ii. Monitors and evaluates the effectiveness and impact of development programmes and the performance of Uganda's economy,
- iii. Advises the President on policies and strategies for the development of Uganda,
- iv. Supports local capacity development for national planning and, in particular, provides support and guidance to the national and local bodies responsible for the decentralized planning process,
- v. Studies and publishes independent assessments of critical economic and social policy issues and options to increase public understanding and participation in the economic and social policy debate,
- vi. Liaises with the private sector and civil society in the evaluation of Government performance and identifying filling gaps in Government policies and programmes,
- vii. Conduct in-depth evaluations of the impact and cost of selected development programs,
- viii. Reviews high-priority development issues and needs and makes recommendations;
- ix. Ensures that all national plans are gender and disability sensitive and,
- x. Designs and implements programmes to develop planning capacity in local governments.

1.1.1 The National Planning Authority (Amendment) Act 2024

The amendment of section 7 of Act 15 of 2002 by inserting (2a) immediately after subsection (2) and the Authority was given additional functions by the Parliament of Uganda and these include the following;

- i. Play an advocacy role for population issues in Uganda,
- ii. Promote the integration of population factors in development planning at the national and lower levels by the agreed framework under the National Development Plan,
- iii. Promote, guide, and coordinate the implementation of the National Population Policy and Programmes under the agreed framework under the National Development Plan,

- iv. Interpret, review and recommend appropriate changes in the National Population Policy; popularize the National Population Policy,
- v. Regularly develop population sector plans,
- vi. Analyse, interpret and document demographic trends including fertility, mortality, urbanisation and migration and their implications on socio-economic development,
- vii. Align the National Population Policy and programmes with population-related national policies, other national planning frameworks as well as international instruments,
- viii. Provide guidelines for preparation and review of population profiles and plans of action at national and lower levels by the agreed framework under the National Development Plan,
- ix. Build capacity at Central and Local Government levels for the implementation of population programmes,
- x. Mobilise resources to support population programmes,
- xi. Commission research and policy-oriented studies to inform policy and programming,
- xii. Publish and disseminate the Annual Population Report, other population publications, reports and newsletters,
- xiii. Promote collaboration and strategic partnerships for population and development within Government agencies, civil society organisations, private sector, cultural and religious institutions at various levels,
- xiv. Establish strategic partnerships with development partners,
- xv. Monitor and evaluate the National Population Policy and programmes by the agreed framework under the National Development Plan, and,
- xvi. Undertake any other relevant activities.

1.1.2 The Physical Planning (Amendment) Act, 2024

This law transferred the functions and powers of the National Physical Planning Board to NPA and at the same time the Authority was to administer the Physical Planning Act CAP 142. In addition to the functions mentioned earlier, following the law amendments, NPA shall undertake at national, regional, metropolitan, urban and district local government level the following physical planning functions:

- i. To cause to be prepared national and regional Physical Development Plans (PDPs) for the orderly and sustainable development of Uganda,
- ii. To ensure the coordination of the preparation of physical development plans made by local government,
- iii. To hear and determine appeals lodged by persons or local government aggrieved by the decision of the physical planning committee,
- iv. To determine and resolve physical planning matters referred to NPA by local government physical planning committees,
- v. Advise Government on all matters relating to physical planning and urban development including physical planning policies and physical planning standards,
- vi. To study and give guidance and recommendations on issues relating to Physical planning which transcend more than one local government for purposes of coordination and integration of physical development planning,
- vii. To approve the District or Urban physical development plans,

- viii. To recommend to the minister, regional and national physical development plans for approval by cabinet,
- ix. To advise the minister responsible for local governments on the declaration and upgrading of urban authorities and cities,
- x. To advise the minister on the declaration of special planning areas;
- xi. To monitor and evaluate the implementation of physical development plans,
- xii. To ensure the implementation of local government physical development plans,
- xiii. To ensure the integration of physical planning with social and economic planning at the national and local government levels,
- xiv. To exercise general supervisory powers over all physical planning committees,
- xv. To coordinate physical planning related activities in Uganda to ensure the orderly and sustainable development of human settlement in rural and urban areas,
- xvi. To sensitize the public on matters of physical planning,
- xvii. To issue guidelines to ensure effective participation and engagement of the public in physical planning, and,
- xviii. To cause to renew urban areas and improve slums and other informal settlements.

1.2 Objectives of the Annual Report

The preparation of this report is in fulfillment of a requirement under the NPA Act Cap 202, section 18 (1) that obligates the Authority to submit to the Minister in charge of Planning an Annual Report of its activities containing such information as the Minister may direct, and Section 18(3) of the same Act requires the Minister to lay the Annual Report of the Authority before Parliament, upon receiving it.

Specifically, the report shares the performance of NPA from July 2024 to June 2025; in line with the outputs and Targets set out in its five-year strategic plan, the Budget Framework Papers and the annual Ministerial Policy Statement. The Report further provides information to stakeholders with a view to ensure alignment with the national development.

1.3 Planned Outputs for FY 2024/25

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. Prepare at least one (01) regional development plan.
- iv. Support the preparations of the Budget Strategy.
- v. Produce the status report on physical planning in Uganda.
- vi. Address twenty-seven (27) physical planning appeals/complaints.
- vii. Undertake preliminary activities towards organizing the World Population Day 2025.
- viii. Produce the Annual Demographic Dividend Compliance Report.
- ix. Develop Local Government Population profiles for North Buganda.
- x. Produce the Demographic Dividend (DD) Gap analysis and investment cases of

- population related indicators and issues in Uganda report.
- xi. Develop a Nutrition Planning Priorities Guide for Planners in Ministries, Departments, Agencies (MDAs) and Local Governments (LGs).
- xii. Develop a Greater Kampala Metropolitan Area (GKMA) WASH working paper to inform the development of the GKMA-WASH Master Plan.
- xiii. Develop a proposal for undertaking a functionality assessment of Health Center IVs and General Hospitals across the country for delivering maternal health.

2. Development Performance and Research

- i. Produce annual Certificate of Compliance (CoC) FY 2024/25.
- 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: two (2) Presidential Economic Council (PEC) reports, two (2) policy briefs and hold 2 Public Policy Forums.
- v. Prepare monthly Economic Updates.

3. Strategic Partnership and Coordination

- i. Support to the Africa Peer Review Mechanisms (APRM) and its attendant activities. These included; a) Prepare the periodic National Programme of Action (NPoA), Uganda Country Self-Assessment; and Review Reports; b) mobilize and engage national and international stakeholders in the execution of programmes and projects under the African Union Development Agency (AUDA-NEPAD); and c) build capacity for secretariat staff and stakeholders involved in the APRM/AUDA-NEPAD.
- ii. Prepare the Country Statement and coordinate participation in the 58th sessions of the Commission on Population and Development.
- iii. Coordinate the 9th Government of Uganda/United Nations Population Fund (GoU/UNFPA) Country Programme.

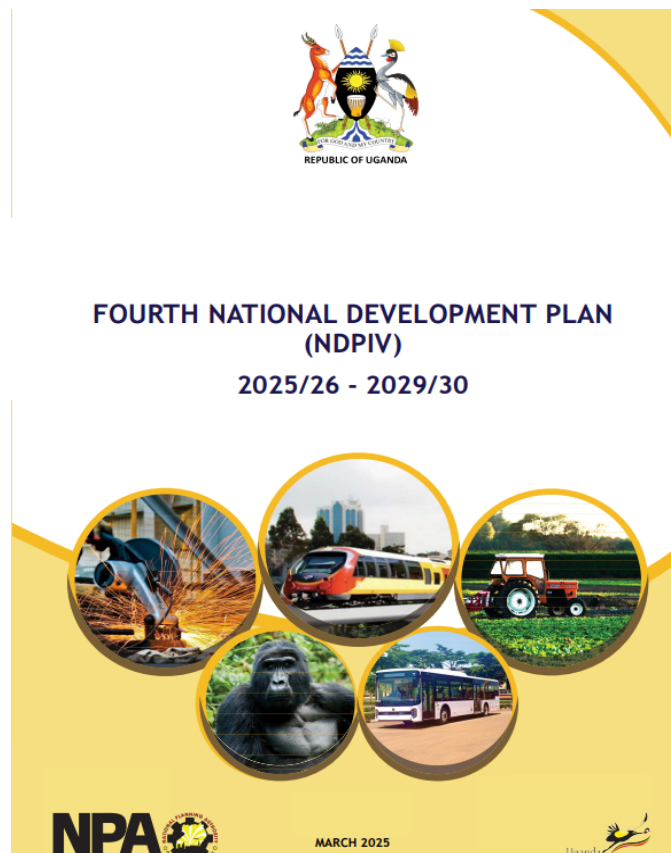
4. Institutional Strengthening

- i. Enhance the capacity of the Authority to effectively and efficiently deliver its mandate.
- ii. Commence the construction of the Planning House project
- iii. Support the Rationalization of Government Agencies and Public Expenditure (RAPEX) reform.

CHAPTER 2: PHYSICAL AND FINANCIAL PERFORMANCE IN FY2024/25

2.1 Development Planning

2.1.1 Production of the Fourth National Development Plan (NDP IV) 2025/26-2029/30



In line with the comprehensive National Development Planning Framework, the NDPIV was developed through a highly participatory process where various stakeholders including public and private sectors, as well as non-state actors were consulted. The 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 strategic objectives of the plan are; i) Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, Information and Communication Technology (ICT), and financial services; ii) Enhance

human capital development along the entire life cycle; iii) Support the private sector to drive growth and create jobs; iv) Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT; and v) Strengthen good governance, security, and the role of the state in development.

The NDPIV preparation process entailed various stages, including: (i) Stakeholder consultation and agreement on the Strategic Direction for the Plan; (ii) Production of Programme Implementation Action Plans (PIAPs) aligned to the NDP IV Strategic Direction; (iii) Stakeholder consultations and engagements; (iv) Macroeconomic analysis and modelling; (v) Drafting of NDP IV and attendant Human Resource Plans; (vi) Validation and production of final Draft Plans; (vii) Approval and Launch of the Plans; and (viii) Post-launch dissemination and compliance assessments.

The Plan builds on the progress made, challenges encountered and lessons learnt from the previous three plans. It focuses on exploiting high-impact growth areas that will propel a double-digit growth over the NDPIV period and subsequently contribute to 10-fold growth of the economy over the 15 years to realize the Uganda Vision by 2040. It also lays out strategies to close implementation gaps and address distortions that impede the effective utilization of the factors of production. Relatedly,

given the narrowing fiscal space, innovative financing mechanisms will be harnessed to close the funding gaps, as well as leverage private sector involvement in the implementation of the Plan.

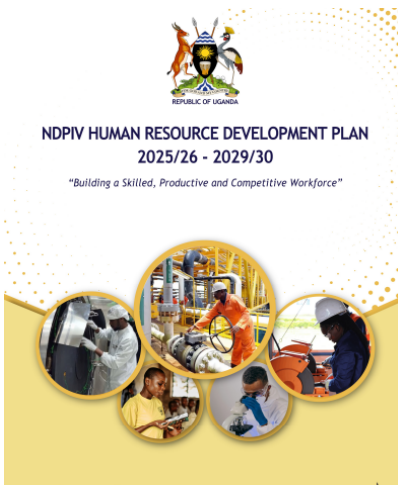
The plan will strongly invest in improving the country's competitiveness by prioritising development opportunities and ensuring a rapid uptake of Science, Technology and Innovation (STI) in the identified growth areas. These areas include: (i) Full monetization of the economy; (ii) Value addition and 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 His Excellency (H.E), The President of the Republic of Uganda following countrywide consultations and validation by all stakeholders, and its final approval by both Cabinet and Parliament. The launch took place at Kololo Ceremonial Grounds in Kampala, ahead of the State of the Nation Address.



H.E. the President of the Republic of Uganda signing and launching NDP IV, together with the First Lady, Speaker and Deputy Speaker of Parliament, the Prime Minister, Ministers of Finance Planning and Economic Development.

2.1.2 The NDP IV National Human Resource Plan (NDPIV-HRDP 2025/26–2029/30)



As one of the attendant plans to the National Development Plan, the NPA produced the NDPIV-HRDP. The plan was developed in line with the National Human Resource Development Framework (NHRDF) as approved by Cabinet in 2018. It's built on the foundations of the first HRDP lessons learnt, ongoing reforms and emerging challenges in the labour market and education system.

The goal of the NDPIV-HRDP is “to increase the stock of skilled, productive and competitive human resources”.

It sets out four strategic objectives: a) aligning education and training with labour market needs; b) reforming and expanding Technical and Vocational Education and Training (TVET); c) enabling innovation, entrepreneurship, and employment creation; and d) strengthening national coordination in manpower planning. It articulates interventions and actions for building skilled,

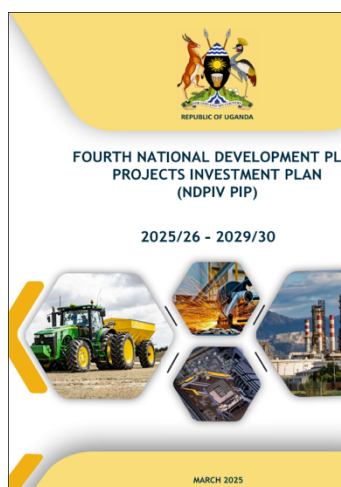
productive, and competitive human resources, with a focus on addressing human labour market mismatches in the country.

The plan was developed through a highly consultative, participatory and evidence-based process. Specifically, the approach involved; situation analysis and review of NDP III-HRDP, Labour Market Analysis, Macroeconomic Human Resource modelling and projections, Programme Human Resource needs mapping and stakeholder consultations.

The NDPIV-HRDP introduces several Human Resource Development (HRD) reforms aimed at enhancing the country's human capital and improving employment outcomes. Key proposed reforms include: Development and Operationalization of Uganda National Human Resource Development Policy ; Reviewing the approach to allocating government sponsorship and student loan schemes; Centralizing the admission to Universities and other Tertiary Institutions; Establishing and operationalizing the Uganda National Talent Register (NTR-U) for all professions; Fast-tracking the establishment and operationalisation of a National Service Scheme to engage youth in structured programmes; and Reforming the A-level curriculum to incorporate vocational and competence-based subjects.

Additionally, the Authority produced the NDPIV Employment Action Plan as a strategic framework to guide the implementation of employment-related priorities under the Plan. The Action Plan was designed to identify and map out key employment interventions, actions, and initiatives necessary for stimulating job creation, enhancing productivity, and addressing employment gaps and challenges. It provides a coordinated approach for aligning government programs, private sector initiatives, and development partner support towards achieving inclusive and sustainable employment outcomes as envisaged in the NDPIV.

2.1.3 The Fourth National Development Plan Project Investment Plan (NDP IV PIP)



The NPA produced the Fourth National Development Plan Project Investment Plan (NDP IV PIP). This plan details high impact investment projects for Public, private and Public-Private Partnerships (PPPs) to be implemented by MDAs over the five-year period. These projects are strategically designed to contribute to the overarching goal and programme results of the NDP IV.

These projects are structured at three levels namely; a) ongoing projects which are already committed in the multiyear commitments and are under implementation; b) projects in the pipeline which are already under preparation and are at various stages in the Public Investment Management System (PIMS) framework; and c) project ideas that will be processed for readiness and implemented in the outer years of the NDP IV and subsequent plans on replacement basis. All projects in the NDP IV PIP are

conceptualized in line with the 10-fold growth strategy.

