



**MINISTRY OF FINANCE, PLANNING  
AND ECONOMIC DEVELOPMENT**

# **STRATEGIC PLAN**

**FISCAL YEAR  
2025/26 – 2029/30**





# STRATEGIC PLAN

Fiscal Year 2025/26 – 2029/30

**Vision:**

A Competitive Economy for National Development

**Theme:**

Fostering Strategic Investments for Rapid and Inclusive Economic Growth

# FOREWORD

This Strategic Plan outlines the policy direction of the Ministry of Finance, Planning, and Economic Development for the NDPIV period (FY2025/26 – FY2029/30). It initiates our ambition to increase the size of the economy by tenfold over the next fifteen years, aligned with the framework of the fourth National Development Plan.

Over the plan period, our growth and development agenda will be aimed at attaining average economic growth of at least 8%, further reducing poverty levels, increasing the stock of new jobs, sustaining macroeconomic stability, and mobilizing adequate resources to finance the ambitious growth agenda. Consequently, over the plan period, the Ministry's flagship interventions are (i) financing oil and gas commercialization projects, including the Oil Refinery to provide a new base for the economy; (ii) capitalization of the government development banks and financing schemes, including UDB, ACF, UAIS and Emyooga to spur private sector investments; (iii) Investment for Industrial Transformation and Employment (INVITE), (iv) Generating Growth Opportunities and Productivity for Women Enterprises (GROW) and (v) the Parish Development Model that is critical for transitioning the subsistence households into the money economy.

Critical success factors for implementation of this plan will be anchored on timely execution, enhanced monitoring and evaluation and collaboration with all stakeholders of the Ministry. The Ministry will, therefore, address existing weaknesses through bold reforms, strengthening institutional capacity, and improving coordination with key stakeholders to achieve the objectives and the related development outcomes spelt in this Strategic Plan.

I would like to encourage all stakeholders, staff of this Ministry and affiliated institutions to support the implementation of this plan. Together, we will be able to achieve rapid economic growth and draw closer towards Uganda's Vision 2040: "A transformed Ugandan society from a peasant to a modern and prosperous country".

For God and My Country.



**Matia Kasaija (MP)**

**MINISTER OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT**

# ACKNOWLEDGEMENT

It is my pleasure to share this five-year Strategic Plan of the Ministry of Finance, Planning and Economic Development. The plan is premised on actions necessary to start the journey towards tenfold economic growth, while deepening alignment with priorities of the Fourth National Development Plan as well as global and regional development initiatives. The plan builds on prior lessons and focuses on institutional transformation, inclusive economic growth, fiscal sustainability, and smart public investment. The development outcomes and objectives are designed to be actionable and measurable to promote accountability and results-driven implementation.

I'm grateful to all stakeholders who supported the implementation of the previous Strategic Plan FY2020/21 – FY2024/25. The lessons learnt from its implementation, together with the Fourth National Development Plan and its attendant Programme Implementation Action Plans (PIAPs), have informed the development of this new plan.

The new Strategic Plan is a result of efforts made by several stakeholders who invested invaluable time and contributed a great wealth of knowledge in its preparation. I would, therefore, like to register my appreciation to all who contributed. Firstly, I thank our Senior Minister and State Ministers for providing leadership throughout the development of this Plan. Secondly, I thank the Staff of the Ministry for a job well-done. Lastly, I thank the staff of affiliated institutions, including those of National Planning Authority for the input, review and validation of this Plan.

We remain committed to implementation of economic policies that will transform the lives of Ugandans. I look forward to an effective and efficient implementation and realization of the strategic agenda of this plan and the positive socioeconomic impact of this plan on Ugandans.



**Ramathan Ggoobi**  
**PERMANENT SECRETARY/SECRETARY TO THE TREASURY**

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# LIST OF ACRONYMS

<b>ACF</b>	Agriculture Credit Facility
<b>AfCFTA</b>	African Continental Free Trade Area
<b>AFCON</b>	Africa Cup of Nation
<b>AG</b>	Accountant General
<b>AGRC</b>	Albertine Graben Refinery Consortium
<b>AIM</b>	Annual Investment Meeting
<b>ATMS</b>	Agro-Industrialisation, Tourism, Minerals, Science Technology & Innovation
<b>BoU</b>	Bank of Uganda
<b>CBR</b>	Central Bank Rate
<b>CNDPF</b>	Comprehensive National Development Planning Framework
<b>CNOOC</b>	China National Offshore Oil Company
<b>COVID</b>	Corona Virus Disease
<b>CSOs</b>	Civil Society Organisations
<b>DFIs</b>	Development Financing Institutions
<b>DRMS</b>	Domestic Revenue Mobilization Strategy
<b>e-GP</b>	Electronic Government Procurement
<b>E&amp;P</b>	Exploration and Production
<b>EAC</b>	East African Community
<b>EACOP</b>	East African Crude Oil Pipeline
<b>F&amp;A</b>	Finance and Administration
<b>FDI</b>	Foreign Direct Investment
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>GKMA</b>	Greater Kampala Metropolitan Area
<b>GoU</b>	Government of Uganda
<b>GROW</b>	Generating Growth Opportunities and Productivity for Women Enterprises
<b>HCM</b>	Human Capital Management
<b>IAG</b>	Internal Auditor General
<b>IBP</b>	Integrated Bank of Projects

<b>ICT</b>	Information and Communication Technology
<b>IDA</b>	International Development Agency
<b>IMF</b>	International Monetary Fund
<b>INVITE</b>	Investment for Industrial Transformation and Employment
<b>IOCs</b>	International Oil Company
<b>IRAS</b>	Integrated Revenue Administration System
<b>KCCA</b>	Kampala Capital City Authority
<b>KPIs</b>	Key Performance Indicators
<b>LGs</b>	Local Governments
<b>MDAs</b>	Ministries Departments and Agencies
<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>MoU</b>	Memorandum of Understanding
<b>MSMEs</b>	Micro, Small and Medium Enterprises
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NDP</b>	National Development Plan
<b>NEETs</b>	Youth Neither in Employment nor Education or Trainings
<b>NPA</b>	National Planning Authority
<b>NSPSD</b>	National Strategy for Private Sector Development
<b>NTR</b>	Non-Tax Revenue
<b>PBB</b>	Programme-Based Budgeting
<b>PDM</b>	Parish Development Model
<b>PDMF</b>	Public Debt Management Framework
<b>PEFA</b>	Public Expenditure and Financial Accountability
<b>PFA</b>	Project Framework Agreement
<b>PFM</b>	Public Finance Management
<b>PIAPs</b>	Programme Implementation Action Plans
<b>PIM</b>	Public Investment Management
<b>PIP</b>	Public Investment Plan
<b>PPP</b>	Public-Private Partnership
<b>PS/ST</b>	Permanent Secretary/Secretary to the Treasury
<b>PSC</b>	Private Sector Credit
<b>PSFU</b>	Private Sector Foundation Uganda
<b>PWG</b>	Programme Working Group
<b>Q&amp;A</b>	Question and Answer
<b>RAPEX</b>	Rationalisation of Public Expenditures
<b>S&amp;P</b>	Standard and Poor's
<b>SACCOs</b>	Savings and Credit Cooperative Organizations

<b>SBRF</b>	Small Business Recovery Fund
<b>SCART</b>	Simplified Computerized Accountability Reporting Tool
<b>SDGs</b>	Sustainable Development Goals
<b>SMEs</b>	Small and Medium Enterprises
<b>UAIS</b>	Uganda Agriculture Insurance Scheme
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UDB</b>	Uganda Development Bank
<b>UIA</b>	Uganda Investment Authority
<b>UMRA</b>	Uganda Microfinance Regulatory Authority
<b>UNOC</b>	Uganda National Oil Company
<b>URA</b>	Uganda Revenue Authority
<b>US/AO</b>	Under Secretary/Accounting Officer
<b>USD</b>	United States Dollars
<b>WB</b>	World Bank

# EXECUTIVE SUMMARY

This Strategic Plan sets out the Ministry of Finance, Planning and Economic Development's contribution to Uganda's goal of achieving tenfold economic growth, in alignment with the Fourth National Development Plan and Vision 2040.

Over the period FY2025/26 – FY2029/30, the Ministry's overriding focus will be to sustain fiscal policy credibility, improve the efficiency of public investments, and mobilise sustainable financing to crowd in private sector-led growth. The Plan recognises that while economic expansion is driven by productive sectors, MoFPED's decisive role lies in creating the macro-fiscal, financing, and institutional conditions under which growth can accelerate and be sustained.

The Plan targets average annual economic growth of at least 8 percent over the medium term, supported by disciplined fiscal management, strengthened domestic revenue mobilisation, and improved public investment performance. Domestic revenues are projected to increase from 14.1 percent of GDP in FY2024/25 to 18.1 percent by FY2029/30, while debt will be maintained on a sustainable path, declining to 50 percent of GDP over the Plan period.

To deliver these outcomes, the Ministry will prioritise six (6) strategic objectives: (i) maintaining macroeconomic stability; (ii) expanding sustainable development financing; (iii) strengthening budget credibility and accountability; (iv) improving public investment management; (v) crowding in private investments through targeted financial instruments; and (vi) building institutional capacity and digital systems for effective delivery.

The Plan places strong emphasis on value-for-money, project readiness, and expenditure discipline, with a commitment to significantly reduce supplementary expenditures, prevent arrears accumulation, ensure that public investments deliver measurable economic returns. Over 70 percent of the Plan's resource envelope of Shs. 15.9 trillion is dedicated to interventions that support private sector development and economic transformation.

A robust monitoring and evaluation framework will track progress against clearly defined institutional outcomes and key performance indicators within the Ministry's control. Annual and mid-term reviews will inform adaptive management and policy adjustments.

In sum, this Strategic Plan positions MoFPED as the **anchor institution for fiscal credibility, financing coordination, and economic governance**, laying the foundation upon which Uganda's tenfold growth goal can be realised in a sustainable, inclusive, and resilient manner.

# 1.0 INTRODUCTION

## 1.1 Background

The Strategic Plan for FY2025/26–FY2029/30 of the Ministry of Finance, Planning and Economic Development (MoFPED) articulates a bold and transformative trajectory towards the attainment of Uganda’s Vision 2040. It builds upon the institutional experiences and policy shifts initiated under the FY2020/21–FY2024/25 Strategic Plan and is shaped by empirical insights derived from the implementation of the Third National Development Plan (NDP III). In alignment with the Fourth National Development Plan (NDP IV), this Strategic Plan provides a structured and results-oriented framework for advancing Uganda’s socio-economic transformation agenda.

The Plan draws policy coherence from regional frameworks such as the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), and the African Continental Free Trade Area (AfCFTA), while also fulfilling Uganda’s international development obligations under the Sustainable Development Goals (SDGs). It positions Uganda to transition into a resilient, inclusive, and competitive economy that is responsive to both domestic aspirations and global dynamics.

This five-year strategy consolidates MoFPED’s statutory mandate to: (i) mobilize and prudently manage public resources, (ii) design and implement sound macroeconomic and fiscal policies, and (iii) coordinate national development planning and statistics. The overarching objective is to catalyze a tenfold expansion of the national economy over the medium to long term, by reinforcing fiscal credibility, crowding in private sector investment, and unlocking sustainable financing pathways for inclusive growth.

The Plan is structured around five strategic pillars that define the Ministry’s intervention logic and performance trajectory: -

- i) Ensuring Macroeconomic Stability and Fiscal Discipline
- ii) Enhancing Domestic Resource Mobilization and Debt Sustainability
- iii) Promoting Private Sector Development and Investment Facilitation
- iv) Strengthening Public Financial Management and Accountability Systems
- v) Accelerating Institutional Capacity, Innovation, and Digital Transformation

These strategic thrusts are designed to underpin structural transformation, enhance economic resilience, and promote equitable and inclusive development across sectors and regions.

## 1.2 Legal and Policy Context

This Strategic Plan is hinged on the 1995 Constitution of the Republic of Uganda and is operationalized through a robust legal framework, including the Public Finance Management Act Cap.171, and the National Planning Authority Act (2002). It is further informed by relevant Cabinet policy decisions and national development frameworks.

The Plan is both forward-looking and adaptive, addressing contemporary and emerging development challenges such as low factor productivity, climate change, demographic transitions, technological disruptions, and global geopolitical shifts. It serves as a vehicle for operationalizing the commitments outlined in NDP IV and advancing Uganda's long-term development aspirations articulated in the Vision 2040.

Through enhanced public accountability, improved efficiency in resource allocation, and strengthened citizen engagement, the Ministry seeks to steer Uganda on a path towards the tenfold economic expansion over the next fifteen years. The growth strategy is anchored on four nationally prioritized sectors:

- i) Agro-Industrialisation
- ii) Tourism Development
- iii) Minerals Development, including Oil and Gas
- iv) Science, Technology and Innovation

## 1.3 The Role of Ministry of Finance Planning and Economic Development

The Ministry of Finance, Planning and Economic Development (MoFPED) of Uganda, deriving its mandate from the 1995 Constitution, is centrally responsible for guiding the nation's economic strategy. Its main functions include: formulating economic policy for macroeconomic stability and private sector growth; mobilising and allocating resources through domestic revenue collection and managing external financing; overseeing the national budget and development planning to align government spending with long-term goals; ensuring sound public financial management through expenditure control and accountability systems; and providing oversight of the financial sector, including regulatory functions and management of public debt.

The Ministry, therefore, operates at the centre of Uganda's policy, planning, and fiscal architecture. Its strategic priorities have far-reaching implications for various stakeholders, ranging from public institutions and development partners to civil society and citizens. It oversees the implementation of the country's development plan and must ensure that all national priorities are financed and implemented.

In line with its mandate, the Ministry's contribution to unlocking growth across the growth anchors sectors of ATMS includes: -

- i) Provision of accessible and affordable credit to farmers, microenterprises, and wealth creators through instruments such as the Parish Development Model (PDM), Uganda Development Bank (UDB), the Agricultural Credit Facility, the INVITE and Emyooga
- ii) Mobilization and deployment of financing for oil and gas commercialization infrastructure, including strategic investments in the national oil refinery, closing energy and transport

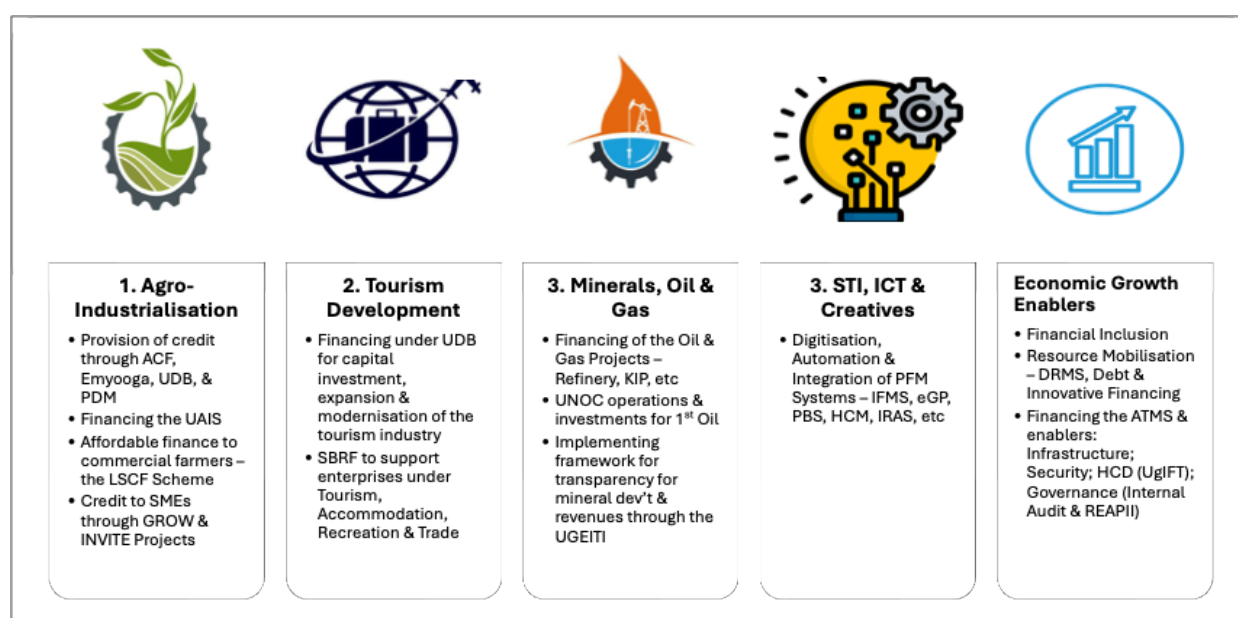


infrastructure gaps to improve competitiveness, security, Human Capital Development investments, and all the economic growth enablers.

