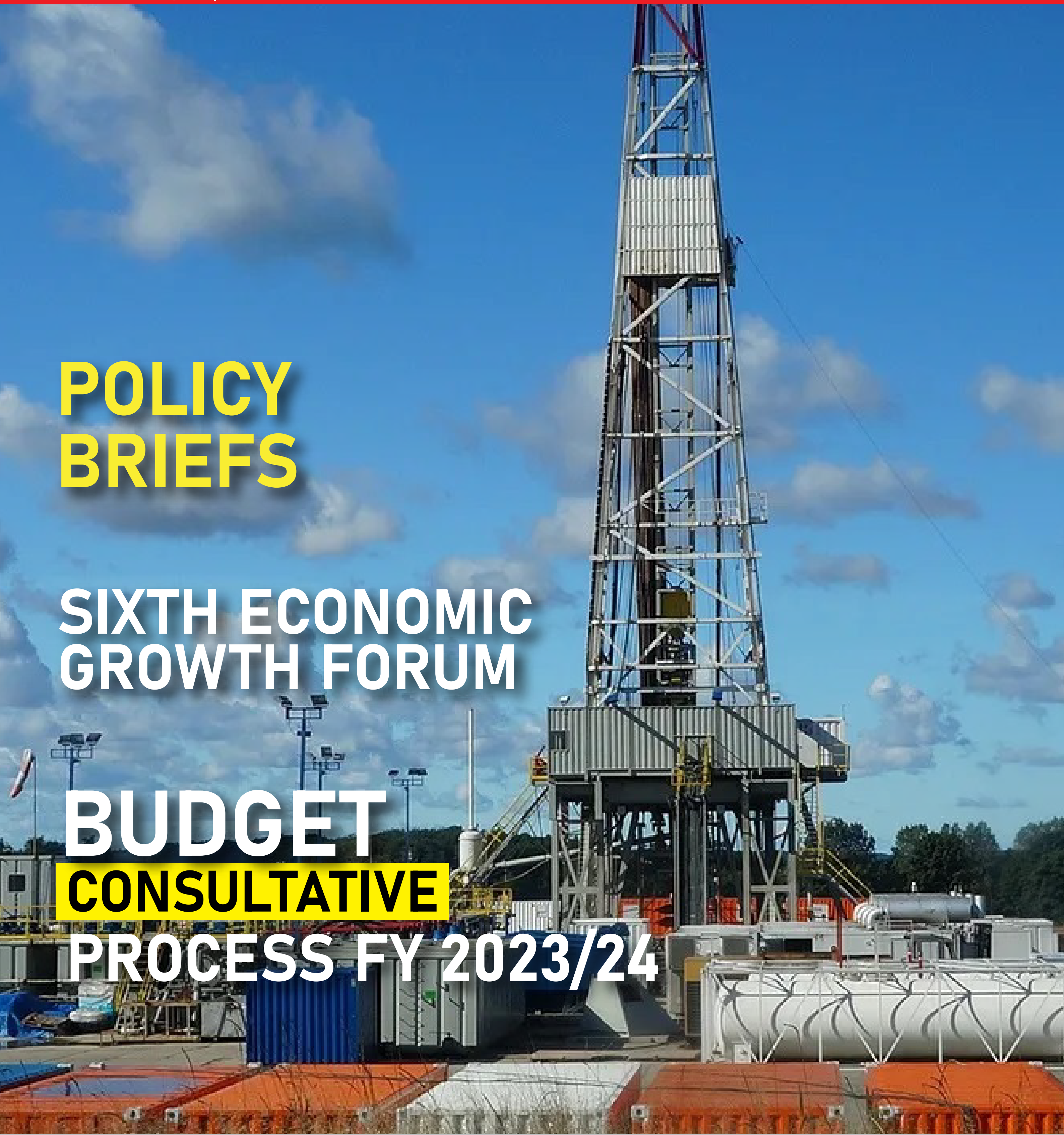
MOFPED TIMES

Privileged Insights

MOFPED @mofpedU #DOING MORE

ISSUE No. 8 July - September 2022



POLICY BRIEFS

SIXTH ECONOMIC GROWTH FORUM

BUDGET CONSULTATIVE PROCESS FY 2023/24

VISION

" A Competitive Economy for National Development"

MISSION

To Formulate Sound Economic Policies, Maximize Revenue Mobilization, Ensure Efficient Allocation and Accountabilty for Public Resources so as to Foster Sustainable Economic Growth and Development

CORE VALUES

Professionalism, Result - oriented, Efficiency and Effectiveness, Teamwork, Integrity, Transparency and Innovativeness

MOFPED
@mofpedU
#DOINGMORE
MOFPED UGANDA

Plot 2-8 Apollo Kaggwa Road. P.O Box 8147, Kampala, Uganda. www.finance.go.ug

PREVENTION OF

COVID-19

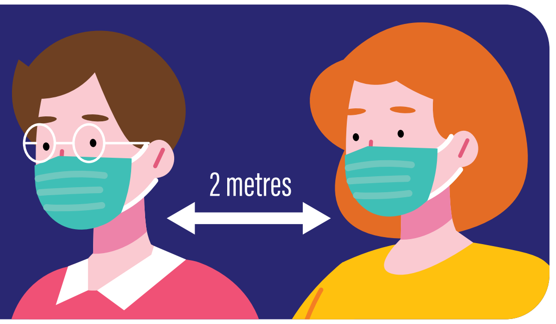
SAVE LIVES

1 **Wear a Mask**
Every time when in public

2 **Clean Your Hands**
Use handsanitizer or soap and water

3 **Temperature Check**
Check the temperature before entering any public place

4 **Keep Safe Distance**
Keep 2 metres of safe distance



Be safe, for you and others

In this Issue

COVER PAGE

Cover Picture source: Eagle Ford Shale Play

PUBLISHED BY
Ministry of Finance,Planning and Economic Development.
Tel: 0414 232095/341286, Fax: 0414 233524.
Plot 2 - 8,Apollo Kaggwa Road.
www.finance.go.ug

EDITORIAL
Ramathan Ggoobi, **Editor-In-Chief**
Apollo Munghinda, **Editor**
Isaac Shaka
Junior Muhumuza
Oscar Kalyango
Jacque Eunice Sabiiti

DESIGN AND LAYOUT
Julius Kamya Andrew
redbugagencies@gmail.com

PHOTOGRAPHY
MoFPED Press Team

MOFPED @mofpedU #DOINGMORE

Ramathan Ggoobi
Permanent Secretary and Secretary to the Treasury

Ministry of Finance, Planning and Economic Development

Greetings

I convey hearty greetings to our dear stakeholders,

First of all, I thank all Ugandans for weathering the global and domestic economic shocks including, Covid-19 pandemic, increase in commodity prices and high interest rates.

I want to assure you that we have firmly avoided short-term interventions such as subsidies, tax cuts and price controls that could lead to long term distortions in the economy. We are sticking to an optimal mix of sound fiscal and monetary policies to mitigate the impact of Covid-19 pandemic and other economic shocks.

We remain committed to supporting economic recovery and providing reliable social services as well as building the resilience of households and businesses to withstand future shocks.

Government's fiscal policy is focussed on improving competiveness in the economy by lowering the cost of doing business, while maintaining macroeconomic stability and debt sustainability.

During this FY 2022/23 and next financial year, we shall maintain investment in the fundamentals, including; security and governance, economic infrastructure particularly rehabilitation of the metre gauge railway and maintenance of roads, parish development model, climate change and food security as well as investment in the new economy of oil, gas and minerals.

We shall endeavour to restore the balance between infrastructure development and human capital development which is central for the development of a healthy population and a skilled labour force.

We are also committed to achieving the target of raising domestic revenues by 0.5% of the GDP in line with the NDP III target and Domestic Revenue Mobilization Strategy.

Regarding Uganda's public debt, I want to assure you that government remains committed to keeping it sustainable by keeping our debt-to-GDP ratio below 50% in the medium term. Priority will be given to contracting debt on concessional terms to lower interest payments and keep debt servicing cost affordable.

I wish to remind all Accounting Officers to embrace the Program Based Budgeting to facilitate smooth implementation of all programs and projects in line with the NDP III. We have reviewed the medium term expenditure framework and issued indicative planning figures at program ceiling level.

I also urge Accounting Officers to prioritize funds to the critical activities that contribute significantly to the wellbeing of Ugandans without accumulating arrears.

Finally, I encourage all stakeholders to participate in the ongoing budget consultations for FY 2023/24 and also give us proposals that will contribute to the socio-economic transformation of Uganda.

I wish you pleasant Reading!

Ramathan Ggoobi
Permanent Secretary and Secretary to the Treasury

Kiira Motors Plant in Jinja

Apollo Munghinda
Principal Communications Officer

Ministry of Finance, Planning and Economic Development

Dear Stakeholders

I am always delighted to share with you Privileged Insights from MOFPED through this platform on a quarterly basis.

In this Issue, we highlight the budget consultative process for FY 2023/24 with all the relevant stakeholders as required under Section 13(2) of the Public Finance Management Act 2015 (Amended).

We also bring to your attention the key aspects of the budget execution circular for FY 2022/23 which provides an elaborate guide to Accounting Officers on how to implement government programs and projects during this financial year with focus on improving service delivery.

Also, do not miss reading about financial inclusion and financial literacy which are vital for socio-economic transformation, the strides government is undertaking to enhance domestic revenue mobilisation as well as tax expenditures, which has been a major point of discussion by many stakeholders in the recent days.

Finally, we report on the recently concluded mid-term review of NDP III and the launched report on the multi-dimensional poverty which Ugandans face beyond consumption or expenditure.

Enjoy your reading!

Apollo Munghinda
Principal Communications Officer

FINANCE

Together we can create an inclusive Financial Sector - says Kasaija

By MoFPED Comms Team

Kasaija launching Financial Capability survey 2020 report

Finance Minister Matia Kasaija has reiterated the call for an environment, which empowers the citizens especially those from the low-income households to have access to affordable and appropriate financial services and products.

The Minister made the remarks while presiding over the Inaugural Financial Inclusion and Financial Literacy Forum in Kampala organised by the Bank of Uganda under the theme: **Enhancing Financial Inclusion through Digital Financial Literacy"**

Stakeholders discussed developments in the financial inclusion and financial literacy and also proposed approaches to increase access and usage of affordable financial products.