2.1.4 Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time

During the FY, the Authority prepared and supported the preparation of prefeasibility and feasibility studies for various projects. The process of undertaking these studies entailed providing the Project Description, Comprehensive Technical Analysis, Market/Demand Analysis, Environmental and Social Impact Assessment (ESIA), Institutional and Legal Assessment, Detailed Financial and Economic Analysis, Risk Assessment and Mitigation Planning; Sustainability Assessment; Implementation Plan, and the final recommendation on feasibility. The status of studies undertaken during the FY are summarized in table 2 below.

Table 2: List of Feasibility Studies

Feasibility Studies and Project Proposals supported in FY 2024/25			
1.	Feasibility study & Detailed Engineering Design of Kira-Kito-Nsasa, Lusirika Road (6.1km)	Feasibility study and detailed Engineering designs completed.	Start Implementation
2.	Preparation of Sustainable Bio-fuels Infrastructure Development project	Feasibility study completed	Start Implementation
3.	Feasibility study for the cable car system and Ancillary Facilities in Rwenzori Mountains National Park	Feasibility study completed	Start Implementation
4.	Feasibility study for adding value to Bagasse (by product of sugarcane) for manufacturing of paper	Feasibility study completed	Start Implementation
5.	Cassava Integrated Development Project in Eastern Uganda	Feasibility study completed	Start Implementation
6.	Feasibility and market study for limestone value addition in Uganda	Feasibility study completed	Start Implementation

Feasibility Studies and Project Proposals supported in FY 2024/25			
7.	Establishment of the South Sudan Economic Hub	Feasibility study Completed	Sent to Ministry of Defense and Veterinary affairs for Implementation
8.	Construction of URA Regional Offices and Staff housing in Mbale, Gulu and Fort Portal	Feasibility Study Completed	Under implementation
9.	Makerere University Infrastructure Improvement Project Feasibility Study / Pre-Feasibility and Feasibility studies For Makerere University Infrastructure Improvement (Korea Education V) Project – Phase II	Pre-Feasibility study in place	Prepare the Feasibility study
10.	Detailed designs for infrastructure in Naguru Medical Hub	Procurement ongoing	Prepare the pre-feasibility study
11.	Prefeasibility study for establishment of a National Technology Demonstration Centre in Uganda	Draft Feasibility study in place	Finalize the Feasibility study
12.	Feasibility study & Detailed Engineering Design of Kitende-kitovu-Nsagu (11.3kms) and Mnayangwa-Kabubu HCIV road (7.5kms)	Inception report in place	Prepare the pre-feasibility study
13.	Feasibility studies of Mountains of the moon university and Makerere University business school PPP projects	Feasibility study is ongoing	Finalize the Feasibility study
14.	Makerere University Lung Institute Expansion Project (MEP)	Held an inception meeting to commence with the study	Prepare the Pre-feasibility study
15.	Study on enhancing market share of Post bank in Uganda Financing / Strategy to capitalize Post Bank	Preparation of the cabinet paper on the study	Finalize the cabinet paper and start the preparation of final report
16.	Preparation of a Feasibility Study for Kampala Capital City Street Lighting Project	Procurement ongoing	Award contract and commence the study

In summary, at the end of the FY, eight (08) feasibilities were completed and the others are still ongoing. Despite the achievements, the Authority was challenged by data access delays, inaccurate cost estimates and financial models, time and budget constraints and the lengthy Public Investment Management System (PIMS) processes which should be adhered to for approval of a study.

2.1.5 Review of loan proposals

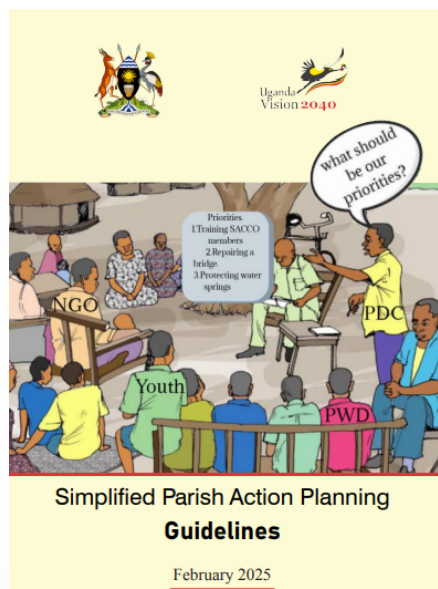
The NPA reviews Government loan requests or proposals to borrow to facilitate their clearance by the Parliamentary Committee on National Economy. The Authority provides confirmation of alignment of the proposed borrowing to the National Development priorities and vision.

During the FY 2024/25 the Authority reviewed and recommended seventeen (17) loan proposals as listed below;

- a. To borrow up to USD 99.56 Million from the International Fund for Agricultural Development (IFAD) to Finance the proposed Resilient Livestock Value Chain Project (RELIV).
- b. To borrow up to Euro 199,047,130.22 from Citi Bank to Implement the Proposed Enhancing Agricultural Production, Quality and Standards for Market Access Project.
- c. To borrow up to USD 99.56 Million from IFAD to finance the proposed Resilient Livestock Value Chain Project (RELIV).
- d. To borrow up to Euro 198,625,742 from Citi Bank to finance the design and build of the Jinja-Mbulamuti-Kamuli-Bukungu Road (127km) and Jinja City Road (10km),
- e. To borrow up to Euro 199,047,130.22 from United Kingdom Export Financing (UKEF) to implement the proposed Enhancing Agricultural Production, Quality and Standards for Market Access Project.
- f. To borrow up to Eur 9.4 million from UniCredit Bank Austria for The Construction and Equipping of Mbale Oncology Center, and USD 36.5 million from Islamic Development Bank (ISDB) for the construction of Arua Oncology Center and Radiotherapy Equipment for the Mbale Oncology Center.
- g. To borrow up to USD 20 Million from the Arab Bank for Economic Development of Africa (Badea) to finance the Rehabilitation, Expansion and Equipping of Bugiri General Hospital.
- h. To borrow up to Euro 186.97 million equivalent to UA 151.998 million from the African Development Bank and Euro 19.46 million equivalent to UA 15.9 million from African Development Fund as additional financing for the construction of Mpigi Expressway Project.
- i. To borrow EUR 214.1 million from Standard Chartered Bank (Sinosure-Backed and Six-Month TBILL) for the Strategic Towns Water Supply and Sanitation Project – Phase II (STWSSP II).
- j. To borrow USD 106 Million from the Islamic Development Bank and USD 25 Million from the Abu Dhabi Fund for Development for the Upgrading of Kumi-Ngora-Serere-Kagwara Road (98 Km).
- k. To borrow up to Units of Account UA 13,500,000 (equivalent to USD 18.09 Million) from the African Development Fund to Finance East Africa's Centres of Excellence for Skills and Tertiary Education in Biomedical Sciences – Phase 1 – Uganda Cancer Institute – Additional Financing Project in Uganda.
- l. To borrow up to USD 100 million from the Arab Bank for Economic Development in Africa (BADEA) Private Window, USD 50 Million From BADEA Public Window, and USD 25 Million from the OPEC Fund for International Development (OFID) to capitalize Uganda Development Bank Limited (UDB).

- m. To Guarantee Uganda Development Bank Limited to directly borrow up to USD 40 Million from the Islamic Development Bank (ISDB), USD 30 Million from The Islamic Corporation for the Development of the Private Sector (ICD), and USD 30 Million from the International Islamic Trade Finance Corporation (ITFC).
- n. To borrow up to USD 99.56 Million from the International Fund for Agricultural Development (IFAD) to finance the proposed Resilient Livestock Value Chain Project (RELIV).
- o. Recommendation of St. Vincent Model College—Maanyi to access loan funds from Uganda Development Bank (UDB) – UGX 500 million.
- p. To borrow up to Euro 198,625,742 from Citi Bank to finance the design and build the Jinja-Mbulamuti-Kamuli-Bukungu Road (127km) And Jinja City Road (10km) in Uganda.
- q. To borrow up to Euro 214.1 million from Standard Chartered Bank (Sinosure backed and six-month bill) for financing the Strategic Towns Water Supply and Sanitation Project – Phase II (STWSSP II).

2.1.6 The Simplified Parish Action Planning Guidelines



During FY 2024/25, the Authority with financial support from GIZ finalized the Simplified Parish Action Planning Guidelines.

Sections 49(b) and 49 (f) of the Local Government Act (Cap 243), mandates Village and Parish Executive Committees to: (i) Initiate, encourage, support, and participate in self-help projects; (ii) Mobilize people, materials and technical assistance; and (iii) Monitor projects and other activities by Government, Local Government and Non-Governmental Organizations (NGOs) within their jurisdiction.

The guidelines provide a framework for the development of the Parish/Ward five-year Action Plans through a participatory manner. Specifically, the objectives of the guidelines are to;

- i. Guide the Parish Development Committees (PDCs) in performing their planning roles and responsibilities;
- ii. Provide a step-by-step process for development of the Action Plans;
- iii. Guide identification of needs and priorities of communities at parish/ward and village levels; and,
- iv. Guide the preparation of state of the parish economy and asset register annual report.

The adoption of these guidelines will facilitate participatory planning 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. They lay a foundation through which community development needs can be addressed.

2.1.7 Status Report on Physical Planning in Uganda

Following the Rationalization of Government Agencies, Commissions, Authorities and Public Expenditure (RAPEX) exercise, the physical planning function was transferred to NPA to consolidate comprehensive and integrated development planning (harmonization of socio-economic and physical planning). The NPA undertook a study to assess the current status of physical development planning in Uganda and made actionable policy recommendations to enhance physical planning function in the status report.

In the report, the NPA assessed the adequacy, level of compliance and implementation of physical planning policies, laws, regulations, standards and guidelines at national and local levels; examined the institutional capacity of local governments to implement physical development planning as a decentralized function; evaluated the effectiveness of coordination and oversight mechanisms among key stakeholders involved in physical development planning; appraised the level of community awareness and participation in the physical planning process; and made actionable policy recommendations to improve the physical planning function in the country.

Key findings of the report included;

- a. There was an elaborate institutional framework to support physical planning at national, regional, district, city, and lower local government levels.
- b. Whereas there is a Society of Professional Physical Planners of Uganda (SPPU) established under the Physical Planners Registration Act, 2022, there was no physical planners' registration board as required by the same Act,
- c. Under Section.3 of the Physical Planning Act CAP 142 as amended, the entire country is declared a planning area. In line with this provision, the physical development planning function has been operationalized through cascading the National Physical Development Plan down to regional, district, city, and lower local government physical development plans,
- d. Ninety percent (90%) of the respondent local governments were fully constituted and had functional Physical Planning Committees (PPCs),
- e. Only 56% of the LGs had fully constituted and functional Building Committees (BCs), indicating a slower rollout compared to the PCCs thereby stifling the physical planning process,
- f. Despite local governments having qualified in-house physical planners, external consultants were used to prepare their Physical Development Plans (PDPs),
- g. There were variations in the reporting lines for the physical planners at the cities, districts and municipalities,
- h. The enforcement capacity of local governments to ensure orderly development was low,
- i. Technical officers were not adequately equipped to perform the physical planning functions,
- j. Despite the existence of an elaborate policy and legal framework, there were gaps in enforcement and implementation of the physical planning functions,
- k. There was absence of ordinances and bye-laws in some local governments to complement existing policies and laws that enforce physical planning and land use compliance,

- l. Uganda did not have physical planning regulations to operationalize the Physical Planning Act Cap 142,
- m. The financing for the physical planning function was meagre and fragmented,
- n. Whereas Government and local governments allocate funds to the physical planning function, the funds were inadequate. During FY 2024/25, the government, through the Physical Planning Grant allocated UGX 800 million to 40 districts (20 million each) for physical planning activities,
- o. Between FY 2021/22 and FY 2023/24, the Ministry of Lands, Housing and Urban Development allocated the largest share of its budget 42.88% to Land Administration and Management,
- p. There was low absorption of the funds released for Physical Planning and Urban Development,
- q. Local governments had adopted innovative (proactive or reactive) approaches to complement existing policy and legal frameworks during the implementation of physical planning and land use compliance activities.

The suggested policy recommendations to strengthen the physical planning ecosystem included;

- a. Increase financing of physical planning functions,
- b. Strengthen the formulation and implementation of physical development plans,
- c. Strengthen human resource planning and or close the staffing gaps,
- d. Enhance enforcement and harmonize the policy and legal framework for physical planning,
- e. Strengthen the institutional framework,
- f. Improve access to technical tools, equipment, systems and data for effective physical planning,
- g. Enhance enforcement, land use compliance and community sensitization.

2.1.8 Field Locus Visits

Following the subsuming of the roles of the National Physical Planning Board in the RAPEX process, the NPA was tasked with additional functions including: hearing and determining appeals lodged by persons or local governments aggrieved by the decision of the physical planning committees; and determining and resolving physical planning matters referred to NPA by local government physical planning committees. To execute these functions, the Authority undertook twenty-seven (27) field locus visits to ascertain the momentous of the complaints lodged by affected parties and these included;

1. Change of user clause for land at LRV 3243 Folio 9 Plot M7 At Gulu City by Aga Khan Foundation;
2. Investigation into planning permission for Aurous bar, plot 11 Roscoe Road, Kololo;
3. Halt of illegal construction on land comprised in Block 401 Plot 1183 Busiro in Namulanda, Kajansi Town Council,
4. Appeal against an Enforcement Notice issued by Kapchorwa Municipal PPC,
5. Encroachment on the Kampala Capital City's Nakivubo water channel and Catholic shrines at Nakivubo place by Hajji Hamis Kiggundu development,
6. Appeal against KCCA Physical Planning Committee (PPC) by MEGHA Industries,

7. Encroachment on road reserve and blockage of drainage along Kapsombein Road,
8. Tasingwa Road blocked,
9. Creation of an unauthorized access road on Block 1 plot 42, Rubaga,
10. Alleged illegal construction in an Access Road in Nyankumba-Kiruhura District, complaint by Mr. Bowamazima Stephen,
11. Complaint on a Fuel Station operating beside St. Theresa Nampunge Primary School in Wakiso district,
12. Appeal against Refusal by Tororo Municipal Physical Planning Committee to Subdivide Plot 4 Nagongera Road, Tororo Municipality,
13. Obnoxious and hazardous fumes by Canadian Oil Refinery and Energy Factory Bombo Road, Nansana Municipality,
14. Complaints on Malaria Unit Road through Circular Road (Old boma parish),
15. Complaints on Oboja Road and Spire Road service lane,
16. Complaints on Spire Road and Kirinya Road,
17. Complaints on Kidera Road towards Kimaka Avenue (Rubaga Parish),
18. Complaints on Scott Road Walukuba,
19. Complaints on Miro Road closed off by Nile Agro Industries Ltd,
20. Gokhale Road to Radio Road service lane blocked at Alliance Nursery School,
21. Gabula Road and Nile Avenue service lane blocked after Kakindu especially behind Speke Courts Hotel,
22. Complaints on Baxi Lane through to Bridge Street (Nalufenya),
23. Complaints on Elizabeth Road from the junction of Southern Division offices,
24. Complaints on Clarke Road near Nile Agro,
25. Complaints on Lubas Road and Oboja Road,
26. Complaints on Elgon Close,
27. Complaints on Iganga Road and Lubas Road.