- iii) Facilitation of private sector investment, particularly in the development of industrial parks, special economic zones, and associated infrastructure
- iv) Strengthening alignment of national budgets and resource frameworks to the priorities identified under NDP IV
- v) Reform and enhancement of public financial management systems, with emphasis on fiscal consolidation, transparency, internal controls, and value-for-money oversight

Accordingly, this Strategic Plan directly underpins the implementation of NDPIV and the tenfold Economic Growth Strategy that is centred on the ATMS and growth enablers as illustrated below.

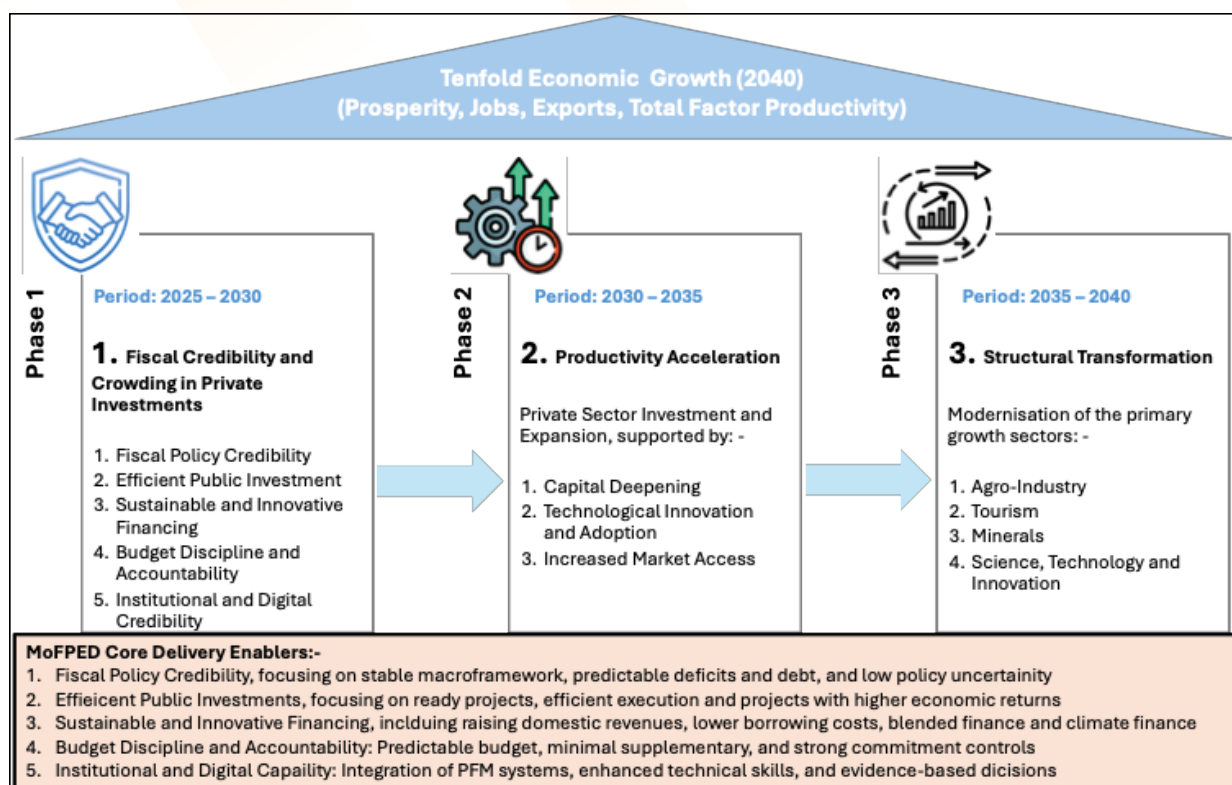
**Figure 1-1 Alignment of the Ministry's Strategic Plan to the NDP IV and the 10-fold Economic Growth Strategy**



## 1.4 The Tenfold Economic Growth Delivery Framework

The tenfold growth will be delivered in three (3) phases. **Phase 1** will involve fiscal consolidation and crowding in private sector investments; **Phase 2** will focus on productivity acceleration; and **Phase 3** will focus on structural transformation of the primary growth sectors – the ATMS. This is summarised in the figure below.

**Figure 1-2 The Tenfold Economic Growth Delivery Framework**



This strategic plan 2025 – 2030, therefore, focuses on the delivery of the 1<sup>st</sup> Phase of the tenfold economic growth strategy. The immediate results that will come out of the implementation of this plan are (i) crowding in private investments, (ii) lower cost of credits, (iii) faster project delivery, and (iv) stronger investor confidence.

## 1.5 Rationale for Developing the Strategic Plan

The Strategic Plan for FY2025/26–FY2029/30 articulates the Ministry’s renewed commitment to delivering on its core mandate and driving the implementation of Uganda’s national development agenda. It refocuses institutional priorities around the Fourth National Development Plan (NDP IV) and operationalizes policy interventions aimed at realizing the tenfold growth ambition.

The development of this Plan responds to the need for strategic clarity, programmatic alignment, and performance accountability across all levels of the Ministry. Specifically, the Plan is designed to: -

- a) Align the Ministry’s policy priorities, resource allocation, and institutional outputs with the strategic focus of NDP IV
- b) Articulate a coherent and sustainable financing strategy to support Uganda’s tenfold growth anchors: Agro-Industrialisation, Tourism, Minerals Development (including Oil and Gas), and Science, Technology and Innovation
- c) Rationalize and prioritize expenditures to maximize development impact within a constrained fiscal environment
- d) Integrate global, regional, and emerging socio-economic trends into the Ministry’s policy formulation and implementation frameworks

- e) Establish a robust results-based framework for monitoring, evaluation, and performance reporting to strengthen transparency, learning, and adaptive management

## 1.6 The Process of Developing the Strategic Plan

The development of this Strategic Plan followed a consultative, inclusive, and evidence-based process, designed to ensure ownership, relevance, and alignment with national priorities. The process involved extensive engagement with a broad spectrum of stakeholders.

## 1.7 The Structure of the Strategic Plan

The Strategic Plan is organized into seven interconnected thematic sections to guide the Ministry's activities from FY2025/26 to FY2029/30. These components provide a structured approach, beginning with the legal and policy context, followed by a situational analysis of past performance and emerging issues. The Plan then defines the strategic direction and objectives, outlines key programmatic interventions, addresses institutional capacity and risk management, and specifies implementation and financing arrangements. It concludes with a comprehensive monitoring, evaluation, and learning framework, supplemented by an Annex of the key institutional outcomes.

## 2.0 SITUATION ANALYSIS

### 2.1 Overview of the Macroeconomic and Fiscal Environment

The Ministry of Finance, Planning and Economic Development (MoFPED) operates within an increasingly dynamic economic context shaped by both domestic and global forces. Uganda's economy has demonstrated resilience, with real GDP growth improving from 3% in FY2019/20 to 6.3% in FY2024/25, following a series of external shocks. This recovery is largely attributed to prudent macroeconomic management, favourable climatic conditions, and an improved global economic outlook. The growth has been broad-based, driven by recovery in services, industrial activity, and agriculture.

The private sector continues to play a central role in Uganda's development trajectory, accounting for 77% of formal jobs and employing approximately 2.5 million people, while generating over 80% of domestic revenues. However, despite its critical importance, the sector faces a range of structural and operational challenges that constrain its potential, including: -

**Low Factor Productivity:** Uganda faces significant challenges in factor productivity, particularly in agriculture due to minimal use of modern inputs such as improved seeds and fertilisers, resulting in negative productivity growth. The country's human capital is underdeveloped, with a mismatch between education outcomes and market needs, and a shortage of technical professionals. Infrastructure deficits, especially unreliable electricity and high transport costs, further hinder industrial competitiveness. The economy is dominated by small-scale, low-productivity informal firms and heavily reliant on raw material exports, limiting value-added growth. Weak institutional capacity compounds these issues, leading to slower productivity growth compared to regional peers. Addressing these problems requires comprehensive reforms targeting agricultural modernisation, human capital investment, infrastructure upgrades, anti-corruption efforts, and improved access to finance for the private sector.

**The Low Rate of Business Survival:** In Uganda, with only 46% of small enterprises operating beyond five years, significantly impedes factor productivity by interrupting capital accumulation, leading to job losses, and diminishing the retention of skilled labor. Contributing factors such as high levels of informality, restricted access to finance, and inadequate management practices result in early business closures, limiting firms' ability to achieve economies of scale and drive innovation.

**High Cost of Credit:** Lending rates have decreased from 27.6% in 2012 to 18.8% in 2024 but remain significantly above regional averages. Elevated domestic borrowing by Government has exerted upward pressure on interest rates, effectively crowding out private investment.

**Low National Savings and Investment Rates:** Uganda's national savings rate stood at 20.54% of GDP in 2024, below the lower-middle-income country average of 26.6%. The predominance of subsistence agriculture in the labour force contributes to limited formal savings. Low saving

to GDP ratio affects overall Capital accumulation, investments and attainment of the desired economic growth in the Medium Term. Low national savings constitute a structural constraint to Uganda's investment capacity, monetary stability, and debt sustainability. Deliberate savings mobilisation is very much needed to support the tenfold economic growth strategy.

**Low Adoption of Digital Technologies:** The uptake of digital innovations by Micro, Small, and Medium Enterprises (MSMEs) remains limited, largely due to high internet costs exacerbated by taxation and regulatory bottlenecks. In 2021, Uganda's internet access rate stood at only 10.3%, compared to 38% in Tanzania and 53.2% in Kenya. Although costs declined to USD 35 per Mbps in 2023, they remain above regional and global benchmarks, restricting broader access to digital tools.

**Bureaucratic Inefficiencies:** While the Government has prioritized automation of public services, procedural bottlenecks and institutional inefficiencies remain. Although service turnaround time improved from 21 days in 2020/21 to 11.8 days in 2022/23, corruption and complex administrative procedures continue to impede private sector efficiency.

**Low Competitiveness and Trade Deficits:** Low commercialization of locally manufactured knowledge products has limited competitiveness and barred market entry. Uganda still falls under the 'low score group', having ranked 155th out of 170 economies, with a total score of just 0.18 in the 2025 Frontier Technologies Readiness Index. Despite a rebound in total exports to USD 5,450.8 million led by traditional exports like coffee, competitiveness challenges persist. Although Foreign Direct Investment (FDI) expanded from USD2,991.2million in 2023 to USD3,304.9million in 2024, the growth was largely attributed to advancements in the mining sector, persistent issues such as political risk, inadequate infrastructure, and regulatory complexity continue to constrain investment inflows.

Given the strategic importance of the Private Sector, it is imperative that Government intensifies targeted reforms in digital adoption, financial access, administrative efficiency, and national savings mobilization to unlock inclusive and sustainable economic transformation.

## 2.2 Performance of the Previous Strategic Plan

The implementation of the Ministry's Strategic Plan 2020/21–2024/25 yielded notable gains, though several strategic targets were only partially achieved. The plan was executed amidst complex internal and external shocks – including the COVID-19 pandemic, geopolitical volatility, and tightening global financing conditions – which shaped fiscal priorities and operational realities.

## 2.3 Key Achievements and Challenges

Over the course of the 2020/21–2024/25 Strategic Plan period, the Ministry of Finance, Planning and Economic Development registered substantial achievements across its mandate, despite operating in an exceptionally challenging global and domestic environment. The period was characterised by several economic shocks, including the COVID-19 pandemic, disruptions to global trade, and rising debt vulnerabilities, which tested the resilience of Uganda's macroeconomic and fiscal frameworks.

Nonetheless, the Ministry maintained macroeconomic stability, advanced public financial management reforms, deepened financial inclusion, and enabled economic recovery. These achievements reflect the Ministry's strategic leadership in economic governance and its

capacity to deliver on national development objectives while adapting to evolving policy and fiscal dynamics. The following thematic areas illustrate the Ministry's key accomplishments under the outgoing plan.

**i) Macroeconomic Stability and Growth Resilience**

Despite unprecedented domestic and external shocks during the 2020/21–2024/25 period, the Ministry maintained macroeconomic stability as a central anchor of economic recovery. Headline inflation was contained within the 5% policy target throughout most of the plan period, supported by coordinated fiscal and monetary policies, improved agricultural production, and the direct importation of fuel. This environment restored investor confidence, provided predictability for private sector planning, and created a firm foundation for sustained growth.

Real GDP growth rebounded from a suppressed average of 3.7% in the initial pandemic years to 6.3% in FY2024/25. This growth trajectory was driven by stronger performance in the agriculture, industry, and services sectors, aided by strategic investments in infrastructure, improved rural credit access, and government stimulus programs. The Ministry's sound fiscal and planning frameworks played a pivotal role in stabilizing the economy and supporting the implementation of NDPIII priorities.

**ii) Fiscal Consolidation and Domestic Revenue Mobilization**

The Ministry made important progress in advancing fiscal consolidation and strengthening the public finance architecture. Implementation of the Charter for Fiscal Responsibility and ongoing enhancements in debt transparency and risk management were critical milestones toward ensuring fiscal sustainability. Through the development and initial rollout of the Domestic Revenue Mobilization Strategy (DRMS), the Ministry introduced structural tax policy and administration reforms intended to broaden the tax base and improve efficiency in revenue collection.

Although domestic revenue mobilization remained below target, reaching 14% of GDP against the 16% target in the DRMS – the strategy laid critical groundwork for future expansion. Institutional reforms, tax digitization efforts, and improved taxpayer engagement will continue to reinforce the revenue base in subsequent years.

**iii) Financial Inclusion and Grassroots Empowerment through the PDM**

The Ministry demonstrated significant leadership in operationalizing the Financial Inclusion Pillar of the Parish Development Model (PDM). By capitalizing all the 10,589 PDM SACCOs, registering them formally, and enabling them to access financing through the digital *Wendi* Mobile platform, the Ministry accelerated the monetization of Uganda's economy and empowered communities. These interventions contributed to a reduction in subsistence livelihood prevalence from 39% in 2020 to 33% in 2024, as confirmed by recent census by Uganda Bureau of Statistics.

Deployment of the PDM Information System enhanced accountability and traceability of funds, while targeted capacity building at parish level supported financial literacy and compliance. The Ministry's involvement ensured that the Financial Inclusion pillar became the operational core of PDM's success.