"What can be done to encourage all individuals to prepare a budget and we support them to save and invest wisely?" asked the Minister, adding that for every household that does this, there is an opportunity for them to improve living standards and bring about a more prosperous community and nation.

"This is what will transform the lives of our people from subsistence to the monetary economy. The Covid-19 pandemic was an eye opener, therefore as leaders we cannot sit back," said Kasaija.

The Finance Minister said Government has continued to implement and introduce new programs such as Emyooga, Parish Development Model and the Small Business Recovery Fund aimed at economic transformation of the Wanainchi through affordable access to financial services.

He also gave assurance that government will continue providing an enabling environment for the private sector to innovate and responsibly serve the people of Uganda.

On his part, the Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi said building a population of financially literate and included citizens is vital not only for a thriving financial sector, but for the inclusive economic growth of all Ugandans.

He welcomed the launch of the financial capability survey 2020 report, a baseline study for Uganda that measures the level of financial capability of the country, adding that it was an excellent addition to the evidence base on financial literacy and inclusion.

According to the World Bank's Findex database, the share of Ugandans with access to a financial account – with either a formal institution or a mobile money provider – has risen from 59% in 2017 to 66% in 2021. PSST, Ggoobi said the target is to increase the number to 80% by 2027.

The report also shows that the share of Ugandans borrowing from a formal financial institution has also risen from 15% in 2017 to 19% in 2021.The average for sub-Saharan African countries is 10%. In the digital world, 61% of Ugandans now use digital payments up from 51% in 2017 and 47% use a mobile phone or the internet to access a financial account.

Latest data from the Uganda National Household survey suggests that education

FINANCE

level remains a key predictor of financial literacy and inclusion. 65% of Ugandans without a primary level education have no access to financial accounts, compared to 23% of those with at least a secondary level education.

Mr. Ggoobi said the introduction of the National Payment Systems Regulations will enhance financial inclusion by bolstering consumer protection and ensuring that all those making digital payments are safeguarded.

The Deputy Governor Bank of Uganda, Michael Atingi-Ego said policy measures discussed at the forum shall inform the next financial inclusion strategy already under development.

He said some of the achievements of the National Financial Inclusion Strategy over the last five years include; the operationalisation of Agent banking regulations, commencement of work on Islamic banking following the passing of its regulations in 2018 as well as the passing and implementation of the National Payment Systems Act,2020 and its regulations.

“ I have no doubt that the implementation of these initiatives will scale up financial inclusion and directly support the implementation of government programmes such as the parish development model,” said the Deputy Governor.

“I have no doubt that the implementation of these initiatives will scale up financial inclusion and directly support the implementation of government programmes such as the parish development model,” said the Deputy Governor.

Finance Minister speaking at the Forum

Findings from the Financial Capability Survey 2020

The survey attributes an overall financial capability score of 50.4% to Uganda with a higher score for males (52.6%) compared to the females (48.3%). This score is combination of financial knowledge, behaviour and attitudes.

81.6% of adults make day-to-day decisions about their own money and plan or 61.5% budget for their income.

57.6% of the adults had saved over the past 12 months.

26.6% of adults had taken a loan in the last 12 months.

5.1% of the adults have insurance of any kind and only 18.7% of adults could define insurance correctly.

Only 15.1% of adults say they would formally complain to the financial service provider.

70.1% of adults can send and withdraw money from their phones without help.

Lugoloobi launches NDP III Mid Term review

Lugoloobi launching NDP III mid-term review

By MoFPED Comms Team

State Minister for Planning, Amos Lugoloobi recently launched the midterm review of the third National Development Plan (NDP III) calling upon all stakeholders to fully cooperate and participate in the review which is expected to generate evidence based data that will shape the direction of the country both in the short and long term for attainment of the vision 2040.

The NDP III midterm review spearheaded by the National Planning Authority will also help the country identify the priorities for the remaining two years of the plan (2023/24 and 2024/25) and will immediately inform the budgeting cycle for FY 2023/24.

The overall objective of the review and evaluation is to determine the extent of the progress made at the mid-point of the implementation of the NDPIII and at the full course implementation of the NDPII, including their attendant programmes and projects.

"The FY2022/23 is the third year of implementation of the third National Development Plan. The midterm review of NDPIII therefore presents an opportunity for redirecting the country through the reprioritization process towards recovery of the economy," said Lugoloobi.

The review focused on the assumptions of the Plan after the COVID 19 effects on the economy, the macroeconomic framework, targets of the plan, implementation arrangements of the programme based approach and programme performance including attendant projects, financing arrangements and reprioritization of key interventions and actions.

The Executive Director, National Planning Authority, Dr Joseph Muvawala said there were six (6) dimensions for the mid-term review of the NDPIII namely: policy and strategic direction, programme design and institutional framework, economic management, monitoring and evaluation framework, partnerships and local economic development.

"It is expected that the midterm review will provide an early signal of the NDPIII's relevance, coherence, effectiveness, efficiency, impact, and sustainability," said Muvawala.

The Vision 2040 of this country is a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years and the Goal of the NDPIII is increased household incomes and improved quality of life of Ugandans

Emerging Issues

1) The budget resource ceilings should be allocated through the Programme level and not the votes to ensure NDP priority implementation.
2) The Office of the Prime Minister should be resourced to undertake its mandate of implementation coordination and monitoring of the plan across government.
3) Because of the narrowing fiscal space, there is need to review the core projects and reprioritize the NDP list with a clear selection criterion of the critical projects for growth such as the rehabilitation of the metre gauge railway.
4) The budget should provide the resources to operationalize the Programme secretariats that are charged with plan coordination, budgeting, implementation monitoring and reporting.

Participants at launch of NDP III Mid-Term review

Musasizi says Government is building a Self-Sustaining Economy to finance its Development Priorities

Participants at the national dialogue on revenue mobilisation & accountability at Hotel Africana on 24.08.2022

Hon Musasizi speaking at the Revenue mobilisation & accountability national dialogue at Hotel Africana.

By MoFPED Comms Team

Minister of State for General Duties Henry Musasizi says government has made significant success in domestic revenue mobilization and management by enacting enabling laws and policies, for effective revenue mobilization and putting in place institutions for accountability.

Musasizi made the remarks while opening the National Dialogue on, **"Domestic Revenue Mobilization and Accountability: Status, challenges, and opportunities"** organised by Southern and Eastern Africa Trade, Information and Negotiations Institute (SEATINI) and Advocates for Research in Development (ARiD) recently at Hotel Africana.

The dialogue was aimed at exploring how government can enhance its effectiveness and efficiency in Domestic Revenue Management for improved service delivery. Various options for expanding the tax base including taxing the agriculture sector were discussed as well as prudent utilisation of public resources with focus on service delivery to the people of Uganda.

Musasizi said the national dialogue was not only relevant in helping government meet her targeted projection for FY 2022/23, but also gave opportunity to stakeholders to provide useful feedback and advice to government on areas that require improvement.

Uganda has implemented a wide range of tax reforms, which form the foundation for intensifying efforts for even stronger revenue outcomes. These reforms include; **the establishment of large and medium taxpayer offices** at Uganda Revenue Authority, **increased adoption of Information and Communications Technology (ICT) solutions** to facilitate tax administration, **the elimination of selected tax exemptions**, and **increases in selected excise tax rates.**

The Minister said Uganda's revenue performance has remained resilient as indicated by the growth in revenue effort from **12.6% in FY 2019/20 to 13.5% in FY 2021/22 and a projected 14.1% in FY 2022/23** amidst economic disruptions including Covid-19 and other economic shocks.

He however noted that this remains below the Domestic Revenue Mobilisation Strategy target of **16% to 18%** over the medium term. Uganda's economy is expected to grow at between **5%-5.5%** in FY 2022/23 after fully opening up the economy.

"Whereas the total budget for the financial year 2022/2023 is **Ushs. 48,131 Billion** as appropriated by Parliament, domestic revenues are expected to amount to **Ushs. 25,551 Billion.** This projection indicates an increase in revenues of **17% (Shs 3,716.39 billion)** compared to the actual collections of **Shs 21,833.39 billion** for the fiscal year that ended on 30th June 2022," said Musasizi adding that the domestic revenues will fund about 53% of the total approved budget in FY 2022/23.

He noted that because of the need to foster speedy economic recovery, government did not introduce new taxes in Financial Year 2022/23, adding that the decision not to introduce new taxes was to ensure stability and certainty of the tax regime, which is critical for decision making in any business.

"We shall continue to implement the DRMS, focusing on improvements in efficiency in tax collection and enforcement of compliance to deliver our revenue projection for FY 2022/23," said Musasizi.

He said Uganda Revenue Authority was receiving the required support to enhance their capacities, in human resources, equipment and Information and Communications Technology (ICT) to foster enforcement of the tax laws.

He also noted that URA will fully implement the Electronic Fiscal Receipting and Invoicing System (EFRIS), Deploy scanners in new border posts of Bunagana, Mpondwe, Ntoroko, and Goli upon completion to combat smuggling and other customs related tax evasion schemes.

Sectoral Contribution to tax revenue

The bulk of the revenues collected are from industry and services. Services are the largest contributor to total GDP and overall revenue. Whereas industry contributes only 20% of GDP, it is the second most significant contributor to revenue (31.5%).Agriculture contributes less than 1% of tax revenue although it contributes around 24% of GDP.

BUDGET

Budget Execution Circular for FY 2022/2023 highlights

By MoFPED Comms Team

In line with section 13 (5) of the Public Finance Management Act, 2015 (Amended), the Budget for FY 2022/2023 came to effect on 1st July 2022.

The fiscal year's Budget was prepared under the theme

"Full Monetisation of Uganda's Economy through Commercial Agriculture, Industrialisation, Expanding and Broadening Services, Digital Transformation and Market Access"

The Permanent Secretary and Secretary to the Treasury (PSST), Ramathan Ggoobi in the execution circular he issued said the implementation of the FY 2022/2023 budget will follow the approved work plans, procurement plans and recruitment plans which will form the basis of the quarterly expenditure limits.

Policy Directives FY 2022/2023

PSST, Ggoobi highlighted policy directives, which must be adhered to during the execution of the budget for FY 2022/23, and these include:

i. Enhancing fiscal discipline to limit supplementary expenditure to only the unforeseeable and unavoidable spending within the 3% provided for under the law.

ii. Enhancing domestic revenue mobilization to increase the revenue to GDP ratio to the national target of 18% over the medium term.

iii. Automating Government processes and systems to enhance efficiency, save money and fight fraud and other forms of corruption.