Consultations were held with all the affected parties and relevant authorities and recommendations provided.

The Authority also:

1. Considered and approved Mukono Municipal Council Physical Development Plan,
2. Considered and recommended the Greater Kampala Metropolitan Area Integrated Urban Development Master Plan (GKMA-IUDMP) to the Minister for approval by Cabinet,
3. Developed and validated the Guidelines for Physical Development Plan Preparation, Submission and Approval through online consultations and physical meetings with stakeholders including; Ministry of Local Government (MoLG), MLHUD, Ministry of Kampala Capital City and Metropolitan Affairs (MoKCC&MA), Kampala Capital City Authority (KCCA), and Local Governments' Physical Planners,
4. Developed and validated the Guidelines for Physical Planning Appeals and Change of Land Use, and
5. Developed, pretested and validated the Physical Planning Compliance Assessment Tool in preparation for rollout and issuance of Certificate of Compliance to Local Governments as provided for under Section 55 (1) of the Physical Planning Act CAP.142.

2.1.9 Budget Strategy for FY 2024/25

The NPA's contribution towards the budget strategy is meant to ensure better alignment of the budget and the budgeting process to the National Development Plan and the National Development priorities. The FY 2024/25 NPA budget strategy communicated to influence the planning cycle for the period 2025/26-2029/30. It communicated the NDPIV Strategic Direction, Goal, Theme, Objectives and Strategies for FY2025/26 – 2029/30 as was approved by Cabinet.

The budget strategy also communicated the 10-fold growth strategy in line with the Vision 2040 aspirations.

Through the strategy, the NPA made a call to all MDAs, LGs, Development Partnerships requiring them to start the preparations for the NDPIV. The Programme Working Groups (PWGs) were requested to submit PIAPs by June 2024, while the MDAs and LGs were required to submit respective plans for NPA review and approval by March 2025. Development partners, private sector and civil society were also required to align their strategies to the NDPIV.

2.1.10 Preparatory activities for the World Population Day

In order to successfully organize the World Population Day (WPD) 2025 under the theme; ***“Promoting Population Health and Wellbeing through the Parish Development Model”***, the Authority implemented a number of activities. These included;

(i) Development of the Cabinet Information Paper (CIP) on WPD 2025

The NPA developed the CIP on WPD 2025 which was presented to Cabinet on June 30, 2025. The objectives of the CIP were to:

- Appraise Cabinet on the preparations for the 2025 World Population Day (WPD) commemorations held on 11th July, 2025.
- Inform Cabinet about the Guest of Honour, venue and theme of the WPD 2025 celebrations.
- Inform Cabinet about the critical Population and Development challenges and strategic interventions in the NDPIV for promoting population health and wellbeing.

(ii) Organized regional leaders' dialogue on population and socio-economic development issues

The Authority organized a successful regional leaders' dialogue on population and socio-economic development issues. Participants were from Kyankwanzi, Buvuma, Kasanda, Lugazi Municipal Council, Luwero, Nakaseke, Nakasongola, Mubende Municipal Council, Mukono Municipal Council, Mukono, Njeru Municipal Council, Mityana Municipal Council, Mityana, Kiboga, Buikwe, Kayunga, Kamuli, and Mayuge Local Governments. The Kyabazinga Initiative, representing cultural institutions, was also invited to participate. The invited local government leaders included LC V Chairpersons, Mayors, Chief Administrative Officers (CAOs), Municipal Clerks, District Health Officers (DHOs), District Education Officers (DEOs), District Community Development Officers (DCDOs), and District Planners.

As a result of the dialogue, the leaders agreed on resolutions and commitments to be implemented in their respective Local Governments and Institutions to end child marriage and teenage pregnancy. These included:

- Ensuring that all school-age children in communities are enrolled and remain in school for at least 11 years,
 - Reinstating guidance and counselling services in all district schools and ensuring each school has a dedicated committee to oversee these efforts,
 - Engaging parents and all district stakeholders to collectively end child marriage and teenage pregnancy.
- (iii) **Tree planting.** This was part of efforts to enhance environmental conservation, promote food security, and support Uganda's climate resilience goals. The NPA partnered with National Forestry Authority (NFA), Green Chronicles and Kayunga District Local Government to plant 2,750 tree seedlings in 20 primary schools across Kayunga district. The schools were selected by the district administration. The seedlings included 1,000 fruit trees (such as mangoes, jackfruit, and guavas) and hardwood species.
- (iv) **Community projects.** During WPD 2025 commemorations, the NPA implemented a number of community projects. These included;
- a. **Training Girls in making reusable sanitary towels and provision of sewing machines and other materials:** Ninety (90) young girls were trained in making re-usable sanitary towels and 9 schools were equipped with sewing machines and associated materials used in making re-usable sanitary towels. The Jidak Group Company was contracted to facilitate training in the production of reusable sanitary towels for girls. Ten (10) learners were selected from each of the selected schools. The schools included; Namulanda C/U P/S, Kanjuki C/U P/S, Mugema P/S, Kanjuki Junior School, Bishop Brown P/S, Kayunga Girls P/S, Bukujju Umea P/S, Kayunga Mixed P/S, and Ndeeba C/U P/S. Each school received one sewing machine and materials sufficient for continued use over an extended period.



Beneficiaries from Kanjuki Primary School pose for a group photo following the training at Kayunga Girls Primary School.

- b. Equipping selected schools with computers:** The NPA equipped 10 schools with computers to enhance learners' computer skills necessary in the changing world. The Authority procured 14 computers that were distributed to Mataba Seed SS (2), Kibuzi St. Peters (2), Mugema P/S (1), Kyayaye R/C (1), Namulanda P/S (2), Bwetyaba RC P/S (1), Busaana C/U P/S (1), Rena P/S Bukolooto Town Centre, Bukamba C/U (Ntenjeru South) (1), Namalere C/U P/S (Bbaale) (1) and Kiwangula P/S (1).



The Minister of State for Finance, Planning and Economic Development (Planning) hands over computers to schools at Namulanda Church of Uganda Primary School, Kayunga District

- c. Procurement of health equipment for selected Health Centres:** Fifteen (15) delivery beds, 5 neonatal incubators, and 12 stethoscopes were distributed to different health facilities. These were complemented by 200 mama kits provided by Stanbic Bank. The handover of the health equipment was officiated by the Hon. Minister of State for Finance, Planning and Economic Development (Planning).



The Minister of State for Finance, Planning and Economic Development (Planning) hands over health equipment to Dr. Ahmed Matovu, the District Health Officer-Kayunga at Namulanda C/U Primary School

d. Installation of Solar systems in selected schools

The NPA procured and installed two solar energy systems at Kanjuki Secondary School and Busaana Secondary School. Installation of solar systems provided an alternative source of power to learners and would ultimately lead to improved education outcomes.

e. Provision of wheel chairs to PWDs

Twenty (20) wheel chairs were secured from the Ministry of Health (MoH) and distributed to persons with disability (PWDs in Kayunga district). The NPA facilitated a team from MoH to assess and identify potential beneficiaries, and assemble the wheel chairs. The wheel chairs were handed over by the Honourable Minister to the beneficiaries.

f. Installation of rain water harvesting tanks in schools

The NPA procured and installed three (3) rainwater harvesting tanks, each with a 10,000-litre capacity. The beneficiary schools were Kangulumira UMEA Primary School, Busaale C/U Primary School, and New Hope Primary School. The tanks provided reliable water sources for washing, cleaning, and maintaining overall sanitation, which is particularly critical in menstrual hygiene management.



They also reduced dependency on unreliable external water supplies, promoted sustainability, and enhanced girls' comfort and confidence at school.

The water tanks were extremely useful such as in the case of Kangulumira UMEA, where water from the borehole at school was salty and the community spring was a long distance from the school. In addition, the NPA received three (3) additional tanks from Centenary Bank which were installed at Namirembe Public P/S, Kyengera-Namukuma P/S and Busolo New Hope P/S.

2.1.11 Local Government Population Profiles for North Buganda



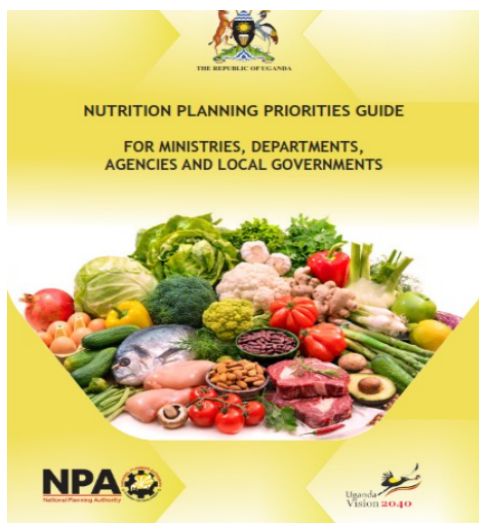
The National Planning Authority (NPA), developed district-specific population and social development profiles for 17 Local Governments in North Buganda sub region including: Buikwe, Buvuma, Kasanda, Kayunga, Kiboga, Kyankwanzi, Luwero, Mityana, Mubende, Mukono, Nakaseke, and Nakasongola districts, as well as the municipalities of Mubende, Lugazi, Njeru, Mityana, and Mukono.

The exercise was part of the advocacy efforts in preparation for World Population Day (WPD) 2025, in Kayunga District. The profiles integrated data from the 2024 Population and

Housing Census with administrative data from district offices. This approach ensured a more comprehensive understanding of population dynamics and development gaps. The profiles are advocacy tools to support evidence-based planning and decision-making, as well as highlight local achievements and challenges. The population profiles were disseminated during the World Population Day Commemoration in Kayunga district.

2.1.12 Nutrition Planning Guidelines

During the FY, the Authority developed the Nutrition Planning Priorities Guide for MDAs and LGs in collaboration with the Food Rights Alliance (FRA). The Guide is line with NDP IV, the Human Capital Development (HCD) Programme and the Sustainable Development Goals (SDGs). The aim of this Guide is to respond to the need for comprehensive multi-sectoral guidance to enable those involved in planning at national and local government levels to integrate nutrition activities into their



development plans and monitoring and evaluation frameworks. It is expected that the priorities guide will promote ‘nutrition-sensitive thinking’ during development planning processes.

2.1.13 GKMA WASH Masterplan

Developed a WASH technical working paper to inform the development of the Greater Kampala Metropolitan Area (GKMA) Water, Sanitation and Hygiene (WASH) Masterplan and a coordinated, harmonized, integrated and comprehensive National WASH planning framework. A stakeholder mapping was completed and the inaugural WASH Technical Committee meeting held.

2.1.14 Functionality assessment of Health Center IVs and General Hospitals to deliver maternal health

The NPA developed a costed project document for conducting a national functionality assessment of Health Centre IVs and General Hospitals to deliver maternal health, Comprehensive Emergency Obstetric and New born Care (CEmONC) services in Uganda, towards the realization of the ten-fold growth strategy and the Uganda Vision 2040 aspirations. The MoH Health Facility Quality of Care Assessment Survey Tool and the WHO – Service Availability and Readiness Assessment (SARA) toolkit were adapted and adopted as tools for data collection. The study findings will inform health costing models for improving health service delivery and standards of care with the aim to reduce maternal mortality.

2.1.15 Gap analysis and investment cases of population related indicators and issues in Uganda report

The NPA, with support from the United Nations Population Fund (UNFPA), conducted a comprehensive gap analysis to assess progress in selected population-related indicators, particularly those aligned with UNFPA’s transformative results of ending preventable maternal deaths, addressing unmet needs for family planning, and combating gender-based violence. The gap analysis report highlights achievements and outlines the strategic efforts required to meet national and global targets.

The report serves as a strategic assessment of progress, challenges, and opportunities in advancing key demographic and health outcomes. It focuses on critical areas including maternal and neonatal health, family planning, gender-based violence (GBV), HIV/AIDS, and disability inclusion, while drawing attention to disparities across age, gender, and socio-economic groups.

The analysis reveals persistent gaps in maternal mortality, adolescent fertility, unmet need for family planning, and Gender Based Violence (GBV) prevalence, despite notable improvements. It calls for targeted investments in emergency obstetric care, adolescent-responsive reproductive health services, integrated family planning interventions, and robust GBV response mechanisms. By presenting investment cases, the report guides resource allocation and policy prioritization, advocating for multi-

sectoral collaboration, stronger institutional frameworks, and sustained financing to unlock Uganda's demographic dividend and ensure inclusive development for all.

2.1.16 Employment and Skills Status Report (ESSR) 2024/25

The Employment and Skills Status Report 2025 (ESSR25) provides a comprehensive assessment of Uganda's employment and skills landscape over the four years of the Third National Development Plan (NDPIII), covering FY2020/21–FY2023/24. The purpose of the report is to track the number of jobs created and skills developed during this period in both the private and public sectors, and to identify key lessons and challenges. It focuses on employment outcomes (job creation, labour market indicators) and the output of tertiary education institutions, to inform future interventions to accelerate job creation and address skills mismatches.

The report highlights that;

- i. Uganda's job creation potential depends heavily on a dynamic, competitive private sector, therefore, unlocking SMEs is central to expanding formal employment,
- ii. Bridging infrastructure gaps is not optional; it is the most critical driver of productivity, investment attraction, and large-scale job creation,
- iii. Managed urbanization is a game-changer because strong cities are engines of industrialization and high-quality employment,
- iv. Automation and digitalization are reshaping work—therefore, Uganda must prepare its workforce now to avoid deepening inequality and unemployment,
- v. Reducing SME failure rates is vital; resilient enterprises create stable jobs and underpin inclusive economic growth,
- vi. Sustained job creation requires coordinated, multi-sector reforms that integrate economic policy, education, infrastructure, and labour market intelligence,
- vii. A functional Labour Market Information System is essential for evidence-based decision-making and aligning skills to real labour market needs.
- viii. TVET transformation and industry-linked skills training are fundamental to producing employable, future-ready graduates,
- ix. Education and training are a powerful equalizer thus, expanding access and reducing financial barriers is key to building human capital, and,
- x. A motivated, well-remunerated, and well-deployed teaching force is indispensable for improving learning outcomes and skills formation.

Overall, the report indicates that; Uganda's labor force continued to grow rapidly during NDPIII, but formal job creation lagged, agriculture remains the largest employer, most new jobs have been in informal activities and that, the labor market has not kept pace with population growth, contributing to persistent underemployment and pressure on wages in low-skill sectors.