**iv) Public Investment and Private Sector Development**

Establishment of the project preparation facility to support MDAs in preparation of feasibility studies. The Integrated Bank of Projects was upgraded and rolled out to all Government



entities to improve project preparation, implementation and coordination across Government. In addition, the National Public Investment Management Policy was developed to improve implementation and performance of projects throughout the entire public investment cycle. Furthermore, the Development Committee guidelines were revised to incorporate climate change considerations, using cost effectiveness analysis in the appraisal of social projects as well as gender and equity consideration in the project appraisal process.

Uganda maintained its position as the leading investment destination in the East African region over three consecutive years. Foreign Direct Investment (FDI) inflows rose above USD 1 billion in 2023, driven by a stable macroeconomic outlook, rationalization of business licensing procedures, and improved public infrastructure. Through the Uganda Investment Authority and targeted fiscal incentives, the Ministry facilitated alignment of public investment with private sector growth drivers.

Strategic infrastructure projects such as industrial parks, oil roads, and logistics hubs were funded through coordinated budgeting and strengthened public-private partnerships. The Ministry played an instrumental role in harmonizing investor support mechanisms, contributing to improved global competitiveness rankings.

#### **v) Digital Transformation in Public Financial Management**

The Ministry achieved major milestones in digitalizing public financial management systems. The Integrated Financial Management System (IFMS) was rolled out to 385 entities, including Foreign Missions and local governments, significantly enhancing financial controls, commitment monitoring, and real-time reporting. The Human Capital Management (HCM) system was deployed in 175 entities, automating payroll and human resource functions and addressing inefficiencies in workforce management.

To enhance local government revenue mobilization, the Integrated Revenue Administration System (IRAS) was introduced, improving compliance, tracking, and revenue performance. Programme-Based Budgeting (PBB) was further institutionalized, linking resources to measurable outputs and programme outcomes. Additionally, the Ministry operationalized the Integrated Bank of Projects (IBP) and extended the e-Government Procurement (e-GP) system, strengthening development project oversight, reducing procurement delays, and improving transparency in public spending.

#### **vi) Transparency, Audit, and Accountability Enhancements**

The Ministry strengthened internal audit practices, compliance verification, and monitoring mechanisms across central and local governments. The Internal Audit Directorate increased risk-based audits, helping to identify systemic inefficiencies and non-compliance. The Budget Monitoring and Accountability Unit (BMAU) expanded its coverage and improved the timeliness and quality of budget performance feedback to management, MDAs, and policymakers.

Capacity-building efforts in PFM across MDAs and Local Governments helped institutionalize financial discipline and built resilience in budget execution, particularly during the pandemic and post-disaster recovery phases.

#### **vii) Development Finance Coordination and Sustainable Financing Initiatives**

The Ministry played a central role in mobilizing and coordinating financing for COVID-19 emergency response, post-disaster recovery, and other national priorities. The Ministry engaged development partners to align budget support with NDPIII goals, resulting in increased concessional financing and harmonized resource use.

A landmark achievement was the establishment of a Climate Finance Unit, signalling commitment to climate-smart public finance and opening the door for future engagement with global climate finance instruments. This paves the way for integration of climate risks in national budgeting and planning frameworks.

The Public Investment Financing Strategy (PIFS) was finalised to leverage innovative sources to meet the increasing development requirements embedded in the NDP.

Several frameworks and guidelines were concluded such as the 5-year Public Debt Management Framework (PDMF); the Cash Management Framework; Guidelines for Private Placements. Bond Switches and Tap Sales; and Guidelines for conducting financing negotiations.

## 2.4 Challenges

Despite commendable progress, the implementation of the 2020/21–2024/25 Strategic Plan faced several critical challenges that constrained optimal performance and slowed the realization of planned outcomes. These challenges cut across macroeconomic management, public investment, institutional capacity, coordination, and fiscal governance. Addressing these constraints will be key to ensuring the successful delivery of this new plan.

### i) **Revenue Mobilization Shortfalls and Limited Fiscal Space**

The Ministry faced persistent constraints in expanding domestic revenue mobilization, which negatively affected fiscal space and undermined the government's capacity to fully finance development priorities. Although the Domestic Revenue Mobilization Strategy (DRMS) was adopted and partially implemented, actual revenue collection remained below target. Structural challenges such as a narrow tax base, low tax effort in the informal sector, and resistance to new tax measures limited revenue growth. Moreover, the protracted effects of COVID-19 on businesses and household incomes eroded taxable capacity, further constraining government resources.

The fiscal deficit remained elevated, at 6% of GDP in FY2024/25. Rising interest payments and recurrent expenditures crowded out capital investment and constrained fiscal flexibility. These pressures have made it increasingly difficult to pursue countercyclical fiscal policy or respond to emerging expenditure demands.

### ii) **Budget Execution Inefficiencies and Absorption Constraints**

There is lack of data on some outcome indicators to enable proper analysis following the transition to Programme-Based Budgeting. The reports usually come in late and are characterised by inaccuracies. There is inadequate utilisation of the reports to inform decision-making. The slow implementation of projects is still a problem resulting into wasteful expenditure in form of interest on undisbursed loans. Limited understanding of performance-based budgeting and weak budget credibility sub-optimal budget execution remained a recurring challenge, especially in development financing. Absorption rates for externally funded development projects averaged below 60% during the plan period, reflecting persistent issues such as delayed procurement, inadequate counterpart funding, delayed acquisition of right of way, inadequate funding for preparation of feasibility studies, poor contractor performance, over commitment of the development budget and limited implementation capacity in MDAs and Local Governments. These inefficiencies undermined value for money, led to project delays and cost overruns, and reduced the developmental impact of public investment.



### iii) **Weak Intra-Programme Coordination and Planning Misalignment**

Inadequate coordination between planning, budgeting, and implementation by actors at national and subnational levels weakened the coherence and effectiveness of development interventions. Misalignment between NDPIII priorities and sectoral or local government plans, coupled with fragmented donor programming diluted the developmental impact of public spending.

The Ministry also encountered challenges in enforcing planning compliance across MDAs, particularly where donor-funded initiatives operated off-budget or outside the Integrated Bank of Projects (IBP). The continued disconnect between planning functions and the budgeting process hindered evidence-based resource allocation and limited the achievement of program-based results.

### iv) **Project Readiness and Public Investment Management Bottlenecks**

Many development projects suffered from inadequate preparation and delayed readiness for implementation. Feasibility studies, technical designs, and environmental and social safeguards were often incomplete at the time of project inclusion in the budget. This undermined the integrity of the Public Investment Management (PIM) process, led to poor project execution, and contributed to inefficient resource utilization.

Despite the rollout of tools such as the IBP and adoption of the PIM Policy, institutional uptake and technical capacity remained limited. Several MDAs lacked the skills and systems to ensure effective project selection, appraisal, and monitoring, leading to implementation delays and underperformance.

### v) **Delayed Rollout of Strategic Reforms**

While several reform frameworks were launched during the Strategic Plan period, implementation lagged in key areas. Notably, the Pension Reform, Public Asset Management Framework, and Public Investment Financing Strategy saw slow progress due to competing priorities, inadequate financing, and limited cross-sectoral buy-in. Similarly, climate budgeting guidelines and gender-responsive budgeting frameworks were adopted but not fully mainstreamed across MDAs.

The rollout of the Integrated Financial Management System (IFMS) to lower local governments and missions abroad experienced delays due to infrastructure limitations and logistical bottlenecks. These delays affected real-time reporting, commitment control, and aggregation of budget data.

### vi) **Emerging Risks and External Shocks**

The Strategic Plan period coincided with multiple external shocks, including the COVID-19 pandemic, global energy and commodity price volatility, regional instability, and climate-related disasters such as floods and prolonged droughts. These shocks exposed Uganda's vulnerability to external risks and tested the resilience of the national budget.

In addition, the volatile global financial environment complicated debt management efforts, raising borrowing costs and increasing exposure to exchange rate fluctuations. The Ministry had to navigate rising debt service obligations while maintaining public investment and ensuring fiscal sustainability.

## 2.5 Emerging Issues

The implementation of the 2020/21–2024/25 Strategic Plan revealed several cross-cutting issues that are likely to shape the Ministry’s operating environment and influence the direction of the Strategic Plan 2025–2030. These emerging issues underscore the need for strategic foresight, institutional innovation, and integrated policy responses.

### **Macroeconomic Transition and Rising Fiscal Pressures**

Uganda is entering a new macroeconomic phase characterized by a shift from externally financed stimulus and recovery support to a regime of tighter fiscal discipline and self-reliance. This transition will require stronger emphasis on domestic resource mobilization, rationalization of expenditure, and enhanced fiscal risk management. The growing fiscal deficit, escalating public debt, and a tightening global financial environment will place increased pressure on the Ministry to balance development needs with sustainability considerations.

Debt service obligations are projected to consume a significant share of government revenues in the medium term, potentially crowding out priority expenditures. The Ministry will need to strengthen debt portfolio risk assessments, renegotiate borrowing terms where feasible, and improve the productivity of borrowed resources.

### **Climate Change and Green Financing Demands**

The growing frequency and intensity of climate-related events such as droughts, floods, and erratic rainfall pose systemic risks to economic stability, livelihoods, and public infrastructure. Climate change has emerged as a fiscal risk multiplier and demands that the Ministry institutionalizes climate-responsive planning and budgeting across government.

The Ministry instituted a Climate Financing Unit to tap into sustainable financing through creating a pipeline of bankable project concepts to attract more climate finance from both national and international sources. Ultimately, there will be integration of climate risk analysis into macroeconomic and budget frameworks.

### **Evolving Development Financing Landscape**

The structure and predictability of external financing are undergoing rapid transformation. Concessional financing flows are declining, and development partners and financiers are increasingly shifting towards blended finance, results-based financing, export credit and private sector-driven models. This evolution demands that the Ministry upgrades its capacity to negotiate, structure, and manage complex financing instruments, including guarantees, and various bonds, among others.

At the same time, coordination of external financing remains a challenge due to fragmented project implementation, off-budget support, and parallel reporting systems. There is growing urgency to harmonize donor engagement under a national framework to improve efficiency, alignment, and accountability.

### **Rapid Technological Advancements and Digitalization Imperatives**

Technological innovation is reshaping public financial management, revenue administration, and service delivery. The proliferation of fintech solutions, e-commerce, and digital financial services calls for reforms in tax policy, audit practices, and financial oversight frameworks. The Ministry must adapt by investing in digital infrastructure, data analytics, and cybersecurity to modernize its operations and respond to emerging digital risks.

The accelerated adoption of e-government platforms during the previous plan period demonstrated the potential for efficiency gains but also exposed limitations in infrastructure, connectivity, and digital literacy. The next Strategic Plan must deepen digital transformation and ensure inclusiveness across MDAs, local governments, and citizen interfaces.

### **Demographic and Labour Market Transitions**

Uganda's rapidly growing and youthful population presents both an opportunity and a policy challenge. The expanding labour force will require increased public investment in human capital, productivity-enhancing sectors, and job creation enablers. At the same time, demographic pressures will intensify demand for health, education, and social protection services, placing further strain on the national budget.

Fiscal planning will need to account for intergenerational equity, long-term liabilities, and sustainability of social services. The Ministry must also design fiscal instruments and incentives that align youth engagement with productive investment and national development goals.

### **Regional Integration and Geopolitical Volatility**

Uganda's economic integration into the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA) opens new markets, enhances investment opportunities, and improves trade competitiveness. However, it also exposes the country to new fiscal and regulatory challenges, including tariff harmonization, revenue sharing, and cross-border policy coordination.

### **Geopolitical Tension and Growing Global Nationalism**

Geopolitical tensions and instability in the Great Lakes region and Horn of Africa continue to affect trade routes, refugee inflows, and external resource mobilization. The Ministry will need to anticipate and manage these macro-fiscal risks through stronger contingency planning, regional engagement, and adaptive fiscal policy. Rising global nationalism leads to trade barriers, reduced export opportunities, less foreign investment, and forces Uganda to focus on self-reliance and domestic production.

## **2.6 Institutional Capacity**

The Ministry of Finance, Planning and Economic Development operates through a combination of directorates, departments, units, semi-autonomous agencies, and affiliated institutions to execute its multifaceted mandate in economic policy formulation, resource mobilization, public investment, budgeting, and planning. The Ministry also provides oversight to over 20 affiliated agencies across the economic, financial, and planning domains.

### **Human Capital and Technical Capacity**

The Ministry has a core team of highly experienced technical professionals in economics, statistics, accounting, finance, and planning. Several directorates such as Economic Affairs and Debt and Cash Policy have developed strong analytical and policy modelling capabilities. However, overall staffing levels is not yet 100%, particularly in critical and emerging areas such as macro-fiscal risk modelling, public investment appraisal, climate budgeting, digital taxation, and development finance structuring.

Attrition of seasoned professionals, limited recruitment of young talent, and constrained training budgets have reduced institutional agility and responsiveness. Knowledge transfer mechanisms remain weak, and succession planning needs to be enhanced. The Ministry also

faces challenges in attracting and retaining high-level technical specialists due to civil service pay constraints.

### **Systems, Tools, and Technology Infrastructure**

Significant digital advancements have been made in financial management and planning, with systems like IFMS, HCM, IRAS, and e-GP enhancing transparency and efficiency. However, challenges persist due to limited integration between platforms and data fragmentation, particularly between planning and execution systems and in some Local Governments. Additionally, the uptake of advanced technologies such as data analytics and AI remains at an early stage, highlighting the need for further ICT upgrades, workflow automation, and strengthened data security to fully realise digital transformation benefits.

### **Policy Coordination and Inter-Governmental Relations**

The Ministry is pivotal in coordinating fiscal decentralisation, planning, and inter-sectoral financing. Existing structures, such as committees and working groups, are in place, but enforcement of standards and accountability across government entities is uneven. Local units frequently struggle with limited resources and capacity gaps, receiving sporadic support from the Ministry. Ineffective feedback mechanisms hinder bottom-up planning and monitoring, while increased coherence among affiliated agencies is needed to prevent duplication and encourage joint initiatives in areas like investment promotion and infrastructure development.

### **Institutional Reforms and Change Management**

The Ministry has advanced its institutional reforms, enacting initiatives like the Rationalisation of Public Expenditure and restructuring staff. However, new responsibilities in areas such as climate finance and digital transformation have increased pressure on existing staff. To enable the Ministry to drive Uganda's economic transformation, a robust institutional strengthening plan is needed to realign structures with strategic goals, enhance technical skills for the future, and promote a culture of performance and innovation.

## **2.7 SWOT Analysis**

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis provides a strategic lens for examining the Ministry's internal capacities and external environment. It highlights institutional capabilities that can be leveraged, critical constraints that must be addressed, and evolving trends that shape the Ministry's positioning within Uganda's development architecture. This analysis is intended to inform strategic choices, risk mitigation approaches, and the design of institutional strengthening interventions under the 2025–2030 Strategic Plan.

### **Strengths**

- i) **Established Institutional Credibility and Mandate:** The Ministry enjoys high-level policy leadership as the central institution for fiscal, economic, and development planning. It commands national and international recognition as a credible steward of Uganda's macroeconomic management and public finance reform agenda.
- ii) **Strong Core Technical Expertise:** Several directorates and departments, such as Economic Affairs, Budget Policy, and Debt and Cash Policy, are staffed with seasoned economists, planners, and public finance professionals, enabling the Ministry to engage in high-quality analysis and policy dialogue.
- iii) **Enabling Legal and Regulatory Framework:** The Ministry operates under a well-established legal regime, including the Public Finance Management Act Cap.171, and

relevant subsidiary legislation. These provide a strong foundation for public financial governance, accountability, and transparency.