Regarding the issue of warranting, Accounting officers are required to warrant 100% of all expenditure limits for all categories of expenditure and submit all warrants at once in line with the issued expenditure limits.

"All Accounting Officers who do not submit warrants timely will be held accountable for the delayed service delivery," said PSST Ggoobi.

In line with the programme-based approach to planning and budgeting, the PSST said the Program Budgeting System (PBS) has been enhanced and adjusted to facilitate this reform.

Concerning construction of public infrastructure, projects financed 100% by the government of Uganda should be undertaken by the National Enterprise Corporation and Uganda People's Defence Forces Engineering Brigade with exception of Universities and Primary Schools.

Ggoobi in the Budget Execution Circular also cautioned Accounting officers who divert funds meant for settlement of verified domestic arrears to finance other expenditures.

"Any Accounting Officers found culpable will be sanctioned in accordance with the law," he said, adding that Accounting Officers who accumulate arrears in FY 2022/2023 will have the equivalent amount deducted from the MTEF ceilings of their votes in FY 2023/2024.

The PSST also advised Accounting Officers to adhere to Tax Inclusive Budget execution where all payments for goods and services should be tax inclusive.

On the issue of irregular recruitment, he

PSST meeting Central Government Accounting Officers on budget execution for FY 2022/23 said Accounting Officers who undertake recruitment without due regard to the adequacy of the wage bill and clearance to recruit will be sanctioned.

The other critical policy directive is on titling of Government land. Accounting Officers were directed to ensure that all land owned by their respective Votes should be titled this financial year within the available resources.

It should also be noted that expenditure limits for Local revenue shall continue to be issued based on remittances to the Uganda consolidated fund and the cash limits shall also be issued as, and when funds are received.

The roll out of the Parish Development model (PDM) will continue to be prioritised this FY as Government's last mile strategy to facilitate the transition of subsistence households into the money economy and Parish revolving funds shall be disbursed directly to the respective bank accounts of only the qualifying PDM SACCO's.

The other issue PSST highlighted was operationalization of the completed Seed Secondary Schools and upgraded Health Centre IIs to Health Centre IIIs. He said funds for wage and medicines have been provided in the budget under the Uganda Inter-Governmental Fiscal Transfers Program.

Finally PSST said all newly created Town Councils and Sub counties are expected to be in operation this financial year 2022/23 given that the required resources have been fully provided in the budget.

Meeting Accounting Officers

Following the issuance of the budget execution circular for FY 2022/2023, the PSST separately met both the Central and Local Government Accounting Officers to clarify on any issues contained in the circular.

One of the issues he emphasised was that the Ministry of Finance will not tolerate any wage, pension and gratuity supplementary requests since all these were adequately provided for during this financial year.

"There will be very limited room for supplementary expenditure this financial year and this will be specifically for security and industrial policy which will be limited within the 3% in line with the PFM Act," said Ggoobi.

LG Accounting Officers attending MOFPED meeting at Hotel Africana in Kampala

There will be very limited room for supplementary expenditure this financial year and this will be specifically for security and industrial policy which will be limited within the 3% in line with the PFM Act," said Ggoobi.

He urged all Accounting Officers to be frugal in the management of funds, focus on critical activities that contribute significantly to the attainment of the Vote Outcomes without accumulating arrears.

What Local Government Accounting Officers say...

Local Government Accounting Officers expressed concern over the delayed salary enhancement, which they said was affecting their morale to deliver as expected, moreover superintending billions of shillings.

They also want resources voted to deliver services in Local Governments to be sent to Local Governments and not Government Ministries.

The Local Government Accounting Officers requested that subsequent meetings with them should also involve Permanent Secretaries of Ministries concerned with decentralised services, and these include Education, Health, Agriculture, Water and Environment to collectively agree on improving service delivery in Local Governments.

BUDGET

Budget Consultative Process FY 2023/24

By MoFPED Comms Team

The Minister of Finance, Planning and Economic Development, on behalf of H.E. the President prepares the Budget and submits to Cabinet for consideration in line with the national strategic direction, and to Parliament for approval/ appropriation.

MoFPED coordinates the consultative process with relevant stakeholders in accordance with the existing planning and budgeting legal framework to produce a balanced budget that is aligned to the NDP, the Budget strategy for the year and the prevailing economic, political, and social circumstances.

Legal and Regulatory Framework

Article 155 (i) of the 1995 Constitution of the Republic of Uganda and, Section 13 (1) – (2) of the Public Finance Management Act, 2015 (PFMA 2015) require the Minister responsible for Finance, Planning and Economic Development, on behalf of His Excellency The President, to cause to be prepared, the annual Budget for the following financial year, in consultation with the relevant stakeholders.

The Budget is prepared in a consultative approach, taking into consideration the input and recommendations from Partners such as Heads of Government MDAs, Parliament, Development Partners, Local Governments, Civil Society and the Private Sector.

The Budget consultative and preparatory process is governed by strict timelines, which must be adhered to amidst the wide stakeholder consultations. In accordance with the PFM Act 2015, the budget consultative process for financial year 2023/24 commenced in late August, 2022.

Proposed Budget Theme for FY 2023/24

The proposed theme of the Budget for FY 2023/2024, just like FY 2022/23 is **"Full Monetization of Uganda's Economy through Commercial Agriculture, Industrialization, Expanding and Broadening Services, Digital Transformation and Market Access"**

The theme is in line with NDPIII's theme of: 'Industrialization for Inclusive Growth, Employment and Wealth Creation' which aims at "accelerating economic recovery and enhancing productive sectors for improved livelihood" as agreed with all East Africa Community (EAC) member states.

The National Budget Conference FY 2023/24

The National Budget Conference was held on 13th September 2022 at Kololo Ceremonial grounds and its overall objective was to share the Budget Strategy

"Full Monetization of Uganda's Economy through Commercial Agriculture, Industrialization, Expanding and Broadening Services, Digital Transformation and Market Access"

Premier Nabbanja & Finance Minister Kasaija poses for photo with heads & representatives of best performing MDAs

BUDGET

and the Preliminary Resource Envelope for FY 2023/24 and to seek input from relevant stakeholders.

The National Budget Conference was opened by the Rt. Hon Prime Minister Robinah Nabbanja who prayed for fruitful deliberations to generate strategic interventions to propel Uganda's economy back to the pre-pandemic growth path and transform the 39% households from subsistence to the money economy.

She said Uganda under the able leadership of H.E President Museveni has been able to navigate through the socio-economic turbulences caused by Covid-19 pandemic and the Russia Ukraine war, adding that government is committed to consolidating its resilience to accelerate economic recovery.

"Effective FY 2023/24, the medium term expenditure framework will be allocated by Programme. The Programme working groups will be required to agree on the priorities aligned to the budget strategy," said the Premier.

Earlier on, the Deputy Secretary to the Treasury Patrick Ocailap on behalf of the Permanent Secretary and Secretary to the Treasury confirmed that the budget strategy had input from a number of stakeholders already consulted.

He said the Budget conference was paving way for the first budget call circular for FY 2023/24, normally issued on 15th September to guide the planning and budgeting for the next financial year in line with the law.

Budget Strategy for FY 2023/24

The Budget strategy for FY 2023/24 is premised on four strategic intervention areas namely; enhancing security, good governance and rule of law, boosting economic recovery and enterprise resilience, facilitating economic growth and competitiveness as well as promoting social development and protecting vulnerable communities.

Finance Minister Matia Kasaija said the overall objective of the budget strategy was to restore the economy back to the medium-term growth path of 6-7% per annum, improve competitiveness of the economy by lowering cost of doing business while maintaining macro-economic stability and debt sustainability, in addition to sustaining Uganda's socio-economic agenda.

He said preliminary GDP data shows overall growth of 4.6% in FY 2021/22, an improvement from 3.5% in the previous year as the economy continues to recover from the Covid-19 pandemic.

Kasaija said the income per capita increased from USD 936 in FY 2020/21 to USD 1,052 in FY 2021/22 surpassing the NDP III targets, adding that this improvement is partly attributed to increased government targeted expenditure to support economic recovery.

"Fiscal discipline, efforts to boost domestic revenue by implementing domestic revenue mobilization strategy and prudent borrowing strategies will be important for attainment of high sustained growth, jobs creation and socio-economic transformation," said the Minister.

He said government will restore the balance between infrastructure and human capital development.

Specifically the Minister highlighted full scale implementation of the Parish Development Model, environmental protection, value chain development, affordable and accessible financing for economic growth, enhancing access to regional markets and prioritising tourism, minerals, oil and gas sectors.

Other areas of focus are: support to industrialisation, digital transformation and broadband connectivity, expanding rural electrification, designing of regional development plans and improved provision of health, education, safe water and sanitation.

With respect to improving learning outcomes the Minister said, "staffing levels will be enhanced by recruiting 2,650 primary school teachers in the least-staffed Local Governments to improve the teacher-pupil ratio."

Financing Framework for FY 2023/24

The Finance Minister said Government intends to meet the target of raising domestic revenues by 0.5% of GDP in line with NDP III annual revenue enhancement target and Domestic revenue mobilization strategy.

He said domestic revenues are projected to amount to Shs.29.784 trillion of which tax revenue is projected to be Ushs 27.774

Prime Minister hands over recognition plaque to Uganda Prisons as best performeing MDA

Finance Minister Matia Kasaija

trillion and non-tax revenue Ushs.2.009 trillion.

"Public debt management next financial year 2023/24 will continue to be guided by the principles set out in the Public Debt Management Framework 2018, the National Development Plan and Uganda Vision 2040," said the Minister, adding that gradual fiscal consolidation will lead to a decline in public debt below 50% of GDP in nominal terms.

"Priority shall be accorded to contracting debt on concessional terms to lower interest payments," said the Minister.
Kasaija said the resource envelope for the financial year 2023/2024 will not have any significant changes from the financial year 2022/2023.

Development Partners expectations

On behalf of the Local Development Partners Group, USAID Mission Director Richard Nelson called for increased funding for human capital development especially education and health.

He said there is need to target and scale up resources for social protection to cushion the vulnerable and poor against the economic shocks by increasing resources for empowering youth and women and social assistance grant empowerment (SAGE).