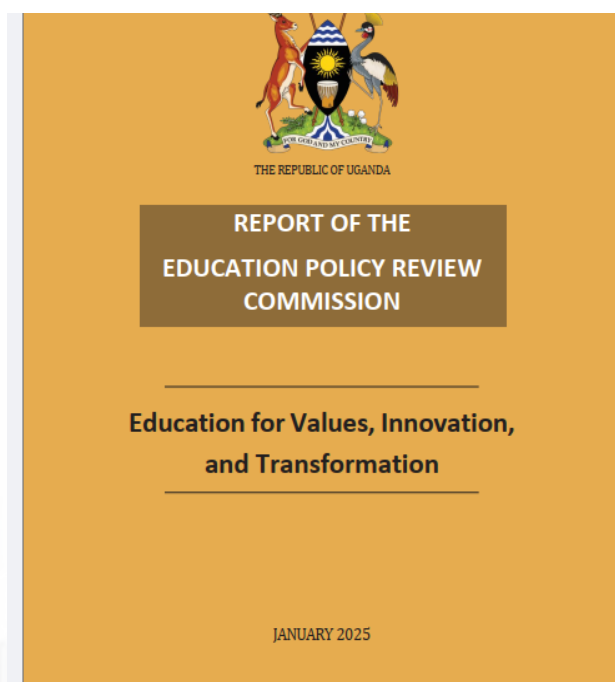
2.1. 17 Human Resource Development Planning Guidelines

Human Resource Planning is paramount if the country is to achieve its development goals. The NPA developed the Human Resource Planning Guideline, which aims to provide information and support on the common elements of Human Resource planning for MDAs and LGs. It aims at enabling them to develop practical, action-oriented Strategic plans that are aligned with both the NDPIV and NDPIV-HRDP.

The guideline consolidates the methodology and key principles of the Human Resource planning process, illustrating how these can be applied by following the suggested processes and tools to develop the MDA and LG strategic Plans. The guidelines highlight the Human Resource Planning methodology, which includes; Human Resource (HR) planning preparation; Understanding the Strategic Direction; conducting workforce situational analysis; Identifying gaps in supply and demand and prioritising HR Issues; and developing an action plan to address gaps.

2.1.18 Supported the Education Policy Review Commission to conduct an analysis of the education, training, and sports system in Uganda

The National Planning Authority (NPA), in collaboration with the Economic Policy Research Centre (EPRC), conducted a comprehensive review of Uganda's education, training, and sports system to assess progress since the 1992 Government White Paper on Education (GWPE). The review sought to establish how far the GWPE decisions have been implemented as a framework for human capital development, while also evaluating the relevance and effectiveness of existing policies, programmes, projects, and laws across the entire education and sports value chain.



The scope of analysis ranged from pre-primary to university education, curriculum development, assessment, placement, teacher training, technical vocational education, as well as sports development. The inquiry went further to examine issues of funding adequacy, governance networks, policy gaps, exclusion in education, the relevance of international commitments and as the SDGs.

The review also investigated emerging policy challenges and opportunities, including the integration of open and distance learning, digital learning methodologies, and public-private partnerships in service delivery. It also examined regional and international best practices to inform recommendations for ensuring quality, relevant, and inclusive education. Consequently, the Commission was tasked to prepare a final Education Policy Review Report containing comprehensive findings, conclusions,

and policy recommendations to strengthen Uganda's education and sports sector, address persistent gaps, and align future reforms with the country's human capital development agenda. The findings of the review report were presented to H.E, the President of the Republic of Uganda and the relevant stakeholders.

2.1.18 Uganda EITI Report for FY 2022/2023



The Extractive Industries Transparency Initiative (EITI) is a voluntary mechanism aimed at strengthening the governance of public revenues derived from oil, gas, and mining resources in resource-rich countries. The EITI Standard requires the public disclosure of all significant payments made by extractive companies to governments, as well as the corresponding revenues received by governments.

Uganda became a member of the EITI in August 2020, following the submission of its candidacy application demonstrating a strong commitment to improving governance in the extractive sector.

In Uganda, the UGEITI Multi-Stakeholder Group (MSG) remains responsible for overseeing the EITI implementation process. The Uganda EITI Report for FY 2022/23 was produced. During the FY 2022/2023, the MSG was composed

of twenty-five members: five representatives from civil society organizations, seven from extractive companies, and thirteen from Government institutions.

The EITI Standard requires the disclosure of comprehensive reports that ensure full transparency regarding government revenues from the extractive sector, as well as all significant payments made by oil, gas, and mining companies to the government. Thus, this report seeks to highlight the role of the extractive sector in Uganda's economic and social development, while fostering transparency and promoting good governance throughout the entire value chain. The specific objectives for EITI implementation were clearly outlined within the EITI Standard.

2.1.19 Mechanisms for production and use of spatial data at national, MDA and LG levels

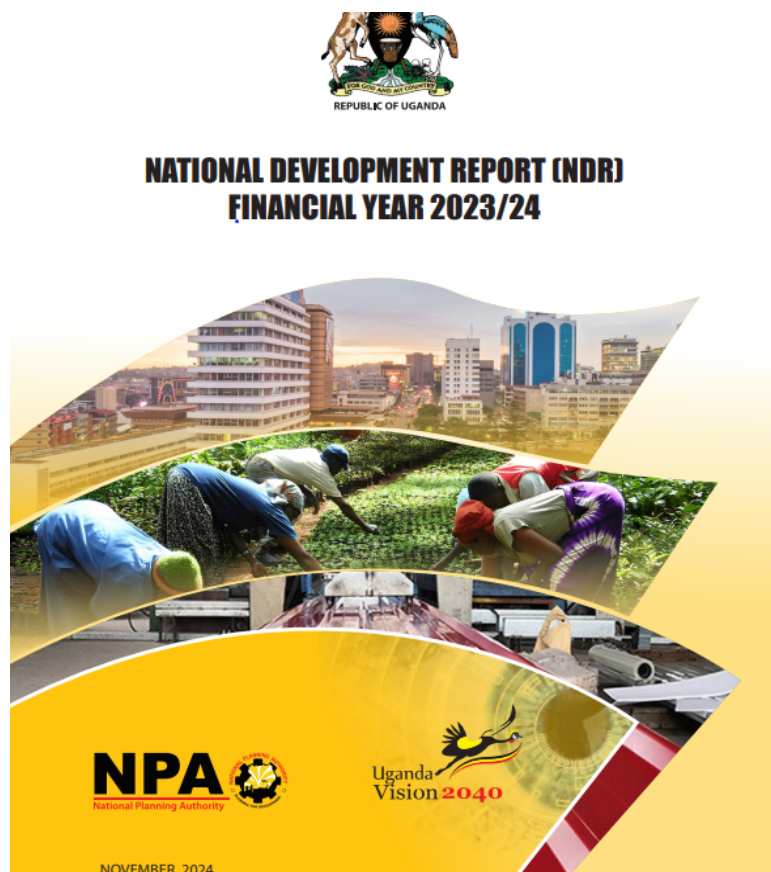
As part of NPA's efforts to provide the requisite infrastructure and other support for effective roll out of spatial data in MDAs and local governments, a national web-based geo-portal was developed. This platform aimed to enable visualization of information from different geospatial datasets including infrastructure and natural resources, and social-economic projects, among others. The portal was updated with new datasets, which enabled analysis and illustration of NDPIV programme projects through maps. In addition, a spatial map locating the waste disposal sites within the cities and the GKMA districts and their capacities were developed to inform decision making in regards to sustainable garbage disposal in the GKMA.

2.2 Research and Development Performance

2.2.1 National Development Report for FY 2023/24

The National Development Report (NDR) is produced annually by the National Planning Authority (NPA) in accordance with Section 6, Subsection 2(f) of the NPA Act, Cap 202. The NDR for

FY2023/24 is the fourth in the five-report series for the implementation of the Third National Development Plan (NDPIII) and the fourteenth report under the Vision 2040 framework. The report provides progress on the implementation of the NDPIII during the Plan's fourth year.



The report provides a comprehensive analysis of the economy's performance, focusing on macroeconomic indicators across monetary, fiscal, external, and real sectors. It evaluates progress against NDPIII results related to its themes, goals, objectives, programs, and key projects. It also provides progress towards achieving the presidential directives, the current manifesto, and the implementation of recommendations from the NDPIII Mid-Term Review. The report highlights national development challenges and recommendations for improvement.

Overall, 50.1 percent of the NDPIII results were achieved by the end of the fourth year, an improvement from 25 percent in FY 2022/23. Specifically, 9.1 percent of the Goal level results were achieved, 21.8 percent of the Objective level results were achieved, 38 percent of the Programme outcomes were achieved, 40.9 percent of Programme intermediate outcomes

were achieved, and 57.2 percent of Programme outputs were achieved. This performance was attributed to improvements in implementing the NDP III through the programme approach and efforts made to fill the data gaps from previous years. The summary performance and detailed assessment are provided in the Table 3.

Table 3: Performance of key development Indicators in FY 2023/24

S/ N	Key Results Areas	Achieved		Partially Achieved		Not Achieved		No Data		Total Indicators
		Indicator s	%	Indicator s	%	Indicator s	%	Indicator s	%	
	Overall Performance	1591	50.1 %	397	12.5 %	709.0	22.3 %	476	15.0 %	3173
1	NDPIII Goal	1	9.1%	4	36.4%	6	54.5%	0	0.0%	11
2	NDPIII Objectives	17	21.8%	16	20.5%	39	50.0%	6	7.7%	78
3	Programme Outcomes	207	38.0%	116	21.3%	150.0	27.5%	72	13.2%	545
4	Programme Intermediate Outcomes	217	40.9%	92	17.4%	136	25.7%	85	16.0%	530
5	Programme Outputs	1149	57.2%	169	8.4%	378.00	18.8%	313	15.6%	2009

2.2.2 Certificate of Compliance for FY 2024/25

Annually, the NPA issues a Certificate of Compliance (CoC) as a requirement provided for by the Public Finance and Management Act (PFMA) 2015, section 13 (7). The CoC is aimed at entrenching the implementation of National Development Plans (NDPs) by the National Budget. In particular, Sections 9 (3) requires that the Minister shall for each financial year, prepare a National Budget Framework Paper (NBFP) which shall be consistent with the National Development Plan and with the Charter for Fiscal Responsibility; and 13 (6) requires that the Annual Budget (AB) shall be consistent with the NDP, the Charter of Fiscal Responsibility (CFR) and the NBFP.

Overall, the FY2024/25 AB is 65.1 percent aligned to the NDP III, at the Macroeconomic, National Strategic, Programme, MDAs and LGs levels assessment as shown in the Table 4.

Table 4: Alignment of Annual Budget to NDP III in FY 2024/25

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

With the financial support from UNFPA, the Authority produced the Annual Demographic Dividend Compliance Report and incorporated it into the main CoC report for FY 2024/25. The assessment covered 177 LGs and 8 NDP III programmes to ascertain the extent to which Demographic Dividend (DD) interventions/ indicators have been prioritized and integrated in Annual Work Plans and Budgets and the Local Government Development Plans.

The goal of assessing compliance with DD is to strengthen the implementation of NDPs towards realizing the DD and, consequently, Vision 2040 targets for a quality population and GDP per capita of 9,523 USD by 2040.

The overall objective of the DD compliance assessment was to enhance the integration of DD issues in the LG development frameworks. The specific objectives of the DD compliance assessment were to;

- a. Establish the level of integration of DD interventions in Local Government Annual Work Plans and Development Plans.
- b. Identify gaps in the integration of Demographic Dividend interventions in Local Governments.
- c. Propose recommendations for improving DD integration in the LG development frameworks.

Overall, the DD performance for FY 2024/25 was satisfactory at 80.37% for the 177 LGs and 8 NDP III programmes assessed.

2.2.3 High-level strategic policy impact evaluations

The NPA Act of 2024 as amended provides for monitoring and evaluating the effectiveness and impact of development programs and the performance of the economy of Uganda. In FY 2024/25, the Authority undertook an independent evaluation of the Development Financing Mechanisms (DFM) in Uganda focusing on the Agricultural Credit Facility (ACF), Micro Finance Support Centre Limited (MSC), Uganda Agricultural Insurance Scheme (UAIS), Uganda Development Corporation (UDC), and Uganda Development Bank (UDB).

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. The evaluation involved; desk review of relevant documents, a field study in the Central, Eastern, Northern, and West Nile regions, stakeholder meetings and report production.

Critical issues emerging from the independent evaluation are outlined below;

- a. The evaluation affirmed UDB's crucial role in driving Uganda's socioeconomic transformation, achieving strong growth and delivering measurable development results over the past decade. By offering low lending rates and investing strategically in long-term agricultural finance, UDB fills vital gaps left by the private sector, spurring enterprise growth, job creation, export expansion, tax revenue, and financial inclusion. Although the performance rate was satisfactory, the UDB could improve knowledge sharing and speed up loan processes to strengthen its effectiveness and long-term impact.
- b. Affirmed that the ACF plays a vital in Uganda's agricultural transformation by expanding access to affordable credit for agricultural production, modernization, value addition and grain trade. The funded projects were stimulating job creation, strengthening rural markets, and boosting competitiveness. Targeted schemes such as the Block Allocation and support for primary production have delivered tangible results, yet institutional and structural gaps limited its full potential. These included: weak integration with public banks, uneven regional coverage, limited downstream financing, reliance on a few Participating Financial Institutions (PFIs), and the lack of strong monitoring systems and legal autonomy which hindered long-term sustainability and impact. Greater value could be unlocked by prioritising underserved segments, increasing gender-responsiveness and downstream lending, institutionalizing and

embedding development indicators in loan origination and a well-staffed M&E system as well improving coordination among DFMs. With these reforms, the ACF could become a more inclusive and agile instrument, capable of driving agro-industrialisation, fostering equitable tenfold growth, and advancing the goals of NDP IV and Vision 2040.

- c. The evaluation confirmed that the UDC plays a critical and strategically relevant role in Uganda's economic transformation. As the nation's primary vehicle for long-term, patient equity in high-risk projects, it fills a crucial market gap, de-risks industrialisation, and rescues distressed but strategic enterprises that the private sector will not support. To unlock its full potential, UDC requires urgent and comprehensive reform. With the recommended capitalisation and significant improvements in governance, operational efficiency, and accountability, UDC could transition from a constrained agency into a financially autonomous, agile, and results-driven institution capable of catalysing Uganda's industrial future.
- d. The evaluation rates the MSC as satisfactory in relevance and coherence, partially unsatisfactory in effectiveness, efficiency, impact and sustainability. The institution is trusted, valued, and well-aligned with Uganda's development priorities, but its financial fragility, operational inefficiencies, and governance gaps threaten long-term viability. With bold reforms especially in financial sustainability, regional equity, governance independence, and impact measurement the MSC could evolve into a self-sustaining, high-impact development finance institution, expanding affordable credit to millions more Ugandans, deepening financial inclusion, and significantly contributing to Uganda's 10-fold growth strategy under NDP IV and Vision 2040.
- e. The UAIS's broad national footprint positions it to become a flagship resilience and rural finance mechanism. Achieving this requires immediate subsidy reforms, raising the ceiling, introducing regionally weighted allocations, and activating higher subsidy tiers, alongside strengthened farmer engagement, simplified claims, and real-time operational coordination. Over the medium term, digitized delivery, dedicated field presence, and product diversification into post-harvest and market risks will expand relevance and retention. Long-term legal anchoring, Environmental Social Governance (ESG) alignment, and integration with other DFMs such as UDB, MSC, and ACF will enable bundled credit–insurance–extension solutions, secure sustainable financing, and align the Scheme fully with NDP IV's climate adaptation and inclusive growth priorities.

2.2.4 The 14th National Development Partnership Forum (NDPF)

The NPA with support from GIZ Uganda organized the 14th National Development Partnership Forum under the theme “The Creative Industry as A Catalyst for Economic Growth: Harnessing Opportunities and Supporting Ugandan's Creative Industry”. The NNDPF is a platform established by NPA in 2014 to enable the general public to understand and appreciate the challenges that stand in the way of achieving Vision 2040 in order to jointly participate in overcoming them. The purpose of 14th National Development Partnership 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.’