- iv) **Adoption of ICT-Driven Reforms:** The Ministry has made significant strides in automating financial processes through systems such as IFMS, PBS, e-GP, and IRAS. These platforms have improved efficiency, compliance, and real-time visibility over fiscal operations.
- v) **Strategic International Partnerships:** MoFPED has built productive relationships with bilateral and multilateral institutions such as the World Bank, IMF, AfDB, and EU, which provide access to technical support, concessional financing, and global knowledge networks.
- vi) **Regional Integration and Trade Finance:** Uganda's participation in AfCFTA and EAC opens opportunities to expand regional value chains, access new development financing instruments, and harmonize fiscal frameworks for cross-border investment.
- vii) **Central Role in National Development Planning:** Through the National Planning Authority and coordination of the NDPIV framework, the Ministry has a unique vantage point to align fiscal policy, investment decisions, and development priorities.

### **Weaknesses**

- i) **Human Resource and Skills Gaps:** Despite excellence, the Ministry faces critical shortages in specialized areas such as climate finance, blended financing structuring, data analytics, digital taxation, artificial intelligence (AI) innovation and application in public financial management, and investment project appraisal.
- ii) **Fragmented Institutional Linkages:** Coordination between departments, directorates, and semi-autonomous bodies is often weak, resulting in duplication, information silos, and inconsistent policy implementation.
- iii) **Limited Uptake of Research and Evidence:** While analytical capacity exists, evidence use in decision-making is not yet wholly embraced. Policy formulation sometimes lacks integration of data, evaluations, and forecasting tools.
- iv) **Insufficient Capacity at Decentralized Levels:** Local Government planning and financial management functions remain under-resourced, leading to disconnects in bottom-up planning, budget absorption, and monitoring.
- v) **System Integration Limitations:** Although digital systems exist, interoperability between platforms such as IBP, IFMS, and PBS is suboptimal. This weakens linkages between planning, budgeting, execution, and reporting functions.
- vi) **Elevated Debt and Narrow Fiscal Space:** High levels of debt service obligations constrain development spending and limit the Ministry's flexibility in responding to emergencies or scaling up priority programs.

### **Opportunities**

- i) **Expanding Digital Public Finance Ecosystem:** Advances in data science, artificial intelligence, and mobile financial services present opportunities for the Ministry to modernize taxation, service delivery, and budget monitoring.



- ii) **Green Finance and Climate Resilience:** The growing global climate finance architecture, including the Green Climate Fund, Adaptation Fund, and sovereign green bonds offers avenues for Uganda to access additional resources and mainstream climate risk management in public investment.
- iii) **Public-Private Partnerships (PPPs) and Blended Finance:** Increased investor interest in infrastructure, agro-industrialization, and social services provides space for leveraging private capital. The Ministry can deepen PPP frameworks and expand its capacity to structure and manage complex financial instruments.
- iv) **Demographic Dividend:** Uganda's youthful population represents a long-term opportunity for expanding the tax base, increasing savings, and growing the economy, if matched with investment in skills, jobs, and inclusive growth.
- v) **Civil Service Rationalization (RAPEX):** The RAPEX reform offers a chance to streamline functions, eliminate duplication, and clarify institutional mandates across government, improving policy coherence and efficiency.
- vi) **Dev't Financing Opportunities:** Development financing through the UDB, the World Bank, and UNCDF, targeting agriculture, manufacturing, tourism, and infrastructure. Opportunities include long-term project loans, Emyooga SACCO support, and SME support initiatives for women and youth through the GROW project and INVITE programme.
- vii) **Regional Market Opportunity:** Uganda is capitalising on its membership in the East African Community (EAC), COMESA, and the African Continental Free Trade Area (AfCFTA) to become a leading regional trade hub. Key drivers include agricultural exports, manufacturing, and energy, with strong potential for value addition and expanded market access.

### **Threats**

- i) **Macroeconomic Volatility and Global Shocks:** The Ministry remains exposed to risks such as commodity price swings, global inflationary pressures, exchange rate volatility, and rising interest rates, which complicate fiscal forecasting and debt sustainability.
- ii) **Climate and Environmental Risks:** Increasing climate-related disasters threaten the resilience of public infrastructure, service delivery, and the budget framework. Delays in mainstreaming climate adaptation into planning and financing pose fiscal risks.
- iii) **Geopolitical and Regional Instability:** Conflicts and political instability in neighbouring countries affect trade routes, displace populations, and put pressure on public resources for humanitarian response and security expenditure.
- iv) **Public Sector Resistance to Reform:** Bureaucratic inertia, change fatigue, and vested interests can stall institutional reform efforts, including performance-based budgeting, rationalization, and digital transformation.
- v) **Cybersecurity and Data Governance Risks:** As the Ministry increasingly digitizes operations, vulnerabilities related to cyber threats, data loss, and system integrity emerge as critical risks that could disrupt service delivery and compromise public trust.
- vi) **Changing Financing Architecture.:** Shrinking fiscal space due to tight financing conditions due declining concessional financing (changes in development assistance

architecture-moving more commercial loans), shocks and grants.

- vii) **Youth Unemployment and Underemployment:** Youth unemployment is a major threat to Uganda's economy, as it stifles growth, reduces GDP through lost productivity, and fuels social instability
- viii) **Ineffective Governance and Risk Management Mechanism:** Weak governance and insufficient risk management present major challenges. These issues contribute to ineffective public financial management, resource misappropriation, and reduced accountability. They are often seen in poor oversight, lack of transparency, and an inability to address structural risks, all of which negatively impact the efficient use of public resources.

## 2.8 PESTEL Analysis

The external environment within which the Ministry of Finance, Planning and Economic Development operates is increasingly complex and fluid, shaped by both domestic priorities and global shifts. A structured analysis of the political, economic, social, technological, environmental, and legal (PESTEL) dimensions provides critical insights into external factors likely to affect the Ministry's policy choices, implementation approaches, and institutional resilience over the 2025–2030 planning period.

### Political Environment

The political landscape remains broadly stable, anchored by a strong commitment to macroeconomic stability and fiscal discipline under the ruling government. Continued political prioritization of flagship initiatives such as the Parish Development Model (PDM), infrastructure rollout, and regional equity will influence budget allocations and investment planning. The ongoing Public Service Rationalization (RAPEX) program will redefine mandates of many institutions, including departments within MoFPED and its affiliated agencies. This will require institutional agility, stronger inter-agency coordination, and responsive change management strategies.

However, there are potential political economy risks that may emanate from election cycles, reform resistance, and avoidable supplementary expenditures. These may introduce fiscal pressures due to increased demand for politically visible spending. The Ministry must reinforce expenditure control mechanisms and policy-based budgeting to safeguard against political economy risks to fiscal credibility through the introduction of the Budget Discipline Charter and the Cabinet Fiscal Discipline Charter.

### Economic Environment

Uganda's medium-term economic outlook is broadly positive, underpinned by recovery from past shocks, expansion in oil and gas commercialisation, increased infrastructure investment, and regional trade integration. However, the fiscal environment remains constrained by elevated public debt levels, limited domestic revenue mobilization, and global uncertainties such as commodity price fluctuations and monetary tightening in advanced economies.

Exchange rate volatility, rising debt servicing costs, and inflationary pressures present persistent risks to fiscal forecasting and debt sustainability. The economy remains vulnerable to exogenous shocks, such as geopolitical tensions and global financial impacts, which may undermine revenue projections and capital flows. The Ministry will need to enhance the credibility of its macroeconomic models, deepen fiscal risk analysis, and strengthen buffers against external shocks.

## **Social Environment**

Uganda's demographic profile presents both opportunities and challenges. The population is growing rapidly, with over 75% below the age of 30. This presents a potential demographic dividend that can support long-term economic growth and tax base expansion, provided the right investments are made in human capital, job creation, and innovation.

At the same time, this youth bulge intensifies demand for public services, social protection, and infrastructure. Rising urbanization is also generating pressure on urban financing systems and service delivery mechanisms. Public expectations for greater transparency, equity, and responsiveness in the use of public resources are increasing, necessitating improvements in public investment efficiency, participatory budgeting, and citizen engagement mechanisms.

## **Technological Environment**

The rapid pace of technological advancement presents opportunities to modernize the Ministry's systems and service delivery. Innovations in data science, artificial intelligence, blockchain, and mobile platforms can improve revenue collection, expenditure tracking, and public investment management. The Ministry has already made important strides with systems like IFMS, e-GP, and IRAS, but more is needed to achieve full interoperability and exploit the benefits of real-time, predictive analytics.

As digitalization deepens, the Ministry must address emerging risks, including data protection, cybercrime, and digital exclusion. Investments in cybersecurity infrastructure, ICT skills development, and data governance frameworks will be crucial for safeguarding digital public finance systems.

## **Environmental Context**

Uganda is increasingly experiencing the impacts of climate change and environmental degradation, including more frequent floods, droughts, and landslides. These events directly affect public infrastructure, agricultural productivity, and fiscal stability. The integration of climate risk into national planning, budgeting, and public investment decisions is therefore urgent.

At the same time, the global shift towards a green economy presents financing opportunities through instruments such as green bonds, climate funds, and carbon markets. The Ministry has a strategic role to play in establishing Uganda's climate finance architecture, formulating green fiscal policy, and mainstreaming environmental sustainability into the national budget framework.

## **Legal and Regulatory Environment**

The Ministry operates within an enabling legal and regulatory framework governing public financial management, including the Public Finance Management Act Cap.171 and subsidiary legislation on taxation and procurement. These laws provide a strong foundation for fiscal discipline and transparency.

However, the effectiveness of these laws is often undermined by implementation gaps, inconsistent compliance across MDAs and Local Governments, and limited enforcement capacity. In addition, emerging policy areas such as digital finance, cross-border taxation, and climate-related fiscal instruments may require legal reforms and regulatory innovation to stay aligned with international standards and evolving financing modalities.



## Pestel Analysis

Factor	Key Issues and Implications
<b>Political</b>	<ul style="list-style-type: none"> <li>i) Continued commitment to fiscal consolidation and macroeconomic stability under the NRM government presents a predictable planning environment.</li> <li>ii) Implementation of the Public Service Rationalization (RAPEX) agenda will alter institutional mandates, requiring adaptive strategies and inter-agency coordination.</li> <li>iii) Political priorities such as PDM, service delivery acceleration, and regional equity will shape funding and planning decisions.</li> <li>iv) Pressures and shift focus to politically visible expenditures, requiring strong fiscal discipline mechanisms.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>i) Uganda's economic growth is projected to remain robust, supported by oil production, infrastructure investment, and regional trade. However, inflationary pressures, high debt service, and external shocks (e.g., global commodity prices) pose risks to fiscal stability.</li> <li>ii) Exchange rate volatility and interest rate movements will influence external debt management and domestic investment flows.</li> <li>iii) Revenue mobilization remains a challenge due to a narrow tax base, informality, and compliance gaps. The Ministry will need to prioritize domestic resource mobilization reforms to enhance fiscal space.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>i) Uganda's population is young and rapidly growing, with over 75% below the age of 30. This presents long-term productivity potential but increases demand for jobs, education, and health services.</li> <li>ii) Rising urbanization is placing pressure on urban infrastructure, requiring innovative financing approaches such as municipal bonds and local government PFM strengthening.</li> <li>iii) Public expectations for transparency, service delivery, and equity in resource allocation are growing, requiring responsive planning and participatory budgeting approaches.</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>i) Rapid advancements in digital technologies offer opportunities for modernization of revenue collection, expenditure tracking, and public investment monitoring.</li> <li>ii) Increasing digitization across government functions requires interoperability of platforms, investment in cybersecurity, and data governance frameworks.</li> <li>iii) Emerging technologies such as artificial intelligence, blockchain, and big data analytics have transformative potential but require capacity building and regulatory adaptation.</li> </ul>

Factor	Key Issues and Implications
<b>Environmental</b>	<ul style="list-style-type: none"> <li>i) Uganda is increasingly vulnerable to climate-related risks such as floods, droughts, and landslides, which affect public infrastructure, agriculture, and livelihoods. These have direct fiscal implications and must be integrated into planning and budgeting frameworks.</li> <li>ii) The transition to a green economy presents financing opportunities (e.g., carbon credits, climate bonds) but also requires the Ministry to lead climate finance architecture and develop capacity for environmental fiscal reforms.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>i) The legal framework for public financial management is generally strong, anchored by the PFMA Act Cap. 171, but implementation and enforcement remain uneven across MDAs and Local Governments.</li> <li>ii) Ongoing legal reforms (e.g., tax legislation, procurement, debt management) need to align with evolving development financing models.</li> <li>iii) Compliance with international standards, such as IMF Article IV consultations, debt transparency, and OECD guidelines, is necessary to maintain credibility with development partners and credit rating agencies.</li> </ul>

## 3.0 MOFPED STRATEGIC DIRECTION

The FY2025/26 – 2029/30 strategic plan for the Ministry is the successor plan to that of fiscal year 2020/21 – 2024/30, implemented under the 3<sup>rd</sup> National Development Plan. The new strategic plan draws on lessons from the previous plans, aligns to the fourth National Development Plan as well as the ambitious goal of the Ministry to grow the economy tenfold in the next fifteen years. The Ministry remains committed to its vision of building a competitive economy but with revised strategic objectives and strategies that are necessary to enable it to contribute meaningfully to the NDPIV objectives and achieve institutional goals and outcomes that are within its mandate. The strategic direction, therefore, provides the Ministry's alignment with the National Development Plan IV and the strategies for growing the economy tenfold, integrating high-level policy directions with action-driven initiatives to achieve results.

### 3.1 Vision



The Ministry's Vision is **“A Competitive Economy for National Development”**

### 3.2 Mission



The Ministry's Mission is “To formulate sound economic policies, enhance domestic revenue mobilization, and ensure efficient allocation and transparent accountability of public resources in order to foster sustainable and inclusive economic growth.”

### 3.3 Mandate

The Ministry's Mandate is to: -

- i) To formulate policies that enhance economic stability and development.
- ii) To mobilise local and external financial resources for public expenditure.
- iii) To regulate financial management and ensure efficiency in public expenditure, and
- iv) To oversee national planning and strategic development initiatives for economic growth.

### 3.4 MoFPED Core Values

To deliver on its mission and realise its vision, the Ministry of Finance, Planning and Economic Development is guided by the following institutional values:



1. **Professionalism:** We consistently demonstrate competence, knowledge, resourcefulness, quality, cooperation, and a positive attitude, related to how we provide our professional services.



2. **Results-Driven:** We embrace a results-oriented culture that focuses on outcomes and drives accountability and growth.



3. **Efficiency and Effectiveness:** We continuously seek effective and efficient ways to solve problems, better our services, and to remain fiscally responsible. We constantly demonstrate a commitment to be good stewards of the resources allocated to us, discover, and apply safer, better, faster, and more cost-efficient ways to provide the services



4. **Teamwork:** We create effective working relationships with team members by treating others fairly, maintaining an approachable atmosphere, sustaining open and honest two-way communication, and involving others in decision-making processes when appropriate.



5. **Integrity:** We conduct business honestly and ethically, expect and exemplify trust, respect, fairness, and high character. We conduct ourselves with openness in all aspects of our work. We seek feedback from all stakeholders to achieve open communication and foster collaboration.



6. **Innovativeness:** We are driven by continuous improvement and unique cutting-edge concepts that optimize results by working better and smarter.