Other priority areas they expect government to embrace include: Enhancing agricultural productivity, improving transport infrastructure, promotion of trade and exports, green growth and climate change adaptation as well as use of renewable energy.

The Development Partners also want government to increase domestic revenue mobilization, ration tax expenditures and focus on clearing of domestic arrears and full scale implementation of the Parish Development Model.

On behalf of the Private Sector, Stephen Asiimwe the Executive Director Private Sector Foundation Uganda (PSFU) called upon government to put measures to reduce the cost of doing business, including reducing the cost of internet and ensuring access to affordable credit.

He also wants government to invest more in the tourism sector and also prioritise the cold chain system especially for the food industry and cargo planes.

Civil Society Statement on the Budget Strategy

The Executive Director Civil Society Budget Advocacy Group Julius Mukunda and ACODE's Dr Arthur Bainomugisha called upon government to address challenges that pose a threat to the realisation of NDP III objectives and these include, fiscal indiscipline, allocative inefficiencies and limited financing of core NDP III projects.

They also want government to close the leakages in value added tax collection, rationalise tax expenditures and improve public investment management in addition to strengthening coordination between government ministries, departments and agencies.

Regarding the implementation of the Parish Development Model, Mukunda said the coordination function and linkages among stakeholders need to be streamlined,

"Fiscal discipline, efforts to boost domestic revenue by implementing domestic revenue mobilization strategy and prudent borrowing strategies will be important for attainment of high sustained growth, jobs creation and socio-economic transformation," said the Minister.

Participants at the conference

adding that government should also undertake coordinated citizens' awareness about PDM.

Another area of concern is the inadequate fiscal transfers to the local governments and they want government to revise the unconditional grant and also prioritise investment in food reserves and climate change financing.

Local Governments Perspective

The President of the Uganda Local Government Association, Rwabuhinga Richard, on behalf of Local Governments recommended that government allocates funds that are commensurate with the devolved local government's mandates and also redirect resources retained in MDAs to LGs votes for decentralized services and local development.

"We request Government to allocate a special development grant to fully operationalize the new administrative units especially the newly created Cities, Town Councils and Sub-Counties for improved service delivery," said the ULGA President.

Other areas Local Governments want to be prioritised include, physical planning, titling of government land, recruitment of critical staff and salary enhancement to address the salary distortions.

He also said Government should support LGs to build capacity in identifying alternative revenue sources and developing their own context-specific local economic development strategies.

Closing of the Budget Conference FY 2023/24

The Prime Minister Robinah Nabbanja on behalf of H.E the President Yoweri Kaguta Museveni closed the Budget conference thanking all stakeholders for participating in the conference and giving valuable input that that will be instrumental in the preparation and finalization of the budget for FY 2023/24.

The President in his message reiterated the priorities of the Budget for FY 2023/24 and these include, security and good governance, climate change adaptation and food security, implementation of PDM, infrastructure development, private sector development, investment in oil, gas and minerals as well restructuring of government and reviewing of salaries for public servants.

He said Government will also secure resources to relocate people in disaster prone areas and also give them a source of livelihood, adding that government will pursue prudent debt sustainability and only borrow for high value projects with economic returns.

Best performing MDAs and LGs in FY 2020/21 recognised.

Based on the assessment spearheaded by the Civil Society, the best five MDAs were; Uganda Prisons, Public Service Commission, Uganda Tourism Board, Masaka referral hospital and Equal Opportunities Commission. The best performing Local Governments were; Ibanda district, Isingiro district, Kira Municipal Council, Mpigi and Gulu districts.

BUDGET

Key messages during LG Budget Consultative workshops FY 2023/24

By Shaka Isaac

During the regional budget consultative workshops which kick-starts the budget preparation process for next year, Finance Minister Matia Kasaija and his Ministers of State shared the feedback on issues raised during budget consultations for FY 2022/23.

One of the issues of concern was the low share of the Local Governments budget as a percentage of the national budget. The Ministers in their message across the country informed Local Government leaders that the financing of the Local Governments has improved from Ushs.2,361.4bn in FY 2015/16 to Ushs 5,864.8bn in FY 2022/23.

A huge amount of resources have gone towards financing the sectors of health, education, water and environment as well as agriculture.

Regarding rationalisation of funds appropriated to Ministries, Departments and Agencies (MDAs) for decentralised services in Local Governments, the Minister acknowledged that these funds are sometimes released late without clear guidelines, and therefore to avoid disruptions during execution, all such grants will be decentralised in the budget for FY 2023/24.

"Government is committed to increasing overall Local Government funding, however we note that even where funds have been released in time, there are delays partly attributed to late procurement and delayed recruitment, resulting in unspent balances at the end of the year," said the Minister.

Hon Musasizi at talkshow on Mega FM in Gulu

Hon. Kasolo speaking at LG cosultative workshop at sunset hotel in Jinja

The other key guidelines include; stopping the creation of new administrative units in FY 2023/24 and over recruitment beyond approved structures by some Local Governments which cause salary shortfalls during budget execution.

On the popular issue of enhancing salaries for all public servants, the Minister said, "I am happy to inform you that Cabinet has accordingly approved a salary enhancement across the civil service and will be implemented in a phased manner."

The Minister also said a technical team will be set up to address the concern raised regarding the hybrid procurement method used in contracting for construction of seed schools and health centres, which has over the years caused huge unspent balances in many Local Governments.

Concerning revenue mobilisation, Local Governments were encouraged to declare off budget support from Development Partners at the start of the budget process to avoid supplementary budget requests and revoting of unspent funds.

"I request you to strengthen your revenue administration and collection measures by having in place right policies, bye-laws and ordinances that promote local revenue enhancement," said Kasaija.

The Permanent Secretary and Secretary to the Treasury Ramathan Ggoobi during the consultative workshop in Jinja cautioned Accounting Officers to desist from recruiting staff without clearance from Ministry of Public Service and confirmation of availability of resources by Ministry of Finance.

Local Government officials raising issues of concern in Jinja

He asked Accounting Officers to budget adequately for wage, pension and gratuity and to promote transparency and accountability by displaying the payroll on their notice boards.

Ggoobi confirmed that the Auditor General has been requested to carry out an audit on the wage bill across government. Currently the wage bill stands at about 7 trillion Uganda shillings for about 350,000 public servants.

Some of the issues raised by Local Government leaders across the country which they want Government to address include; enhancement of salaries for all public servants, more resources for newly created administrative units and additional funds for road maintenance as well as procurement of road equipment.

They also want government to focus on improvement of infrastructure in education and health and also address issues causing delays in implementation of Uganda Inter-Governmental Fiscal Transfer Programme (UGIFT) projects.

BUDGET

PSST Ggoobi issues first Budget Call Circular FY 2023/2024

The Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi has issued the 1st budget call circular to all Accounting Officers and Chief Executive Officers of all State owned enterprises and Public Corporations on the preparation and of the budget framework papers (BFPs) and preliminary budget estimates for financial year 2023/24 in line with section 9 (1), (2), (3) and (5) of the Public Finance Management (PFM) Act 2015 (Amended).

The objective of the circular is to communicate the budget process calendar for FY, 2023/24, Budget strategy FY 2023/24 in line with NDP III strategic objectives and programmes, preliminary resource envelope, expenditure ceilings and indicative planning figures as well as strategic policy and planning guidelines.

In addition to highlighting the budget strategy and proposed priority intervention areas for FY 2023/2024, the PSST issued policy and administrative guidelines including the requirement for NDP III Programme Working Groups to meet and agree on Program priorities and resource allocation to the Member votes in line with the Budget Strategy for FY 2023/24.

In a bid to promote efficiency in resource allocation and use, all Accounting Officers should adequately plan for joint monitoring of all ongoing projects under their jurisdictions to detect and mitigate risks in a timely manner.

Accounting Officers were also advised to desist from undertaking non-retooling activities such as training, major construction, hiring of contract staff and undertaking studies, monitoring and supervision of projects. Retooling projects should aim at facilitating proper working conditions of MDAs through acquisition of key working tools.

Regarding recruitment, Accounting Officers were requested to ensure proper analysis of the wage provision to ascertain availability of adequate funds before clearance for recruitment is sought from the Ministry of Public Service.

Specifically for Local Governments, Accounting Officers were informed that on 22nd August 2022, Cabinet rescinded its earlier directive to involve the Parish Chief as signatory to the Parish Development Model SACCO bank accounts. The signatories shall be elected representatives of the bona-fide members of the PDM SACCO.

The PSST also reiterated Government's position against creating new administrative units and constituencies given the fiscal constraints. No new administrative units and constituencies shall be created in FY 2023/2024.

For details visit: www.finance.go.ug

PSST issued policy and administrative guidelines including the requirement for NDP III Programme Working Groups to meet and agree on Program priorities and resource allocation to the Member votes in line with the Budget Strategy for FY 2023/24.

PSST addressing LG officials during budget consultative workshop FY 2023/24 at Jinja

LG Accounting Officers attending MOFPED meeting at Hotel Africana

Quality Statistics key to Success of Government Programmes - Lugoloobi

By MoFPED Comms Team

Minister of State for Planning Amos Lugoloobi has said that the collection, analysis and timely publication of relevant and quality statistics contributes to the success of government programmes.

Lugoloobi made the remarks at the launch of the Multi-dimensional Poverty Index (MPI) Report for Uganda, and validation of the Poverty Status Report, 2021 in Kampala.

Multi-dimensional poverty means deprivation of the necessities of life other than money.

The MPI Report is based on the Uganda National Household Survey 2019/20 series, which provides statistical indicators underpinning the socio-economic characteristics at both household and community levels.

Lugoloobi said Government of Uganda has invested heavily in programmes geared towards ending household poverty, with an intention of moving every Ugandan into the money economy, adding that it's not a coincidence that income poverty reduced from 56% in 1992/93, 21.4% in 2016/17 to 20.3% in 2019/20.

"The significant reduction in poverty reflects Government's commitment to transform the country from a subsistence-based economy to a prosperous middle income economy," said the Minister adding that Government is committed to addressing multidimensional poverty by refocussing efforts beyond income poverty.

He said the adoption of the Parish Development Model is expected to further bring down the poverty levels by strengthening the household as the economic base.

He noted that elimination of household poverty calls for the need to consider poverty in all its multiple dimensions with focus on how it affects the people.

