



SERVICE DELIVERY STANDARDS

FY 2025/26 - 2029/30

JUNE 2025



FOREWORD

The NPA Act, Cap 202 mandates the National Planning Authority to produce comprehensive and integrated national development plans. The NPA Service Delivery Standards are developed in line with the National Planning Authority (Development Planning) Regulations 2018 which guide that all decentralized departments will produce service and service delivery standards as a basis for planning and budgeting. These standards therefore form the basis for the NPA strategic plan (2025/26-2029/30) objectives and the annualized Results framework which details what the authority intends to achieve over the period of 5 years.



The National Planning Authority has developed its first set of Service Delivery Standards for 2025/26–2029/30. The primary objective of these standards is to clearly define the services NPA is mandated to provide to its stakeholders, as well as the expected quality, timeliness, accessibility, and accountability in service delivery. They are aligned with the Government of Uganda’s Compendium of Costed Service Delivery Standards (2024) and the National Development Plan IV.

As the implementation of the 2025/26–2029/30 Strategic Plan gets underway, these Service Delivery Standards will serve as a critical foundation for strengthening integrated development planning and clarify the roles and responsibilities of all stakeholders while encouraging beneficiaries to actively demand and utilize the services provided by the NPA.

For God and My Country

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Prof. Pamela. K. Mbabazi

CHAIRPERSON

ACKNOWLEDGMENT

The development of the National Planning Authority (NPA) Service Delivery Standards 2025/26–2029/30 marks an important milestone in strengthening institutional performance, accountability, and citizen-centred service delivery. These Standards provide a practical framework for defining the minimum level of services that stakeholders should expect from the Authority in terms of quality, timeliness, accessibility, cost-effectiveness, and professionalism. They also reinforce NPA's commitment to excellence in integrated development planning and effective implementation of the Fourth National Development Plan (NDP IV).



The preparation of these Standards was a highly consultative and participatory process undertaken in accordance with the National Planning Authority (Development Planning) Regulations, 2018 and the Ministry of Public Service Guidelines for the Development, Documentation, Dissemination and Application of Service Delivery Standards. The process involved extensive consultations across the Authority to identify, document, and standardize NPA's core business processes, services, service delivery commitments, performance standards, and accountability mechanisms. The Standards have also been aligned with the Fourth NPA Strategic Plan (2025/26–2029/30), the Government of Uganda's Compendium of Costed Service Delivery Standards (2024), and the relevant national policy and legal frameworks.

I wish to express my sincere appreciation to the Executive Board for providing strategic guidance throughout the development process. I also commend Management, the Technical Committee, all Departments and Divisions of the Authority, and our stakeholders from Government Ministries, Departments and Agencies, Local Governments, Development Partners, the private sector, civil society organizations, and the Ministry of Public Service for their invaluable technical input, commitment, and constructive contributions that have enriched this document.

As we embark on implementing these Service Delivery Standards, I call upon all staff and stakeholders to embrace them as an important management and accountability tool. Their successful implementation will require professionalism, teamwork, innovation, integrity, and continuous monitoring and evaluation to ensure that NPA consistently delivers high-quality services that contribute to Uganda's sustainable socio-economic transformation.

It is my expectation that these Standards will enhance transparency, improve organizational performance, strengthen public confidence in the Authority, and provide a clear basis for measuring our service delivery commitments over the 2025/26–2029/30 planning period.

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Joseph Muvawala, (PhD)
EXECUTIVE DIRECTOR



CERTIFICATE OF APPROVAL FOR THE SERVICE DELIVERY STANDARDS

The Authority has reviewed the **National Planning Authority** Service Delivery Standards and is satisfied that it is aligned to the Ministries, Departments and Agencies (MDA's) Development Plan 2025/26 - 2029/30 and complies with the National Planning Authority (Amendment) Act, 2024, the National Planning Authority (Development Plans) Regulations 2018, issued by the Authority

Date this 29th day.....of.....

A handwritten signature in blue ink, appearing to read 'Dr. Rogers Matte'.

Dr. Rogers Matte

FOR: EXECUTIVE DIRECTOR

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ABBREVIATIONS AND ACRONYMS

APRM	African Peer Review Mechanism
GoU	Government of Uganda
M&E	Monitoring and Evaluation
MALGs	Ministries Agencies and Local Governments
NDP III & IV	National Development Plan Three and Four
NDPF	National Development Planning Forum
NGC	National Governing Council
NPA	National Planning Authority
NPC	National Population Council
NPoA	National Programme of Action
NPPB	National Physical Planning Board
NRM	National Resistance Movement
SDS	Service Delivery Standards

GLOSSARY

Service. This refers to a specific activity or program provided by a government agency or public institution to citizens, businesses, or other stakeholders intended to meet the needs of the public, promote the general welfare, and support the overall development of society

Service delivery. This refers to the way in which a service is provided to customers or clients. It involves the processes, people, tools, and resources used to ensure that a service meets expectations in terms of quality, timeliness, accessibility, and satisfaction.

Standards. Standards are established norms, requirements, or specifications that define the minimum acceptable characteristics, behaviors, or practices for a particular product, service, process, or profession.

Service Delivery Standards (SDS). These refer to the minimum level of expected services in terms of quality, quantity, processes, time, cost effectiveness and coverage that an institution or individual employee commits to deliver to their clients or those that the clients should expect to receive. Documentation of Service Delivery Standards is done at International, National and Institutional levels. Further SDS are categorized in terms of Process, Technical and Professional Standards.

Guidelines. These are general rules, principles, or advice that provide direction and guidance for decision-making, behavior, or action with a purpose to help individuals or organizations make informed decisions, ensure consistency, and achieve specific goals or outcomes.

Regulations. These are rules or laws created by government agencies or other authoritative bodies to control or govern specific activities or behaviors.

Strategic Objectives. Strategic objectives in this context are defined as mandate or functions or services offered by NPA to the general public.

Certification. Refers to an expert review to confirm accuracy, completeness, or adherence to guidelines.

Compliance. An attempt to ensure things are done right, consistently, and to a certain level of quality.

Accountability. Being answerable for the quality, effectiveness, and efficiency of the service provided. Its about taking responsibility for meeting expectations, being transparent about performance, and being answerable for any shortcomings.

Cost. In the context of NPA Service Delivery Standards, cost refers to the money required to deliver a service or the user fee paid to access a service.

EXECUTIVE SUMMARY

The NPA Service Delivery Standards are developed in line with the National Planning Authority (Development Planning) Regulations 2018 which guide that all decentralized departments will produce service and service delivery standards as a basis for planning and budgeting. These standards therefore form the basis for the NPA strategic plan (2025/26-2029/30) objectives and the annualized Results framework which details what the authority intends to achieve over the period of 5 years

Mandate and Vision

The NPA Act, Cap 202 mandates the National Planning Authority to produce comprehensive and integrated national development plans, and this consistent with the vision, ‘To be a Centre of Excellence for Development Planning Propelling Socio-Economic Transformation’

Strategic Objectives

Over the five (05) years, the Authority commits to;

- i. Strengthen capacity for integrated development planning at all levels of Government
- ii. Strengthening research, monitoring, and evaluation of the plan and performance of Government policies.
- iii. Strengthening coordination of strategic partnerships, global and regional initiatives; and
- iv. Strengthening institutional capacity to effectively deliver its mandate

NPA Services

These are enshrined in The NPA Act, Cap 202 and are summarized to include;

- i. Coordinate and harmonize development planning,
- ii. Monitor and evaluate the effectiveness and impact of development programmes and the performance of Uganda’s economy,
- iii. Advise the President on policies and strategies for the development of Uganda
- iv. Support local capacity development for national planning,
- v. Study and publish independent assessments of critical economic and social policy issues,
- vi. Conduct in-depth evaluations of the impact and cost of selected development programs,
- vii. Ensure that all national plans integrate all the cross-cutting issues,
- viii. To hear and determine appeals lodged by persons or local government aggrieved by the decision of the physical planning committee,
- ix. To determine and resolve physical planning matters referred to NPA by local government physical planning committees, and
- x. To exercise general supervisory powers over all physical planning committees.

Scope of Services

The SDS cover all services provided by NPA under the respective departments including; Economic Planning, Population & Social Development Planning, Infrastructure & Digital Transformation, Urban Metropolitan & Regional Physical Planning, Policy Research & Development Performance and the APRM, SDG Mainstreaming & Partnerships Secretariat, all under the oversight of the Executive Board and its secretariat.

Purpose and Benefits of the SDS

These standards establish the minimum acceptable levels of quality, quantity, cost, coverage, technical specifications, and turnaround times that citizens and stakeholders should expect. They serve to provide a clear benchmark for performance and client expectations, empower citizens to demand services and offer feedback, enhance planning, resource allocation, staff motivation, and accountability, promote efficiency, transparency, and continuous improvement, and strengthen demand-side accountability and public trust.

Roles and responsibilities of the key stakeholders.

The implementation and application of the Standard Service Delivery framework will require coordinated efforts from both internal and external stakeholders. Internal stakeholders include the Minister in Charge of Planning, the Executive Board, top management, management, and all staff. External stakeholders comprise the Ministry of Public Service, MDAs, LGs, the private sector, development partners, and the general public.

Monitoring and Evaluation

This is meant to provide data to inform the Authority's leadership and stakeholders about progress registered in development planning and help identify performance gaps. To achieve this, effective monitoring systems, periodic reviews and impact assessment by tracking operational efficiency, customer satisfaction and quality assurance must be adhered to.

CHAPTER ONE: INTRODUCTION ON SERVICE DELIVERY STANDARDS

1.1 Background

Uganda's Constitution guarantees citizens' access to high-quality and cost-effective public services. To deliver efficient, effective, transparent, and accountable services, government institutions must create, document, and apply standards to respond to citizens' needs and achieve national development goals.

The Fourth National Development Plan (NDP IV) under the Public Sector Transformation programme whose goal is; *a public sector that is efficient and responsive to the needs of the public* focus and the programme Objective five (v) is to; **re-engineer the public service delivery business processes** which emphasize 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.

National Planning Authority as a body responsible for comprehensive and integrated development planning in the country is cognizant of the fact that the National Development Plans have not been well implemented as expected and one of the underlying facts is because of lack of National Service Delivery standards and the same challenge persists for MALGs which are responsible for the implementation of NDPs and are key to delivering services to the common person.

The NPA Service Delivery Standards are designed to ensure that the Authority's functions and services are aligned with NDP IV, the Fourth NPA Strategic Plan, and its Annual Workplans. Additionally, the SDS provides a framework through which stakeholders can demand the services offered and hold the Authority accountable for any failure to meet its commitments to the public.

1.2 Functions of The National Planning Authority

The National Planning Authority (NPA) is a statutory agency established under the NPA Act of 2002 (as amended). Its primary mandate is to provide strategic leadership and coordination in Uganda's national development planning process. The functions of the NPA are designed to ensure sustainable and inclusive development, aligned with Uganda's long-term vision and

medium-term development plans. The planning mandate of the Authority has by law been broadened by transferring the functions and powers of the National Population Council (NPC) and the National Physical Planning Board (NPPB) to NPA. Therefore, the functions of NPA are derived from the National Planning Authority (Amendment) Act 2024.

According to the National Planning Authority Act Cap 202, the Authority's primary function is to produce comprehensive and integrated development plans for the country, elaborated in terms of the National Vision Framework, the long-term perspective plans, and the medium-term plans.

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 make 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.

The amendment of section of 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. Analyze, interpret and document demographic trends including fertility, mortality, urbanization 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. Mobilize 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 organizations, 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

The Physical Planning (Amendment) Act, 2024 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 the national, regional, metropolitan, urban and district local government level the following physical planning functions, to;

- i. cause to be prepared national and regional Physical Development Plans (PDPs) for the orderly and sustainable development of Uganda;
- ii. ensure the coordination of the preparation of physical development plans made by local government;
- iii. hear and determine appeals lodged by persons or local government aggrieved by the decision of the physical planning committee;
- iv. 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. 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. approve the District or Urban physical development plans;

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

In addition to the National Planning Authority Act Cap 202, the National Planning Authority (Amendment) Act 2024, and the Physical Planning (Amendment) Act, 2024, there are other frameworks that relate to the roles of the National Planning Authority. The main laws, regulations, framework and guidelines that were consulted while preparing the NPA service delivery standards include.