Ndere Cultural Troupe entertaining the invited visitors at the NDPF

The forum was organized after undertaking a comprehensive diagnostic study of Uganda' Culture & Creative Industries (CCI).



Key findings include;

- a. **The Economic and Social Impact** where CCIs contribute significantly to job creation, particularly for youth and women, with domains like visual arts, performing arts, and audio-visual production offering diverse opportunities. The sector's multiplier effect benefits tourism, manufacturing (e.g., electronics, paints), and digital content consumption, although its full economic contribution remains under quantified.
- b. **Systemic Challenge of a Weak Legal Framework:** Outdated copyright laws, poor enforcement of royalty payments, and lack of coordination among regulators hinder growth.
- c. **Infrastructure Deficits:** There was limited production studios, theatres, and cultural hubs (e.g., only one national art gallery and 42 public libraries) are concentrated in urban centers.
- d. **Funding Gaps:** There was high informality, scarce tailored financial products, and low national budget allocation restrict scalability.
- e. **Skills Shortages:** The sectors were facing inadequate training facilities and mentorship programs that lead to underutilized talent and uninformed career choices.
- f. **Market Access Barriers:** There was weak enforcement of local content policies, competition from imports, and limited international exposure stifle growth.
- g. **Interlinkages and Opportunities:** Strong dependency existed among creative domains (e.g., visual arts catalyzed music and film; broadcasting amplified content) and digitization offered non-linear value chains. However, ICT infrastructure gaps limited exploitation of digital distribution channels.



Guests who graced the NDPF function

The report offered policy recommendations including but not limited to;

- a. Establishing a dedicated Department of Creative Arts under the Ministry of Gender, Labour, and Social Development to streamline sectoral management.
- b. Undertaking Legal Reforms through amending the Copyright Act (2006) to cover digital protections and enable copyright as collateral for loans and Strengthen royalty collection mechanisms by linking compliance to broadcaster license renewals.
- c. Redeveloping the National Theatre into a 2,500-seat multipurpose hub and create regional creative centers via Public-Private Partnerships (PPPs), and
- d. Introducing government guarantees for creative entrepreneurs and incentivize private-sector investment in infrastructure.

2.2.6 Developed a paper, ‘An Integrated Approach to Improving Newborn Survival in Uganda to Foster Human Capital Development’

Neonatal mortality remains a major public health challenge in Uganda, with an estimated 22 deaths per 1,000 live births (UBOS, 2022). While under-five and infant mortality rates have significantly declined over the past two decades, neonatal mortality has stagnated, contributing to 61% of infant deaths and 42% of under-five deaths. A study was undertaken to investigate the causes neonatal death in Uganda. A paper was developed that contained proposed interventions to inform the handling of issues affect neonatal health in Uganda.

Key findings included;

- i) There was a virulent environmental pathogen, which was a newly discovered strain of bacteria, *Paenibacillus thiaminolyticus* that causes neonatal sepsis cases (6%).
- ii) Busoga sub-region had a high number of reported cases of neonatal sepsis and risk of spina bifida than the country’s average, both of which contribute significantly to neonatal mortality.
- iii) A new method of treating hydrocephalus cases had been developed at CURE Hospital, Mbale.
- iv) Making simple changes in practice, using basic equipment, ongoing training together with allocation of trained and dedicated neonatal staff can significantly contribute to the reduction in neonatal mortality.
- v) In the health facility readiness assessment, it was discovered that Health facilities were not adequately ready to reduce neonatal mortality.
- vi) For better neonatal survival, socioeconomic and community issues should be addressed.
- vii) The health workforce and service delivery should be improved if better neonatal survival outcomes are to be realized.

The Paper recommended the following;

- i) Strengthen neonatal health infrastructure and service delivery
- ii) Increase Healthcare Workforce Capacity

- iii) Improve Emergency Neonatal Care and Referral Systems
- iv) Enhance Community-Based Neonatal Interventions
- v) Strengthen Neonatal Health Policy and Financing

The study was limited to the National Referral Hospitals (NRHs), Regional Referral Hospitals (RRHs), General Hospitals (GHs) and Health Centres IVs (HCIVs). The assessment of health facility readiness level covered a total of 43 health facilities including 2 NRHs, 16 RRHs, 12 GHs and 13 HCIVs which are listed in Table 5. Figure 1 indicates the regional distribution of the health facilities visited.

Table 5: Sampled health facilities

NRH	RRH	GH	HCIV
1. Mulago Specialized Women and Neonatal Hospital 2. Kawempe Hospital	1. Arua Hospital 2. Entebbe Hospital 3. Fort Portal Hospital 4. Gulu Hospital 5. Hoima Hospital 6. Jinja Hospital 7. Kabale Hospital 8. Kayunga Hospital 9. Lira Hospital 10. Masaka Hospital 11. Mbale Hospital 12. Mbarara Hospital 13. Moroto Hospital 14. Mubende Hospital 15. Soroti Hospital 16. Yumbe Hospital	1. Anaka Hospital (Nwoya) 2. Bududa Hospital 3. China-Uganda Friendship (Naguru) 4. Iganga Hospital 5. Kabarole Hospital 6. Kambuga Hospital (Kanungu) 7. Kitagata Hospital (Sheema) 8. Koboko Hospital 9. Kumi Hospital Ongino 10. Masindi Hospital 11. Rakai Hospital 12. Tororo Hospital	1. Amach HCIV (Lira) 2. Awach HCIV (Gulu) 3. Bufumbo HCIV (Mbale) 4. Bugono HCIV (Iganga) 5. Bushenyi HCIV 6. Bwijang HCIV (Masindi) 7. Kakuuto HCIV (Rakai) 8. Kanungu HCIV 9. Kataraka HCIV (Kabarole) 10. Kisenyi HCIV 11. Kumi HCIV 12. Nagongera HCIV (Tororo) 13. Oli HCIV (Arua)

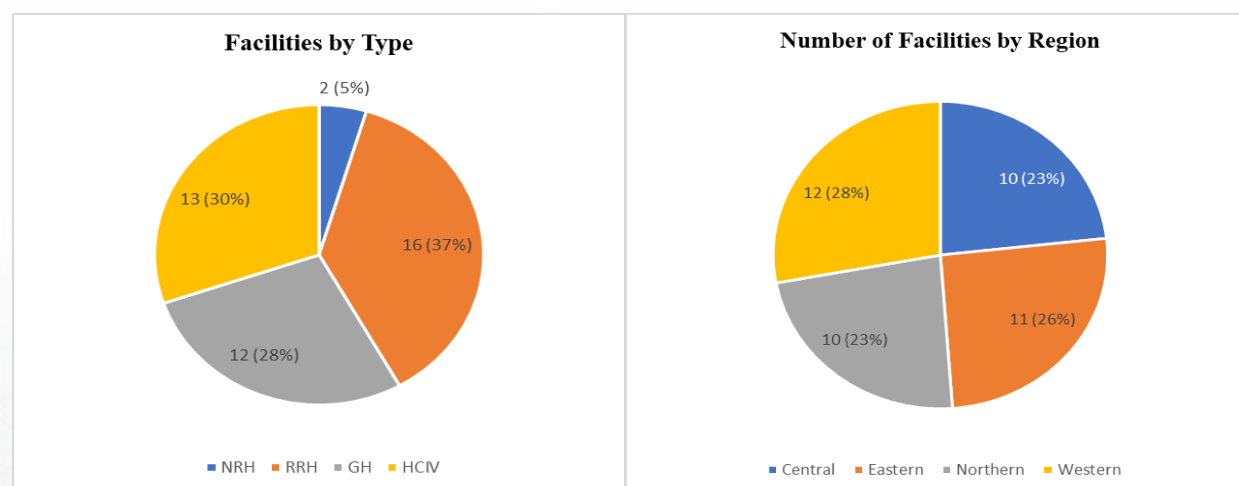


Figure 1: Regional distribution of the health facilities visited

2.2.7 NDP III Projects Monitoring

The NPA undertook a field monitoring exercise in April 2025 to assess the readiness, functionality, and developmental impact of selected projects including industrial parks and manufacturing sites across Uganda. The field visits aimed to bridge knowledge gaps through physical verification, assess alignment with national development priorities, and generate evidence-based recommendations.

The monitoring targeted 30 projects categorized into key thematic areas based on their focus and contribution to Uganda's development objectives.

The industrial and manufacturing projects included; the Uganda Industrial Research Institute, Kawumu Leather Industries and Tannery, Dei Pharma, Jena Herbals Limited, Soluble Coffee Plant, the Presidential Initiative on Banana Industrial Development, and NSTEI Rwebitete. These projects support value addition, agro-industrialization, and innovation-led manufacturing.

The energy and power projects included; Mayuge Cogeneration Power Plant, Mandulis Energy's waste-to-energy project, Uganda Geothermal Resources Development Phase II, Karuma Hydroelectric Power Project, the ORIO Mini Hydro Power and Rural Electrification Project. They aim at enhancing electricity generation, diversification, and rural electrification;

The transport, logistics, and infrastructure projects included; the KIBP–Namanve infrastructure upgrades, Bukasa Inland Port, Lwakhakha and Oraba One Stop Border Post, Rehabilitation of the Tororo–Gulu Railway Line, and the Gulu Logistics Hub, all of which have a shared goal of improving connectivity, trade facilitation, and logistics efficiency.

Science, innovation, and space technology projects were represented by the National Space Agency Mpoma and Soroti University's Nuclear Science Department, both of which aim at advancing research and high-tech capabilities. Minerals and extractives projects included the Tororo–Sukulu Phosphate, Muko Iron Ore Mines, Kasese Kilembe Mines, Kabalega Petrochemical Park, and the East African Crude Oil Pipeline (EACOP), which are pivotal for resource exploitation and industrial raw material supply.

Industrial Park developments included; Kasese Industrial and Business Park (IBP), and Nebbi, Arua, Mbale and Soroti Industrial Parks whose aim is to promote industrial clustering and automotive innovation and lastly, the Kabalega National Stadium which is a key public infrastructure investment supporting national sports and recreation infrastructure for the Africa Cup of Nations (AFCON) 2027.



The tailoring skilling centre at UIRI



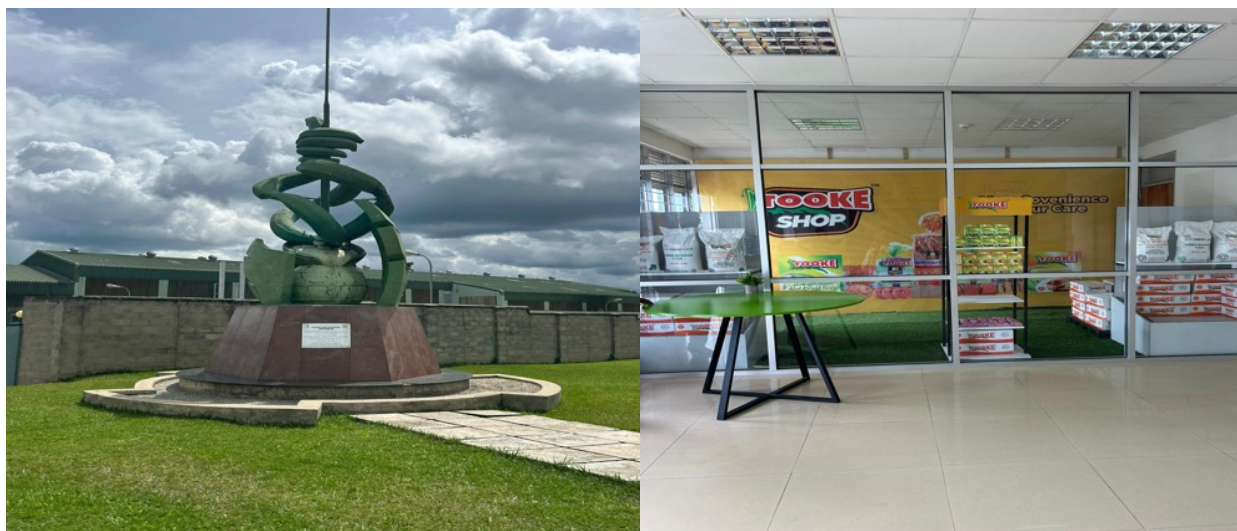
Tannery machines and hides at Kawumu Leather Industries, Luweero



Laboratory equipment and Drug making machinery at Dei Biopharma Limited, Matuga



Quality control testing laboratory and some of the products of Jena Herbals Limited, Luzira



Tooke shop at the Presidential Initiative on Banana Industrial Development

Key Emerging Issues from the projects monitoring included;

- a) low PIMS compliance undermines strategic coherence, transparency, and project viability.
- b) Long-standing profiling delays in logistics and border infrastructure weaken regional integration goals.
- c) Many projects are delayed due to poor roads, unreliable electricity, weak ICT, and limited water supply.
- d) Fund disbursement delays despite approved budgets have stalled implementation across several key projects.
- e) Weak coordination among MDAs has led to fragmented delivery, especially in interagency projects.
- f) A shortage of skilled local labour has forced projects like Dei Biopharma and the National Space Agency to rely on foreign expertise.
- g) Promising innovations are failing to reach markets due to poor branding, limited IP protection, and weak commercialisation strategies.
- h) Outdated or incomplete policies are hindering progress in emerging sectors such as biotechnology, nuclear science, and space research.
- i) Sustainability practices, including renewable energy and waste management, are inconsistently applied across project sites.
- j) Low private sector participation is attributed to incomplete infrastructure and a lack of clear investment incentives.
- k) Land disputes and delayed compensation are causing tensions and implementation delays, particularly in projects like Karuma and Bukasa.
- l) Heavy reliance on imported inputs despite the availability of local alternatives is increasing costs and limiting local economic development.

Key Recommendations from the projects monitoring;

- a) Strengthen enforcement of the PIMS cycle across all MDAs and project initiators.
- b) Enhance inter-agency coordination and budget predictability to unlock project delivery.

- c) Infrastructure in project areas should be fast-tracked by improving roads, electricity, water, and ICT through coordinated agency efforts.
- d) Public investment processes should be streamlined by accelerating fund disbursement and establishing special financing mechanisms for innovation and industrial growth.
- e) Interagency projects should be coordinated through inter-ministerial committees with clear roles, overseen by the Office of the Prime Minister.
- f) Vocational training and international partnerships should be expanded to address skills gaps in areas like biotechnology, nuclear science, and leather processing.
- g) Commercialization of innovations should be supported by securing intellectual property rights, establishing incubation hubs, and linking research to markets.

2.2.8 Monthly Economic Updates FY 2024/25

The National Planning Authority has produced 12 monthly evidence based economic updates that provided signals on real activity, prices and monetary policy, credit and interest rates, exchange-rate movements, fiscal performance, and external trade. These were to enable decision-makers to track momentum, spot emerging risks early, and make timely budget, investment, and planning choices, aligned to the National Development Plan.