The Permanent Secretary and Secretary to the Treasury Ramathan Ggoobi who was represented by the Acting Director Economic Affairs Moses Kaggwa said the multi-dimensional poverty index compliments the traditional monetary poverty measures by capturing the acute deprivations that people face beyond income.

"Since MPI relies on the National Household survey series, it provides us an opportunity to further scrutinise the multi-faceted aspects of poverty and how we can deal with them," said Ggoobi.

He also thanked Uganda Bureau of Statistics (UBOS) for spearheading the collection of Parish development model (PDM) baseline data, which will provide the basis for tracking the performance of household enterprises and ensure the success of the programme. PDM is one of the initiatives expected to address multi-dimensional poverty.

The UNDP Resident Representative, Elsie Attafuah called for promotion of industrialization as a measure to address multi-dimensional poverty through export revenues, jobs, and poverty reduction.

Other areas of focus she highlighted include; tourism, universal access to clean energy, promoting private sector development and successful implementation of parish development model as well as intra Africa trade.

She said the report helps in shaping the understanding of the complex dimensions of poverty and called upon government to use the report to effectively target and design appropriate interventions.

Elsie Attafuah said this tool could be used for development planning, resource mobilization and galvanization of efforts towards realizing agenda 2040.

Multi-Dimensional Poverty (MPI) Findings

According to the study by UBOS, many Ugandans are affected by multi-dimensional poverty.

The Principal Statistician UBOS, Vincent Sennono while presenting the findings from the multi-dimensional poverty index (MPI) report 2022 said 42.1% of Ugandans were considered dimensionally poor by 2019/202, a 2% reduction from 44.3% in 2016/17.

A person who cannot afford to take a child to school or go for treatment when sick or

Lugoloobi with Partners at launch of MPI at Kampala Serena Hotel

Participants at the launch of the Report

fail to access clean water and electricity is considered dimensionally poor.

Multi-dimensional poverty is still highest in Northern Uganda (63%) followed by East (45.7%). Karamoja has the highest levels of multi-dimensional poverty at 85% (deprivation in years of schooling, school attendance, and access to toilet facilities, housing material, electricity and asset ownership).

MPI in Acholi is at 64%, West Nile at 59%, Lango at 57% and Teso at 56%. Child labour is highest in Teso and Lango while highest deprivation in productive employment is in Busoga. Highest deprivations at national level are housing, toilet facilities and access to clean energy. Western Uganda has highest deprivation in access to water.

"The significant reduction in poverty reflects Government's commitment to transform the country from a subsistence-based economy to a prosperous middle income economy," said the Minister

Validation of the Poverty Status Report 2021

At the same occasion, a draft Poverty Status Report (2021) produced by the Economic Development Policy and Research Department of the Ministry of Finance, Planning and Economic Development was presented for validation.

The Report, which will be launched after a series of validation exercises, interrogates what has changed about the status of poverty in Uganda over the last five years (2016-2020) and by how much and why?

The report focuses on jobs, informality and poverty outcomes during the COVID-19 pandemic. It also examines how these focus areas influenced household welfare and structural transformation in the economy.

The relationship between subsistence farming and household welfare is also highlighted.

The report also examines vulnerability to poverty by estimating the likelihood of future poverty and this is expected to inform policy debates towards poverty prevention rather than poverty reduction.

PICTORIAL

Cake cutting in honor of Commissioner Isingoma upon his appointment to IMF External Audit Committee

Finance Minister Matia Kasaija meeting Director General of the Arab Bank for Economic Development in Africa Dr. Sidi Ould Tah (4th R)

Finance Minister bids farewell to EU Ambassador to Uganda Attilio Pacifici who ended his tour of duty in Uganda

Hon. Musasizi at Launch of Human Development Report 2021/2022 at Makerere University

Hon. Anite and Hon. Kasolo visiting Post Bank Uganda branch at Lugogo mall to assess the level of services

Hon.Musasizi and Works Minister Gen. Katumba Wamala visiting Kiira Motors in Jinja

PSST Ggoobi visits Coffee City in Ntinda- Private sector players enhancing marketability of Uganda's Coffee

Hon. Musasizi declaring NSSF Interest rate of 9.65% for FY 2021/22 during the 10th Annual Members' meeting at Serena Hotel, Kampala

Sixth Economic Growth Forum Highlights

Group photo with Rt. Hon Prime Minister

By MoFPED Comms Team

The 6th Economic Growth Forum was organised by MoFPED in Partnership with the International Growth Centre (IGC) to generate ideas for accelerating Uganda's economic transformation through rapid, sustainable and inclusive economic growth.

The forum was organised under the theme **"Building a Self - Sustaining Economy to Weather Future Shocks."** Policy makers and key stakeholders came together to explore ways of building a resilient economy that is equipped to weather a multitude of socio-economic shocks.

The forum reflected on Uganda's policy response to the recent global economic shocks and local and international researchers discussed how policymakers can exploit the unique opportunity presented by the launch of the Parish Development Model to bolster export sectors and strengthen domestic value chains.

The event also analysed how Government can boost tax revenues without unduly harming economic activity and considered policies that can be adopted to allow Uganda to adapt to rapidly changing climate patterns.

The policy recommendations from this forum held on 31st August and 1st September 2022 at Kampala Serena hotel will inform the economic growth and budget strategy for financial year 2023/24 and the medium term.

Finance Minister Matia Kasaija while opening the forum said the economy is projected to further expand to between 5 and 5.5 percent in FY 2022/23 following continued government response measure to support economic recovery such as provision of affordable credit to the private sector including EMYOOGA, small business recovery fund, capitalization of Uganda Development Bank (UDB) among others.

He acknowledged that the economy was facing a number of challenges including global and domestic shocks, which are affecting the economic growth aspirations and these include; climate change and slowdown in global growth.

"In the medium term, we expect the Parish Development Model (PDM) to have significant effect on growth. The PDM is a multi-sectoral strategic intervention by this Government to create socio-economic transformation by moving the 39 percent of Ugandan households still stuck in a subsistence existence to the money economy," said the Minister.

He noted that growth in the medium term will also be driven by developments in the oil and gas sector and continued improvement in execution of key public investment projects, particularly in the energy and transport sectors.

Dr Richard Newfarmer, the Country Director IGC said the global economy was slowing at worrisome rate, adding that imported inflation from the global economy was of immediate concern to Uganda.

"The global slowdown will have knock-on effects for Uganda. Recession would mean that Uganda's exports – essential to driving growth – will face serious

"In the medium term, we expect the Parish Development Model (PDM) to have significant effect on growth."

headwinds," said Dr. Newfarmer.

He highlighted three important policy areas and these are; promoting exports and domestic value addition, measures to mobilize revenues to finance investment and making the economy more resilient to climate change and other external shocks.

The World Bank Country Manager Mukami Kariuki commended the government of Uganda for a cautious approach to economic management by prioritising macro-economic stability over short-term solutions.

She said government should close the remaining gaps of the most vulnerable people by prioritising social protection systems, strengthening health, and education systems for improved outcomes.

Mukami Kariuki also highlighted other areas that must be prioritised and these include; focus on green growth and embracing renewable energy, increasing electricity connectivity, mobilisation of more resources to increase the tax to GDP ratio to around 18% from the current 13% and promoting trade and exports.

She also reiterated the need to expedite the implementation of the Tax expenditure governance framework, the Local Government Revenue Mobilisation strategy and formulation of the Integrated National Financing Framework.

How well did Uganda respond to the recent global and domestic economic shocks?

Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi said the Uganda economy has faced global economic shocks including; Covid-19 pandemic, increase in commodity prices, increase in interest rates, increase in debt and climate change effects as well regional conflicts.

He said government's short to long term response includes sticking to appropriate sound and monetary policies to mitigate the impact of Covid-19 pandemic and price shocks.

"Avoiding measures that could lead to

L

Prime Minister Robinah Nabbanja closing the 6th Economic Growth Forum

R

PSST Ramathan Ggoobi speaking at the 6th EGF

L

Country Director IGC Dr Newfarmer

R

World Bank Country Manager Mukami Kariuki

long term distortions of the economy and maintaining a competitive environment to support a continuous supply of goods and services whose stream was constrained," said PSST.

Premier closes 6th EGF

The Rt. Hon Prime Minister Robinah Nabbanja closed the forum calling upon all stakeholders to embrace the recommendations and put them into practice through practical actions.

She said the economy has remained resilient due to the timely economic interventions by government.

The Premier said she was pleased with recommendations for managing climate change, enhancing domestic revenue mobilization to reduce borrowing and enhancing export by taking advantage of market opportunities in the region and beyond.

The World Bank Country Manager Mukami Kariuki commended the government of Uganda for a cautious approach to economic management by prioritising macroeconomic stability over short-term solutions."

LESSONS
from Uganda's response to the recent shocks include:

- A stable political environment that was decisive and able to communicate the key messages effectively.
- Evidence based actions, supported by analytics to minimise costly interventions.
- Macro-economic stability and sound economic policies.
- Open economy, trade openness and liberalised economy.
- There were no caps on interest rates.
- Close coordination between fiscal and monetary policies.
- Budget prioritisation and maintaining fiscal flexibility.
- Strengthening social safety nets.
- Taking advantage of opportunities created by global shortage.
- Digitizing the economy and supporting online business.
- No panic, instead give messages of hope for population and economy.

KEY ACTIONS
to build resilience into Uganda's growth strategy

i. Boosting domestic revenue mobilization-effective implementation of Domestic Revenue Mobilization Strategy
ii. Ensuring fiscal sustainability, especially debt sustainability
iii. Maintaining macroeconomic stability
iv. Trade openness and access to market
v. Digitization of the economy to ensure business continuity
vi. Leveraging private sector financing to finance public investments
vii. A labour force equipped with skills to meet domestic, regional and global needs.
viii. Adaptation-mitigating effects of climate change, attracting climate finance.