- a. The constitution of the republic of Uganda, 1995, Articles; 21,22,39,164,189,229, etc.,
- b. Uganda Vision 2040
- c. The Comprehensive National Development Planning Framework,2007
- d. The National Planning Authority (Development Plans) Regulations, 2018, Regulation 28 (1&2),
- e. The National Human Resource Development Framework, 2018
- f. The Public Finance Management Act 2015 as amended, Section 13 (6,7,8 & 9)
- g. The Revised MDAs and Local Government Development Guidelines
- h. Local government Act cap 138
- i. NRM Manifesto
- j. Public procurement and Disposal of Public Assets Act Cap. 205
- k. Public service standing order, 2021

1.3 National Planning Authority Medium Term Strategic Direction

Vision

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

Mission

To lead and Coordinate Integrated Development Planning for sustainable Socio-Economic Transformation

Theme

Advancing Excellence in Development Planning and Plan Implementation.

Goal

To deliver high-quality, integrated development plans and ensure their effective implementation for accelerated economic growth, social equity, and environmental sustainability.

Objectives

- i. To formulate integrated development plans for sustainable socio-economic transformation.
- ii. Strengthen development plan implementation, research, monitoring & evaluation at all levels of government.
- iii. Consolidate collaborations and strategic partnerships for enhanced implementation and coordination of integrated development plans
- iv. Strengthen institutional capacity to achieve the Authority's mandate.

Slogan for the plan

Planning for Uganda's Transformation

The Core values

The Authority 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. NPA core values are described in the in Table 1.1 below

Table 1.1: Description of NPA's 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.
Value	Description
	1.4 Be obedient and strive to live according to God's commandments and teachings. 1.4 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.
6.0 Team work	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

Value	Description
	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.

1.4 The NPA Service and service delivery standards

In line with government policy, NPA has developed its standards for delivering any given service and to ensure there is efficient use of resources and makes it easy to hold the institution and staff accountable and assess service delivery progress. Service and Service Delivery standards are intended to provide a basis for planning, budgeting, and target setting over the medium and long term; define minimum level of services that should be provided; empower service users 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.

1.5 Objectives of the NPA Service Delivery Standards

The National Planning Authority has developed this first version of the Service and Service Delivery Standards with the main objective to define what NPA is mandated to offer to its stakeholders and how it should be offered in terms of quality, timeliness, accuracy and suitability. The Specific objectives are to;

- i. Define the minimum level of services that NPA should provide;
- ii. Empower service providers to demand for services;
- iii. Improve transparency and accountability;
- iv. Promote fairness and equity;
- v. Building a culture of quality management;
- vi. Management of expectations of service recipients; and
- vii. Provide a basis for planning, budgeting, and target setting over the medium and long term

1.6 Methodology of developing the NPA Service and Service Delivery Standards

The process of preparing the NPA Service and Service Delivery was mainly informed by the Ministry of Public Service Guidelines for Development, Documentation, Dissemination and Application of Service Delivery Standards. The process involved; the review of service delivery standards earlier developed by some entities, constituting a technical committee to support the lead division, consultation with departments and management to clearly understand their roles and ensuring that they clearly define their respective business processes, outputs, standards, the service recipients, access criteria to obtain a service, methodology for providing the service and the basic infrastructure required to provide the service.

1.7 NPA Services

NPA services are enshrined in the National Planning Authority (NPA) under the National Planning Authority Act of 2002 (as amended) whose primary mandate is to provide strategic leadership and coordination in Uganda's national development planning process. The functions are designed to ensure sustainable and inclusive development, aligned with Uganda's long-term vision and medium-term development plans. The planning mandate was broadened with the transfer of population and Physical Planning functions to the Authority as stated in National Planning Authority (Amendment) Act 2024. Further, NPA services come as Directives H.E the president of Uganda, Cabinet, Parliament and from other key government ministries and agencies.

a. Summary of services/functions as in the NPA Act 2024

- i. Coordinate and harmonize development planning in the country including the; preparation of feasibility studies for strategic public and private investments and review and clearance of loan proposals
- ii. Monitor and evaluate the effectiveness and impact of development programmes and the performance of Uganda's economy;
- iii. Advise the President on policies and strategies for the development of Uganda;
- iv. Support 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. Study and publish 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. Conduct in-depth evaluations of the impact and cost of selected development programs;
- vii. Ensure that all national plans integrate all the cross-cutting issues
- viii. To hear and determine appeals lodged by persons or local government aggrieved by the decision of the physical planning committee;
- ix. To determine and resolve physical planning matters referred to NPA by local government physical planning committees;
- x. To exercise general supervisory powers over all physical planning committees;
- xi. The coordination and facilitating function of the Executive Board, Human Resource and General Management

1.8 Standards

Standards are established norms, requirements, or specifications that define the minimum acceptable characteristics, behaviors, or practices for a particular product, service, process, or profession. In the context of the Service Delivery Standard as guided by Ministry of

Public Service, standards are defined in the terms of Quantity, Quality, Cost, Time, Process, Accessibility and Coverage with every service provided should conform to one or more of the defined standards.

CHAPTER TWO: IMPLEMENTATION OF SERVICE DELIVERY STANDARDS

This chapter covers the principles, strategies, roles and responsibilities of different stake holders towards implementation of services to the target recipients.

2.1 Principles Guiding the Preparation of Service Delivery Standards

Implementing the Service Delivery Standard involves understanding and observing the following key principles;

Target Focus: The planning process should ensure that interventions are focused at the key stakeholders and services tailored to the holistic needs the institution.

Participation: NPA should seek to enhance the participation of all beneficiaries of integrated development planning. In the implementation and monitoring of the standard service delivery guidelines, it is crucial to have active beneficiary feedback. This participation will enhance the quality of services and help to ensure that services are being provided according to the true socio-economic transformation of all stakeholders.

Evidence-based: Integrated development planning interventions should be evidence-based in order to address the development planning needs. Programs should apply available evidence to tailor activities and services accordingly and place a particular focus on monitoring and data collection to generate evidence for improving service delivery mechanisms.

Gender and Equity sensitive: Consideration of gender and equity in service provision is an important principle that these standard service delivery guidelines promote. Planning should ensure that interventions and services meet the special individual needs of both men and women, boys and girls despite the difference in gender.

Confidentiality: To obtain the desired results, confidentiality should be observed in all aspects of the planning. Integrated development planning involves a number of stakeholders and these come with different expectations to be addressed. As a body responsible for planning all expectations should be attended with at most confidentiality as a way of promoting balanced and inclusive development.

Coordination: Planning needs are not only addressed by a single organization but through collective coordination. It involves working together with different stakeholders in order to identify and provide solutions to problems affecting the well-being of people. Well-coordinated interventions reduce resource wastage, and duplication since it focuses on service delivery to intended beneficiaries.

Value for money: The SDS should aim at ensuring that all planned and budgeted resources are optimally utilized in providing a service to the intended beneficiaries not compromising the quality of the service and ensuring sustainability

Transparency: Development Planning decisions and actions should be provided with openness without discrimination.

Professionalism: Service delivery standards should adhere to the public service code of conduct and NPA Core values as well as exhibit a high level of competence and best practices.

Cost Effectiveness. This involves optimal use of resources including time in attainment of service delivery objectives.

Effectiveness. Achieving the intended results in terms of quality and quantity in accordance with set targets and performance standards for service delivery.

2.2 Strategies to implement the Service Delivery Standards

The following strategies should be adopted by NPA to ensure that Service Delivery standards are implemented, these involve;

Capacity-building: All key stakeholders involved in providing service and support to planning should ensure that users of the Standards, at all levels, are trained in the application of the Guideline. The stakeholders should also ensure implementers have the technical, financial, and managerial capacities necessary to successfully utilize the Service Delivery Standard Guidelines.

Use of Existing Coordinating Mechanisms at all Levels: There are a number of existing structures that support planning from the national to the parish level. Planning should be built upon these existing structures to promote the use of the standards rather than establish new ones.

Partnerships: Partnering and collaborating with other actors involved should enhance the ability to apply the three-one principle, (one coordinating body; one agreed framework, and one M & E system thus allowing the Standards to be utilized at a greater scale and impact.

Linkages and Integration: Programs should facilitate linkages and referrals with other services to fill gaps that may be identified. Service gaps can be overcome through referral linkages and integration.

Resource Mobilization: Short-term and long-term plans of action for resource mobilization should be a part of every organization or group providing services and support for planning. Resource mobilization may be done both domestically and internationally.

Sectoral Mainstreaming: Mainstreaming of services in key sectors such as Industry, services, education, health, and youth development to expand the scope for service delivery. Once

mainstreaming is achieved, stakeholders should ensure that Standard Service Delivery Guidelines are applied by actors in the aforementioned sectors to ensure the quality-of-service delivery to all stakeholders.

Understanding the risks and how to mitigate them: This involves identifying potential threats or challenges that could impact delivering a service and institute measures to reduce the likelihood or impact of those risks.

2.3 Roles and Responsibilities of Stakeholder

The application of the Standard Service Delivery Guidelines will require concerted efforts of internal and external stakeholders. The internal stakeholders include; the Minister in Charge of Planning, Executive Board, Top management, Management, all staff and external stakeholders whereas the external stakeholders include; Ministry of Public Service, MDAs, LGs, Private sector, Development Partners and General Public.

Specific roles and responsibilities for each level will include the following:

2.3.1 Internal Stakeholders

Minister in Charge of Planning. The minister will

- i. Provide Strategic Oversight specifically linking the targets within the strategic plan to the services to be delivered to the clients,
- ii. Enforcing quality assurance, accountability, and aligning institutional performance with citizen expectations,
- iii. Citizen empowerment by ensuring that standards enable citizens to demand services and evaluate performance

Executive Board. The Executive Board will;

- i. Provide guidance and leadership,
- ii. Create conducive environment for actors (including policies and strategies),
- iii. Ensure necessary resource mobilization,
- iv. Create partnership networks with and coordinate key partners and stakeholders,
- v. Resource mobilization and allocation, implementation, and monitoring and evaluation,

Expanded Board

- i. Offer expert opinion and guidance to executive board on how NPA services can reach the target clientele.

Top management

- i. Define the services and the relevant policies and strategies required to deliver a service
- ii. Ensure proper resource allocation and utilization,
- iii. Ensure that the Standard Service Delivery Guidelines are in place to promote quality services;
- iv. Provide capacity building programs to implementing partners; and
- v. Ensure accountability for the service and resources provided

Management

- i. Implement policies, oversees operations, and ensures teams meet service standards
- ii. Mobilize community and resources to support service delivery;
- iii. Actively monitor and evaluate program implementation and service delivery; and
- iv. Document and disseminate promising practices and lessons learned.

All staff

- i. Identify planning needs in collaboration with key actors,
- ii. Participate in program planning, implementation, monitoring and evaluation and reporting of planned activities aimed at ensuring service delivery

2.3.2 External Stakeholders

Unlike the Ministry of Public Service which provided the guidelines for preparing the service and service delivery standards, the roles of other stakeholders are mainly about ensuring the implementation of the services.

CHAPTER THREE: MONITORING AND EVALUATION OF THE STANDARDS

The existing NPA monitoring and evaluation system will capture data on routine services delivered at different levels. This data informs NPA leadership and stakeholders about progress registered in development planning and help identify performance gaps. Routine monitoring will complement information about the number of services delivered to better demonstrate that the care provided was up to the standard depending on the guidelines.

Routine monitoring of quality is a powerful way to assure that stakeholders are meeting objectives in providing quality service to all stakeholders. It will be necessary to collect information on a routine basis to ensure that guidelines are implemented correctly and to provide a knowledge base for periodic program evaluation. Use of standard checklists by all stakeholders to monitor quality of service ensures that all indicators are covered and will assist in documenting comprehensive and comparable data on provision of services over time. These checklists will aid in conducting organized monitoring of implementation of the standard and developing corrective actions in order to achieve desired outcomes.

3.1 Critical considerations in monitoring standards

Effective monitoring system and clear procedures must exist or be established to ensure that confidentiality of the information regarding planning is achieved.

Careful advance planning is crucial for data collection from stakeholders. Data collectors need to think through the consequences, both intentional and unintentional, of the information-gathering activity on stakeholders.