### 3.5 MoFPED Strategic Goal



To Establish and Sustain Fiscal Policy Credibility, Efficient Public Investment, and Coordinated Development Financing as the Foundation for Tenfold Economic Growth

### 3.6 Strategic Objectives

In pursuit of its mandate and in alignment with the National Development Plan IV, the Ministry of Finance, Planning and Economic Development will implement the Strategic Plan 2025–2030 through the following six (6) strategic objectives:

**Strategic Objective 1:** Strengthen macroeconomic and fiscal policy credibility

The Ministry will drive structural transformation by implementing macro-fiscal policies that stimulate inclusive growth, ensure price stability, and enhance economic competitiveness. This includes strengthening macroeconomic modelling and forecasting capabilities, aligning fiscal policy with regional integration targets, and ensuring adequate investment in productive sectors.

**Strategic Objective 2:** Mobilise and coordinate financing instruments that reduce the cost of capital and crowd in private sector investment

The Ministry will promote shared digital financial infrastructure and credit disbursements through initiatives like Emyooga and the Parish Development Model (PDM), Small Business Recovery Fund and Agriculture Credit Facility. The target is to reduce the lending rates of Development Finance Institutions (DFIs) from 12% to 10% by 2029/30 and maintaining Non-Performing Loans under the Parish Revolving Fund (PRF) at less than 10 percent.

**Strategic Objective 3:** Expand and diversify sustainable financing for development while preserving debt sustainability

MoFPED will implement reforms to broaden the tax base, enhance compliance, streamline non-tax revenue management, and improve the effectiveness of tax expenditures. The Ministry will also deepen access to concessional loans, mobilize climate and green finance, promote long-term development finance instruments, and improve Uganda's credit rating and debt sustainability. The Ministry will improve the efficiency and effectiveness of development cooperation by aligning external financing with national priorities, enhancing the transparency of aid flows, building capacity in aid negotiation, and strengthening mutual accountability frameworks with development partners.

**Strategic Objective 4:** Strengthen public investment management for structural transformation

To catalyse job creation and industrialization, MoFPED will promote a competitive business environment, implement legal and institutional reforms to support local content, and coordinate public-private development initiatives under the 10-fold growth strategy. The Ministry will also champion financial inclusion and support access to affordable long-term finance.

**Strategic Objective 5:** Improve the efficiency, credibility, and development impact of public expenditure

The Ministry will strengthen Public Financial Management systems across government to ensure that public resources are allocated based on national priorities, released on time, spent efficiently, and accounted for transparently. This includes reforms in budgeting, procurement, internal auditing, and reporting, enhancement and integration of digital platforms for real-time tracking. Emphasizing the need for efficient budget execution and compliance with fiscal rules, the Ministry aims to align the budget with national priorities and minimize supplementary expenditures. The target is to reduce supplementary expenditure as a percentage of the initial budget from 9% to less than 3% by FY2029/30 and achieve at least 95% of PIP projects delivered on budget by FY2029/30.

**Strategic Objective 6:** Build institutional capacity, systems, and data infrastructure for effective governance and delivery

MoFPED will enhance internal efficiency, human resource development, and digital transformation to support high-quality policy formulation and service delivery. This includes strengthening the Ministry's governance, internal audit, leadership pipeline, infrastructure, staff performance, and results-based management culture.

### 3.7 Key Institutional Outcomes (2025/26 – 2029/30)

Implementation of the above strategic objectives is expected to result in the following institutional outcomes by the end of the strategic plan period:

No.	Outcome Area	Target (by FY2029/30)
1.	Real GDP growth rate	Increase from 6.3% in 2024//25 to an average economic growth of at least 8%
2.	Price Stability	Keeping inflation within 5% policy target
3.	Budget Financing	Reduce fiscal deficit from -6% in FY2024/25 to -3.5% by 2030
4.	Growth in Private Sector Credit (PSC)	PSC as a % of GDP increasing from 14% in 2024 to 25% in 2030
5.	Reduced Cost of Borrowing/Capital	Reduce lending rates by Development Finance Institutions (DFIs) from 12% in FY2024/25 to 10% by 2030
6.	National Savings	Increase National Savings as a % of GDP from 20.5% in 2024 to over 30% in 2030
7.	Domestic Revenue Mobilization	Revenue-to-GDP ratio increases from 14.1% in 2024 to 18.1% in 2030
8.	Debt Management	Decrease Debt-GDP ratio decreasing from 50.9% in 2024 to not more than 50.5% in 2030
9.	Competitiveness	Improve Global Competitiveness Index from 48.94 (2019) to 58.73 (2030)
10.	Domestic Investment	Increase Domestic Investment as a % of GDP to from 22% in 2024 to over 32% by 2030

No.	Outcome Area	Target (by FY2029/30)
11.	Public Investment Management	Increase the percentage of PIP projects delivered on budget from 65% in FY2024/25 to 95% in FY2029/30
12.	Budget Discipline	Reduce supplementary as a percentage of approved budget from 9% in FY2024/25 to less than 3% in FY2029/30

These outcomes will form the basis for the Ministry's Results Framework, against which progress will be periodically assessed through robust Monitoring, Evaluation, and Learning mechanisms.

### 3.7.1 MoFPED's Line of Sight and Attribution to Growth Outcomes

To support the achievement of the growth outcomes, the ministry will be directly responsible for fiscal policy formulation, financing the priority interventions across government, public finance management, unifying implementation, planning and budgeting for NDPIV. Consequently, the Ministry aims to secure 70% of financing through domestic revenue mobilization, improved tax administration, and strategic borrowing, with the remaining 30% from Public-Private Partnerships (PPPs). Key interventions include: -

- i) **Revenue Enhancement:** Boosting the DRMS to raise the revenue-to-GDP ratio to 18.1%.
- ii) **Alternative Financing:** Pursue private sector funding, PPPs, blended and climate finance, and external grants or loans.
- iii) **Public Investment Management:** Improve project quality and efficiency.
- iv) **Budget Alignment:** Ensure at least 90% of annual budgets align with NDPIV goals.
- v) **Effectiveness of the Parish Development Model (PDM):** -
  - a) Deploy SPEAR, a digital management framework for local area planning, financing and development, complemented by the launch of PDM Practical Training Centres (PTCs) to offer hands-on training for beneficiaries, focusing on financial literacy and sustainable agriculture practice.
  - b) Transformation of PDM SACCOs into multipurpose cooperatives, targeting financing, production, value addition and marketing.
  - c) Strengthen integration of the PDM with the Area-Based Commodity Development (ABCD) approach to realise commodity value chain development at sub-national level.
- vi) **Debt Management:** Conducting debt sustainability analysis to manage borrowing.
- vii) **Develop and Implement** the Charter for Fiscal Responsibility 2026/27 – 2031/32 to maintain fiscal discipline during the plan period.

## 3.8 Strategic Interventions/Actions

In pursuit of its vision and mission and guided by the strategic objectives set out in this Plan, the Ministry of Finance, Planning and Economic Development will implement a comprehensive range of strategic interventions designed to address Uganda's macroeconomic, fiscal, and development challenges over the next five years.



These interventions are anchored in the broader national development agenda as articulated in the Third National Development Plan (NDP III) and will be aligned with the upcoming NDP IV. They also reflect Uganda's regional and global development commitments, including the East African Community (EAC) convergence protocols, the Africa Agenda 2063, and the United Nations Sustainable Development Goals (SDGs).

Each strategic intervention has been carefully selected based on an in-depth assessment of the Ministry's internal capabilities, stakeholder expectations, emerging national and global economic dynamics, and performance trends in the fiscal space. The interventions focus on strengthening macroeconomic management, enhancing domestic resource mobilization, improving public investment efficiency, deepening financial sector inclusion, catalyzing private sector growth, and ensuring value for money in the use of public resources.

For each strategic objective, a set of actionable strategies has been identified. These are accompanied by clearly defined outputs, performance indicators, and responsible departments or agencies to ensure effective implementation, monitoring, and accountability.

### **Strategic Objective 1: Strengthen macroeconomic and fiscal policy credibility**

The broad, primary mandate of the Macroeconomic Policy and Management function area is to formulate, coordinate, and monitor the implementation of sound macroeconomic and fiscal policies for sustainable and inclusive economic growth, development, and poverty eradication in Uganda.

The key Strategic Interventions under the Macroeconomic Policy and Management are: -

- a) Formulate and monitor sound fiscal and monetary policies to support macroeconomic stability and inclusive growth.
- b) Enhance the capacity for macroeconomic modelling, forecasting, and scenario analysis, including climate change adaptation and mitigation modelling to inform policy and planning
- c) Align domestic policies with regional integration goals (EAC Monetary Union, COMESA, AfCFTA) and international economic frameworks.
- d) Implement fiscal stimulus targeting productive sectors such as agriculture, manufacturing, ICT, and energy.
- e) Prioritize public investments that unlock economic potential and enhance regional competitiveness.
- f) Coordinate cross-sectoral efforts to strengthen the national statistical system for timely and accurate economic data.
- g) Maintain public domestic borrowing within established Public Debt Management Strategy (PDMS) thresholds.



## **Strategic Objective 2: Mobilise and coordinate financing instruments that reduce the cost of capital and crowd in private sector investment**

The Financial Sector Development function of the Ministry aims at: -

- i) **Deepening Financial Inclusion:** Ensuring affordable access to a wide range of financial services for all citizens, especially in rural areas.
- ii) **Ensuring Financial Stability:** Maintaining a resilient, well-capitalized, and stable banking and financial system.
- iii) **Developing Capital Markets:** Fostering the growth of long-term capital financing through the stock market, bond market, and pension sector.
- iv) **Promoting Digital Financial Services:** Encouraging innovation and safe adoption of mobile money, digital credit, and fintech solutions. Consequently, the key Strategic Interventions are: -
  - a) Reform and enforce financial sector legal frameworks and policies
  - b) Enforce utilisation of the National ID as a single identifier for the financial sector
  - c) Ease Know Your Customer processes including a digital option
  - d) Adapt innovative technology/digital services,
  - e) Lower interest rates
  - f) Enhance capitalisation of development finance institutions
  - g) Promote Nationwide financial literacy programmes
  - h) Project to enhance capital markets
  - i) Enforce the security interest in movable property act
- v) **Improve the operations and regulation of Tier 4 financial institutions** through: -
  - a) Roll out of the Credit Information sharing mechanism for Tier 4 institutions.
  - b) Review existing Tier 4 Financial Consumer Protection guidelines and Tier 4 Digital Lending guidelines and formulate regulations.
  - c) Establish a SACCO saving protection fund that will ensure Financial System Stability through promoting public confidence in the SACCO sub-sector.

## **Strategic Objective 3: Expand and diversify sustainable financing for development while preserving debt sustainability**

This objective is the operational engine of the government's fiscal policy. It is critical for ensuring the state can meet its financial obligations on time and fund its budget deficit without disrupting macroeconomic stability. The core roles are: -

- a) **Domestic Revenue Mobilization.**
- b) **Cash Flow Management:** Ensuring sufficient cash is available to meet daily government expenditures (salaries, pensions, contracts, debt service).

- c) **Deficit Financing:** Raising financing (both domestic and external) to cover the budget deficit in a sustainable and cost-effective manner.
- d) **Liquidity Management:** Managing the government's domestic borrowing programme to avoid crowding out the private sector and causing interest rate volatility.
- e) **Debt Management:** Executing the government's borrowing in line with the Medium-Term Debt Management Strategy (MTDS) to mitigate refinancing and interest rate risks.

The key strategic Interventions under this objective are: -

- a) Broadening the tax base by promoting formalization of the economy.
- b) Streamline tax rates for equity by conducting a comprehensive review of the current tax structure to identify distortions, overlaps and inefficiencies.
- c) Improve the effectiveness and efficiency of tax administration through targeted digital transformation, risk-based compliance strategies, and human capital development.
- d) Enhancing coordination across Government levels for revenue collection.
- e) Improved transparency, accountability and service delivery within URA.
- f) Improve the political messaging and communication with respect to tax reforms.
- g) Expand and tailor taxpayer education (diversify outreach channels, targeted tax education/ sector specific, among others).
- h) Promote voluntary compliance, simplify taxpayer interaction, and leverage ICT for a smarter, risk-based tax administration systems.
- i) Integrate the tax register to other MDA systems to optimize the use of third-party information and improve tax compliance (TIN linked to NIN and other registration documents centres such as URSB and NIRA, among others).
- j) Publish the National Tax Policy to enhance transparency, fairness and promote compliance.
- k) Operationalize the National Tax Academy to build tax administration capacity and professionalism.
- l) Roll out the Domestic Revenue Mobilization Strategy (DRMS) across all revenue streams.
- m) Enforce the tax expenditure governance framework to reduce leakages and improve transparency.
- n) Support local governments in designing and implementing Local Revenue Enhancement Plans.
- o) Harmonize and digitize the management of Non-Tax Revenues (NTR) across MDAs and LGs.
- p) Fast-track implementation of extractive industries transparency initiatives (EITI).
- q) Mobilize bilateral and multilateral resources aligned to national priorities and sustainable development goals.

- r) Expand access to climate and green finance through project preparation and capacity building.
- s) Operationalize the Okusevinga Project (mobile money platform for investing in government securities).
- t) Develop strategies to improve Uganda's sovereign credit rating and financial credibility.
- u) Develop, provide advice on and implement the Government's Debt Management Strategy.
- v) Continue to develop and deepen the Domestic Securities Market
- w) Implement the Public Investment Financing Strategy
- x) Develop, provide advice on and implement the Government's Cash management requirements
- y) Ensure efficient and effective mobilization and use of External Development Resources for financing government priority programs
- z) Increase effective Regional Economic and Financial Cooperation

#### **Strategic Objective 4: Strengthen public investment management for structural transformation**

This function area is forward-looking and strategic. It sits at the intersection of policy, planning, and finance. Its core objective is to formulate the National Development Strategy, leading the development of public and private investment policies. The key Strategic Interventions under this objective are: -

- a) Implementation review and follow-up of the Tenfold Growth Strategy
- b) Alignment of public and private commercial investments in the ATMS under the Private Investment Mobilisation and Engagement (PRIME) framework and the Investment for Industrial Transformation and employment (INVITE) Programme.
- c) Review and follow-up of Programme-based Planning and Budgeting (PBB) in the Development Plan Implementation (DPI) and Private Sector Development (PSD) Programmes of the NDP4
- d) Design and implementation follow-up of the National Strategy for Private Sector Development (NSPSD) for sustainable enterprise growth and development at national and sub-regional level
- e) Implementation review and follow up of the National Business Development Services (NBDS) strategy
- f) Implementation follow-up and review of the Public Enterprises Reform and Divestiture (PERD) Policy
- g) Design and implementation follow-up of strategic national development initiatives: State of the Parish Economy and Asset Register (SPEAR) framework; Area-Based Commodity Development (ABCD) framework; Development Policy and Performance (DPP) Portal and the Doing Business Portal (DB)

- h) Streamlining and monitoring the Business Environment and Enabling Services (BEES) for private sector competitiveness including incentives schemes for development of industrial parks and special economic zones
- i) Zonal Analysis and Policy Advisory (ZAPA) for local economic development
- j) District Investment and Enterprise (DINE) profiling to support structured demand for PDM commodities
- k) Domestication of International and regional economic development policy protocols including the United Nations Agenda 2030, African Union Agenda 2063 and EAC Agenda 2050

### **Strategic Objective 5: Improve the efficiency, credibility, and development impact of public expenditure**

#### **Planning, Budget Preparation, Execution and Monitoring**

This function area is the core of public financial management (PFM). It translates policy priorities into financial plans and ensures resources are used efficiently and as intended. The core aims are: -

- i) **Credible Budget Formulation:** Preparing a realistic budget, aligned with the national development plan (NDP IV), and funded by sustainable revenues.
- ii) **Predictable and Orderly Execution:** Ensuring funds are released on time to Ministries, Departments, and Agencies (MDAs) and spent according to the approved budget.
- iii) **Effective Monitoring, Reporting, and Accountability:** Tracking performance against targets, detecting variances, and ensuring value for money through audit and oversight.