The following are key highlights from the economic updates produced for FY 2024/25:

- i. **Real Sector:** Uganda's economy-maintained resilience despite global headwinds, with GDP growth at 6.3 percent, up from 5.3 percent in FY2023/24. Agriculture expanded due to favorable weather and government programs like the Parish Development Model. Industry was boosted by construction and oil and gas activities, while services grew on account of trade, ICT, finance, and transport. High-frequency indicators reflected rising domestic demand and business confidence. Strong export earnings from coffee and gold, alongside public and private investments, further reinforced resilience and growth momentum.



- ii. **Monetary and financial sector:** Monetary and financial sector performance was characterized by stable inflation and cautious monetary easing to support growth. Headline and core inflation averaged below the 5 percent medium-term target, anchored by prudent monetary policy, stable exchange rates, and favorable food and energy prices.

The Bank of Uganda maintained the Central Bank Rate (CBR) at 9.75 percent to balance inflation risks and growth prospects. However, shilling-denominated lending rates remained elevated,

averaging about 18 percent, reflecting structural constraints, government domestic borrowing, and high credit risk perceptions.

Private sector credit grew modestly, largely dominated by household, trade, and real estate loans, while agriculture and manufacturing registered limited growth. Despite credit expansion, elevated interest rates and liquidity pressures constrained broader financial intermediation, highlighting persistent challenges in reducing the cost of credit and expanding access to affordable financing.

- iii. **Fiscal Sector:** Fiscal sector performance was marked by revenue shortfalls and rising expenditure pressures. Domestic revenues grew to UGX 32.3 trillion, but external financing declined sharply due to reduced budget support and project disbursements. Grants underperformed at just 51 percent of target, reflecting cuts from bilateral and multilateral partners. Expenditure pressures, including supplementary budgets, widened the fiscal deficit to 6.1 percent of GDP, above the NDPIII target of 2.93 percent. Financing relied heavily on domestic borrowing, heightening risks of crowding out private investment.
- iv. **External sector:** Uganda's external position in FY 2024/25 strengthened despite global uncertainty, with exports of goods and services growing by 32 percent to USD 13.3 billion, driven mainly by higher coffee and cocoa volumes and gold re-exports. Merchandise exports rose by 36 percent to USD 10.6 billion, while services exports increased to USD 2.6 billion, helping to narrow the trade deficit by USD 379 million. Remittance inflows also strengthened to USD 1.57 billion, while Foreign Direct Investment rose by 22.3 percent to USD 3.66 billion, reflecting resilience amid global uncertainties.

2.3 Strategic partnership and Coordination

2.3.1 Third APRM Progress Report

The National Planning Authority, working with the National Governance Council (NGC), prepared the Third Progress Report on the implementation of Uganda's National Programme of Action (NPoA3) under the African Peer Review Mechanism (APRM). Covering July 2021 – June 2024, the report assessed progress in five thematic areas: Democracy and Political Governance, Economic Governance and Management, Corporate Governance, Socio-Economic Development, and State Resilience to Shocks and Disasters.

The report documented reforms such as: strengthening judicial independence, enhancing anti-corruption measures, expanding financial inclusion through digital innovations, extending social protection coverage, promoting gender equality, and building mechanisms to manage shocks and disasters. The NPoA was integrated into NDPIII and funded through the budgets of MDAs and Local Governments, reinforcing Uganda's commitment to the APRM peer review process and to embedding governance reforms into national development planning.

2.3.2 Regulatory Impact Assessment (RIA) on Ethnic Minority Tribes

With GIZ support, NPA and APRM finalized a Regulatory Impact Assessment (RIA) and policy brief on Uganda's Ethnic Minority Tribes (EMTs). The study underscored the policy gaps that perpetuate exclusion and recommended a legally grounded, multi-sectoral, and participatory strategy to integrate EMT concerns into the national planning framework.

The process involved consultations with EMT communities, Local Governments, civil society, academia, cultural institutions, and development partners such as UNESCO and GIZ. Key challenges encountered included a lack of disaggregated data, inadequate financing, weak enforcement of existing policies, and sensitivities around free, prior, and informed consent. The final report and policy brief position EMT inclusion as critical to achieving equitable, inclusive, and sustainable development.

2.3.3 Institutional Development – APRM, SDG Mainstreaming and Partnerships Secretariat

As part of its institutional reforms, the Secretariat was renamed APRM, SDG Mainstreaming and Partnerships Secretariat to better reflect its expanded mandate following the RAPEX reforms and the strategic focus of NDP IV. The reorganization was undertaken to strengthen coordination of governance, development partnerships, and global commitments, ensuring that Uganda effectively delivers on both continental and international obligations.

The Secretariat was reorganized into two dedicated Divisions: a) *APRM Division*, responsible for coordinating Uganda's engagement with the African Peer Review Mechanism, implementing the National Programme of Action (NPoA), managing targeted and country reviews, and supporting Uganda's leadership within the APRM Forum and Troika and b) *SDG Mainstreaming and Partnerships Division*, established to provide a structured mechanism for: Systematically mainstreaming the Sustainable Development Goals (SDGs) into national planning frameworks; Monitoring alignment of SDGs with NDP IV and other national priorities; and Strengthening Uganda's reporting on Agenda 2030 and Agenda 2063.

This restructuring enhances coherence across global, continental, and national commitments, while creating stronger institutional anchors for coordination, accountability, and stakeholder engagement. It positions the Secretariat as a hub for advancing governance reforms, deepening partnerships, and sustaining policy coherence in line with Uganda's long-term development

2.3.4 Prepared the Country Statement and coordinated participation in the Sessions of the Commission on Population and Development

The NPA coordinated the development of the Country Statement for the 58th Session of the Commission for Population and Development (CPD) held in New York from 7th – 11th April 2025. The 58th Session of the CPD was held under the theme, “Ensuring healthy lives and promoting well-being for all at all ages”.

The United Nations CPD is an annual event held to assess implementation of the International Conference on Population and Development (ICPD) Programme of Action (PoA) which emphasizes universal access to basic health care, including reproductive health services, and the reduction of

infant, child and maternal mortality, while calling for investments in health infrastructure, personnel training and integrated health policies.

The Commission's 58th session aimed to build on the momentum created by the SDG Summit in 2023, the declaration commemorating the 30th anniversary of the ICPD adopted at the 57th session of the CPD in April 2024, the Summit of the Future in September 2024 and the commemoration of the 30th anniversary of the Fourth World Conference on Women, held in Beijing in 1995, during the 69th session of the Commission on the Status of Women in March 2025.

The NPA coordinated the development of the Country Statement that was presented by Prof. Pamela Mbabazi, the Chairperson NPA, as the leader of the Country delegation. The Country Statement highlighted the population dynamics, underscored Uganda's achievements, challenges and proposed interventions in the area of sexual reproductive health, sanitation, non-communicable diseases, education and skilling and social protection under NDP IV.



Chairperson NPA presenting the country statement at the 58th Session of the ICPD

2.3.5 Coordinated the GoU/UNFPA Country Programme

The NPA, with support from UNFPA, organized the 2024 annual review, the 9th Country Programme review, as well as setting priorities for the final year (2025) of the 9th Country Programme and the 10th Country Programme. The overall objective was to assess the results achieved in four years of implementation (2021-2024) of the 9th Country Programme against the set priorities and agree on

key priorities for the fifth year of implementation (2025) and the CP10 in alignment to the NDP IV (2026-2030).

The 9th Government of Uganda/UNFPA Country Programme is implemented through the Country Programme Business Plan which provides a framework for guiding implementation through the annual work plans at country level. The Programme was currently implemented in 56 districts by 16 implementing partners (including Ministries, Departments and Agencies; and Civil Society Organizations). The Country Programme coordination meeting provided a platform for highlighting key priority areas that should guide future programming. These included:

1. **Data Availability and Quality:** including addressing gaps for vulnerable groups, data localization, and building local capacity for evidence-based planning and programming.
2. **Inclusive and Integrated Programming and Service Delivery:** ensuring equitable access to Sexual Reproductive Health (SRH) services for all by adopting differentiated service delivery approaches and adaptive programming to cater to the unique needs of marginalized groups, including adolescents, refugees, persons with disabilities, and those in hard-to-reach areas.
3. **Repositioning SRH as a Critical Development Issue:** SRH including family planning should be recognized as a critical development issue and integrated into broader health and development initiatives, such as postnatal care and HIV programs. Expanding family planning services for host communities is also essential.
4. **Youth-Focused Investments:** Increased investment in young people is vital, particularly for those under 18. Addressing the needs of youth not in education, employment, or training (NEETs) should be prioritized to harness their potential and contribute to their well-being.
5. **Collaborative Partnerships and Coordination:** Strengthening partnerships and coordination mechanisms across all stakeholders is fundamental to maximizing impact. This includes leveraging the convening authority of the National Planning Authority (NPA) to foster collaboration and empowering communities as active partners in programme design and implementation.
6. **Both Upstream and Downstream Implementation:** Ensuring effective engagement at both national (upstream) and local (downstream) level. At national level, this includes influencing policy and resource allocation. Conversely, the local level prioritizes community engagement and ownership, with the Parish Development Model (PDM) serving as a key entry point for integrating SRH into broader development initiatives.
7. **Gender Equality and Empowerment:** Promoting gender equality as an enabler and empowering women and girls requires increased male involvement in Sexual Reproductive Health (SRH) and gender-based violence (GBV) initiatives, aligning social norms with evidence-based practices, expanding GBV support services, and operationalizing GBV databases for effective monitoring and response.

2.4 Institutional Strengthening

2.4.1 New Office space

In FY 2024/25, NPA was allocated finances to commence the construction of the Planning House. In the meantime, office space was rented at Rwenzori House and Rwenzori Towers. 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.

NPA National Planning Authority

PUBLIC NOTICE:

Temporary Relocation of the National Planning Authority (NPA)

1 Rwenzori Towers, Block B, Fifth Floor
Plot 6 Nakasero Road, Kampala

2 Rwenzori House
Plot 1 Lumumba Avenue, Kampala

3 Statistics House
Plot 9 Colville Street, Kampala

Executive Board

- ✓ Department of African Peer Review Mechanism (APRM) & Partnerships
- ✓ Departments of Economic and Physical Planning

Executive Director's Office & Secretariat

- ✓ First Floor – Registry & Reception
- ✓ Fourth & Fifth Floors

Department of Population & Social Development Planning

- ✓ Second (Reception) & Third Floors

For inquiries, contact us: ☎ 0707939774, 0776316537, 0773290405 | ✉ Email: info@npa.go.ug 📧 @NPA_UG 🌐 www.npa.go.ug

Following the shift to the new offices, the Authority handed over the former planning House to ROKO construction Company to commence the construction of the planning House.



Official hand-over of the Old Planning House to ROKO Construction Company

Following the hand over, ROKO demolished the former Planning House to commence the construction of the Planning House.

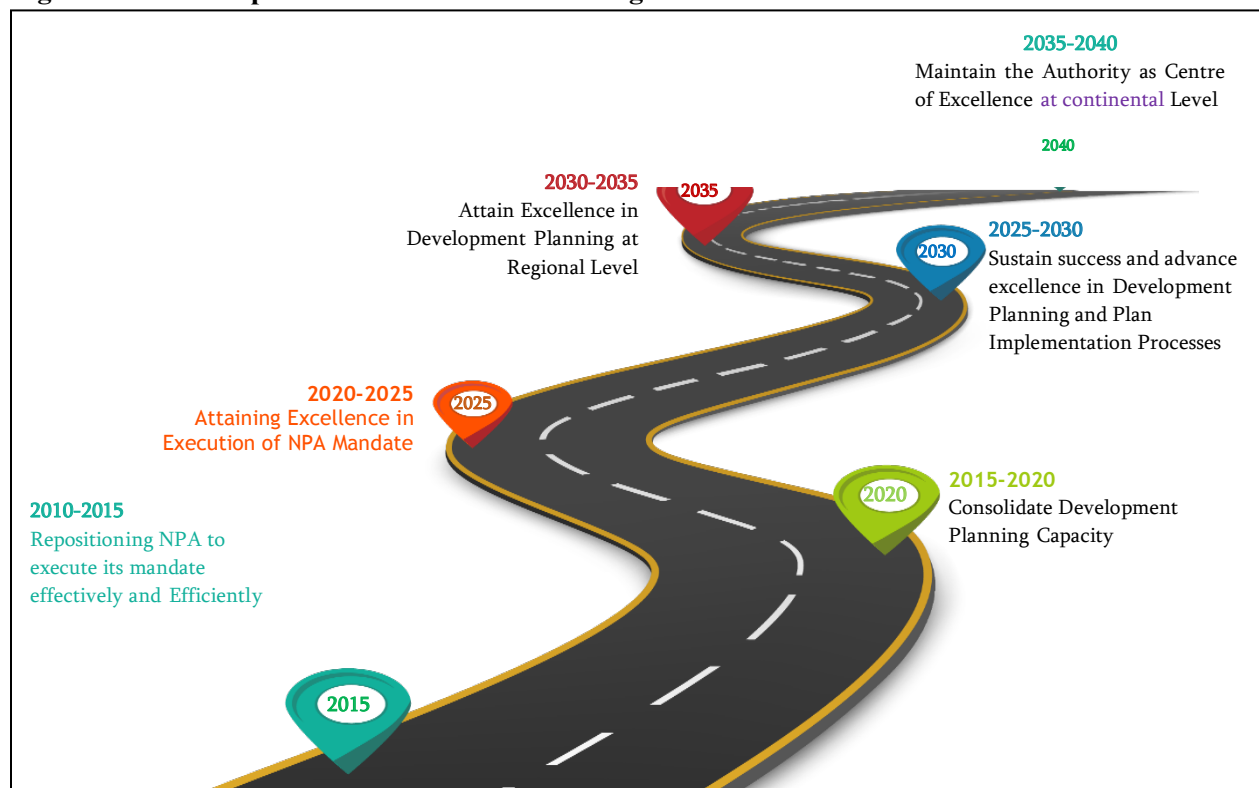
2.4.2 NPA Strategic Plan 2025/26-2029/30

The Authority produced its fourth Strategic plan fully aligned to NDP IV. The formulation of Plan adopted a comprehensive multi-disciplinary and diverse approach in its development to ensure that it is aligned with national development goals, and capable of guiding the authority toward its vision. The key methodologies employed included; Stakeholder Meetings, Document Review: Institutional and Functional Reviews, Legal and Regulatory Framework Analysis and Reviews, Assessment of Current Planning Practices in Government Entities, Situational Analysis, Strategic Framework Development, Formulation of Five-Year Strategic Objectives, Leadership and Management Coordination, Financial Resource Management Mechanisms, Staff Structure and Establishment Analysis.

Unlike the 3rd NPA strategic plan whose strategic focus was for a period up to 2030, the fourth NPA strategic plan sets out to widen NPA's strategic focus to cover the National Vision 2040 period. Having been unable to finely measure the achievement of excellence in executing the NPA Mandate as envisaged in the 3rd strategic plan, the 4th strategic plan (2026-2030) focuses on *Attaining and Sustaining Excellence in Development Planning and Plan Implementation Processes*.

On the other hand, the 5th Strategic Plan (2031-2035) will focus on Attaining Excellence in Development Planning at the Regional Level, and the 6th Strategic Plan (2036-2040) focuses on Maintaining the Authority as the Centre of Excellence at the continental Level. This is as illustrated in the road map (Figure 2).