3.2 Monitoring the Implementation of the Standards

Monitoring of quality should be done at various levels. Internal monitoring of day-to-day activities compared with the quality standard has to be done routinely by all level implementers to ensure provision of quality service. Joint schedule for monitoring should also be established by top leadership and managers at various levels to minimize the burden on providers. However, as quality improvement is an interactive process, joint monitoring supervision should be conducted regularly at least on bi-annual basis so as to modify the process of implementation.

3.3 Review of Service Delivery Standards

NPA Service Delivery Standards will be reviewed every 5 years to capture emerging services. 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 inform 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

3.4 How to Measure the Impact of the Standard Service Delivery Guidelines

The SDS will be evaluated based on the performance indicators as in the NPA strategic plan, particularly in informing NPA strategic planning, budgeting and resource allocation. In addition, assessing the performance in line with the standards will help to look for the achievement of the intended outcomes to planning. Monitoring systems have to be designed so that data is collected and compiled at various levels in a pyramid structure. Possible modalities for monitoring and evaluation include:

- a. Service coverage specifically data on output level indicators will be captured through the routine M&E system;
- b. Outcome level indicators are monitored from large-scale surveys like the National Labor surveys, House Hold survey, and others;
- c. Evaluation studies (process and outcome evaluation) will also be conducted to gain detailed information on the extent of implementation of quality service in line with all quality dimensions and to explore the why and how part of program implementation; and
- d. Conducting regular supervision to ensure and monitor the implementation of the standard and identify challenges faced in the implementation process is also needed.

Overall, in order to measure the impact of service delivery standards, NPA will track key performance indicators in three areas:

- (i) Operational efficiency,
- (ii) Customer satisfaction, and
- (iii) Quality assurance.

The Key metrics for measuring performance in the above areas are listed below by area.

Table 2.1: Impact assessment Metrics for Service Delivery Standards

Key Results Area (KRA)	Key Performance Indicator (KPI)	Means of Verification (MoV)	Remarks
Operational efficiency	The percentage of services delivered within agreed-upon timeframes	Quarterly dashboard / Reports	Real-time dashboards exist to give staff warnings before a target is missed will allow for escalation
	Mean Time to Resolution (MTTR)	Registry Filing System Quarterly Update	The average time taken to fully resolve a customer issue. Tracking system of internal processes and customer issues in the registry will be functional.
Customer satisfaction	Customer Satisfaction Score (CSAT)	(i) Service Delivery Survey for NPA (ii) MTR and End Evaluation of the Strategic Plan	The indicator measures the immediate satisfaction with a specific service interaction.
	Customer Effort Score (CES)	(i) Service Delivery Survey for NPA (ii) MTR and End Evaluation of the Strategic Plan	The indicator will evaluate how easy it was for the customer to get their issue resolved.
Quality assurance	On-time Delivery Rates	(i) Activity Completion Report (ii) Quarterly Unit/Division Reports	The percentage of services or products delivered within the promised time will be monitored.
	Error Rates/Accuracy	Annual NPA Report	The expected percentage of services delivered without errors or defects is the target and is 100 percent.

Table 3.1: Service Delivery Standards by function and Strategic Objective (Strategic Plan 2025/26 -2029/30)

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
Function 1: Coordinate and harmonize development planning in the country								
Objective 1: Strengthen capacity for integrated development planning at all levels of Government								
1. The National Development Plan	Timely production and approval of coherent National Development Plan	1. The new national development plan will be adopted six months before the expiry of the current plan, once in five (05) years, and aligned to Vision 2040, SDGs, Agenda 2063, EAC Vision 2050, and approved by cabinet. 2. The plan will be Prepared and reviewed in line with the 5-year and annual planning cycles, and produced through a process that is participatory, inclusive, gender-responsive, and evidence-based planning, guided by approved national planning guidelines. 3. A clear, detailed and well-articulated NDP including key development planning aspects like: Situation Analysis and Context Setting; the Strategic Direction; Macroeconomic Framework; Financing; Detailed Programme Chapters; Costing; Risk Management; Implementation Coordination, and Monitoring & Evaluation. 4. On completion, the plan will be publicly available through NPA publications, official reports, and website.	Cabinet, MDAs, LGs, Development Partners, Private Sector, CSOs	Statutory mandate under the NPA Act and formal participation in national planning processes	Stakeholder consultations, sector hearings, technical reviews, macro-economic and sector modeling, validation workshops	Planning and macro-economic modeling software, national statistical databases (UBOS), ICT systems, economists, planners, policy analysts	None	Strategic Planning Division
2. Multi-sectoral plans	Improved coordination and coherence of cross-cutting sector interventions	5. Multi sectoral plans will have a national coverage, produced in a participatory manner, on annual or medium-term basis, and will be coordinated, harmonized, and produced ensuring internal and external consistency, elimination of duplication; six months before a new NDP is approved.	MDAs, Sector Working Groups, Development Partners	Sector mandate and participation in inter-sectoral coordination structures	Joint sector reviews, Technical Working Groups (TWGs), harmonization meetings, analytical assessments	Sector data systems, coordination platforms, technical experts, planners	None	Strategic Planning Division

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
	Nutrition planning and implementation frameworks across MDAs and LGs	6. All districts, cities, and relevant MDAs will develop nutrition planning and implementation frameworks through a process detailed in the business process document, guided by a needs assessment, priorities informed by the burden of disease, cost-effectiveness, gender and equity sensitivity, and reviewed at two- and half-year intervals. 7. The nutrition frameworks will be climate smart, aligned with the sustainable food systems approach, the SUN movement frameworks and global nutrition targets and approved by NPA, OPM, MoLG, MWE at national level, and by Districts Councils at subnational level 8. All developed frameworks should be costed with clear implementation and financing strategies, accessible online, in hardcopy and cover the entire legal jurisdiction.	i. Office of the Prime Minister ii. Ministry of Health iii. Ministry of Agriculture, Animal Industry and Fisheries iv. Ministry of Education and Sports v. Ministry of Gender, Labour and Social Development vi. Ministry of Trade, Industry and Cooperatives vi. Ministry of Local Government and Local Governments viii. District Nutrition Coordination Committees (DNCCs) ix. Development Partners x. Nutrition implementing NGOs and CSOs xi. Private sector	i. Universal public access to approved nutrition plans and reports ii. Participation in planning processes: - Stakeholder registration through sector coordination mechanism - Membership in District Nutrition Coordination Committees - Active participation in SUN platform iii. For implementers: - Technical capacity in nutrition	i. Participatory planning approach with multi-stakeholder engagement ii. Baseline data collection through: - Water source functionality surveys - Sanitation coverage assessments (household, institutional) - Hygiene practice observations and KAP surveys - Climate vulnerability assessments iii. WASH needs analysis using: - Population projections and growth rates - Current coverage gaps analysis - Service level	i. Human Resources: - WASH planning specialists - Water engineers and hydrogeologists - Environmental health experts - Social development experts - GIS and data analysts - M&E specialists - Community mobilizers ii. Technical Tools and Equipment: - Planning software (MS Project, Primavera) - GIS mapping tools - Water source GPS mapping devices - Water quality testing kits - Data collection tools - Statistical analysis software (STATA, R, Excel) iii. Data and Information	N/A	Family Health and Nutrition Division

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
			xii. Faith-based organizations xiii. Community structures (VHTs, Mother Support Groups) xiv. Schools and Parent-Teacher Associations xv. Health facilities and nutrition rehabilitation center	programming - Alignment with national nutrition priorities iv. For school feeding: - School enrollment and attendance data - School infrastructure for food preparation - Community contribution commitment v. For nutrition service providers: - Trained health workers and community volunteers - Basic nutrition commodities and equipment	assessments (basic, safely managed) - Equity analysis (urban/rural, disability, gender) iv. Priority setting through: - Multi-criteria analysis - Cost-benefit analysis - Community prioritization exercises v. Plan development using: - Logical framework approach - Theory of change - Results-based management frameworks vi. Costing methodology: - Infrastructure investment costs (CAPEX) -	Systems: - Access to WASH Management Information Systems - UBOS population and demographic data - Climate data and projections - Geological and hydrogeological maps - Previous WASH MDA reports and evaluations iv. Physical Infrastructure: - District Water Office - Computer labs for GIS and data analysis - Meeting/training facilities for consultations - Vehicles and motorcycles for field assessments - Communication equipment v. Reference Materials: - NDPs - WASH Planning		

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
					Operations and maintenance costs (OPEX) - Capacity building and software costs - Lifecycle cost analysis vii. M&E framework with SMART indicators linked to WASH MIS and DHIS2	frameworks - Planning guidelines and standards - MDA performance reports - Technical design manuals - Costing norms and price schedules		
3. MDA and LGs Strategic/Development Plans	Alignment of institutional strategies with national development priorities	9. All MDAs and LG strategic plans will be developed in line with the guidelines for strategic planning and appraisal, and ensuring 100 percent alignment to the NDP within six (06) months of the approval of the NDP, embracing the programme approach and reviewed periodically at annual, two and half year, and end of term intervals	Ministries, Departments, Agencies and LGs	Formal submission of draft strategic plans in line with NPA guidelines	Technical appraisal, compliance assessment, structured feedback, advisory support	Strategic planning guidelines, trained analysts, document management systems, ICT tools	None	Strategic Planning Division
4. NDP Macroeconomic Framework	NDP Macroeconomic Framework	10. A single macroeconomic framework covering the 4 sector accounts (real, Fiscal, External & Monetary) is developed once every five years and approved as part of the NDP, following a process that takes into account technical input from economic management stakeholders, the use of economic statistics, scenario simulations and report.	Economic Management MDAs (NPA, BOU, UBOS)	Voluntary dissemination and or upon request by MDAs	Technical consultations, economic statistics data gathering, processing, simulations and report writing	Economic models and modelling techniques, econometric and economy-wide modelling software, spreadsheets and computer programs.		Macroeconomic Analysis Division

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5. National Planning Data Systems and Digital Platforms Operationalized	System availability rate; No. of tools developed; Data accuracy rate	11. 99 percent digital data availability, with 3-dimension tools developed, and 95% data accuracy guaranteed through secured and validated dataset.	All staff	Approved data rights	Data lifecycle management	Data centre/cloud, analytics tools	No fees	Digital Transformation Division
		12. System development, deployment and maintenance is compliant with national geospatial & SDI standards and in interoperable formats						
6. Geospatial Metadata Development and Standardization Strengthened – Develop, standardize and maintain national planning geospatial metadata frameworks	No. of geospatial datasets standardized; Metadata compliance rate; No. of geospatial standards developed	13. Standardize 80% priority datasets annually and develop/update metadata standards, Compliant with national geospatial & SDI standards; Interoperable formats and accessed via GIS Platforms	Planners, GIS analysts, Policy makers	Authorized access to geospatial systems	Spatial Data Infrastructure (SDI) methodology ; ISO metadata standards	GIS software, spatial databases, geo-servers	No fees	Digital Transformation Division
7. NDP Projects Investment Plan	% of projects in PIP aligned to NDP priorities; Number of projects ongoing projects; Number of projects under preparation; Number of project ideas	14. A PIP fully incorporating NDP priorities, and compliant with PIM guidelines, and fiscal framework is launched along with the NDP.	MDAs, LGs, Cabinet, MoFPED, Development Partners	On NPA Website and Hard copies	The PIP is developed and managed through a structured, evidence-based public investment management approach that ensures strategic alignment, quality at entry, and fiscal realism. The methodology begins with translating NDP priorities into investment areas and issuing guidelines to	Offices, ICT systems, Technical Staff	NA	Project Development and Investment Planning Division
		15. The PIP is prepared and accessed on completion by all MDAs and LGs through a 7step process including: a call for project submissions from MDAs, screening of project submissions, DC gateway reviews using the IBP, appraisal of all projects, prioritization and integration into one programme, validation and approval. - Accessed by all MDAs and LGs						

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					MDAs to submit project profiles. Submitted projects undergo systematic screening for strategic relevance, completeness, and compliance with PIM requirements. Additionally, Projects undergoing DC appraisal processes are considered based on DC recommendations and progression. New projects are subjected to Development Committee (DC) gateway reviews during the planned period, including profiles, pre-feasibility and			

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					feasibility appraisal. Concurrently , fiscal affordability and financing options are assessed in collaboration with MoFPED to ensure consistency with the medium-term fiscal framework (projected resource envelope). Projects are then prioritized using transparent criteria such as strategic impact, readiness, regional balance, and value for money etc. The draft PIP is compiled, validated through stakeholder consultations , and refined based on			

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					feedback. Finally, the PIP Annex is endorsed and approved with the NDP.			
8. National Human Resource Development Plans (5-year, 10-year, and 30-year) produced and disseminated.	Availability of the five-year National Human Resource Development Plans.	16. The NHRDP is developed in line with the NDP, the CNDPF, the National Human Resource Development Planning Framework (NHRDPF) and launched along with NDP, explicitly showing the labor market demands in the country every five years	Cabinet, Parliament, All MDAs, LGs, Development Partners, Academia, Public	On NPA Website and Hard copies	1. Through workshops 2. Sharing on the NPA website	1. Development Planning Guidelines and Regulations 2. Policies and laws 3. Human Rights-Based Approach planning tool 3. Programme aligned professionals 4. Sector specialists 5. MDA and LGs Planning Units 6. Applicable legal and regulatory frameworks 7. Funding 8. Modeling tools	N/A	Human Resource , Education & Gender Division
		17. The plan is produced in a process that includes: Data compilation, Data analysis, Consultations, Drafting of the plan, Validation, Approvals, Printing, and Dissemination in hard and digital forms.						