EGF

RECOMMENDATIONS

Some of the recommendations from the 6th EGF include the following:

- Ensure new infrastructure is climate resilient in support of green growth
- Constantly review tax policies, analyze the appropriateness of legal tax frameworks and manage tax exemptions
- Improve the country's competitiveness and work with the EAC to improve trade relations and minimize non-trade barriers.
- Supporting agricultural productivity through investment in research and promoting good agricultural and climate smart farming
- Investing in human capital especially education and health so as to have a fully productive population that contributes to growth
- Safeguard biodiversity and ecosystems as a fundamental to climate resilient development, in light of the threats climate change poses and their role in adaptation and mitigation.
- Capitalize on innovative climate finance instruments including carbon markets, guarantees, result based finance, grants, and PPPs to de-risk private sector investments.
- There is need for a monitoring and evaluation framework for the tax incentives to assess if they are achieving their objectives.
- To increase revenue collection, focus on increasing compliance and the tax base rather than increasing tax rates.
- Improve local supplier linkages to larger export oriented firms by helping smallholders aggregate harvests, prioritizing investments in transport and warehousing infrastructure and helping firms to access trade finance.
- Develop commodity-specific export strategies by identifying regulatory barriers and opportunities for investment along the value chain.
- Need to invest in trade-related infrastructure and services, including well-functioning roads, ports and airports, as well as customs clearance and other trade logistics services to support special export zones.

Participants at 6th EGF

TAX

Government grants tax incentives to attract investment in strategic sectors of the economy - Musasizi

Launch of the Policy Paper

By MoFPED Comms Team

The Minister of State for General Duties Henry Musasizi has said Government has over the years granted discretionary and non-discretionary tax incentives in order to attract investment in strategic sectors of the economy that are creating jobs, adding value to locally produced goods and also promoting exports and social welfare of the people of Uganda.

The Minister who was represented by the Acting Director Economic Affairs, Moses Kaggwa made the remarks at the launch of a Policy paper 2022 on tax expenditures titled **"Improving Tax Expenditures' Reporting in Uganda for Improved Social Economic Benefits"**

The report was produced by Southern and Eastern Africa Trade Information and Negotiation Institute (SEATINI) with Support from USAID Domestic Revenue Mobilization for Development to analyse gaps in the tax expenditure reporting in Uganda and how tax expenditures can be enhanced to promote the social and economic wellbeing of Ugandans.

Hon Musasizi thanked SEATINI and Partners for contributing to the body of knowledge that provides information on how best countries including Uganda can best manage tax expenditures.

"It is my hope that this event will contribute to yielding solutions and proposals towards addressing the current challenges hindering the achievement of social and economic benefits from tax expenditures," said Musasizi.

The Government of Uganda spends through the tax system in the form of tax reliefs. The value of revenue foregone from the reliefs is described as 'Tax Expenditure'. Tax Expenditures exist for numerous reasons, whether for a social purpose, to provide relief to certain sectors of the economy, or due to difficulties in collecting revenue from hard-to-tax sectors.

According to MOFPED Tax Expenditure Report for FY 2021/2022, the value of revenue foregone from tax expenditures in Uganda is estimated to be **UShs. 2,478.1billion** or **1.56%** of GDP, for the financial year **2021/22**. The total amount of tax collected during 2021/22 is estimated to be UShs. 20,877bn, meaning that the value of revenue foregone due to tax expenditures is equal to around **11.9% of total tax collections.The largest share of revenue foregone came from the VAT**, representing **UShs. 1,151.47bn** or **0.72%** of **GDP**.

The value of revenue foregone due to tax expenditures has increased from around **0.87%** of GDP in FY16/17 to **1.56%** of GDP in FY21/22, an increase of around **86%** over the period in question. Projections for FY22/23 suggest that revenue foregone from Tax Expenditure is expected to be in the region of **UGX 2,881.57 in FY22/23**, or around **1.64%** of **GDP**.

However, Civil Society Organisations in their various reports argue that tax incentives and exemptions are harmful to the country and they believe that, it is partly the reason why Uganda's tax to GDP ratio has stagnated at an average of 13%.

Contents of the launched Policy Paper on Tax expenditures

According to the Policy paper, Tax incentives generally rank low in investment climate surveys in low-income countries, and there are many examples in which they are reported to be redundant—that is, investment would have been

Acting Director Economic Affairs,Moses Kaggwa representing Hon. Musasizi

undertaken even without them. Moreover, their fiscal cost can be high, reducing opportunities for much-needed public spending on infrastructure, public services or social support, or requiring higher taxes on other activities.

The Paper also notes that tax leakages, illicit financial flows, generous tax incentives and the large informal sector, among others translate into lower tax to GDP ratios and the low revenue collections amidst increasing government expenditure, which results into fiscal deficits thereby raising the appetite for borrowing.

An ActionAid Report (2017) asserts that Tax incentives are one of the causes of low revenue collections in Africa and that governments in sub-Saharan Africa may be losing **USD 38.6 billion** a year, which is around 2.4% of their GDP to tax incentives.

At the launch of the report, a number of concerns regarding Tax expenditure were raised and these include; lack of comprehensive background checks on some investors, silence of the law on maximum number of beneficiaries and challenge of access to capital for local investors, which denies them access to incentives.

What the Law says….

The Criteria used to identify the beneficiaries of the tax waivers is well laid out in the Constitution, Public Finance Management Act and the Tax Procedures Code Act.

In accordance with Article 152(2) of the Constitution, the Minister of Finance, Planning and Economic Development is required to periodically report to Parliament on the exercise of powers conferred upon him by any law to waive or vary a tax imposed by the law.

Section 77 (1) of the Public Finance Management Act,2015 requires a person or an authority granted power to exempt the payment or to vary any tax under an Act of Parliament in each Financial year on or before the 30th day of September, the 31st day of December, 31st day of March and the 30th day of June.

According to Section 40 (1) of the Tax Procedures Code Act,2014 where a Commissioner is of the opinion that the whole or any part of the tax payable cannot be effectively recovered by reason of hardship, impossibility, undue difficulty or excessive cost of recovery, the Commissioner may refer the case to the Minister.

Section 2 of the Act gives powers to the Minister upon satisfaction that the tax cannot be effectively recovered to go ahead and remit in whole or part of the tax payable by the taxpayer.

The Minister of Finance, Planning and Economic Development has fully complied with the law by giving to Parliament Tax Expenditures Reports.

According to the Permanent Secretary and Secretary to the Treasury,Ramathan Ggoobi, MoFPED is developing a Tax expenditure governance Framework to manage Tax expenditures.

The goal of the framework is to improve effectiveness in the use of Tax expenditures and positively contribute to the domestic revenue mobilization efforts. He says government will enhance the monitoring of tax-exempted firms, study cost benefit aspects of the tax incentives and ensure that they perform as expected in their respective strategic sectors.

Participants at the Launch at Golf Course Hotel in Kampala,16.08.2022

Policy Paper Recommendations by SEATINI

- Establish a Fiscal Committee involving representatives from key stakeholders involved in governance of tax expenditures, composed of both

"It is my hope that this event will contribute to yielding solutions and proposals towards addressing the current challenges hindering the achievement of social and economic benefits from tax expenditures," said Musasizi.

technical and policy makers to among other duties conduct feasibility of tax exemptions and also regularly update the tax expenditure repository whenever there are changes in the tax law.

- Improve clarity on the criteria used in granting tax incentives to avoid discretionality and ineffectiveness.

- Authorities should ensure that the definition of a benchmark tax expenditure is clearly understood by all stakeholders to allow for a common understanding and statistics of the cost of tax expenditures.

- Initiatives must be made to provide for computation and publication of cost benefit analysis reports for tax expenditures and make them available to public.

- Amend the law to require firms eligible for tax holidays and full exemptions to file returns, for easy monitoring, review and maintenance of data to support computation of revenue foregone.

- Government should institute mechanisms of enforcing the provisions of the Investment Code Act and harmonise it with the tax laws.

- Complement the existing legal framework with guidelines or statutory instruments on Tax expenditure Governance to include provisions for auditing of beneficiaries by the Treasury.

What others say…

"The foregone revenue arising from tax expenditures in Uganda has rocketed in recent years, prompting policy makers to commit to rationalising and ultimately trimming some of the these expenditures," says Liam Carson, International Growth Centre, Country Economist.

"Evidence shows that poor governance of tax incentives can prove to be costly by eroding the government revenue base ultimately reducing the much needed investments in basic service delivery programmes that poor people rely on mostly," says CSO Statement on Tax Incentives on the East African Region (2021).

"Despite the fact that the first Tax Expenditure Report was widely distributed, there is still lack of understanding among stakeholders about Tax expenditures in Uganda and their overall impact on domestic revenue mobilization," says Jane Nalunga,Executive Director SEATINI Uganda.

Tax expenditures are special provisions within the tax laws that benefit specific activities or groups of taxpayers. They can take the form of rate reliefs, exemptions, zero-ratings, credits or deferrals. Tax expenditures have often been used to provide a form of subsidy to influence or incentivise engagement in certain activities such as increased investment in key sectors, which will create forward and backward linkages to create more jobs and increased revenue in the long run.

Ag. Director Kaggwa and Hon. Kateshumbwa share a light moment at the launch of the report

NEWSBITS

Finance Minister Matia Kasaija launched the Kigezi Industrial and Business Park in Kisoro District.

Officiating at the Kigezi Investment Summit, Kasaija said establishing the Industrial and business park was in fulfilment of H.E the President's directive to industrialise the country and create jobs.

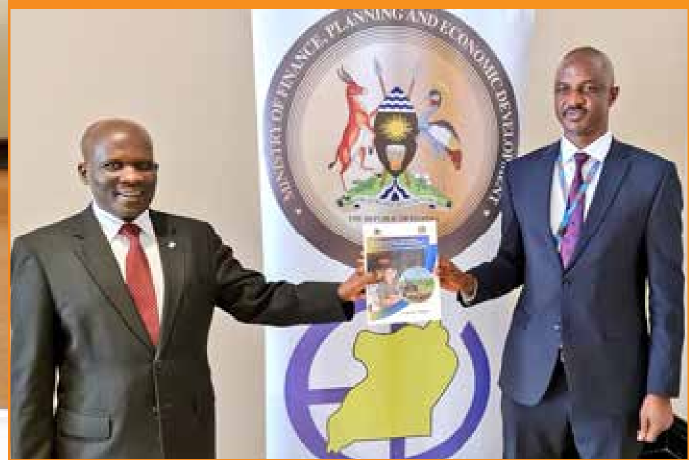
"Kigezi region has numerous opportunities for investment because of the resources in the area," said the Minister, adding that the EAC population from Rwanda and DRC are an immediate export market.

Minister of State for Investment and Privatization, Anite Evelyn said plans are under way to put in place enabling infrastructure such as industrial power and water.