Figure 2: Road Map and Focus of the NPA Strategic Plans

The 4th Strategic plan embraces and subscribes to a set of principles and norms that symbolize the moral fabric and culture of the institution and guide service delivery to all our stakeholders. The core values are and shall be; God Fearing, Professionalism, Innovation, Collaboration, Integrity & Responsibility, Teamwork, and Respect.

The goal of this plan will be achieved through pursuit of the following four main strategic objectives:

- i) Strengthen capacity for integrated development planning at National, Sectoral and Local Government levels.
- ii) Strengthen the research, monitoring & evaluation to inform plan implementation and performance of Government policies.
- iii) Strengthen coordination of strategic partnership, global and regional initiatives; and
- iv) Strengthen institutional capacity to derive the Centre of excellence in Development Planning.

The objectives above will be delivered under the seven (07) Key Thematic Areas (KTAs) which are aligned to the four strategic objectives and will serve as the foundation for achieving NPA expanded mandate. These include:

- i) Economic Planning;
- ii) National, Regional and Urban Physical and Metropolitan Planning;
- iii) Population and Social Development;
- iv) Infrastructure and Digital Transformation;
- v) Research and Development Performance;
- vi) APRM, SDGs and Partnerships; and

vii) Board, General Management and Administration.

The plan has a monitoring and evaluation (M&E) framework which outlines the approach to tracking progress, measuring performance, and evaluating the effectiveness of the strategic plan to ensure accountability, transparency, and continuous improvement.

2.4.3 NPA Service and Service Delivery Standards

During the financial year under review, the Authority developed its draft Service and Service Delivery Standards Certification framework which was pending board approval. The Standards are aligned to the goal of the Public sector Transformation programme: a public sector that is efficient and responsive to the needs of the public focus and the programme Objective five (v) ; Re-engineer the public service delivery business processes which all emphasizes improvement in public sector performance and effective response to citizen needs. This requires addressing the three facets of the public sector: the people (Civil servants, their leaders and citizens); the public sector architecture and systems and resources required.

To achieve this, there is need to strengthen accountability mechanisms, human resource management in the public sector, enhancing the adoption and usage of e-government services, streamlining government structures and institutions for efficient and effective service delivery, deepening decentralization and local economic development and strengthen policy, legal, institution, and coordinate framework.

The National Planning Authority (Development Plans) Regulations, 2018 are instructive in this regard especially Regulation 28 (1) and 2 towards preparation and certification of service standards. Specifically, Regulation 28(1) obliges all decentralized planning institutions under the auspices of NPA to prepare service delivery standards as a basis for planning and budgeting for approval by Cabinet, while, Regulation 28(2) on the other hand gives NPA the mandate to review and certify the service standards prepared by a decentralized planning institution before approval.

Like any other decentralized planning institutions, the NPA prepared its draft service and service delivery standards, whose Strategic objectives are to; Define the minimum level of services that NPA should provide; Empower service providers to demand for services; Improve transparency and accountability; Promote fairness and equity; Building a culture of quality management; and Management of expectations of service recipients; Provide a basis for planning, budgeting, and target setting over the medium and long term.

When implementing the Standard Service Delivery Guidelines, the following are key principles that shall be observed; Target Focused; Participation; Evidence-based; Gender and Equity sensitive; Confidentiality; Coordination; Transparency; Professionalism; Cost Effectiveness and Effectiveness.

The NPA service delivery standards will be monitored and reviewed every 5 years. At National level, the review will be informed by the National Service Delivery Survey and the NDP Strategic direction of a given planning cycle and at institutional level, by the mid-term review on NPA strategic plan. The reviews will be informed by the new priorities and changes in environment and citizens' perception on the standards against which services are offered as well as informing the baseline to be used to develop the standards.

The NPA regulations also state that service delivery standards by a decentralized planning institution shall be reviewed and certified by the Authority. The Authority has provided technical support to 124 decentralized planning units to develop service delivery standards and certified standards for 12 MDAs

2.4.4. Strengthening NPA Human Resource

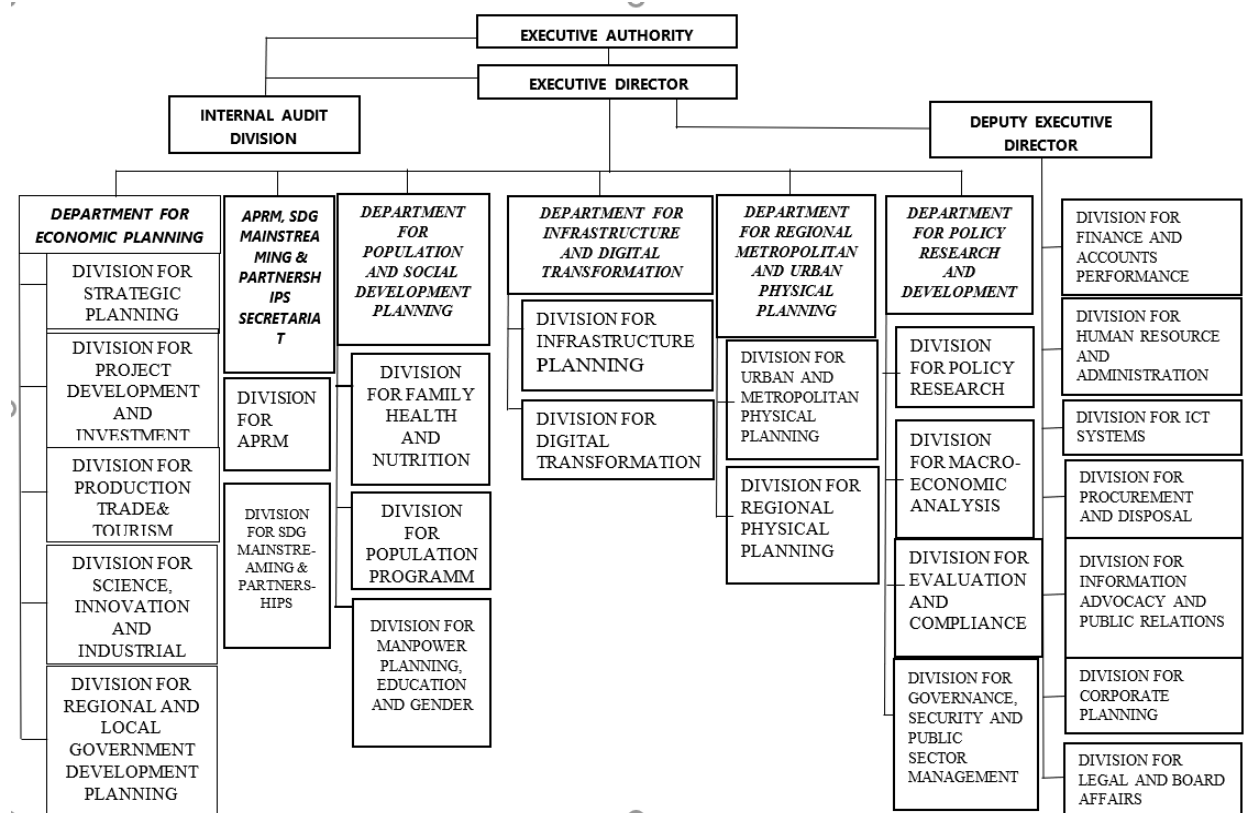
a. Approved staff structure

During the FY, there were changes in the staff structure and establishment J. This followed the RAPEX programme which led to the NPA staff structure improving from 181 to 300 staff by June 2025 as seen in Table 4. The approved organogram is presented in Figure 6;

Table 6: Changes in staffing structure of NPA between July 2024 to June 2025

<i>SN</i>	Level description	Establishment by July 2024	Establishment by June 2025
1	Executive Authority Board	5	5
2	ED & DED	2	2
3	Sen Managers /CAPRM & SDGs	3	6
4	Managers / Ass Coordinators	18	27
5	Senior Planners	49	87
6	Planners / Officers	58	104
7	Assistant Officers	14	7
8	Admin, Records & Acct. Assist	7	9
9	Office Attendant	19	13
	Driver	5	40
	Total	181	300

Figure 3: Organogram of the NPA by June 2025



b. Improvements in the staffing levels during the FY 2024/25

By 30th June 2025, the staffing levels stand at 189 (63%) filled out of 300 positions. This is overall indicator of a human resource or staffing gap of 111 (37%). In one way or another, the gap is associated with both inadequate wage and the halted recruitment of staff under the Department of Regional Metropolitan and Urban Physical Planning. This staffing level implies largely that it's not the lack of positions for staff to get promoted to but rather the lack of adequate wage and attendant costs to recruit to enable recruitment at 100%.

Table 7: Improvements in the staffing levels

Salary scale	Number of Employees at the beginning of the year 1st July 2024	Number of Employees 30 th June 2025
Executive Authority Board	5	5
ED & DED	1	2
Sen Managers /CAPRM &SDGs	1	5
Managers / Ass Coordinators	3	23
Senior Planners	16	55
Planners / Officers	30	47
Assistant Officers	42	4
Admin, Records &Accounts Ass	11	4
Office Attendant	8	9
Driver	25	31
Total	142	189

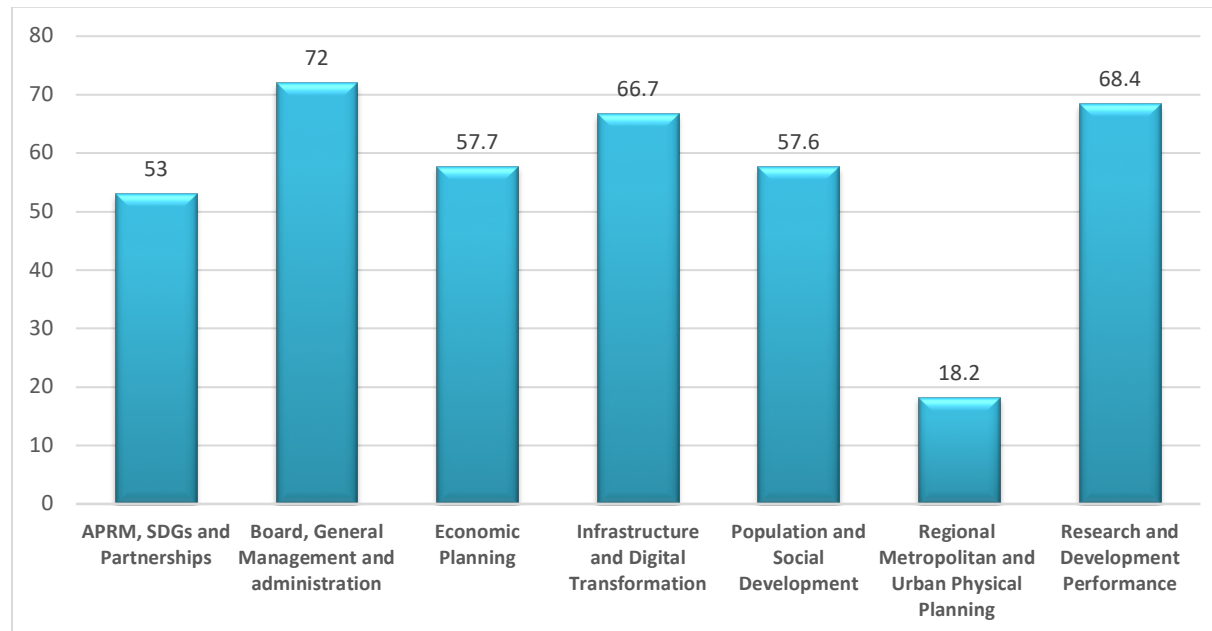
c. Staffing numbers by department

By September 2025, all departments had human resource gaps, the most glaring being in the Regional Metropolitan and Urban Physical Planning (Table 8).

Table 8: Staffing by Department

SN	Department	Establishe d	Fille d	Vacan t	Gap
01	Economic Planning	52	30	22	42.3%
02	Population and Social Development	33	19	14	42.4%
03	APRM SDGs Mainstreaming and Partnerships	15	9	6	40%
04	Research and Development Performance	38	26	12	31.6%
05	Reg. Metropolitan & Urban Physical Planning	22	4	18	81.8%
06	Infrastructure and Digital Transformation	15	10	5	33.3%
07	Board, General Management and administration	125	91	34	27.2%
	Total	300	189	111	

Source: NPA Staff List, September, 2025

Figure 4: Percentage of filled positions in departments

2.4.5 Absorption of Staff from defuncted National Population Council (NPC) and National Physical Planning Board (NPPB)

As a result of the RAPEX the functions of the former NPC and NPPB were transferred to NPA and the staff of these institutions absorbed for continuity of the services. By end of the FY 2024/25, NPA absorbed a total of thirty-four (34) staff of which; twenty-eight (28) were offered five (5) year contracts and fully accessed on the Government of Uganda Payroll, while six (6) staff were offered temporary appointments of one year pending finalization of academic programmes they were undertaking. In the same vein, the Board regularized of their appointments upon their submission of the academic transcripts. The staff establishment by end of the FY is detailed in Table 9;

Table 9: Staff establishment in NPA by category by gender in FY 2024/25

Category	Approved Establishment	Filled	Vacant	Field by Gender	
				Male	Female
Chairperson	1	1			1
Deputy Chairperson	1	1		1	
Authority Members	3	3		2	1
Executive Director	1	1		1	
Deputy Executive Director	1	1		1	
Senior Manager	6	5	1	4	1
Manager	26	21	5	14	7
Senior Planner	88	55	33	39	16
Planner	99	47	52	24	23
Administrative Assistant	9	8	1	5	3
Assistant Officer	12	6	6	3	3

Office Attendant	13	9	4		9
Driver	40	31	9	31	
Total	300	189	111	125	64
Percentage		63.0	37.0	66.1	33.9

2.4.6 Functionality and reliability Internal processes and systems

In an effort to strengthen the functionality and reliability of its internal processes and systems, the Authority installed and operationalized a new in-house ICT server to host most of its internal Systems at the new premises. In addition, through the ICT Systems Division, several internal manual processes, including: project monitoring data collection and staff feedback were digitalized/automated.

2.5 Summary performance by strategic objectives and outputs

In FY 2024/25, a total of ninety (90) outputs were planned to be executed under the four strategic objectives of the 3rd NPA strategic plan. Overall, 82.22% of the planned outputs were fully achieved, 7.78% were partially achieved (with implementation ongoing or spilling over into the next financial year), while 10% were not achieved (Table 10).

Table 10: Performance of the 3rd NPA Strategic Plan

OBJECTIVE/OUTPUTS ASSESSMENT AGAINST TARGETS FOR FY 2024/25										
Strategic Objectives	No. of planned outputs FY 2024/25	Achieved	% Achieved	Likely to be Achieved	% Likely to be achieved	Not Achieved	% Not Achieved	Not Assessed	% Not Assessed	Grand Total
Objectives (Overall Strategic Performance)	90	74	82.22	7	7.78	9	10.00	0	0	100
Enhance effectiveness and efficiency in the production, dissemination and adoption of integrated development plans	22	19	86.36	1	4.55	2	9.09	0	0	100
Strengthen capacity for generation and use of evidence in national development planning, implementation, monitoring and evaluation	23	22	95.65	0	0.00	1	4.35	0	0	100
Consolidate strategic partnership and capacity for effective implementation of development initiatives	17	11	64.71	4	33.33	2	16.67	0	0	100
Strengthen institutional capacity to drive organizational excellence	28	22	78.57	2	7.14	4	14.29	0	0	100
Objectives (Overall strategic plan performance)	90	74	82.22	7	7.78	9	10.00	0	0	100
Overall Performance FY 2024/25			82.22		7.78		10.00		0%	100%

The strategic objective of Strengthening capacity for generation and use of evidence in national development planning, implementation, monitoring, and evaluation registered the highest performance of 95.65% where twenty-two (22) out of the twenty-three (23) planned outputs were achieved, and only one output was not delivered.