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9. Human Resource Development Planning Guidelines for MDAs and LGs developed and operationalized	Human Resource Development Planning Guidelines for MDAs and LGs in place.	18. Human Resource Development Planning Guidelines for MDAs and LGs are revised every five years, are aligned to the National Human Resource Development Plans and disseminated through circulars, briefings, training workshops, technical backstopping and digital access.	All MDAs, LGs, Development Partners, Academia, Public	On NPA Website and Hard copies	1. Through training and workshops 2. Sharing on the NPA website	1. Development Planning Guidelines and Regulations 2. Policies and laws 3. Human Rights-Based Approach planning tool 3. Programme aligned professionals 4. Sector specialists 5. MDA and LGs Planning Units 6. Applicable legal and regulatory frameworks 7. Funding 8. Modeling tools	N/A	Human Resource , Education & Gender Division
		19. The HRDP Guidelines for MDAs and LGs are developed through a process that involves: Data compilation, Data analysis, Consultations, Drafting of the guidelines, Validation, Approvals, Printing, and Dissemination through circulars, briefings, training workshops, technical backstopping and digital access.						
10. Annual State of Education Report produced	Annual State of Education Report in place.	20. The State of Education Report is developed in a timely manner (annually), accurate and comprehensive through a process involving; Data compilation, Data analysis, validation, approval, and is disseminated online and workshops	MOES, Education stakeholders	On NPA Website and Hard copies	Research, report writing and dissemination	1. Research officers, data analysts, report writers and editors 2. Computers, data analysis software, report design software	N/A	Human Resource , Education & Gender Division
11. BRMS and other standards in Education & Skills developed and effectively implemented.	% of primary and secondary schools compliant with BRMS and approved standards	21. BRMS and other standards in Education & Skills are developed annually using BRMS tools standardized, against directorate of Education standards through a process of needs assessment, tool development, Training, and roll-out Monitoring, and should be available to all education & skilling MDAs.	MDAs, LGs, Education Institutions, Regulatory Agencies	On NPA Website and Hard copies	Capacity building workshops, coaching, system reviews, compliance audits	M&E specialists, IT support, trainers; laptops; projectors; BRMS templates; transport	N/A	Human Resource , Education & Gender Division
		22. At least 0.9 percent of primary and secondary schools compliant with BRMS and approved standards						

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12. Up to date database (dataset) on Education, Skilling, and Human Capital Development maintained	Functional Database on Education, Skilling, and Human Capital Development in place	23. The single database on Education, Skilling, and human capital development should have accurate, complete and timely data, and it should be accessible to authorized personnel	MOES, Education stakeholders	Request access through NPA (IT Department)	Through dissemination workshops and NPA website	1.Funding 2.Data on education issues	N/A	Human Resource , Education & Gender Division
13. Regional Development Plans	Number of Regional Development Plans	24. 10-year Regional Development Plans for at least 5 regions should be aligned to the Vision 2040, NDP, SDGs, Agenda 2026; be evidence based and developed through a participatory & consultative manner, approved and certified by NPA; and accessed online and by hardcopies 25. The process for developing the regional development plans should include: initiation and policy direction, situational analysis, stakeholder engagement, drafting of regional development plans, management and board review, consultations and validation, MoFPED and OPM input, final drafting and incorporation of inputs, cabinet submission and approval, parliamentary adoption, finalization, dissemination and launch	LGs	Open through the website	Initiation and policy direction, Situational analysis, Stakeholder engagement, drafting of regional development plans, Management and Board Review, Consultations and Validation, MoFPED and OPM input, Final drafting and incorporation of inputs, Cabinet submission and approval, Parliamentary adoption, Finalization, dissemination and launch	Laptops, Vehicles, Human Resource, External Hard Drives, Flash Disks	N/A	Regional , Urban and Local Government Development Planning Division

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
14. Review of National Physical Development Plan	30 years National Physical Development Plan (PDP) reviewed.	26. At least once every five years, the 30-year National Physical Development Plan (PDP) will be reviewed, in a participatory manner involving lead MDAs, LGs, private sector, development partners, and academia, and the process will include integration and alignment of physical planning and socio-economic development in line with the National Physical Planning Standards and Guidelines. 27. The review of the 30-year PDP will be done six months before the new PDP is adopted, with the current National Physical Development Plan reviewed in FY 2029/30	MDAs; LGs; private sector; development partners; academia; and general public.	Browse the NPA website npa.go.ug or obtain hardcopies	Public participation, engagement and workshops on the review of National Physical Development Plan	Internet to browse NPA website, and access to printed copies	Respective Urban and District LGs will pay approval fees for the Physical Development Plans as per the Physical Planning Regulations, 2011, and Guidelines for Preparation, Submission and Approval of Physical Development Plans that is:	Department of Regional, Metropolitan and Urban Physical Planning

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
							District	
15. Preparation of Regional Physical Development Plans	30 years Regional and Metropolitan Physical Development Plans (PDPs) prepared.	28. At least one 30-year Regional and Metropolitan Physical Development Plan developed, Integrating and aligning physical planning and socio-economic development, in line with National Physical Planning Standards and Guidelines and in a participatory manner involving lead MDAs, LGs, the private sector players, development partners, academia, and can be accessed online and in hardcopies.	MDAs; LGs; private sector; development partners; academia; and general public.	Browse the NPA website npa.go.ug or obtain hardcopies	Public participation, engagement and workshops in the preparation of Regional Physical Development Plan	Internet to browse NPA website, and access to printed copies	N/A	Department of Regional, Metropolitan and Urban Physical Planning
16. Approval of Urban and District Physical Development Plans	15 years Urban and District Physical Development Plans (PDPs) approved.	29. At least one 15-year Urban and District Physical Development Plan (PDPs) developed and approved in five years through a participatory process in line with National Physical Planning Standards and Guidelines and approved 30. The process for development and approval will take not more than 90 working days as stipulated in the Guidelines for Preparation, Submission and Approval of Physical Development, and will be accessible on NPA website, on the respective Urban or District LG website and in hardcopies	MDAs; LGs; private sector; development partners; academia; and general public.	Browse the NPA website npa.go.ug, respective Urban or District LG website or obtain hardcopies	Provide technical support in the preparation of Urban or District Physical Development Plans based on individual local government requests, and form a Multi-Agency for the review of the final draft Urban or District	Internet to browse NPA website, respective Urban and District LG websites and access to printed copies	Respective Urban and District LGs will pay approval fees for the Physical Development Plans as per the Physical	Department of Regional, Metropolitan and Urban Physical Planning

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					Physical Development Plans to inform Board decisions		1 Planning Regulations, 2011, and Guidelines for Preparation, Submission and Approval of Physical Development Plans that is: District Physical Development Plan (UGX 1.0 Million); City Physical Development Plan (UGX 2.0Million); Municipal	

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
							Physical Development Plan (UGX 1.0Million); and Town Council Physical Development Plan (UGX 0.5 Million)	
18. Local Government Population Profiles	Local Government Population Profiles developed	31. Targeted number of LGs per FY will develop Population Profiles using standardized indicators and templates to collect, submit, validate, and profile data. The profiles will be accessed at National and subnational levels through soft and hard copies.	Regional and LG level	Formal requests from stakeholders, participation in NPA engagements and availability of LG Population Profiles	Data collection, drafting of the profiles, reviews, validation and dissemination	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
19. Population events	Annual national WPD commemoration	32. The National World Population Day Commemoration will be initiated annually at least 3 months before 11th July of every year in consultation with relevant stakeholders. The process of commemoration will include having a Cabinet Information paper approved, a theme adopted and advocacy messages aligned to population priorities in NDPs used. Participation in the commemoration is through official invitation, and inclusion based on relevance to population theme, and will ensure selection of disability-friendly venues and inclusive participation	Policy and decision makers in cabinet, the private sector, media, Development partners, cultural leaders, religious leaders and general population	Formal engagement of stakeholders at all levels	Theme development, stakeholder engagements, procurements, commemorations and reporting	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination
20. GoU/UNFPA Country Programme coordination	Existence and functionality of a multisectoral coordination mechanism	33. The Existence and functionality of the GoU/UNFPA Country Programme coordination will be multi sectoral and effective at a minimum score of 80% achieved evidenced through quarterly meetings and annual reviews. The process for ensuring this functionality will include a stakeholder mapping, development of ToRs and holding regular meetings at national and sub-national levels in five-year cycles	MDAs, LGs, Development Partners, CSOs, Private Sector, Academia	Development partner, implementing partner and programme beneficiary	Multi-sector stakeholder engagement meetings, technical working groups, joint planning and monitoring	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination
	Existence of Partner agreements and MoUs	34. Annual Population programme Development Partner Agreements and MoUs will be signed, timed in line with the GoU and UN partnership guidelines, and operational partnership agreements and MoUs supporting programme implementation within approved MTEF ceilings per year.	Compliance with partnership and reporting timelines	National and sub-national level	Signing MoUs, development of annual work plans, implementation of plans, and reporting	Approved partnership framework and mutual commitment to programme objectives, equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
21. Service delivery standards	% of SDS certificated issued to MDAs	35. One set of NPA service and service delivery standards will be developed once every 5 years in conformity to the NPA planning regulations (2018) 28 (2) that mandates the Authority to review and certify the service delivery standards prepared by a decentralized planning institution before approval. The timing of the SDS will be six months before and after NDP launch, to ensure the Service standards inform planning, but also to ensure new development targets are supported with sufficient standards of service delivery. 36. NPA, on receipt of draft SDS from MDAs will review of SDS as per NPA regulation (2018) 28(2) within 5 working days of submission. 37. ED issues a signed certificate to MDA within 5 days if in agreement with the final version.	MDAs	Through meetings, email and telephone interactions	Through Support meetings, and Reviews	Staff, stationery, fuel, airtime, data	NIL	Division of Governance and Public sector Management
22. An Assessment Framework for SDGs and Other International Frameworks for Development Plans and Budgets	Assessment framework developed and approved % of plans and budgets assessed using the framework	38. A comprehensive framework for the assessment of SDGs, Agenda 2063, EAC Vision 2050, Vision 2040 and other International Frameworks for Development Plans, and Budgets will be developed in the final year of implementing the NDP cycle, and this will be done in a consultative manner involving drafting, formulation, validation, approval and application. The framework will be accessible online and in hard copy.	MDAs LGs MoFPED OPM	Engagement through official NPA planning and budget review processes	Technical framework development Analytical tools and scoring matrices	Assessment tools and templates Technical staff (planners, economists, M&E specialists)	None	SDG Mainstreaming & Partnerships Division
23. Alignment Report of the NDP to Regional and International Development Frameworks	Alignment report produced and disseminated	39. One evidence based analytical report on the alignment of the NDP to Regional and International Development Frameworks will be developed once per NDP cycle and updated on demand. The process for development of this report will follow the steps of assessment framework development, mapping, analysis, validation, reporting and dissemination. The report will be accessed publicly.	Cabinet Parliament MDAs and LGs Development Partners	Access through official NPA dissemination channels	Desk review and analytical mapping of frameworks	Data systems Analytical software Technical staff	None	SDG Mainstreaming & Partnerships Division