Minister of State for Microfinance, Haruna Kasolo has completed his monitoring of Emyooga performance in Busoga region. He visited the districts of Bugiri, Kaliro, Iganga, Mayuge, Buyende, and Kamuli. He had earlier visited other districts including Jinja, Namayingo, Namutumba and Luuka.

During his monitoring, he established levels of loans disbursement, share capital and loan recoveries. The people of Busoga expressed gratitude to government for the Emyooga programme because it has improved their livelihoods especially the PWDs who have been given a chance to elevate their household incomes.

Local leaders acknowledged that the number of idle youth has immensely reduced, adding that the programme has improved commercial activities in the area. Amidst this success, the programme has also faced some challenges such as corruption and delayed loan recoveries. Hon Kasolo discussed with leaders and provided guidelines to address these challenges under the guidance of Microfinance Support Centre.



Permanent Secretary and Secretary to the Treasury, Ramathan Ggoobi launched the National Business Development Services (BDS) Framework to streamline and mainstream the provision of Business Development Services in Government.

"This framework is crucial in supporting enterprise survival, growth, resilience, competitiveness and creation of jobs," said PSST.

Financing of BDS will be provided for in the National budget. Government will work with the private sector to address both production and market risk especially under Parish Development Model, and Private sector will receive preferential treatment in public sector procurement framework.

Government programmes, projects and new interventions will be required to mainstream BDS in planning and budgeting as part of the assessment criteria for their approval.

PSST Ggoobi challenges Internal Auditors on result measurement and reporting

PSST addressing Internal Auditors at Serena Hotel

By MoFPED Comms Team

The Permanent Secretary and Secretary to the Treasury Ramathan Ggoobi has said paper accountability in form of quarterly reports, semi-annual and annual budget performance reports without field inspection of outputs and outcomes as well as verification of their value and quality should be stopped.

Ggoobi made the remarks at the Internal Auditors Stakeholder's engagement on quality assurance and improvement of service delivery held at Kampala Serena Hotel.

Internal Auditors like Economists, Accountants and Procurement Officers are common cadre staff under MoFPED. They are deployed and transferred by the Ministry across government Ministries, Departments and Agencies as well as Local Governments.

He said Government of Uganda has been undertaking Public Finance Management (PFM) reforms including those related to the Internal Audit function since 2003, adding that these reforms are aimed at enhancing effective service delivery, stimulating economic growth, addressing poverty and promoting accountability.

"You need to address the weak enforcement of accountability with measurable results. As Internal Auditors, you need to provide practical recommendations to the issues raised, be objective, demonstrating a strong work ethic and ultimately add value to the government of Uganda," said PSST.

Ggoobi said Internal Auditors should enforce a comprehensive approach to auditing and provide an independent assurance that risk management, governance and internal controls are in place and working effectively.

Some of the concerns impacting effectiveness and value delivery of Internal audit function include; timeliness of Internal Audit reports with some votes failing to file periodic reports, limited scope and coverage of internal audits without focus on high spend areas with greatest economic impact.

Other concerns are ethical conduct that includes professionalism and independence a well as low uptake of audit automation, using automated systems to enhance efficiency and effectiveness of internal audit processes.

"I wish to reiterate my commitment to enhancing the effectiveness of the Internal Audit function. I am committed to ensuring enhanced funding of the Internal Audit function," said Ggoobi.

Dr.Damulira Sengonzi - Under Secretary & Accounting Officer addressing Internal Auditors

"I encourage my fellow Accounting Officers to support the Internal Audit function for efficiency and effectiveness in service delivery," said Damulira.

AUDIT

AUDIT

Commendation

The PSST also congratulated Mr. Hussein Isingoma, the Commissioner Internal Audit Management Department in the Office of the Internal Auditor General upon his appointment to the International Monetary Fund (IMF) External Audit Committee (East African Community).

"I wish to join you in extending my sincere congratulations to him for this great achievement. As a Ministry, we are proud about this achievement that has a significant impact on the region and the continent as a whole," said the PSST.

The Under Secretary and Accounting Officer Dr Edward Sengonzi Damulira said there was new energy in strengthening the Internal Audit management function, adding that Internal Auditors have a role to play in promoting prudent financial management in government.

He said Internal Auditors must make themselves relevant in the institutions they serve by producing quality reports, strengthening systems, preventing financial loss and ensuring that there are less audit queries.

"I encourage my fellow Accounting Officers to support the Internal Audit function for efficiency and effectiveness in service delivery," said Damulira.

Hussein Isingoma, the Commissioner Internal Audit Management who represented the Internal Auditor General Dr Fixon Akonya Okonye urged the Internal Auditors to uphold their professional values of integrity, objectivity, professional competence and due care, professional behaviour and confidentiality.

He said they must strive to mature so that they deliver to the expectations of stakeholders, adding that they need support in areas of professional growth, defined scheme of service, independence and respect for their reports and recommendations as well as adequate resources to do their work effectively.

One of the issues the Internal Auditors said should be urgently addressed is salary enhancement commensurate with the work they do.

The PSST said Government will effective FY 2023/24 come up with a salary enhancement pay plan to take care of all public servants.

"I wish to reiterate my commitment to enhancing the effectiveness of the Internal Audit function. I am committed to ensuring enhanced funding of the Internal Audit function," said Ggoobi.

Dr. Damulira (L) together with Ag. Directors Ssemugooma and Muhuruzi hand over congratulatory plaque to Mr. Isingoma

Internal Auditors at the stakeholder's engagement

DID YOU KNOW?

1 Government is implementing an appropriate mix of well-coordinated monetary and fiscal policies to maintain macro-economic stability while at the same time allowing continued economic recovery and growth.

2 When Government releases money for expenditure by various MDAs and Local Governments, these funds increase the level of money circulation in the economy, which increases demand in the economy, and if there are inflationary pressures, these releases escalate the inflation, leading to a rise in prices for all the consumers and a high cost of delivering government projects and programmes

3 **The Public Investment Plan (PIP) for FY 2021/22** has 395 projects with a total life value of Ushs. 105.061 Tn of which 81 projects valued at Ushs. 38,560.2 bn are externally funded, while 314 projects valued at Ushs. 67,029.5 bn are GoU funded. Of the GoU funded projects, 153 projects with life time value of Ushs. 6.975 Tn are retooling projects which are aimed at improving the working environment in public offices

4 Printing money to finance the budget is extremely dangerous because money would be pumped into the economy without supporting production. This leads to immediate increase in demand without response from the supply side, which leads to inflation. The government of Uganda has avoided this kind of financing the budget

5 Government often tries to avoid excessive domestic borrowing because of the adverse consequences that comes with crowding out the private sector. Interest rates increase when government borrows heavily from the domestic financial market and this becomes an incentive for the banks not to lend to the private sector in preference for risk-free government securities

6 Article 155 (i) of the 1995 Constitution of the Republic of Uganda and Section 13 (1) – (2) of the Public Finance Management Act, 2015 (PFMA 2015) require the Minister responsible for Finance, Planning and Economic Development, on behalf of His Excellency The President to prepare the annual Budget for the following financial year, in consultation with the relevant stakeholders

7 In accordance with the PFM Act 2015, the budget consultative process for financial year 2023/24 commenced in the month of August 2022.The budget process is guided by tight statutory timelines until the reading of the budget in June 2023.

8 The Mid-term review of the NDP III was aimed at determining the extent of progress made towards the achievement of NDP III objectives, key milestones and overall results framework half way through the implementation. It will inform the process of refocusing the plan on key national priorities within the resource envelope effective FY 2023/24

9 Government of Uganda has pursued an Export Oriented Growth Strategy under the National Development Plan framework. The Strategy is targeting greater penetration into the global market as well as increasing domestic production, improving foreign exchange earnings and furthering job creation. The Strategy has contributed to more than doubling Uganda's export earnings from US$ 2,163.97 million in 2010 to US$ 4,508.85 million in 2021 (108.4 percent increase)

10 Uganda's key exports in 2021 were Gold (US$1,033.36 million); Coffee (US$ 718.98 million); Fish and its products (US$ 118.53 million) and Beans (US$ 101.32 million). Despite achieving a more than two-fold increase in export earnings from Coffee between 2010 and 2021, the share of Coffee in total export earnings increased by 3 percent points over the same period (from 13.2 percent to 16 percent)

QUOTE

“What can be done to encourage all Individuals to prepare a budget and be supported to save and invest wisely? For every household that does this, there is an opportunity for them to improve their living standards and bring about a more prosperous community and nation. This is what will transform the lives of our people from subsistence to the monetary economy,” said Finance Minister Matia Kasaija at the Inaugural Financial Inclusion and Financial Literacy Forum in Kampala

“ Government has over the years granted both discretionary and non-discretionary tax incentives with a view of attracting investment in strategic sectors that will create jobs and add value to locally produced goods, promote exports and social welfare,” said Hon. Musasizi,Minister of State for General Duties at the launch of the Policy Paper on Tax Expenditures in Kampala

“Uganda’s and East Africa’s first and only steel factory manufacturing steel bars using iron ore and coal. Chairman of Tembo steel, thank you for listening to the call of my President on doing value addition to our iron ore from Muko,” said Hon. Anite Evelyn Minister of State for Investment and Privatisation after visiting Tembo Steel Factory

“The midterm review of NDPIII therefore presents an opportunity for redirecting the country through the reprioritization process towards recovery of the economy. The overall objective of the review and evaluation is to determine the extent of the progress made at the mid-point of the implementation of the NDP III and at the full course implementation of the NDP II,” said Hon.Amos Lugoloobi while launching NDP III midterm review and end of NDP III end of term evaluation

“If you are a leader and given a chance to speak, don’t speak on things that you have no idea about. Those who are ill talking the EMYOOGA program do not know what the program is and how it operates. If you are already in the Emyooga SACCO, I encourage you to sensitize others to join. You should be the mouth-piece of the program,” said Hon Haruna Kasolo during his Emyooga monitoring visit in Busoga

“The economy is now facing three key major macroeconomic risks,namely;inflationary pressures, high interest rates and the depreciation of the Uganda shilling against major global currencies particularly the US Dollar, it is therefore prudent to have a fiscal operational framework that is well coordinated with the monetary policy to effectively implement the FY 2022/23 budget,” said PSST Ramathan Ggoobi while commenting on the rationale for the tight fiscal policy reflected in expenditure limits for the first quarter of the fiscal year 2022/23

1 Expenditure priorities for the remaining quarters of FY 2022/23

- Implementation of the Parish Development Model
- Ensuring food security by supporting farmers to grow more fast-maturing food and oil seeds to ensure sufficient domestic supply.
- Defence and Security expenditure including the payment of enhanced salaries of soldiers.
- Salaries and wages of Public servants including allowances for medical personnel.
- Education and health including strengthening of health systems to deal with emergencies and pandemics.
- Critical infrastructure maintenance and development, including road maintenance and counterpart funding for electricity transmission
- Debt service repayments
- Commercialization of oil and gas by fast tracking investments in the oil and gas sector such as the East African Crude Oil Pipeline, Oil roads and Kabaale International Airport.
- Mineral beneficiation (Gold, Copper, Iron Ore, Rare Earth Minerals etc.)