The Strategic Interventions under Budget Preparation, Execution and Reporting are: -

- a) Align MTEF ceilings and budget allocations with the NDP IV and Vision 2040 priorities and tenfold strategy.
- b) Strengthen budgeting and planning functions to minimise unplanned budget adjustments.
- c) Institutionalise annual fiscal risk analysis of the budget.
- d) Ensure timely release of funds to MDAs and LGs for efficient service delivery.
- e) Support full rollout and use of Integrated PFM systems (IFMS, PBS, HCM, IRAS, e-GP, IBP) for real-time financial management
- f) Strengthen Public Investment Management Systems especially by operationalizing the National Public Investment Management Policy and framework for tracking project implementation and performance.
- g) Support feasibility studies and project preparation for major infrastructure investments under NDP IV as well as those that contribute to the achievement of tenfold growth strategy.
- h) Build the capacity of MDAs in preparation and management of public projects including PPPs.

- i) Leverage digital tools to promote real-time access to information, budget monitoring, citizen engagement, and expenditure tracking.
- j) Enforce timely budget releases and limit in-year adjustments, including supplementary and virements, to enhance fiscal discipline and predictability.
- k) Build capacity for internal administrative statistical data management to enhance evidence-based decision making.
- l) Strengthen collaboration between the MDAs and LGs for improved budget implementation and outcomes.
- m) Strengthen coordination and facilitate successful implementation of the Economic and Commercial FDI (ECD) strategy.
- n) Promote fiscal transparency and timely reporting.
- o) Strengthen fiscal decentralization function.
- p) Enhance citizen participation in planning and tracking budget implementation.
- q) Strengthen the mechanisms for enforcing compliance to the policy, legal and regulatory frameworks for budget preparation and reporting.
- r) Deepening the programme Planning and Budgeting approach and fiscal decentralisation.
- s) Strengthen budget monitoring and utilisation of findings to inform resource allocation and improve public investment management.
- t) Reform the inter-government fiscal transfer architecture to integrate performance-based financing and incentives.
- u) Improve planning, budgeting and management of counterpart funding for externally funded projects.
- v) Improve compliance of Statutory Corporations and State Enterprises to PFM laws on Budgeting

### Public Financial Management (PFM)

The PFM function area is the cross-cutting system through which the government manages public resources. It is not a single function but an umbrella encompassing budget preparation, execution, and accounting. The core objective is to ensure the efficiency and effectiveness in the use of public funds. The strategic Interventions under the PFM function area: -

- a) Expand and streamline the use of Integrated PFM systems such as (IFMS, PBS, HCM, IRAS, e-GP, DMFAS) for real-time financial management.
- b) Promote sustainable public procurement practices and build the capacity of procurement units.
- c) Review and harmonize PFM laws to reflect evolving governance and accountability needs.
- d) Integrate public financial management systems (e.g., IFMS, PBS, IRAS, e-GP, IBP, HCM) across MDAs, LGs, and Missions to enhance transparency, efficiency, and accountability.

- e) Strengthen oversight and control systems through expanded treasury inspection services and midyear HOAs performance
- f) Timely settlement of government statutory debt obligation.
- g) Strengthen Contingencies and Petroleum Fund Management
- h) Strengthen asset Management, including Government Investments
- i) Strengthen consolidation of Government Financial Statements for effective and efficient decision-making
- j) Strengthen PFM system security to safeguard against cyber threats.

### Internal Oversight and Advisory Services

The Internal Oversight and Advisory Services function area aims at risk and control, Audit, and Oversight. This function area addresses the “checks and balances” component to ensure compliance and accountability. This function is the Ministry’s internal “watchdog” and “trusted advisor.” It is critical for ensuring integrity, compliance, and efficiency within MoFPED itself and for providing sound advice to leadership. Its core objectives are: -

- i) **Internal Audit:** Providing independent, objective assurance and advisory services designed to add value and improve Government operations.
- ii) **Risk Management:** Facilitating the identification, assessment, and mitigation of strategic and operational risks across Government.
- iii) **Performance Evaluation:** Assessing the efficiency and effectiveness of programs and service delivery and recommending improvements based on data-driven insights.
- iv) **Compliance Monitoring:** Ensuring adherence to laws, regulations, and internal policies and investigating irregularities (e.g., fraud, waste, and abuse within the Ministry).
- v) **Advisory Services:** Providing guidance to management on improving controls, processes, and governance based on audit findings and risk assessments.

The key interventions under this function area are: -

- a) Strengthen internal audit, governance and risk management, treasury inspection, and financial oversight across government.
- b) Undertake value-for-money audits and forensic investigations into high-risk public expenditures.
- c) Enhance citizen participation in planning and tracking budget implementation.

### Strategic Objective 6: Build institutional capacity, systems, and data infrastructure for effective governance and delivery

This objective encompasses the administrative backbone of the Ministry. It doesn’t directly execute programmes but enables all other functions to operate effectively. Its core objectives are: -

- i) **Coordination, Planning, Reporting, Monitoring and Evaluation:** Coordinating the Ministry’s internal strategic plan, performance reporting, accountability, monitoring and



evaluation of the Ministry's Programmes and Projects to track implementation.

- ii) **Human Resource Management:** Ensuring the Ministry is staffed with a skilled, motivated, and adequate workforce.
- iii) **Administration and ICT Support:** Providing reliable infrastructure, security, and logistical support for all operations.
- iv) **Public Relations and Communication:** Managing the Ministry's image and ensuring clear communication of its policies to the public.

The key Strategic Interventions under this objective are: -

- a) Review and realign the Ministry's organizational structure, systems, and staffing to reflect emerging mandates, strategic priorities, and functional integration.
- b) Institutionalize performance-based management, including cascading of KPIs, regular staff appraisals, and results-linked incentives.
- c) Develop and implement a comprehensive Human Resource Development Strategy, focusing on technical, leadership, and policy competencies.
- d) Strengthen internal governance systems and promote ethical leadership through enforcement of leadership codes and integrity frameworks.
- e) Upgrade ICT systems to enhance internal planning, budgeting, document management, and knowledge sharing, including deployment of an integrated digital dashboard.
- f) Promote cyber resilience, data protection, and business continuity through strengthened ICT governance and infrastructure security.
- g) Improve workplace productivity through retooling and infrastructure upgrades, green workspaces, and occupational safety and wellness programs.
- h) Mainstream risk management across all departments by establishing a Ministry-wide Enterprise Risk Management (ERM) framework and training focal points.
- i) Expand internal audit and compliance capacity to provide independent assurance and advisory support in line with international auditing standards.
- j) Institutionalize learning and innovation through policy research, peer learning platforms, and strategic partnerships with think tanks and academia.
- k) Enhance strategic communication for a positive public image while fostering mutual understanding and positive relationships with various stakeholders
- l) Improve public decision-making by providing evidence-based research and analysis to inform policy formulation, implementation and evaluation, and coordinating policy development.
- m) Ensure effective legal advice and favourable legal outcomes for institutional stability through compliance with the existing laws and regulations.
- n) Monitoring and evaluation of Ministry programmes and projects to track implementation and take corrective action for better service delivery
- o) Coordinate strategic planning, budgeting and reporting in line with the NDP IV.

**Table 3-1 Strategic Action and Output Matrix (2025–2030)**

Strategic Objective	Strategic Action	Expected Output	Key Performance Indicator	Lead Actor(s)
1. Strengthen macroeconomic and fiscal policy credibility	Formulate and monitor fiscal and macroeconomic policies to ensure inclusive growth and stability	Stable macroeconomic environment with inclusive growth indicators	Real GDP growth rate (%)	Macro Department
	Undertake macroeconomic modelling and forecasting for policy decision making	Reliable macroeconomic projections to inform planning and budgeting	Number of published forecasts aligned with NDP targets	Macro Department
	Maintain domestic borrowing within PDMS thresholds	Sustainable public debt portfolio	Domestic debt-to-GDP ratio; Debt Service to Revenue Ratio; Domestic Interest to Revenue Ratio; and Debt Service to Total Government Expenditure Ratio.	Debt Policy and Issuance Department
	Enhance resource allocation to growth-enabling sectors	Increased funding to strategic sectors (ATMS and Enablers)	Share of budget allocated to growth sectors (%)	Budget Directorate
	Strengthen and expand digital financial infrastructure to enhance inclusion and reduce the cost of financial services	Improved financial inclusion and reduced cost of borrowing	Number of people accessing affordable financial services	Financial Services Department; DFIs; UDB
2. Mobilise and coordinate financing instruments that reduce the cost of capital and crowd in private sector investment	Capitalize and operationalize development financing windows (e.g., PRF, INVITE, GROW)	Strengthened Development Finance Institutions (DFIs)	Cost of credit disbursed through DFIs (Shs.) Value and volume of credit disbursed by DFIs	Financial Services Department
	Develop digital credit scoring systems for Tier IV institutions	Increased efficiency and risk management in microfinance	Number of active Tier IV institutions using digital systems	Microfinance Regulation Dept.; Microfinance Support Centre
	Update the National Financial Inclusion Strategy	Increased percentage of financially included adults	88% of Ugandan adults financially included	FSD

Strategic Objective	Strategic Action	Expected Output	Key Performance Indicator	Lead Actor(s)
3. Expand and diversify sustainable financing for development while preserving debt sustainability	Implement Domestic Revenue Mobilization Strategy (DRMS II) FY2025/26 – 2029/30	Increased domestic revenue as a percentage of GDP	Revenue-to-GDP ratio (%)	Tax Policy Department; URA
	Harmonize policy and institutional frameworks for NTR collection	Efficient and transparent NTR mobilization	Share of targeted NTR collections achieved	Tax Policy Department; URA
	Mobilize bilateral, multilateral and climate financing	Increased access to diversified and concessional finance	Total concessional financing mobilized (USD)	Debt Management Department
	Operationalize Okusevinga platform for mobile investment in government securities	Broadened access to government securities market	Volume of retail investments through mobile platforms	Financial Markets Department
	Strengthen the investment climate and support implementation of PSD strategy	Increased private sector investment and FDI inflows	FDI as % of GDP; Private investment as % of GDP Manufactured exports as % of Total exports	Private Sector Development Unit; UIA
4. Strengthen public investment management for structural transformation	Review and align local content frameworks to stimulate local production	Increased local firm participation in public and private projects	% increase in local firm contracts awarded	Private Sector Competitiveness Programme
	Host and coordinate National Competitiveness Forums (NCF) and regional investment dialogues	Strengthened stakeholder alignment for investment growth	Number of NCFs held; Policy reforms triggered	Private Sector Development Secretariat
	Development Policy and advisory services	Development Policy Briefs/studies	No. of Development Briefs	EDP&RD
5. Improve the efficiency, credibility, and development impact of public expenditure	Align budget allocations with national development priorities and enforce timely budget releases	Enhanced transparency and efficiency in budget allocation and execution	Supplementary expenditure as % of initial budget; Budget compliance to NDP (%)	Budget Directorate
	Implement sound PFM Systems across Government	Strengthened PFM and reporting systems	% of entities with functional systems.	Office of Accountant General

Strategic Objective	Strategic Action	Expected Output	Key Performance Indicator	Lead Actor(s)
5. Improve the efficiency, credibility, and development impact of public expenditure	Strengthen PFM Policy Implementation and Compliance across Government	Strengthened PFM policies	% of entities non-compliance with PFM policies and laws	AGO & OIAG
	Strengthen Accounting for Government Assets and Investments	Realtime register of Government assets and investments	% Return on Assets and Investments.	AGO
	Strengthen Public Debt Management	Efficient and Effective PFM	Debt to GDP ratio Penalty Charges	AGO, and Directorate of Debt
	Institutionalize performance-based planning and management	Improved staff performance, institutional effectiveness, and service delivery	Staff performance appraisal completion rate; HR capacity index Percentage implementation of Balanced Scorecard Performance Management reform	F&A Department; Office of the PS/ST
6. Build institutional capacity, systems, and data infrastructure for effective governance and delivery	Implement a comprehensive HR development strategy aligned with future skills needs	Enhanced technical capacity across the Ministry	Number of staff trained in core and emerging policy areas	F&A Department; Training Unit
	Coordinate Planning, budgeting and reporting	Strategic planning improved MPS, BFP and performance reports produced	Strategic Plan in Place MPS in place BFP in place	Planning Division
	Ensure a conducive and secure working environment and infrastructure to improve productivity	Secure and favourable work environment and infrastructure for productivity	Percentage staff accessibility to efficient work infrastructure and environment	Administration, ICT Unit
	Implement a responsive Communication Strategy	A robust, inclusive and integrated communication mechanism	Number of citizens who are aware of the Ministry's mandate and also trust the ministry	Communications Unit

Strategic Objective	Strategic Action	Expected Output	Key Performance Indicator	Lead Actor(s)
	Maintain institutional stability in the legal environment	Effective legal advice, legal representation, and compliant legal documentation	Number of favourable legal outcomes. Number of Legal Advice Notes rendered	Legal Unit
	Improved coordination and representation of Economic Policy interests in Cabinet and Parliament, and other national decision-making fora	Political will for economic policy reforms and programmes of Government secured and sustained	Number of policy and regulatory submissions supported and approved by Cabinet and Parliament	Administration, Cabinet and Parliamentary Affairs
	Enhance data systems, policy research and knowledge management	Evidence-based decision making institutionalized	Number of analytical and policy research papers produced. Number of Regulatory Impact Assessments undertaken	Economic Affairs, Policy Analysis and Planning Units
	Monitoring and evaluation of Ministry Programmes and Projects	M&E carried out to track the status of implementation	Number of M&E reports	Planning Division

## 4.0 FINANCING FRAMEWORK AND STRATEGY

The successful implementation of the Ministry of Finance, Planning and Economic Development (MoFPED) Strategic Plan 2025/26–2029/30 hinges on a robust, predictable, and well-aligned financing framework. This chapter outlines the strategy for mobilizing and managing the financial resources required to deliver on the strategic objectives, interventions, and outputs outlined in this Plan.

The financing framework is designed to ensure:

- i) Fiscal sustainability through prudent macroeconomic management.
- ii) Alignment of resources mobilization efforts with national priorities.
- iii) Improved predictability, transparency, and efficiency in public spending.
- iv) Strengthened coordination between domestic and external financing sources.
- v) A results-based allocation model that links funding to performance and outcomes.

This section also presents the indicative costing of the Plan, estimated over the five-year period and distributed across strategic objectives and interventions.

### 4.1 Financing Requirements

Based on the results framework and associated implementation matrix, the total cost of implementing the Strategic Plan over the five-year period is **Ushs. 15.893 trillion**. The annualized breakdown is as follows:

Year	Cost (UGX Billion)
FY2025 / 26	2,876.49
FY2026/ 27	3,020.21
FY2027 / 28	3,171.13
FY2028 / 29	3,329.69
FY2029 / 30	3,496.13
Total	<b>15,893.65</b>

These resources will support key strategic areas including macroeconomic management, revenue mobilization, financial sector development, private sector investment promotion, and public financial management reforms.



## 4.2 Financing Strategy

To finance the Plan without jeopardizing fiscal sustainability, the Ministry will adopt a multi-pronged financing strategy comprising:

### i) **Enhanced Domestic Revenue Mobilisation**

- a) Strengthening tax administration through digitalization (e.g., e-invoicing, e-receipting).
- b) Expanding the tax base by formalizing the informal sector.
- c) Fast-tracking implementation of the Domestic Revenue Mobilization Strategy (DRMS).
- d) Operationalizing the National Tax Academy to improve tax compliance and professional skills.
- e) Reviewing tax exemptions to eliminate inefficiencies and reduce revenue leakages.