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24. Coordination and Domestication of Global and Regional Development Agendas into National Planning Processes	Number of global/regional agendas domesticated	41. All applicable global and regional frameworks during NDP will be domesticated during the NDP formulation process. The process involves Stakeholder's engagements, framework mapping, policy guideline and integration at national level.	MDAs LGs Development Partners	Participation through national planning and coordination platforms	Policy coordination and technical advisory	Meeting facilities Policy briefs Technical staff	None	SDG Mainstreaming & Partnerships Division
25. Planning and Mainstreaming Technical Working Group (TWG) Meetings	Number of TWG meetings held	42. At least 4 Planning and Mainstreaming Technical Working Group (TWG) Meetings will be held per financial year, to deliberate on the NDP IV, SDGs, and Agenda 2063 and attended by representatives of sectors and programmes.	MDAs LGs CSO Private Sector Development Partners	Nomination through relevant institutions or TWG membership	Structured technical meetings and consensus-building	Meeting venues Virtual platforms Secretariat support	None	SDG Mainstreaming & Partnerships Division
	% of agreed action points implemented							
26. Strengthened Multi-Stakeholder Partnership Coordination	Number of coordinated partnerships	43. At least 1 national partnership coordination forum aligned to NDP IV priorities and SDGs established annually by open invite or from accredited stakeholders	MDAs CSOs Private Sector Development Partners	Invitation or accredited stakeholder status	Partnership coordination and information-sharing mechanisms	Partnership databases Communication platforms Technical staff	None	SDG Mainstreaming & Partnerships Division
	Reduction in duplication of partner interventions							

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27. Undertake preparation of feasibility studies for strategic public and public investment studies	Number of prefeasibility and feasibility studies prepared	44. At least 10 feasibility study report produced every year in line with the PPF Operational and Governance Framework, MDAs/CAs access and use PPF funding through a sequenced process including: eligible DC-cleared profiled projects submitted with a formal application; the PPF Secretariat screens for completeness and eligibility; appraisal is conducted against NDP alignment, readiness, and prioritization criteria; the PPF Committee decides to approve, defer, or reject; approved projects enter a financing arrangement that sets milestones and reporting; funds are then disbursed on a milestone basis directly to consultants subject to quality review, with ongoing monitoring and reporting to ensure delivery of credible, bankable studies that can enter the budget cycle or attract investors.	All MDAs	Formal letter to NPA for funding request	Starts with DC-cleared projects submitting funding applications with required approved project profiles; the PPF Secretariat screens for eligibility and completeness ; technical appraisal then assesses NDP alignment, project readiness, climate and safeguards considerations, and prioritization criteria; funding decisions are made by the PPF Committee; approved projects are funded with clear milestones, budgets, and reporting obligations;	Offices, ICT systems, Technical Staff	NA	PDIP

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					and disbursements are made on a milestone basis against verified deliverables, with continuous monitoring and reporting to ensure studies meet the technical, financial, and implementation standards needed for budgeting or investment decisions.			

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28. Support the Development Committee (DC) in Project Analysis	% of projects reviewed with complete technical appraisal; number of DC sessions supported;	45. All projects submitted to DC, will be screened and technically reviewed at monthly meetings as per DC cycle in line with PIM guidelines, appraisal standards and NDP alignment requirements, through a process involving: submission of project on the IBP, completeness checks, doing technical reviews, sharing consolidated comments with MDA by the DC on the next stage, technical comments provided during DC meetings - Available to all MDAs submitting projects to DC	MDAs, DC	Project must be formally submitted for DC consideration thorough the IBP	Desk appraisal of project, economic and financial review, risk analysis, NDP alignment check, compliance with Public Investment Management Framework, briefing notes to DC	Offices, ICT systems, Technical Staff	NA	PDIP
29. Support PIM-CoE in capacity building of MDAs on Programme Investment Appraisal and Risk Analysis	Number of MDAs trained; Number of training sessions held	46. At least 2 trainings held per year for supporting PIM-CoE in capacity building for MDA and Local government staff on Programme Investment Appraisal and Risk Analysis, with each training taking two weeks and aligned to PIM guidelines and international appraisal standards.	MDAs, LGs	Formal nomination by MDA to PIM-CoE	Residential workshops, lectures, manuals, case studies, hands-on appraisal exercises, mentoring, assessment	Venues, Manuals, ICT systems, Qualified trainers	NA	PDIP

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		47. The trainings will be delivered as per annual PIM-CoE calendar and the steps for capacity building will involve submission of request to PIM-CoE by the MDA with nominated staff, which then onboards participants based on available slots, invitations follow, trainings are facilitated, and certificates are issued upon completion	MoFPED, Parliament, Cabinet	Upon request by MoFPED and/or Parliament	The methodology for loan review involves a structured assessment of each proposed project against NPA standard loan review criteria covering NDP alignment, macro-fiscal consistency, technical feasibility, economic and financial viability, environmental and social safeguards, institutional capacity, and implementation readiness, using submitted studies and supporting documents; findings are synthesized into a technical review report that is	Offices, ICT systems, Technical Staff	NA	PDIP

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					quality-assured and used to determine whether the project merits approval, deferment, or rejection for financing consideration			
30. Review and clearance of loan proposals for approval by Parliament	Number of loan proposals cleared or deferred or rejected.	48. NPA will consider all loan proposals submitted by MoFPED or Parliament for review in line with the Loan Review Criteria in consultations with stakeholders. Each loan proposal is reviewed within 10 working days and recommendation provided to inform decision to either endorse or reject the loans.	MoFPED, Parliament, Cabinet	Upon request by MoFPED and/or Parliament	The methodology for loan review involves a structured assessment of each proposed project against NPA standard loan review	Offices, ICT systems, Technical Staff	NA	PDIP
		49. After the quality assurance review, the Executive Director will issue a clearance certificate in form of approval, deferment, or rejection as a basis for informed Government decision on borrowing.						
					feasibility, economic and financial viability, environmental and social safeguards,			

Function 2: Monitor and evaluate the effectiveness and impact of development programmes and economic performance								
Objective 2: Strengthening research, monitoring, and evaluation of the plan and performance of Government policies								
						Tools, Equipment & Personnel		
					institutional capacity, and implementation readiness, using submitted studies and supporting documents; findings are synthesized into a technical review report that is quality-assured and used to determine whether the project merits approval, deferment, or rejection for financing consideration			
Function 2: Monitor and evaluate the effectiveness and impact of development programmes and economic performance								
Objective 2: Strengthening research, monitoring, and evaluation of the plan and performance of Government policies								

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31. Mid-term reviews	Mid-term Review of NDPIV, Vision 2040 and End term evaluations conducted	50. For every planning cycle of five years, MTR & end term evaluation of the NDP, and Vision 2040 will be undertaken at half way of the time scope using an Integrated and Comprehensive Framework, and involving all stakeholders, in data collection, and validation before approval and dissemination. The reports of the review are approved by Management, the Executive Board and the line minister before dissemination to the public online or by hard copies	Cabinet, Parliament, MALGs, Non-state Actors, Development Partners	Website, print media, Hard copies, Targeted Consultations	i. Undertake Stakeholder and Needs Assessment ii. Assess the Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability of plans, strategies and interventions iii. The data generation and the review and evaluation calendars will be harmonized in terms of timing.	1. Scorecard-NDPIV Results framework 2. Staff	None	C&E
	Progress on population targets in programmes	51. At least 8 programmes will be reviewed at the Mid-term Review of NDPIV, Vision 2040 and End term evaluations to assess progress on population and demographic targets during each	National and sub national level	Formal requests from stakeholders, participation in NPA engagements and availability of the review reports	Engagement of stakeholders at the national and sub-national levels, performance assessment, report drafting, validation and dissemination.	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination

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32. National Development Report	Availability of annual National Development Reports	52. Produced annually using an Integrated and Comprehensive Framework, the NDR will cover the Microeconomic strategy, National, Programme, MDA/LG, NSAs, Presidential directives, the Manifesto, Cross-cutting issues, Human resource development, Physical Development Planning status and tracking of MTR recommendations. 53. The process for producing the national development report will involve all stakeholders, in data collection, and validation followed by approval by Management, the Executive Board before dissemination online and in hard copy form.	Parliament, MALGs, Non-state Actors, Development Partners	Website, print media,	i. Stakeholder engagements, desk reviews, validation, approval, dissemination of findings	i. Scorecard-NDPIV Results framework	N/A	C&E
33. Compliance Reports	Number of Certificate of Compliance for the Budget reports	54. The Certificate of Compliance for the Budget is produced annually by 30th March using an Integrated and Comprehensive Framework covering the Macroeconomic strategy; the National, Programme, MDA, and LG levels; the Cross-cutting issues and Status of previous recommendations 55. The process involves all stakeholders in data collection and validation before approval by Management, the Executive Board for dissemination and can be accessed online and in hard copy	Parliament, MALGs, Non-state Actors, Development Partners	Website, print media,	i. Stakeholder engagements, desk reviews, validation, dissemination of findings. ii. Undertake consultations with local governments and MDAs	i. Integrated CoC Assessment Tool ii. Assessors at the National strategic, Macroeconomic, Programmes, MDA, LG and cross cutting issues are required in the respective technical specializations	N/A	C&E
	Certificate of Compliance to each local government for the implementation of a Physical Development Plan for the previous year issued by 30th October each year.	56. A Certificate of Compliance to Physical Planning will be Produced annually by 30th October as decreed in the Physical Planning Act, Cap 142 for each of the 135 Districts, 11 Cities, 31 Municipalities; and 580 Town Council using an approved Physical Planning Compliance Assessment Tool. 57. The process of issuing the certificate of Compliance involves a national assessment covering all local governments for the implementation of a physical development plan for the previous year, by 30th October each year and a Certificate of Compliance issued	Districts, Cities, Municipal, and Town Councils	Browse the NPA website npa.go.ug or obtain hardcopies	Self-assessment by the respective LGs by filling the approved Physical Planning Compliance Assessment, and	Internet, server space, analytical development software dashboard, and printed copies	N/A	Department of Regional, Metropolitan and Urban Physical Planning (RMUPP) and Division

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		58. Both the assessment tool and the Certificate of Compliance are - Accessible on NPA website and hardcopies			validation by multi-agency team led by NPA			of Compliance and Evaluations (DC&E)
	DD compliance report	59. The DD compliance report will be produced annually before 30th March for Eight NDP programmes and all LGs. Satisfactory performance should be at minimum 80 percent achieved through a process of technical screening, feedback and approval, and the report will be published at national and subnational levels in both hard and soft and soft copies	National and sub national level	Formal requests from stakeholders, participation in NPA engagements and availability of the compliance reports	Development of assessment tools, data collection, drafting assessment report, reviews, validation and dissemination	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination
34. National Population Policy Implementation Framework	Availability of the NPPIF	60. One framework for the National Population Policy Implementation will be produced once every five years and aligned to the NPP and NPA strategic plan. The framework will be developed through a process involving: technical review, feedback, validation and approval, and on completion will be accessible on NPA website and also distributed as hard copies.	National and sub national level	Formal requests from stakeholders, participation in NPA engagements and availability of the NPPIF	Review of the National Population Plan and the NPA strategic plan, drafting of the NPPIF, consultations with stakeholders, reviews, validation and dissemination	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination

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35. Annual Pulse of the Economy Report	Annual Performance of the Economy Reports	61. One report of the annual Performance of the Economy will be produced annually by December of each year, based on analysis of macroeconomic performance of the NDP, regional and global macroeconomic developments by analyzing the performance of the macroeconomic sectors (Real, Fiscal, External & Monetary) taking into account the NDP targets. It will also involve the use of macroeconomic to model the whole economy and perform short term Financial Programming and forecasting	MDAs undertaking economic management, Private Sector, Civil Society, Development Partners	NPA website and distribution of hard copies	Quantitative analysis complemented by literature review. Use macroeconomic modelling tools such as economy-wide models as well as short term forecasting tools of Financial Programming	Technical staff applying quantitative and qualitative analytical skills, ICT equipment, Office space	N/A	Macro
36. Monthly Economic Updates (MEUs)	Monthly Economic Update Publication	62. 12 month-on-month analytical macro-economic Updates produced every financial year, covering NDP strategy developments. It will involve analysis of macroeconomic situation using updated statistics and the report will be accessible Universally and disseminated through the NPA website and the webmail.	Both Public and Private sector	Login on the NPA website	Conducting analysis of macroeconomic statistics	Technical staff, computers, Spread sheets	N/A	Macro
37. Annual Jobs Report on the Private Sector	Annual Jobs Report on the Private Sector	63. The Annual Jobs Report on the Private Sector will be produced by December of each year based on empirical evidence and analysis of MSME operations and jobs created by private sector establishments. The analysis will be based on current or the most up to date statistics from both primary and secondary sources. The process for this reporting will involve undertaking field data collection, desk reviews, technical engagements with private sector establishments, analysis of employment issues, validation of the report, publication of the report and dissemination via NPA web site and issue of hard copies	Sustainable Development practitioners, MDAs, Private Sector Bodies and Associations	NPA website and distribution of hard copies	Field work, Desk Reviews and primary and secondary data collection and analysis	Technical staff applying quantitative and qualitative analytical skills, ICT equipment, Office space	N/A	Macroeconomic Analysis