2 Reducing Income Poverty and Income Inequality

Government is undertaking various measures to reduce the income gap between the different sub-regions and households, through implementation of the following measures:

- Implementation of the Parish Development Model (PDM) to improve agricultural production and productivity of households in the subsistence economy by transiting them into the monetary economy. This will include extending critical services such as processing facilities and marketing as well as agricultural extension services to the parishes to aid this transformation.
- Extension of social protection services to the vulnerable households in society through programmes such as Social Assistance Grant for Empowerment (SAGE) and Senior Citizens Grant.
- Sensitization of the households on family planning in order to have optimal household sizes. This will ensure that the country is able to reap the demographic dividends as households have manageable household levels based on their levels of incomes.
- Investment in adaptation systems and infrastructure such as valley dams; irrigation facilities; drought resistant seeds in order to ensure steady food and income security.
- Implementation of area and group specific programmes such as Development Responsive to Development Impact Project (DRDIP); EMYOOGA; National Youth Council funding under the Skills Development project) to restore and improve the livelihoods of the households that have been affected by natural disasters, conflict and disadvantaged groups such as the youth and women.

POLICY BRIEFS

3 Parish Development Model (PDM)

Multi-sectoral strategy to create socioeconomic transformation by moving the 39% households still stuck in subsistence to the money economy using the Parish as the epicentre for planning, budgeting and service delivery.

- Approved budget for PDM in FY 2022/23 amounts to Ushs 1,142.05 Billion of which Ushs 1,059.4billion was appropriated for the revolving funds. Ushs 100million has been provided for each of the 10,594 Parishes.
- Government has made a decision that a Parish Chief will not be signatory to PDM SACCO Account.
- Disbursements shall be made directly from the Treasury to the Parish SACCOs bank account.
- Funds shall not be disbursed by MoFPED to PDM SACCOs unless the following conditions are met:-
  i. PDM SACCO corresponds to list of **gazetted Parishes**,
  ii. PDM SACCO registered – **Certificate of Registration**
  iii. Bank account opened - **Certified Resolution on Bank Signatories**
  iv. PRF **financing Agreement signed**
  v. Attestation Form submitted
  vi. PDM SACCO **verified by CAO & OWC and parish data is available to clearly identify the subsistence households.**
- General PDM Implementation Guidelines to provide conceptual framework for PDM, principles that underpin PDM, 7 Pillars and their delivery mechanisms, stakeholder roles and responsibilities, and the results framework have all been issued.
- Operational Guidelines for Pillars 1, 3, 5, 6 and 7 have been issue. Pillar 3 Guidelines for example, provide implementation framework for Financial Inclusion, Parish Revolving Fund (PRF), stakeholder roles and responsibilities, Financing arrangements for the PRF and monitoring & evaluation.
- **PDM SACCO Model Bye-Laws** developed and issued.
- **Parish Chiefs** recruited for most of the Parishes.
- **Political leader's engagement** at all levels to make the PDM work.
- Completion of baseline data collection on-going countrywide. As at 12/08/22, household data had been collected from 4,050,988 households (41.34% coverage). Data collection was completed 100% in 5 LGs namely; Bukedea, Butebo, Kaabong, Ngora & Rukungiri MC while 64 LGs have achieved at least 50% coverage.

Cybersecurity from the inside out - Guarding against Insider Threats!

By Leone Byereeta

An Insider Threat refers to a Cybersecurity risk that originates from within the organization.

It typically occurs when a current or former employee, contractor, vendor or partner with legitimate user credentials misuses their access to the detriment of the organization's networks, systems and data.

An Insider Threat may be executed "intentionally" or "unintentionally". However, no matter the intent, the end result is compromised confidentiality, availability, and/or integrity of the organizations ICT Sub-systems and data. Insider Threats could be the cause of most cybersecurity & data breaches/Violations.

Our conventional cybersecurity strategies, policies, procedures and systems often focus only on external threats YET most organizations are vulnerable to attacks from within. Because the insider already has valid authorization to data and systems,

For example in the article below, while addressing journalists in Kampala then, Mr Silver Mugisha, the corporation's managing director for National Water and Sewerage Corporation (NWSC) had this to say when asked whether they suspect in-house foul play ?

He said he could not speculate until the forensic report is out.

"But I am aware that most sound institutions always outsource the management of their information security systems because however good the information security management systems of such organizations may be, there can always be that one wrong element who can decide to malice the systems when they have been angered," he said.

Menu ePaper Uganda Edition

MONITOR

Search

News

Hackers disable NWSC's IT systems

Thursday, August 25, 2022

Figure 1: The Monitor Newspaper article of Thursday, August 25, 2022

it's difficult for IT security professionals and applications to distinguish between normal and harmful activity.

Types of Insider Threats

Malicious Insider Threats

The principal goals of malicious insider threats include fraud, espionage, intellectual property theft and sabotage.

They intentionally abuse their privileged access to steal information or degrade systems for financial, personal and/or malicious reasons. Examples include an employee who introduces devastating malware on the organization's network.

Careless Insider Threats

Careless insider security threats occur inadvertently. They are often the result of human error, poor judgement, unintentional aiding and abetting, convenience, phishing (and other social engineering tactics), malware and stolen credentials. The individual involved unknowingly exposes enterprise systems to external attack.

A Mole

A mole is an outsider but one who has gained insider access to the organization's systems. They may pose as a vendor, partner, contractor or employee, thereby obtaining privileged authorization they otherwise would not qualify for.

How to Detect an Insider Threat

Most threat intelligence tools focus on the analysis of network, computer and application data while giving scant attention to the actions of authorized persons who could misuse their privileged access. For secure cyber defense against an insider threat, you have to keep an eye on anomalous behavioral and digital activity.

Behavioural Indicators

There are a few different indicators of an insider threat that should be looked out for, including:

- A dissatisfied or disgruntled employee, contractor, vendor or partner.
- Attempts to circumvent security.
- Regularly working off-hours.

IT

- Displays resentment toward co-workers.
- Routine violation of organizational policies.
- Contemplating resignation or discussing new opportunities.

Digital Indicators

- Signing into enterprise applications and networks at unusual times. For instance, an employee who, without prompting, signs into the network at 3am may be cause for concern.

- Accessing resources that they usually don't or that they are not permitted to.

- Accessing data that is not relevant for their job function.

- Repeated requests for access to system resources not relevant for their job function.

- Using unauthorized devices such as USB drives.

- Network crawling and deliberate search for sensitive information.

- Emailing sensitive information outside the organization.

How to Protect Against Insider Attacks

- **Protect Critical Assets:**- Identify an organization's critical logical and physical assets. These include networks, systems, confidential data (including clients' information, employee details, financial details and detailed strategic plans), facilities and people. Understand each critical asset, rank the assets in order of priority and determine the current state of each assets protection. Naturally, highest priority assets should be given the highest level of protection from insider threats.

- **Create a Baseline of Normal User and Device Behavior:** - Creating a baseline of normal behavior for each individual user and device as well as for job function and job title can be of help. With this baseline, deviations can be flagged and investigated.

- **Increase Visibility:** - Employees lack visibility over insider misuse. Therefore, it's important to deploy tools that continuously monitor user activity as well as aggregate and correlate activity information from multiple sources.

- **Enforce IT Security Policies:** - Define, document and disseminate the organization's security policies. This prevents ambiguity and establishes the right foundation for enforcement. No employee, contractor, vendor or partner should have any doubts about what acceptable behavior is as it relates to their organization's security stance.

- **Promote Culture Changes:** - . Employees and other stakeholders should regularly participate in security training and awareness that educate them on IT security matters, this article for MOFPED TIMES ISSUE being a very good example.


MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
THE NATIONAL BUDGET CONFERENCE FY 2023/2024
THEME:


MOFPED
MofpedU
MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
THE NATIONAL BUDGET CONFERENCE FY 2023/2024
THEME:
#KnowYourBudget23

PICTORIAL - NATIONAL BUDGET CONFERENCE FY 2023/24

MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

CALL CENTER

0800 299 299

budget@finance.go.ug

Monday - Friday 9:00 am - 5pm

Keep up to date with information regarding your Local government's plans and spending on services, infrastructure, agriculture, water, education, health and much more.

MOFPED

NDP III PROGRAMMES AND CORRESPONDING LEAD AGENCIES

No.	Program	Lead Agency
1	Agro-Industrialization	PS/MAAIF
2	Mineral Development	PS/MEMD
3	Sustainable Development of Petroleum Resources	PS/MEMD
4	Tourism Development	PS/MoTWA
5	Natural Resources, Environment, Climate Change, Land and Water Management Development	PS/MoWE
6	Private Sector Development	PS/MoFPED
7	Manufacturing	PS/MoTIC
8	Integrated Transport Infrastructure and Services	PS/MoWT
9	Sustainable Energy Development	PS/MEMD
10	Digital Transformation	PS/MoICT&NG
11	Sustainable Urbanization and Housing	PS/MoLHUD
12	Human Capital Development	PS/MoES
13	Innovation, Technology Development and Transfer	PS/MoSTI
14	Community Mobilization and Mindset Change	PS/MoGLSD
15	Governance and Security	SECRETARY/OP
16	Public Sector Transformation	PS/MoPS
17	Regional Development	PS/MoLG
18	Development Plan Implementation	PS/MoFPED
19	Administration of Justice	Sec/Judiciary
20	Legislature	Clerk/Parliament

Ministry of Finance,Planning and Economic Development.
Tel: 0414 232095/341286, Fax: 0414 233524.
Plot 2-8 Apollo Kaggwa Road.
www.finance.go.ug

MOFPED UGANDA