### ii) **Efficient Public Expenditure Management**

- a) Enhancing value for money in public investments through better appraisal and feasibility processes.
- b) Reducing supplementary budgets and budget adjustments mid-year.
- c) Linking budget allocation to performance and outcomes through Programme-Based Budgeting (PBB).
- d) Full integration of e-procurement and financial systems (IFMS, PBS, e-GP, IRAS, HCM) for transparency and efficiency.
- e) Promoting sustainable procurement practices.

### iii) **Leveraging External and Concessional Financing**

- a) Mobilizing concessional loans and grants from bilateral and multilateral development partners.
- b) Strengthening the debt management strategy to maintain debt sustainability.
- c) Increasing access to climate finance, green bonds, and thematic funds aligned with the SDGs and Paris Agreement.
- d) Building capacity for debt negotiation and management within the Ministry.

### iv) **Catalysing Private Sector Financing**

- a) Strengthening Public-Private Partnerships (PPPs) to de-risk private capital in infrastructure and service delivery.
- b) Operationalizing the Project Preparation Facility to support viable projects.
- c) Supporting the development of domestic capital markets (bonds, pensions, insurance, green finance products).
- d) Implementing reforms to improve Uganda's credit rating and investment climate.

v) **Innovation in Financing Mechanisms**

- a) Expanding the use of digital platforms such as “Okusevinga” to raise domestic resources via mobile money.
- b) Exploring diaspora bonds and crowd-financing models for key national projects.
- c) Promoting impact investing and blended finance structures for social enterprises and priority sectors.

### 4.3 Resource Mobilization Coordination

To ensure coherence, the Ministry will strengthen internal coordination mechanisms through: -

- a) Annual Financing Dialogues with development partners and stakeholders.
- b) Joint programme reviews to align financing with national and programme priorities.
- c) Engagements with private sector and civil society on innovative financing instruments.
- d) Establishment of a Financing Coordination Taskforce within the Ministry.

### 4.4 Costing Matrix (Indicative)

The Strategic Plan costing has been itemized by strategic objective, intervention, outputs, and actions in the implementation matrix. Each entry aligns with the annual budgets (Y1–Y5) and totals to **Shs. 15.893.65 trillion**. The costing matrix guides budgeting, prioritization, and resource tracking.

Table 4-1 Strategic Interventions Costing Matrix (Ushs. Billion)

Strategic Objective	Intervention	Outputs	Actions	Y1	Y2	Y3	Y4	Y5	Total
1. Strengthen macroeconomic and fiscal policy credibility	Macroeconomic Policy and Management	Macroeconomic stability and resilience	Maintain a stable and predictable environment	13.06	13.73	14.42	15.13	15.88	72.22
2. Mobilise and coordinate financing instruments that reduce the cost of capital and crowd in private sector investment	Financial Sector Development	Increased access to financing	Capitalization of gov't banks, PDM, ACF, Emyooga and others	1,839.50	1,931.48	2,028.04	2,129.44	2,235.93	10,164.39
3. Expand and diversify sustainable financing for development while preserving debt sustainability	Macroeconomic Policy and Management	Increased domestic revenue	Implementation of DRMS	26.41	27.73	29.12	30.58	32.10	145.94
	Deficit Financing and Cash Management	Improved debt financing	Implementation of Debt Management Strategy	25.41	26.67	28.01	29.42	30.88	140.39
4. Strengthen public investment management for structural transformation	Development Policy and Investment Promotion	Improved investment environment	Implementation of INVITE, BDS and policy advisories	422.68	443.81	466.00	489.29	513.75	2,335.53
	Budget Preparation, Execution & Monitoring	Improved public expenditure management	PFM systems reforms and implementation	191.24	200.82	210.84	221.38	232.46	1,056.74
5. Improve the efficiency, credibility, and development impact of public expenditure	Public Financial Management	Improved public expenditure management	PFM systems reforms and implementation	229.58	241.05	253.09	265.76	279.06	1,268.54

Strategic Objective	Intervention	Outputs	Actions	Y1	Y2	Y3	Y4	Y5	Total
	Internal Oversight and Advisory Services	Improved public expenditure management	PFM systems reforms and implementation	17.74	18.62	19.55	20.54	21.55	<b>98.00</b>
<b>5. Build institutional capacity, systems, and data infrastructure for effective governance and delivery</b>	Policy, Planning and Support Services	Improved public expenditure management Improved service delivery	PFM systems reforms and implementation	110.87	116.30	122.06	128.15	134.52	<b>611.90</b>
				<b>2,876.49</b>	<b>3,020.21</b>	<b>3,171.13</b>	<b>3,329.69</b>	<b>3,496.13</b>	<b>15,893.65</b>

**Note:** The estimated cost of this Strategic Plan does not include funding for the Uganda National Oil Refinery Project

## 5.0 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION

### 5.1 Implementation Framework

The implementation of the Ministry of Finance, Planning and Economic Development's Strategic Plan is embedded within its current institutional framework and aligns with national planning instruments such as the National Development Plan IV (NDP IV) and the Comprehensive National Development Planning Framework (CNDPF). The Ministry adopts a Programme-Based Approach (PBA), guided by Programme Implementation Action Plans (PIAPs), to consolidate interventions and ensure results-based management. Collaboration with Programme Working Groups (PWGs) is central to the annual budget preparation, execution and monitoring, ensuring alignment with national priorities. Regular internal monitoring, including quarterly and annual reviews, supports adaptive management and accountability, while the overall approach emphasises harmonised planning, stakeholder coordination, and continuous performance improvement.

### 5.2 Institutional Setup

The institutional setup for the implementation of the Strategic Plan is organized into two primary levels of governance: the **Policy Level** and the **Technical Level**. This structure ensures effective leadership, coordination, and accountability in the execution of the Ministry's mandate.

#### Policy Level

The Ministry is led by the Minister of Finance, Planning and Economic Development, who provides overall strategic and political direction. The Minister is supported by four Ministers of State, each responsible for specific portfolios:

- General Duties
- Planning
- Investment and Privatization
- Microfinance and Small Enterprises

These ministers contribute to policy formulation, oversight, and high-level engagement with stakeholders to drive national development priorities.

#### Technical Level

The technical leadership of the Ministry is headed by the Permanent Secretary/Secretary to the Treasury (PS/ST). The PS/ST is responsible for the day-to-day management, operational oversight, and technical coordination of the Ministry's programmes. The PS/ST is supported by the Deputy Secretary to the Treasury, Directors, Commissioners, and Senior Technical Staff. This level is responsible for implementing policies, managing financial and economic

programmes, preparing budgets, coordinating planning functions, and ensuring effective delivery of services across Government. Through this dual-level structure, the Ministry ensures that strategic priorities are effectively translated into actionable programmes, underpinned by sound technical execution and robust political leadership.

### 5.3 Functional Areas Supporting Implementation

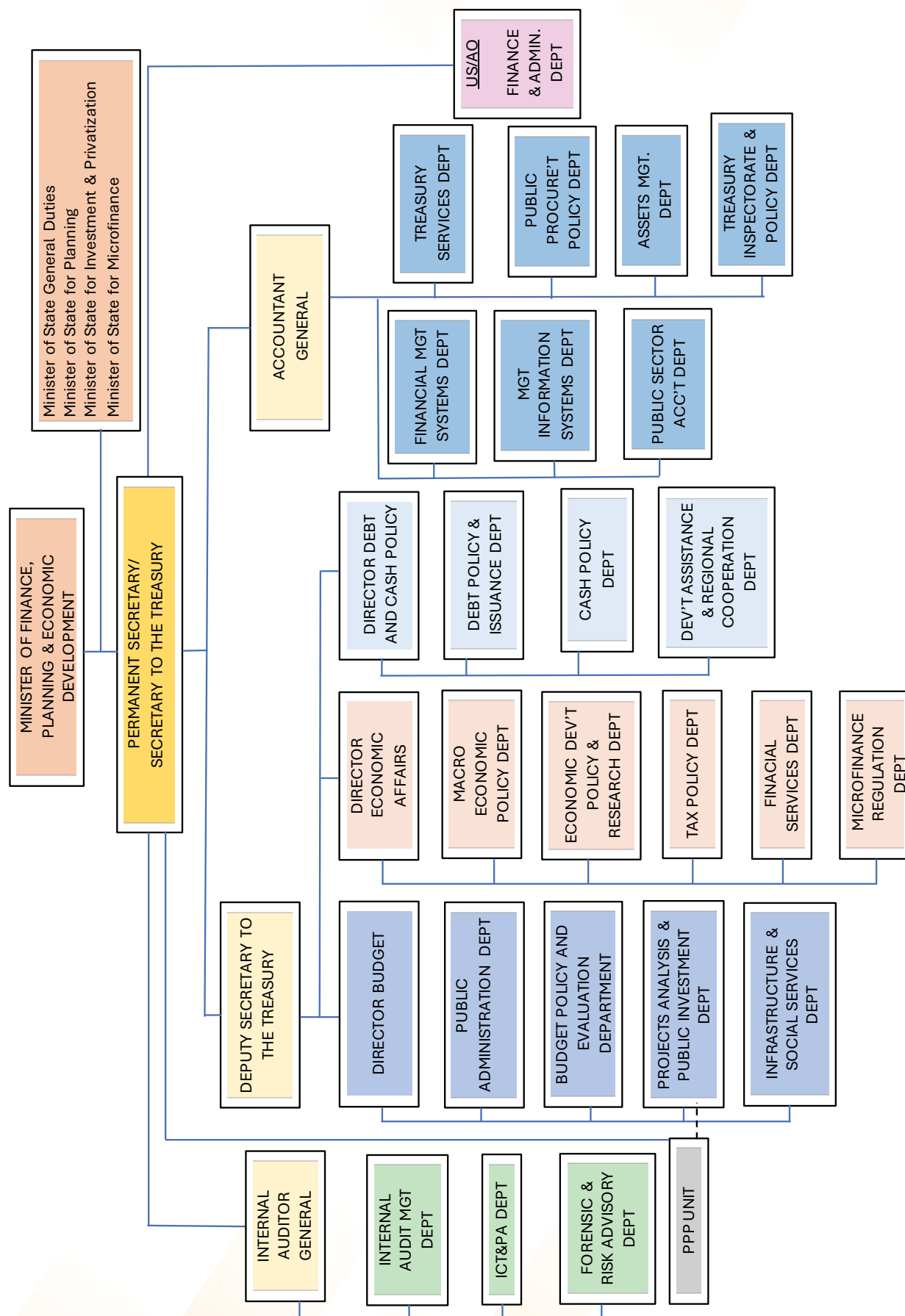
The Ministry of Finance, Planning and Economic Development (MoFPED) has organised its core operational workstreams into eight function areas, each aligned with the Programme-Based Approach (PBA). These function areas cover the Ministry's primary technical areas and are structured to deliver strategic and vote-level outcomes.

- i) **Macroeconomic Policy and Management:** Develops and implements macroeconomic and tax policies to promote fiscal sustainability and economic resilience through economic analysis, fiscal advice, and revenue mobilisation strategies.
- ii) **Development Policy and Investment Promotion:** Focuses on evidence-based policy formulation, public investment planning, strengthening the investment climate, and aligning resources with national priorities to attract transformative investment.
- iii) **Financial Sector Development:** Advances financial inclusion and market deepening by supporting regulation, expanding access to financial services, and fostering capital market and fintech innovations.
- iv) **Deficit Financing and Cash Management:** Manages the mobilisation of financial resources, cash flow forecasting, public debt portfolios, and coordination with development partners to sustain government liquidity and fiscal targets.
- v) **Budget Preparation, Execution, and Monitoring:** Coordinates the national budget process, ensuring allocations align with strategic priorities, tracks execution, and evaluates public investments, including Public Investment Management (PIM) and Public-Private Partnerships (PPP).
- vi) **Public Financial Management (PFM):** Enhances accountability through accurate reporting, efficient treasury operations, procurement oversight, and supports integration of ICT-based financial systems for transparency and fiduciary compliance.
- vii) **Internal Oversight and Advisory Services:** Provides internal audits, risk assessments, and advisory services to uphold institutional integrity, value-for-money, and compliance with regulations, while supporting audit committees and responding to external oversight bodies.
- viii) **Policy, Planning, and Support Services:** Ensures institutional coherence by managing human resources, logistics, infrastructure, internal communication, and supporting strategic leadership, planning, and performance management for organisational effectiveness.

Collectively, these sub-sub programmes ensure the Ministry's technical and strategic functions are effectively coordinated to deliver on national development priorities and government mandates.



Figure 5-1 Organogram



## 5.4 Staff Establishment

The Ministry's staffing level stand at 527 against the official capacity of 614 as per the approved structure. This translates into 86% staffing level. The Ministry has capable staff who are qualified and acceptable to the required standards.

## 5.5 Staff Capacity Development Initiatives

The Ministry of Finance, Planning and Economic Development's Strategic Plan embeds staff capacity development across all operational levels to support effective delivery, innovation, and sustainability. Key pillars include: -

1. **Critical skills to acquire immediately** will focus on capabilities that directly support MoFPED's nearterm fiscal management, budget execution, and macroeconomic stability. These will include macrofiscal diagnostics and shortterm forecasting; budget execution and PFM discipline; debt data and sustainability analysis; and rapid analytics for policy briefs.
2. **Mediumterm capacity building (12–18 months)** will focus on building deeper institutional competence to reduce dependence on TA and strengthen Uganda's mediumterm fiscal strategy. These will include macrofiscal modelling and mediumterm frameworks; domestic revenue mobilisation (DRM) analytics; project appraisal, cost-benefit analysis, selection criteria, and monitoring; debt management and liability restructuring. For specialised areas: -
  - i) **Climate Finance:** Capacitybuilding plan for Climate finance will emphasise trainings in understanding global climate finance architecture (e.g. Adaptation Fund); skills in preparing bankable climate projects; knowledge of carbon markets, climate risk assessment, and climate budgeting; and accessing concessional financing and resultsbased climate finance.
  - ii) **Digital Taxation:** For digital taxation, capacity building will prioritise trainings in digital economy taxation frameworks (e.g., OECD Pillar One and Pillar Two); understanding digital transactions, ecommerce value chains, and digital service taxes; capability in data analytics, digital audit techniques, and electronic invoicing systems; and, legal and regulatory aspects of crossborder taxation.
  - iii) **Blended Finance:** Staff capacity building will focus on attaining skills in understanding blended finance instruments (guarantees, concessional loans, equity, technical assistance, impact investing); structuring public-private partnerships and risksharing mechanisms; assessing bankability and investor readiness for projects; and monitoring impact, additionality, and financial sustainability.
  - iv) **Artificial Intelligence for Public Financial Management:** The Ministry will also invest in medium-term training on advanced applications of artificial intelligence in public financial management. This will cover AI-driven forecasting and budgeting, intelligent automation of routine financial processes, predictive analytics for risk management, fraud detection, and leveraging machine learning to optimise resource allocation and improve service delivery.
3. **Partnerships to compensate for inhouse gaps:** The Ministry will maintain relationship with partners like the World Bank, IMF and ODI to support tailored TA missions for tax

policy, PFM reforms, and statistics improvements, and to fill analytical gaps in macrofiscal, debt, or budget reforms. Further, the Ministry will support peer benchmarking and regional knowledge exchange on fiscal consolidation and DRM reforms.