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-The Annual Jobs Report	Annual Jobs Report and Annual Scarce Skills Report in place	64. One Periodic Labor and Employment Reports will be produced annually covering all national employment issues, and will be aligned to Vision 2040, the current NDP and the National Human Resource Development Plan. The periodic report will be prepared through a process involving data compilation, analysis, reporting, and report validation, approval, printing, and dissemination. The reports will be accessed through NPA website, dissemination workshops, NPA official circulars and social media platforms.	All MDAs, LGs, Development Partners, Academia, Public	NPA website	Through dissemination workshops and NPA website	1.Funding 2.Data on employment issues	N/A	HRE&G Division
-Annual Scarce Skills Report								
39. Human Resource Development Planning studies conducted	Number of Human Resource development Planning studies conducted	65. At least five (05) labor market relevant Human Resource Development Planning studies will be conducted, guided by a Strong Empirical Foundation, Clear Workforce Demand Analysis, Robust Labor Supply Assessment, Skills and Competency Mapping, Forward-Looking Manpower Projections, Policy Alignment and Applicability, Sectoral and Occupational Disaggregation, Clear Methodology and Transparency. 66. The preparation will involve data compilation, analysis, stakeholder consultations, approvals, Printing, and dissemination. The reports will be accessed through NPA website, dissemination workshops, NPA official circulars, NPA social media platforms.	All MDAs, LGs, Development Partners, Academia, Public	NPA website	Through dissemination workshops and NPA website	1.Funding 2.Data on employment issues	N/A	HRE&G Division
40. Studies assessing the effect of Government policies on employment creation	Number of studies assessing the effect of Government	67. Studies assessing the effect of Government policies on employment creation and other labour-related factors will be conducted on a two-yearly basis, following a methodology that involves: Data						

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	labour-related factors conducted.	68. The studies will have the following characteristics: labour Market Relevance; Strong Empirical Foundation; Clear Workforce Demand Analysis; Robust Labour Supply Assessment; Skills and Competency Mapping; Forward-Looking Manpower Projections; Policy Alignment and Applicability; Sectoral and Occupational Disaggregation.						
		69. The reports of the assessment will be accessed through NPA website, dissemination workshops, NPA official circulars, NPA social media platforms.	All MDAs, LGs, Development Partners, Academia, Public	NPA website	Through dissemination workshops and NPA website	1.Funding 2.Data on employment issues	N/A	HRE&G Division
41. Human Resource Modeling and Projection produced	Human Resource Models and Projections in place	70. Each year, projections based on of the human resource model will be produced. The projections will have a comprehensive scope; have inbuilt Dynamism and Flexibility; based on disaggregated data, accommodate the triangulation approach, incorporate productivity metrics, verification of data reliability and accuracy, and integration with economic planning.	All MDAs, LGs, Development Partners, Academia, Public	NPA website	Through NPA technical staffs	1. Data and Information infrastructure 2. Technical and modeling tools 3. Institutional and governance framework 4. Human Capital and capability 5. Physical and digital Infrastructure	N/A	HRE&G Division
		71. Further, scenario planning capability, actionable intelligence, periodic review and long-term horizon with medium-term focus will be considerations of the projections.						
		72. The process of modelling and production of projections will involve the following steps: situation analysis and data collection, economic and demand forecasting, supply projection (future labor availability), gap analysis and projection, developing policies and action plans. The projections will be published and accessed on the be accessed on demand.						
Function 3: Advise the President on policies and strategies for the development of Uganda								
Objective 3: Strengthening coordination of strategic partnerships, global and regional initiatives								
42. Presidential Economic Council (PEC) papers	Number of PEC papers produced	73. At least two (02) PEC papers will be produced annually, and submitted by the Executive Director to the Secretariat of PEC.	Cabinet, MDAs, Parliament,	NPA website, PEC and	Desk review, data analysis, stakeholder	Skilled researchers & policy analysts,	N/A	Policy Research Division

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42. Presidential Economic Council (PEC) papers	Number of PEC papers produced	73. At least two (02) PEC papers will be produced annually, and submitted by the Executive Director to the Secretariat of PEC.	Cabinet, MDAs, Parliament,	NPA website, PEC and	Desk review, data analysis, stakeholder	Skilled researchers & policy analysts,	N/A	Policy Research Division
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		74. The PEC papers will have a sound theoretical framework and practical questions related to country's agenda for social and economic transformation, be evidence-based and aligned to the current NDP priorities, and the National research agenda. 75. The process for production of the PEC papers will involve the following steps: conducting thorough literature review, primary data collection and stakeholder consultations, Management and Executive Board approval, Expanded Board and Public Forum consultation (NDPF), and the input from all consultations will be integrated before submission to PEC. Final PEC papers will be accessed in both printed copy in the NPA resource center and as soft copies on the NPA website	Policy makers, Development Partners, CSO, and private sector	NDPFs,	consultations since it is an inclusive process involving consultation with the relevant Ministers, Permanent secretaries, the expanded Board, and relevant MDAs	statisticians, sector experts; computers; statistical software; internet; Facilitation (Transport, Stationery and ICT services)		
43. APRM National Programme of Action (NPoA)	National Programme of Action (NPoA) report	76. The APRM National Programme of Action (NPoA) report will be produced annually on implementation performance following the five-year cycle of planning. The report will be produced in a participatory process involving expert reviews, stakeholder engagements, national and regional validation of the findings, and publishing the report for accessibility virtually and by hard copy.	Public, Media, Political parties	NPA APRM Website	Disseminations	Interviews, questionnaires, Review guide	N/A	APRM
44. Targeted Review	Targeted Review Report	77. A Targeted Review will be undertaken and a report produced every 2-years with nationally coverage. The report will undergo national and regional validation and locally before its finalization and dissemination. validated. The process involves stakeholder engagements at both data collection and validation. The report will be accessible both virtually and by hard copy.	APRM Stakeholders	NPA APRM Website	Disseminations	Interviews, questionnaires, Review guide	N/A	APRM
45. Uganda APRM Country Review	Uganda APRM Country Review report	78. The country will undergo the APRM country Review once in five years, and a country review report published. The process of review and reporting will involve stakeholder engagements and the report nationally and locally validated with a final report accessible both virtually and by hard copy	APRM Stakeholders	NPA APRM Website	Disseminations	Interviews, questionnaires, Review guide	N/A	APRM

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46. Functional National Governing Council (NGC)	National Governing Council (NGC) ordinary Working sessions	79. The National Governing Council (NGC) of the APRM will conduct ordinary working sessions 12 times a year, each session held on the last Friday of the month, basing on decisions made and strategic guidance provided to and by the council. The process involves stakeholder engagements and session reports are accessible virtually and by hard copies on request.	APRM Stakeholders	By invitation	Disseminations	Interviews, questionnaires, Review guide	N/A	APRM
	APRM NGC Special Session	80. Once every quarter of the financial year, the APRM NGC Special Session will be held basing on decisions made and strategic guidance provided to and by the council. The APRM special sessions process involves stakeholder engagements and reports of the special sessions are accessible on request.	APRM Stakeholders	By invitation	Meetings	ICT soft and hardware	N/A	APRM
47. Functional APRM Secretariat Structure	Full APRM Secretariat Structure	81. The APRM Secretariat Structure will be reviewed once every 5 years in line with the strategic functional alignment of within the National Planning Authority, guided by the APRM principles and public service guidelines. The secretariat will be resourced basing on approved qualifications	APRM Stakeholders	NPA APRM Website	By appointment	ICT soft and hardware	N/A	APRM
48. APRM TROIKA Leadership	Meetings of the TROIKA	82. At least two (02) meetings will be held for each of APRM Leadership organs, namely the Heads of States; Focal Point Ministers, Meetings of NGCs, and National Secretariat on matters of the APRM TROIKA	APRM Stakeholders	By invitation	Meetings	ICT soft and hardware	N/A	APRM
Function 4: Support 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								
49. Capacity building in development planning	Number of trainings conducted per FY	83. At least four (04) regional capacity building trainings targeting local Governments (Districts, Cities, Municipalities, Sub-counties), MDAs, Regional planning bodies, and Technical Planning Committees, will be conducted per year using training content aligned to national planning framework, as contained in standardized manuals and toolkits, and ensuring at least 80 percent participant satisfaction rate and at least 85 percent compliance of plans to national standards.	Nationwide (all MDAs, LGs, Parliament Committees, Development Partners)	1. Formal written request from Accounting Officer/CAO - Identified planning gaps - Inclusion in approved annual	1. Technical drafting by sector specialists - Stakeholder consultations and validation workshops - Board approval process - Printing	Qualified Planning Analysts & Economists - Training manuals and toolkits - ICT equipment (laptops, projectors) - Video conferencing facilities - Transport for	N/A	Economic Planning Dep't, Strategic Planning Division
	- Number of MDAs/LGs supported	84. The training content will be aligned to needs assessment conducted prior to training, and informed by a standard curriculum that guarantees undertaking pre and post training evaluation.						

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	- Number of planners trained (gender disaggregated)	85. As part of capacity building, technical support will be provided within 30 days of formal request, while backstopping reports will be issued within 14 days.		capacity building plan	and digital dissemination - Media and stakeholder briefings	field missions - Monitoring & Evaluation tools		
	- % alignment of LG/sector plans to National Development Plan (NDP)	86. The training will be accessible at regional level in a cluster-based delivery approach, with both physical and virtual sessions.						
	- Client satisfaction rating							
	- Number of technical backstopping missions conducted, and staff, LGSs and MDAs planners trained							

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50. Planning guidelines	1.Number of guidelines developed/revised	87. One (01) set of Planning guidelines will be issued at least 6 months before start of every planning cycle and will be consistent with the CNDPF, the NPA Act 2002 as amended, the National Planning Authority Development Planning Regulations (2018). The guidelines will be based on a sound technical framework, evidence-based, validated by Stakeholders and providing user friendly templates and formats developed in a consultative and participatory manner involving technical sector experts and approved by NPA Board. The guidelines will be accessible on NPA website and in hard copies.	Nationwide (all MDAs, LGs, Parliament Committees, Development Partners)	1. Publicly available document - Official circular communication - Download from institutional website	1.Technical drafting by sector specialists - Stakeholder consultations and validation workshops - Board approval process - Printing and digital dissemination - Media and stakeholder briefings	1.Qualified Planning Analysts & Economists - Training manuals and toolkits - ICT equipment (laptops, projectors) - Video conferencing facilities - Transport for field missions - Monitoring & Evaluation tools		Economic Planning Dep't, Strategic Planning Division
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OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
	- Timely issuance before planning cycle		Nationwide (all MDAs, LGs, Parliament Committees, Development Partners)	1. Publicly available document - Official circular communication - Download from institutional website	1. Technical drafting by sector specialists - Stakeholder consultations and validation workshops - Board approval process - Printing and digital dissemination - Media and stakeholder briefings	1. Qualified Planning Analysts & Economists - Training manuals and toolkits - ICT equipment (laptops, projectors) - Video conferencing facilities - Transport for field missions - Monitoring & Evaluation tools		Economic Planning Dep't, Strategic Planning Division
	- % compliance of sector/LG plans to guidelines		Nationwide (all MDAs, LGs, Parliament Committees, Development Partners)	1. Publicly available document - Official circular communication - Download from institutional website	1. Technical drafting by sector specialists - Stakeholder consultations and validation workshops - Board approval process - Printing and digital dissemination - Media and stakeholder briefings	1. Qualified Planning Analysts & Economists - Training manuals and toolkits - ICT equipment (laptops, projectors) - Video conferencing facilities - Transport for field missions - Monitoring & Evaluation tools		Economic Planning Dep't, Strategic Planning Division