This was followed by the strategic objective of enhancing effectiveness and efficiency in the production, dissemination, and adoption of integrated development plans, where an 86.36% level of achievement was registered. Out of the twenty-two planned outputs to be delivered, nineteen (19) were achieved, one (01) likely to be achieved and two (02) were not achieved.

The strategic objective of Strengthen institutional capacity to drive organizational excellence registered 78.57% level of achievement where out of the planned twenty-eight (28) outputs to be delivered, twenty-two (22) were achieved, two (02) outputs likely to be achieved and nine (09) were not achieved.

Moderate performance of 64.71% was registered under the strategic objective of consolidating strategic partnership and capacity for effective implementation of development initiatives were out of the planned seventeen (17) outputs to be delivered, eleven (11) were achieved, four (04) likely to be achieved and two (02) were not achieved. All planned outputs were assessed.

2.6 Summary NPA Financial Performance for FY 2024/25

The approved budget for FY 2024/25 was UGX 73.711 billion, of which, UGX 15.574 billion was wage, UGX 47.324 billion as non-wage and UGX 10.813 billion was development budget (Table 9). However, the budget was increased to UGX 83.952 bn as a result of revoting funds from the former National Population Council (NPC) and National Physical Planning Board (NPPB) in accordance with the RAPEX process.

Table 11: NPA Budget performance for FY 2024/25

	Approved Budget	Revised Budget	Released by End Q4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Wage Recurrent Non-Wage	15.574	20.356	20.356	20.348	131.0 %	131.0 %	100.0 %
	47.324	52.680	52.680	52.668	111.0 %	111.3 %	100.0 %
GoU Devt. Ext Fin.	10.813	10.917	10.917	10.917	101.0 %	101.0 %	100.0 %
	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
GoU Total	73.711	83.952	83.953	83.933	113.9 %	113.9 %	100.0 %
Total GoU+Ext Fin (MTEF)	73.711	83.952	83.953	83.933	113.9 %	113.9 %	100.0 %
Arrears	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
Total Budget	73.711	83.952	83.953	83.933	113.9 %	113.9 %	100.0 %
<i>A.I.A Total</i>	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
Grand Total	73.711	83.952	83.953	83.933	113.9 %	113.9 %	100.0 %
Total Vote Budget Excluding Arrears	73.711	83.952	83.953	83.933	113.9 %	113.9 %	100.0 %

The Authority received off budget support from GIZ and UNFPA of up to UGX 1.006 bn. The UNFPA supported the organization of the 2024 annual review, the 9th Country Programme review, as well as setting priorities for the final year (2025) of the 9th Country Programme and the 10th Country Programme, facilitating the preliminary activities for the World Population Day, assessment of the DD compliance as well as preparing the Country Statement and participation in the 58th Session of the Commission on Population and Development (ICPD).

On the other hand, the GIZ funding supported; the 14th National Development Planning Forum under the theme “The Creative Industry as A Catalyst for Economic Growth: Harnessing Opportunities and Supporting Ugandan’s Creative Industry, supported the preparation of the RIA report on the Ethnic Minority tribes in Uganda, finalization of the Simplified Parish Action Planning Guidelines (SPAPGs) and providing pin boards to the APRM team.

CHAPTER THREE: KEY CHALLENGES, MITIGATION MEASURES, CONCLUSION AND PLANNED OUTPUTS FOR FY 2024/25

3.1 Vote's Main Challenges

- i. **Inadequate finances.** Despite the fact that NPA financing has been improving overtime, it remained below the required amount to fully implement the planned activities taking into account the expanded mandate.
- ii. **Inadequate office space.** The Authority was challenged by inadequate office space to provide a favorable working environment for more than eight months in the year. Towards the end of the FY, the Authority rented office space and acquired additional space at the Statistic House which was formerly occupied by National Population Council.
- iii. **Delays in finalization of the RAPEX process** where recruitment of additional staff, other than on a replacement basis, was halted. This affected implementation of planned outputs and impeded monitoring of implementation of the plan.
- iv. **Ever increasing demand for NPA services** amidst inadequate staffing and resources.

3.2 Mitigation Measures

- i. During FY 2024/25, the NPA secured funding and commenced construction of the Planning House and renting office space to provide adequate office.
- ii. The Authority continued to engage the services of temporary staff in the form of Graduate Trainees, Technical Assistants and Resident Consultants to alleviate the staffing gap. This was in addition to recruiting additional staff from the available wage bill. In addition, the RAPEX process led to recruitment of the more staff to execute the additional functions.
- iii. The Authority continued to engage and work with Development partners to provide financial and technical support to fill the financing gap.
- iv. The Authority continued to build capacity of its staff and position them to be able to support all its stakeholders whenever called upon to do so.

3.3 Conclusion

The fifth and last year of implementing the 3rd NPA strategic plan registered the highest level of achievement. The performance was attributable to the timely execution of planned outputs, proper utilization of the funding dispersed to the authority as well as the committed line Minister, Executive Board, Top Management, Management, and the entire staff who continued to stir the Authority towards delivering its mandate. In addition, the technical and financial support from development partners was very instrumental in operationalising the development agenda of the Authority.

Despite registering progress in the implementation of the acquired additional functions of physical and population planning, the physical performance was not captured by the score card used since the outputs were not in the 3rd NPA strategic plan and thus could not be quantified and assessed.

3.4 Planned Outputs for FY 2025/26

The FY 2025/26 is the first year of implementing the fourth NPA strategic plan (2025/26-2029/30) and the approved structure of 300 staff. The structure provides for seven (07) departments where execution of planned outputs will be housed. These include; Economic Planning, National, Regional and Urban Physical and Metropolitan Planning, Population and Social Development, Infrastructure and Digital Transformation, Research and Development Performance, APRM, SDGs Mainstreaming and Partnerships and Board, General Management and Administration

Specifically, each department will deliver the following outputs.

1. Economic Planning:

- a) Develop the NDP IV Communication and Dissemination Strategy as well as spearhead the Change Management Strategy for the Programme Approach,
- b) Develop a Fifteen (15) year development perspective plan,
- c) Provide technical backstopping to 171 M&A and 176 LGs to develop their strategic Plans,
- d) Support the preparation of at least ten (10) Pre-feasibility and feasibility studies,
- e) Review of all project proposals before going to cabinet,
- f) Support the preparation of the Budget Strategy for FY 2026/27,
- g) Prepare at least three (03) regional development plans.

2. Research and Development Performance:

- a. Produce Certificate of Compliance for FY 2025/26,
- b. Commence the Mid-Term Review (MTR) of Vision 2040,
- c. Prepare the National Development Report (NDR) for FY 2024/25,
- d. Deliver key research outputs that inform policy,
- e. Produce Monthly economic Updates for FY2025/26 and the Annual Pulse of the Economy Report for FY2024/25.

3. APRM, SDGs Mainstreaming and Partnerships:

- a. Prepare periodic reports of, National Programme of Action (NPoA) and Country Self-Assessment Reports,
- b. Support the APRM statutory obligations and meetings,
- c. Undertake the Targeted Review Missions consultations as well as the TROIKA activities,
- d. Mobilize and engage National/international stakeholders in the execution of programmes and projects under AUDA-NEPAD and build capacity for secretariat staff and stakeholders involved in the APRM/AUDA-NEPAD,

- e. Undertake preparatory and coordination activities for Uganda's assumption of leadership of the APR Forum of Heads of State and Government and the APRM Troika (2025–2030).

4. Infrastructure and Digital Transformation:

- a. Support the preparation of Railway Transport Master plan (2025/26- 2069/70,
- b. Finalize the National Spatial Data Infrastructure (NSDI) as well as update the geospatial metadata catalogue and shapefiles from the spatial data sources for the geoportal.

5. National, Regional and Urban Physical and Metropolitan Planning:

- a. NPA will support the finalization of GKMA Physical Development Plan,
- b. Prepare three (03) regional physical development plans,
- c. Provide technical and financial support - to develop four (04) detailed plans for Kampala, Gulu, Arua and Jinja cities,
- d. Develop the regulations and attendant guidelines to support the implementation of physical planning Act,
- e. Build capacity for physical planning committees and enforcement teams on physical planning, and
- f. Provide technical backstopping for 3 Cities, 20 Municipalities, 66 Town Councils, 18 District and 77 Sub-counties to prepare their respective Physical Development Plans.

6. Population and Social Sector Development

- a. Disseminate the NDPIV Human Resource Development Plan,
- b. Produce and publish an Annual Status Report on NDP IV-HRDP Education and Skills development,
- c. Develop an Assessment Criteria on the extent of achieving the Basic Requirement and Minimum Standards (BRMS) in primary schools,
- d. Develop and disseminate an annual jobs and scarce skills report,
- e. Develop and disseminate an annual Scarce skills report,
- f. Functionalize the National Population Data Bank,
- g. Prepare the annual State of Uganda Population Report,
- h. Organize and celebrate the 2026 World Population Day,
- i. Prepare for the International Conference on Population and Development (ICPD),
- j. Develop the State of Social Services Pillar of PDM,
- k. Produce the DD Compliance Report,
- l. Conduct Demographic Dividend Modeling to inform various policy papers,
- m. Prepare Local Govt Population Profiles,
- n. Organize Population Advocacy engagements with Parliament, District leaders, political, technical, FBOs, FPBAG, Ambassadors, ULGA and cultural leaders,
- o. Develop and disseminate Information, Education and Communication (IEC) support materials on DD for P&D,
- p. Prepare the population policy M&E framework aligned to NDPIV,
- q. Produce Employment and Skills Status Report,

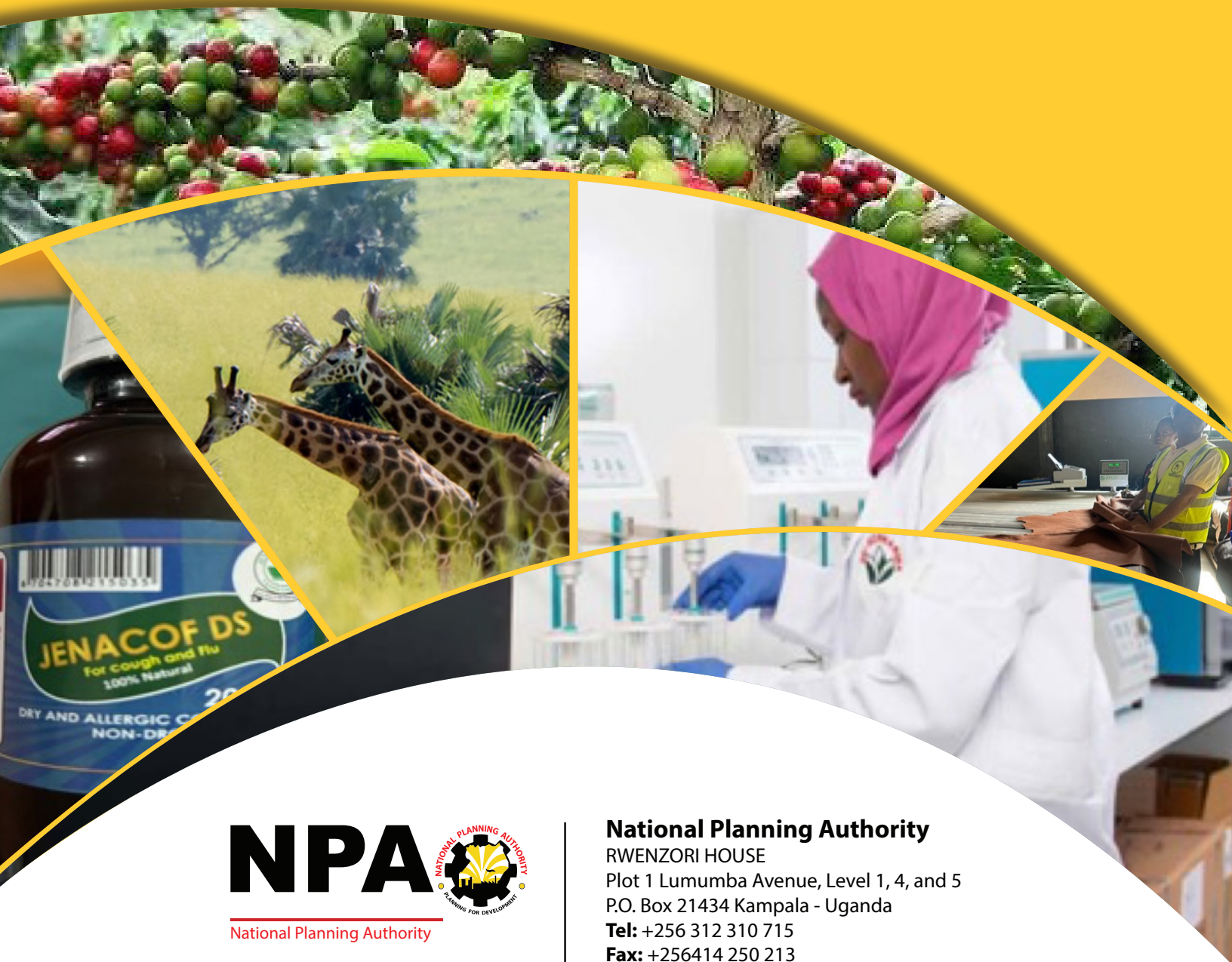
- r. Enhance Capacities of 50 MDAs and 177 LGs for planning and integration Population, Family Health and Manpower and Gender issues,
- s. Produce policy Research Papers (Paper on WASH; Health Financing amidst declining international financing
- t. Conduct in-depth Life-Cycle Analysis of National Transfer Accounts,
- u. Produce a background study to inform the establishment and management of social registry;
- v. Conduct a background study to support development of Health service Delivery Standards among other deliverables,
- w. Produce report on increasing Access to Quality Education among the Ethnic Minorities,
- x. Produce policy paper on the financing of higher education; scaling innovations for the transition of youth in NEETS), and
- y. Functionalize DEMDEV, RAPID and IMPACT Models and MACRO Model for Human Resource Projections.

7. Board, General Management and Administration

The outputs under institutional strengthening aim at enhancing the capacity of the Authority to effectively and efficiently deliver its mandate. In addition, the department houses the two projects of; Construction and Equipping the Planning House and Institutional Development/retooling of NPA. Funding under the retooling project will be for procurement of ICT equipment, furniture and fitting, and Office equipment while funding under the Construction and Equipping of the Planning House will be used to advance construction of the planning House.

In addition, there will be Activities to be implemented under Off-Budget Support in FY 2025/26 and these include;

- i. Coordinate the implementation of Demographic Dividend activities supported by UNFPA
- ii. Strengthening Human Rights in Uganda supported by GIZ.



NPA



National Planning Authority

National Planning Authority

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