Function 5: Study and publish independent assessments of critical economic and social policy issues and options to increase public understanding and participation in the economic and social policy debate								
OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
	- Number of stakeholder consultations conducted		Nationwide (all MDAs, LGs, Parliament Committees, Development Partners)	1. Publicly available document - Official circular communication - Download from institutional website	1. Technical drafting by sector specialists - Stakeholder consultations and validation workshops - Board approval process - Printing and digital dissemination - Media and stakeholder briefings	1. Qualified Planning Analysts & Economists - Training manuals and toolkits - ICT equipment (laptops, projectors) - Video conferencing facilities - Transport for field missions - Monitoring & Evaluation tools		Economic Planning Dep't, Strategic Planning Division
	- Number of downloads/distribution records		Nationwide (all MDAs, LGs, Parliament Committees, Development Partners)	1. Publicly available document - Official circular communication - Download from institutional website	1. Technical drafting by sector specialists - Stakeholder consultations and validation workshops - Board approval process - Printing and digital dissemination - Media and stakeholder briefings	1. Qualified Planning Analysts & Economists - Training manuals and toolkits - ICT equipment (laptops, projectors) - Video conferencing facilities - Transport for field missions - Monitoring & Evaluation tools		Economic Planning Dep't, Strategic Planning Division

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
51. National Research Framework and Agenda	I. National Research Agenda developed ii) NPA institutional Research Agenda in place	88. Aligned to NDPIV and 10-Fold Growth Strategy, National Research Framework and Agenda will be produced within the first 18 months of each NDP period. 89. The process of producing the National Research Framework and Agenda will involve supporting the STI & Social economic agenda leaders in Situational analysis, consultations and drafting, synthesizing the two agendas to generate the NRA, its approval by cabinet and dissemination. This will be done in liaison with the MDAs responsible for scientific as well as socioeconomic research agendas.	MDA, LGs, Academia and Development partners.	Universal Access	Desk Reviews, Field data collection, and forums	Facilitation (Transport, Stationery and ICT services)	N/A	Policy Research Division
52. Technical research studies across programmes	No. of studies completed	90. At least 20 technical papers per year, with each paper taking between 3–12 months depending on scope, Peer reviewed, evidence-based and aligned to the current NDP priorities, and the National research agenda. 91. The process for conducting studies will begin with the development of a concept note/proposal, followed by data collection and drafting, validation workshop to obtain stakeholder input and consensus, submission for approval, finalization, and subsequently disseminated to the relevant stakeholders.	MDA/LG, Cabinet, and the general public	Formal request, approved research agenda, or identified planning gap	Mixed methods (quantitative & qualitative), fieldwork, stakeholder engagement	National Research Agenda, skilled personal and facilitation	N/A	Policy Research division
	Availability of evidence-based Reports on population issues and demographic trends	92. At least One (01) evidence-based report annually produced using data from authentic sources and peer-reviewed for quality assurance. The process will involve issue(s) identification, data collection, analysis, drafting, technical review, stakeholder validation, approval, and dissemination. The reports will be accessed at both national and subnational levels, in both hard and soft copies.	National and sub national level	Formal requests from stakeholders, participation in NPA engagements and availability of the technical research reports	Policy research, stakeholder consultations, technical working groups, dissemination workshops and digital publication	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
53. Policy papers, briefs and advisory notes	i) No. of policy papers produced. ii) Number of policy briefs produced, iii) Number of advisory notes produced	93. Five Policy papers, three briefs and ten advisory notes will be produced annually, annually based on evidence, following a process that starts from approval of the conceptualization, to Data collection, Analysis, stakeholder Validation workshop, and Final reporting. The final documents will be available in both print form and digital on NPA website for dissemination.	MDAs, Local Governments, Development Partners, Academia	Formal request, approved research agenda, or identified planning gap	Mixed methods (quantitative & qualitative), fieldwork, stakeholder engagement	National Research Agenda, skilled personal and facilitation	N/A	Policy Research division
54. National Development Planning Forums (NDPFs)	Number of National Development Planning and Policy Forum.	94. At least 1(one) single-day National Development Planning forum will be held annually, in an inclusive and participatory manner, involving both public and private stakeholders (MDAs, CSO, Academia, private sector and other non-state actors) with well-documented proceedings. The process for the NDPF will involve: event Planning, Invitations, developing technical presentations and speeches, holding the forum in an accessible venue, with optional accessibility through Physical and hybrid participation.	MDAs, LGs, Private Sector, CSOs, Academia, Development Partners	Invitation, formal registration and live broadcasting	Stakeholder engagement, panel discussions, technical presentations, documentation of resolutions and recommendations	Conference facilities; ICT & virtual platforms; Media, technical staff; facilitators; documentation team	N/A	Policy Research Division
55. State of Uganda Population Report (SUPRE)	Availability of the State of Uganda Population Report (SUPRE)	95. One (01) annual State of Uganda Population Report (SUPRE) will be prepared by October every FY based on evidence and authentic data sources and peer-reviewed for quality assurance. The process involves: Data collection, Analysis, Review, validation and Dissemination. The report will be accessible at national and subnational levels in hard and soft copies.	National and sub national level	Formal requests from stakeholders, participation in NPA engagements and availability of SUPRE	Data collection, drafting of the report, reviews, validation and dissemination	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
56. Annual Population Magazine	Availability of the Annual WPD population Magazine	96. One (1) Annual Population Magazine will be produced every July followed by the analytical Demographic Dividend report both produced through evidence-based methods. Data for the magazine and the DD report is from authentic data sources and peer-reviewed for quality assurance. The process involves Data collection, Analysis, Review, validation and Dissemination and the documents should be accessed at national and subnational levels in both hard and soft copies	National and sub national level	Formal requests from stakeholders, participation in NPA engagements and availability of Population Magazine	Data collection, drafting of the report, reviews, validation and dissemination	Equipment (computers and projectors), Transport and conference services,	N/A	Population Programme Coordination
Function 6: Conduct in-depth evaluations of the impact and cost of selected development programs								
57. Impact evaluation studies	No. of high-level strategic policy impact Evaluations conducted.	97. One (01) high level strategic policy impact evaluation will be conducted each year using an Integrated and Comprehensive Evaluation Framework. The process will involve all conceptualization, data collection and analysis, drafting of thematic and synthesis reports, validation of the report, finalization and dissemination. The evaluation report will be approved by Management and Executive Board before the dissemination. The reports will be accessible in both soft and hard copies by relevant stakeholders.	Cabinet, Parliament, MALGs, Non-state Actors, Development Partners	Printable and online version	i. Stakeholder engagements, desk reviews, validation, dissemination of findings ii. Undertake consultations with local governments and MDAs	Staff, Evaluation tools	None	Compliance & Evaluation

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58. Cost models for investments for nutrition, WASH, NCD, SRH/FP designed	i. Number of nutrition cost models developed	98. Cost modelling for investments in nutrition, WASH, NCDs, SRH/FP will be undertaken for all the 135 districts, 11 cities, and all 31 health MDAs following SUN Costing Framework, Nutrition for Growth frameworks, and NDPs.	OPM Nutrition Secretariat, MoH Nutrition Division, MAAIF, Development Partners, Nutrition Implementing Partners, LG Nutrition focal persons	i. Free access through stakeholder platforms and NPA website ii. Technical briefs for decision-makers iii. User guides and training materials provided	i. Costing of nutrition-specific interventions (treatment, prevention) ii. Costing of nutrition-sensitive programs (agriculture, WASH, social protection) iii. Unit cost analysis per beneficiary iv. Cost per DALY averted v. Economic evaluation of interventions vi. Budget impact analysis	i. Nutrition economists ii. Public health nutritionists iii. Costing tools and software iv. Access to nutrition program data through NIPN	N/A	Family Health and Nutrition Division
	ii. Adoption rate by nutrition planners	99. The process will involve selecting priority nutrition, WASH, NCD, SRH/FP intervention, Cost data collection from programs, Model development using standard frameworks and calibration, Expert validation, User training and Dissemination.						
	iii. Number of WASH infrastructure and service cost models developed	100. The models will be accessible through NIPN, Uganda Nutrition Stakeholders platforms, MDAs, LG nutrition focal persons and NPA website.						
	Number of WASH projects using NPA cost models							
	iv. Number of NCD and service delivery cost models developed							
	v. Number of populations based NCD interventions using NPA cost models							
	vi. Number of SRH/FP service delivery cost models developed							
	vii. Cost per couple-year of protection by method							
	viii. Adoption of cost models in CIP-FP updates							

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Function 7: Ensure that all national plans integrate all the cross-cutting issues								
59. Cross cutting issues framework	Cross cutting issues integrated in all development plans	101. A framework for Cross cutting issues will be produced once every 5 years and aligned to NDP. The framework will address all the 17 cross-cutting issues, and its process will be consultative and participatory involving both internal and external stakeholders and the output will be accessible at NPA website	MDAs and LGs	NPA resource centre and website	Capacity building and awareness creation	Hard and soft copies	N/A	Production, Trade and Tourism Planning
Function 8: Hear and determine appeals lodged by persons or local government aggrieved by the decision of the physical planning committee								
60. Hearing and determination of physical planning appeals and complaints.	90% concluded within statutory period	102. At least fifty (50) physical planning appeals and or complaints will be heard or handled and determined and 90% concluded within statutory period of 60 working days.	Aggrieved parties / LGs	By invite/Request	Working Sessions	Stationary	N/A	Legal Team/ Department of National, Regional, Urban and Metropolitan Physical Planning
		103. The process involves Registration, Notifying parties, Hearing, Deliberation and Issuance of the decision. The decision will be communicated within 5 days after the decision is made.						
Function 9: Determine and resolve physical planning matters referred to NPA by local government physical planning committees								
61. Assessment and determination of change of land use applications.	95% processed within timeline	104. At least five (05) applications for change of land use will be assessed and determined and 95 percent processed within 21 working days, and communication of the decisions made within 5 days.	Physical Planning Committees/ Applicants	By invite/Request	Working Sessions	Stationary	N/A	Legal Team/ Department of National, Regional, Urban and Metropolitan Physical Planning
		105. The process will involve registration of the application, notifying of parties, hearing, deliberation and issuance of the decision.						
Function 10: Exercise general supervisory powers over all physical planning committees								

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62. Supervision of Physical Planning Committee	Review reports of the physical planning committees' proceedings	106. There will be Quarterly submission of each LG physical planning committee proceedings for review by the Board. LG physical planning committee proceedings will be reviewed and feedback provided within two (2) weeks from the date of submission.	LGs that submit physical planning committee proceedings	Written and signed letter by the Executive Director to the LGs	Review physical planning committee submissions by Technical Officers and provision of feedback by the Executive Director to LG in writing within two (2) weeks of receiving the submissions	Computers and printers	N/A	Department of Regional , Metropolitan and Urban Physical Planning
		107. The process involves Technical Officers reviewing the physical planning committee submissions and raise emerging issues that are communicated to the respective LG by the Executive Director in writing within two (2) weeks of receiving the submissions.						
Function 11: Board and Management function								
Objective 4: To strengthen institutional capacity to achieve the Authority's mandate								
63. Legal Due Diligence & Compliance	Compliance risks identified before approval stage	108. Compliance risks will be identified and addressed within 3 working days with complete documentation.	Board and Secretariat, Divisions	By request	Meetings	Stationary	N/A	Legal Team
		109. The process will involve receiving documents, verifying statutory compliance, identifying risks and issuance of a report.						
64. Legal Advisory & Opinions	95% issued within standard timeline	110. Legal Advisory and Opinions will be issued within 3 working days with complete documentation and the Urgent ones within 24 hours. The process of issuance will involve receiving requests, verifying completeness, legal research, drafting, internal review and issuance of a signed opinion.	Board, ED, Divisions	By request	Meetings	Stationary, Legal fees	N/A	Legal Team
65. NPA Development Projects implemented	Planning House in place by 2029/30 and confirms to BOQs	111. Planning House will be developed over a five-year period and maintained providing office space coverage of 19,250 SQMs on 16 floors including the Ground and 4 Basement levels	All staff	By request	Demand driven	Contracts committee	N/A	Human Resource and Admin Division and Executiv

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								Executive Director
	Institutional Development of NPA	112. A five-year period, an Institutional Development project will be implemented to retool NPA, in line with PIMS and DC project development and implementation requirements	All staff	By request	Demand driven	Contracts committee	N/A	Human Resource and Admin Division and Executive Director
66. Approved staff structure implemented	Reduction in work overloads to existing staff and Evidence Timely delivery of planned activities	113. The approved staff structure will be filled with Qualified and professional staff in accordance with the JDs to the level of at least 93percent to reduce work overloads of existing staff and enable timely delivery on planning activities	Departments and Divisions	HR and Admin Manual (2023) policy guides	Interviews, performance assessments Management recommendations and Board approval	Board Rooms and hiring of testing and interview facilities	N/A	Human Resource and Admin Division and Executive Director
	Number of Adverts	114. At least 10 external Advertisements will be made in 5 years, in line with the NPA approved JDs and Specifications by and annual endorsement by management and the executive Board	Departments Divisions and public	Fair competition, equity and merit	National public media	Board Rooms and hiring of testing and interview facilities	N/A	Human Resource and Admin Division and Executive Director
	Shortlisting and Interviews	115. At least 10 interview shortlisting and conduct of Interviews will be held in line with NPA approved Recruitment standards set by management and the Board	Departments Divisions and public	Fair competition, equity and merit	HR and Admin Manual (2023) policy guides	Board Rooms and hiring of testing and interview facilities	N/A	Human Resource and Admin Division and Executive Director

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								Director
	Inductions and orientations conducted	116. Inductions and orientations will be conducted for all recruited staff in line with the established HR and Admin Manual 2024	Departments Divisions and public	Administrative arrangements	In line with the orientation and induction manual	Board Rooms and hiring of testing and interview facilities	N/A	Human Resource and Admin Division and Executive Director
67. Maintenance of Office, staff welfare, motor vehicles, stationary, ICT, security and rent	Office, staff welfare, motor vehicles, stationary, ICT, security and rent maintained	117. Responsible officers will ensure the maintenance and status of Office, staff welfare, statutory allowances, motor vehicles, stationary, ICT, security and rent is timely and up to date every FY as per NPA approved HR Manual	Departments Divisions and public	Administrative arrangements	HR and Admin Manual (2023) policy guides	Service providers	N/A	Human Resource and Admin Division and Executive Director
68. NPA Strategic Plan	An approved NPA Strategic Plan in place	118. The responsible officers will ensure there exist an approved NPA Strategic Plan prepared through a consultative and participatory manner once every after five years, and aligned with the approved NDP	NPA, Government, development partners and all stakeholders	Open access	Capacity building and awareness creation	Research data, staff expertise, funding	N/A	NPA Corporate Planning Division
69. NPA Service Delivery Standards	NPA Service Delivery Standards in place	119. Prepared and thereafter reviewed once every five years, in full alignment with NDP and the corporate Strategic plan will have Clear, measurable, realistic and enforceable objectives and results in line with the strategic MDA planning guidelines. The strategic plan will be developed in consultation with all key stakeholders, approved by the Board and on finalization accessed on the NPA website and available in hardcopy.	Service users and All stakeholders	Open access	By request, and as provided in the MoPS guidelines	Policy guidelines, staff input	N/A	NPA Corporate Planning Division

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70. NPA Client Charter	NPA Client Charter in place	120. NPA Client Charter will be prepared once in every 5 years, and updated whenever need arises. The charter will be clear, user-friendly, transparent and in line with the user guidelines, the NDP and the corporate strategic plan. The process of developing the charter will be consultative involving all key stakeholders, approved by Executive Director and Executive Board and have open access to the public	Citizens, MDALGs, development partners	Open access	Capacity building and awareness creation	Policy frameworks, staff inputs	N/A	NPA Corporate Planning Division
71. NPA Annual Performance Report	NPA Annual Performance Report in place	121. NPA will produce an Annual Performance Report by the end of September of every FY, in line with the NDP, the PIAPs and the strategic plan. The process for producing the report guided by the corporate planning division will be highly consultative with all departments and on finalization will be accessed on the NPA Website and in hardcopy in the resource centre.	Government institutions, policy makers(MPs), Parliament	Open access		Performance data, technical staff, ICT tools and funding	N/A	NPA Corporate Planning Division
72. Secure and Reliable ICT Infrastructure	99% network uptime;	122. All NPA offices will be connected with Internet, with 99 percent network uptime and reduced downtime	NPA staff, management	Authorized users with approved devices	Centralized infrastructure management; proactive monitoring	Data center, LAN/WAN, internet, backup power	N/A	ICT Manager Senior Systems Admin Systems Admin
Maintain networks, servers, connectivity, and IT assets	Reduced downtime; & Asset register maintained	123. servers maintained and the network monitored 24/7 with high availability with redundancy. Preventive maintenance will be enforced and ensure incident response of less than or equal to 4 hours, major repairs made in less than 24 hrs. The process will involve monitoring, incident logging, escalation and resolution, with secure remote and on-site access.						
73. Enterprise Systems Availability and Optimization	System uptime ≥99%;	124. NPA will ensure enterprise systems availability by having all critical systems operational and ensuring system uptime of at least 99 percent, user satisfaction of at least 85 percent. System maintenance windows and updates will be deployed twice yearly, with Stable, integrated, user-friendly systems. The process of ensuring systems availability and optimization will involve change management; testing and deployment with web-based portals and ensuring role-based access.	Technical and non-technical staff	User accounts with MFA	Lifecycle management; continuous improvement	Application servers; virtualization; storage	N/A	ICT Manager ; Application Support Team
Manage IFMS, Website, HRMIS, Planning and M&E systems.	User satisfaction ≥85%							
74. Cybersecurity and Risk Management	Zero major breaches;	125. NPA will ensure security tools are deployed across end points, compliant with national ICT security standards with threat response within 2 hours, to ensure cybersecurity, manage risk, and protect systems, data, and users. Ensuring Zero major breaches and 100 staff awareness, the process will involve undertaking risk assessment, mitigation and audit and enable accessed via secure VPN, and monitored endpoints.	Staff, partners handling NPA data	Security clearance; policy compliance	Preventive and corrective security controls	Firewalls, antivirus, SIEM, encryption	N/A	ICT Manager ICT Security Officer; Risk and Compliance
Protect systems, data, and users	100% staff awareness training							

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75. ICT Service Support and Business Continuity	90% tickets resolved within SLA;	126. The Manager ICT will ensure the helpdesk is operational during working hours and the Disaster Recovery (DR) site available with a ticket response of less than 1 hour, and resolution in less than 8 hours (standard issues). The process of ensuring ICT service support availability and business continuity will involve ticket logging, assignment, resolution and feedback. The service will be accessible via email, phone, and the helpdesk portal.	NPA staff	Logged service request	ITIL-aligned service management	Helpdesk software; backup systems; DR infrastructure	N/A	ICT Manager ; Helpdesk Team
Provide helpdesk and disaster recovery	& DR tests annually							
76. Data Management, Innovation, and internal Digitalizing	95 % Data accuracy & Increase in automated processes	127. NPA will ensure Data Management, innovation, and internal Digitalization is achieved at 95 percent data accuracy and register increase in automated processes by having a Central data repository established; dashboards deployed with reliable and validated datasets, and making updates monthly. The processes involve Data collection, validation, storage and analytics. Data and dashboard access will be enabled on role-based basis.	Analysts, planners, executives	Approved data access rights	Data governance framework; innovation pilots	Data warehouse; analytics tools; cloud services	N/A	Chief Data Officer / ICT Manager ; BI Team
77. Procurement of items as and when requests are approved by the Accounting Officer, and following through the entire procurement process	Procurement lead time	128. Procurement of items will be variable upon requisitions raised in a Financial Year, in line with the PPDA Act, procurement regulations and guidelines. Depending on the method of procurement, the process will be accomplished within a range of 20 days to 12 weeks. The procedure of procurement steps will involve: planning, initiation; solicitation; evaluation; contracting; and contract management by the respective departments	NPA user departments	Through formal requisitions via the e-GP System	Development of a procurement plan from the workplans by the user departments which is consolidated by the PDU, and approved by the Accounting Officer having certified market prices; User initiates procurement requisitions with clear statement of requirements	Office space, ICT systems, technical personnel,	N/A	PDD

OUTPUT / SERVICE DESCRIPTION	PERFORMANCE INDICATORS	STANDARDS (QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY, COVERAGE)	Target Recipients of Service	Access Criteria to Obtain Service	Methodology for Providing Service	Basic Infrastructure for Providing Service Including Tools, Equipment & Personnel	User fees	Responsibility Centre (s)
78. Improved Compliance, internal controls, risk management and quality of reporting	Number of processes reviewed	129. NPA will implement 4 processes for Compliance with policies and regulations, internal controls, risk management per year and ensure an acceptable quality of improved quality of reporting is attained.	Board, Management, Auditor General and Internal Auditor General	Through Audit recommendations contained in Audit reports	Follow the Audit Universe arrived at after risk assessment	Computers, Manuals, Audit plan and Programme, control risk assessments	N/A	Internal Audit
	Number of reports produced	130. Four (04) reports covering compliance with policies and regulations, internal controls, risk management and quality of reporting will be produced per year						
79. Financial Reports	Number of financial reports	131. At least One (01) consolidated annual financial report will be produced with Unqualified Opinion by the Auditor General on the Financial Statement, drafted and submitted to MoFPED and Office of the Auditor General, at end of Six months, Nine months and twelve months each year.	MoFPED, Office of the Auditor General, Parliament of Uganda, Internal Auditor General	The Public is free to walk into NPA Office and obtain services from the Division of Finance & Accounts	The Methodology is anchored on the Public Finance Management Act (2015)	The infrastructure for providing the service is Integrated Finance Management System (IFMS).	N/A	Accounting Officer, Division of Finance & Accounts, Internal Audit.
80. Dissemination and awareness creation campaigns for the NPA, national development plans, Development performance reports, population issues, physical planning and the APRM.	Dissemination and awareness creation	132. On Quarterly basis, 360 campaigns will be conducted covering all media and stakeholder engagement platforms to popularize the Authority's deliverables, including Policy Issues Papers, National Development Plans, Development Performance Reports, Population Issues and status Reports, Physical Development Plans and the APRM Country Reports. The dissemination will be through public engagement, media messages on various platforms and channels preferably in digital form.	General public and strategic partners	Universal access	Stakeholder engagements and media	Computers, photography and video gadgets and printing materials	Media Airtime and Meeting facilities	Information, Advocacy and Communication division
81. Develop and implement the NPA brand guide	NPA brand guide in place	133. At least a single standard NPA brand guide will be produced annually. This process will involve the design of and production of brand materials, which will be accessible nationwide in both physical and digital forms	General public and Strategic Partners	Universal Access	Stakeholder Engagement and Media	Computers and Graphics Designers	Media Airtime and Meeting facilities	Information, Advocacy and Public Relations division

Cost of Implementing the Standards

The cost of implementing NPA Service Delivery Standards is derived from NPA strategic Plan (2025/26-2029/30). The cost is aligned to; the NPA services/functions as stipulated under the NPA Act 2024 as amended but not a standard as a mean to an end as summarized in the table below.

Table 4.2: Summary of the Cost of Implementing the Standards

S/ N	NPA Functions/Services	Cost (UGX bn)
1	Coordinate and harmonize development planning in the country Including preparation of feasibility studies for strategic public and public investment studies and Review and clearance of loan proposals on behalf of Parliament	281.67
2	Monitor and evaluate the effectiveness and impact of development programmes and the performance of Uganda's economy	23.65
3	Advise the President on policies and strategies for the development of Uganda;	11.23
4	Support 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;	7.5
5	Study and publish independent assessments of critical economic and social policy issues and options to increase public understanding and participation in the economic and social policy debate;	26.52
6	Conduct in-depth evaluations of the impact and cost of selected development programs;	15.55
7	Ensure that all national plans integrate all the cross-cutting issues	0.13
8	To hear and determine appeals lodged by persons or local government aggrieved by the decision of the physical planning committee;	2.88
9	To determine and resolve physical planning matters referred to NPA by local government physical planning committees	2.3
10	To exercise general supervisory powers over all physical planning committees	22.23
11	The coordination and facilitating function of the Executive Board, Human Resource and General Management	545.41
	Total	939.07