## 5.6 Coordination and Partnerships Framework

The DPI/PSD Programme Working Groups (PWGs) are being strengthened to improve collaboration with the MDAs including representatives from key institutions. These groups will meet quarterly to review progress, tackle operational challenges, harmonise programme actions, and ensure strategic coherence. Strategic partnerships will be formalised through MoUs with media, civil society, and digital innovators, setting out roles, funding, and accountability, such as during national budget month. The Parish Development Model will boost grassroots communication, with Parish Chiefs leading community mobilisation.

## 5.7 Prerequisites for Implementation Success

Key enablers for the effective implementation of the Ministry's Strategic Plan include reliable and well-planned financing, improved digital infrastructure and data systems, strong political and executive backing, coordinated stakeholder partnerships, policy and regulatory consistency, robust institutional and human capacity, and comprehensive monitoring and adaptive management. These interconnected factors ensure sustained delivery, innovation, and impact. Implementation depends on alignment with national milestones, fostering a results-oriented culture, inclusive and rights-based approaches, continuous stakeholder engagement, leadership stability, and effective risk management.

# 6.0 COMMUNICATION AND FEEDBACK STRATEGY

## 6.1 MoFPED Communication Strategy FY2025/26 – 2029/30

The Ministry of Finance, Planning and Economic Development (MoFPED) has introduced a comprehensive Public Finance Communication Strategy for 2025/26–2029/30, aiming to advance transparency, fiscal discipline, inclusivity, and active citizen involvement in financial governance. Grounded in national policy frameworks and global best practice standards, the strategy seeks to foster public trust, accountability, and fiscal literacy through a results-driven, proactive approach. It utilises behavioural insights, digital technologies, and targeted stakeholder engagement, involving partners from government, civil society, and the media. Oversight is provided by senior ministry leadership, while implementation is managed by a dedicated Communications Unit and collaborating departments. Central to the strategy are two-way communication channels, reinforcing MoFPED’s credibility and responsiveness, and positioning communication as a key driver of policy success and socio-economic transformation in Uganda.

## 6.2 Objectives of the Communication Strategy

The Communication Strategy is guided by three overarching objectives: -

1. **Strategic Institutional Positioning:** To project MoFPED as a transparent, credible, trusted, defender of fiscal discipline and a proactive voice in economic governance.
2. **Effective Communication and Citizen Engagement:** To close the fiscal knowledge gap by improving understanding and participation in public finance processes.
3. **Enhancement of Communication Systems:** To institutionalize reliable, digital-first communication systems, supported by evidence and structured feedback loops.

## 6.3 Communication Plan, Targets and Performance Indicators

The implementation of this strategy will be guided by a performance-driven communication plan with measurable targets: -

- i) **Public Awareness:** Achieve a 30% increase in public understanding of public finance policies by 2030, measured through national perception surveys and digital engagement analytics.
- ii) **Transparency and Accountability:** Improve stakeholder trust metrics by 20%, (59) based on annual stakeholder satisfaction surveys and feedback platforms.

- iii) **Citizen Participation:** Realize a 50% increase in public participation in national budget consultations and planning forums, with indicators including feedback volumes, attendance, and diversity metrics. (According to Open Budget Survey current rate is 15%)
- iv) **Institutional Confidence:** Attain an 80% satisfaction rate among core stakeholders regarding MoFPED's communication and leadership role in public finance.

## 6.4 Stakeholder Mapping and Engagement Strategy

MoFPED will operationalize a tiered stakeholder engagement framework that accounts for varying levels of influence, interest, and information needs. This includes: -

- i) **High-Influence Stakeholders** (Cabinet, Parliament, Development Partners): Targeted briefings, policy dialogues, and high-level reports.
- ii) **Implementing Partners** (MDAs, Local Governments): Capacity building, coordination meetings, and technical reports.
- iii) **Civil Society and Media:** Training sessions, press briefings, and data dashboards.
- iv) **General Public:** Multimedia campaigns and participatory platforms such as digital chatbots and SMS polling.

MoFPED is committed to promoting inclusivity by ensuring marginalised groups are both informed and actively engaged in communication efforts, utilising accessible materials and community radio. The Ministry will also routinely monitor stakeholder feedback to guide policy improvements and enhance service delivery.

The Ministry recognises the importance of strategic stakeholder engagement for effective communication. Its Communication Strategy uses a comprehensive framework to map and categorise stakeholders according to their influence and interest, ensuring engagement approaches are tailored and inclusive. This process fosters ongoing dialogue, trust, and shared responsibility for Uganda's economic development, with regular feedback and targeted communication tools designed to meet diverse stakeholder needs and uphold transparency, accountability, and inclusivity.

**Table 6-1 Stakeholder Categorisation and Engagement Strategy**

Stakeholder Group	Influence	Interest	Engagement Strategy
Internal Stakeholders	High	High	Regular updates, internal newsletters, training programs
President and Cabinet	High	High	Direct briefings, policy papers, high-level meetings
Parliament	High	High	Detailed budget reports, committee consultations
Donors and Development Partners	High	High	Progress reports, joint reviews, transparency initiatives
Government Agencies	High	Low	Periodic summaries, inter-agency workshops

Stakeholder Group	Influence	Interest	Engagement Strategy
Media	Low	High	Press releases, media briefings, fact sheets
Civil Society and Academia	Low	High	Workshops, research collaborations, policy dialogues
General Public	Low	Low	Public awareness campaigns, simplified information materials

## 6.5 Message Tailoring and Framing Techniques

The communication strategy will frame messages to resonate with stakeholders using behavioural insights to encourage action and support. Message Tailoring by Stakeholder Group will include: -

- i) General Public: “Your taxes are building Uganda’s future. See how your contributions make a difference.”
- ii) Parliament: “Transparent budgets for accountable governance – explore the data behind our decisions.”
- iii) Media: “Get the facts first – access timely, accurate data to inform your reporting.”
- iv) Civil Society: “Partner with us to shape policies that work for all Ugandans.”
- v) Behavioural Insight: Emphasize collective action and shared goals to strengthen partnerships.

The message framing techniques focus on simplifying complex information, making it relatable to everyday life, and encouraging public engagement through clear calls-to-action.

## 6.6 Communication Channel and Digital Engagement

The Communication Strategy adopts a multi-channel approach, with digital platforms at its core to ensure broad reach, inclusivity, and timely information sharing with stakeholders. The strategy for 2025/26–2029/30 emphasises an integrated digital framework using the Ministry’s website, social media, mobile apps, and open data systems, all supported by robust cybersecurity and content management. These platforms enable real-time engagement, feedback collection, and transparent interactions with citizens and stakeholders, with a strong focus on security, interactivity, and responsiveness to uphold the Ministry’s credibility.

**Table 6-2 Communication Channel Mix**

Channel	Purpose	Target Audience
Traditional Media	Mass awareness through television, radio, and print publications	General public, rural populations
Digital Media	Real-time, interactive communication via social media and mobile apps	Youth, urban populations, civil society
Direct Engagement	In-depth dialogue/discussions through consultative platforms and in-person forums	Parliament, development partners, MDAs



The key digital engagement initiatives include an interactive budget portal, targeted social media campaigns e.g. **#KnowYourBudget**, mobile applications, live-streamed events and webinars, and open data systems, all designed to enhance transparency, public participation, and accessibility in fiscal governance.

## 6.7 Financial Literacy and Education

MoFPED is launching a comprehensive financial literacy programme to enhance public understanding of economic and financial matters. This initiative will offer accessible educational materials and workshops for diverse groups, including youth, women entrepreneurs, SMEs, and community organisations. It will also promote awareness of key government financial schemes such as the SBRF, ACF, and UAIS, supporting inclusive economic growth and private sector development.

## 6.8 Monitoring and Evaluation

A robust Monitoring and Evaluation (M&E) framework will be integrated into the Communication Strategy to promote accountability and continuous improvement. It will measure communication performance using defined KPIs, with activities including annual stakeholder surveys, media analysis, digital engagement analytics, and perception studies. These actions will enable evidence-based adjustments, ensuring the strategy is dynamic, data-driven, and responsive to stakeholder and policy needs.

**Table 6-3 Communication M&E Framework**

Objective	KPI	Target
Increase Public Understanding	% increase in informed citizens with correct responses on budget surveys	80% by 2030
Enhance Transparency	% improvement in stakeholder trust index (transparency from 59% According to OBS)	80% by 2030
Foster Citizen Participation	% increase in public consultation participants (from 15% according to OBS)	50% by 2030
Build Confidence in MoFPED	% of stakeholders rating MoFPED as “trustworthy”	80% by 2030

### Evaluation Mechanisms for Communication Effectiveness

MoFPED will assess the impact of its communication efforts through a mix of qualitative and quantitative methods. These include annual stakeholder perception surveys to measure public understanding and trust; digital analytics and social media monitoring to evaluate online engagement and sentiment; structured feedback loops using forms, SMS, the call centre, and events to collect input and improve messaging; and quarterly performance reviews to track outcomes against KPIs and refine strategies. These approaches aim to ensure communication reaches intended audiences and supports strategic objectives.

# 7.0 RISK MANAGEMENT

## 7.1 Statement on potential risks

Effective implementation of MoFPED's Strategic Plan depends on strong, proactive risk management, which is essential for boosting performance, optimising resources, and supporting coherent policy in a constantly changing fiscal and macroeconomic landscape.

The Ministry, in accordance with the Public Finance Management Act and Treasury Instructions, employs an Enterprise Risk Management (ERM) approach to identify, assess, and manage both strategic and operational risks. This approach features a clear Risk Appetite Statement, aiming to reduce performance variability and strengthen resilience. The ERM framework is built on five pillars: Governance and Culture, Strategy and Objective Setting, Performance Monitoring, Review and Revision, and Information, Communication, and Reporting. At the fiscal policy level, the Ministry leads in monitoring volatile macroeconomic variables and annually updates a Fiscal Risk Statement as part of the Budget Framework Paper. Key economic indicators monitored include GDP growth, inflation, employment, exchange rates, and interest rates, all of which influence fiscal stability. Each government Vote is required to maintain an updated Risk Register, internal controls, and audit mechanisms, ensuring alignment with fiscal discipline and transparency. This embedded risk management culture enables the Ministry to anticipate threats, adapt to changes, and achieve its strategic objectives with integrity.

## 7.2 Matrix of risks and mitigation measures

The Ministry's Risk Register lists all possible risks to fiscal objectives, while the Risk Profile/ Matrix highlights only significant ones. Key risks to goals and outcomes are identified and assessed in the table below.

**Table 7-1 Matrix of Risks and Mitigation Measures**

#	Risk Category	Specific Risk	Level	Mitigation Measures
1	Political Economy	Election cycles, reform resistance & avoidable supplementary expenditures	High	<ul style="list-style-type: none"> <li>i) Budget Discipline Charter</li> <li>ii) Cabinet Fiscal Discipline Charter</li> </ul>
2	Macroeconomic Management	Failure to achieve double GDP growth	High	<ul style="list-style-type: none"> <li>iii) Maintain macroeconomic stability</li> <li>iv) Prioritize funding to tenfold growth anchors (ATMs)</li> <li>v) Secure timely financing for oil and gas commercialisation projects Fast-track delivery of NDPIV flagship investments</li> <li>vi) Align national budgets with NDPIV priorities</li> </ul>
3	Global Shocks	Supply chain disruptions	High	Expanding social protection programme, regional integration and fiscal consolidation
4	Employment & Livelihoods	Failure to stimulate the creation of new jobs in the economy	Moderate	Ensure timely execution of oil commercialisation and wealth/job creation initiatives (PDM, INVITE, & GROW)
5	Fiscal Sustainability	Failure to reduce public debt to not more than 50.5% of GDP	High	<ul style="list-style-type: none"> <li>i) Enforce Public Debt Management Strategy</li> <li>ii) Prioritize borrowing for high-impact, return-generating projects</li> </ul>
6	Price Stability	Failure to maintain inflation within 5% policy target	Moderate	<ul style="list-style-type: none"> <li>i) Strengthen coordination between fiscal and monetary authorities</li> <li>ii) Monitor inflationary trends and respond proactively</li> </ul>
7	Cost of Credit	Failure to reduce lending rates by DFIs to 10% by 2029/30	Moderate	<ul style="list-style-type: none"> <li>i) Maintain domestic borrowing within thresholds set by the Debt Management Strategy</li> <li>ii) Promote competition and efficiency within the financial sector</li> </ul>

#	Risk Category	Specific Risk	Level	Mitigation Measures
8	Revenue Mobilization	Failure to increase Revenue-to-GDP ratio to 18.1% by 2029/30	High	<ul style="list-style-type: none"> <li>i) Fully implement the Domestic Revenue Mobilisation Strategy (DRMS)</li> <li>ii) Operationalize the Tax Expenditure Governance Framework</li> </ul>
9	Public Investment Efficiency	Failure to deliver 95% of PIP projects on budget by 2029/30	High	<ul style="list-style-type: none"> <li>i) Enhance project management capacity</li> <li>ii) Establish early warning systems</li> <li>iii) Conduct regular risk assessments and performance reviews</li> <li>iv) Strengthen line supervision and detect/control mechanisms</li> <li>v) Institute strong sanctions against Accounting Officers who consistently delay projects: Performance-based funding reduction, legal &amp; disciplinary actions</li> </ul>
10	Planning & Budgeting	Failure to achieve 90% to NDPIV	Moderate	<ul style="list-style-type: none"> <li>i) Strengthen capacity within Planning and Budgeting Units</li> <li>ii) Empower PWGs to align allocations with NDPIV and the 10-fold strategy</li> <li>iii) Monitor budget credibility and execution fidelity</li> </ul>

## 8.0 MONITORING AND EVALUATION FRAMEWORK

Effective implementation of the Strategic Plan requires a robust Monitoring, Evaluation, and Reporting (MER) framework to generate timely insights, track progress, inform decision-making, and ensure accountability across all levels of the Ministry of Finance, Planning and Economic Development (MoFPED).

### 8.1 Monitoring and Evaluation Responsibilities

The execution of this Strategic Plan will be systematically monitored through quarterly and annual performance reports aligned to approved work plans. These work plans will be derived from the Strategic Plan and cascaded to directorates, departments, divisions, and individual officers, with each unit submitting performance targets in standardized formats.

Monitoring and evaluation will be led by a Performance Management Team chaired by the Permanent Secretary/Secretary to the Treasury, while heads of departments will be accountable for regular tracking, internal reviews, and timely submission of performance data. Each department will assess the efficiency and quality of program inputs and outputs, with specific attention to strategic plan objectives and alignment with Programme Implementation Action Plans (PIAPs).

The Performance Management Team will provide oversight, coordinate reporting schedules, develop reporting templates, synthesize departmental reports, and conduct performance evaluations in line with contractual and strategic targets.

### 8.2 Indicators, Data Collection, Analysis, and Reporting

The framework will employ a multi-level indicator approach consisting of: -

- i) **Input indicators** – Resources allocated (financial, human, technical)
- ii) **Process/Output indicators** – Activities and workflows undertaken
- iii) **Outcome indicators** – Medium-to-long term results achieved

At programme level, emphasis will be placed on inputs, processes, and outputs, while at the institutional (Ministry-wide) level, outcomes will be prioritized.

Standardized data collection and reporting tools will be adopted to enable consistent aggregation and comparability across departments and reporting periods. Routine administrative data, quarterly and annual performance reports, and special studies (including surveys and operational research) will be the primary sources of evidence.

**Evaluation mechanisms** will include:

- i) **Mid-Term Review (MTR):** To assess progress against strategic objectives and make course corrections as needed.
- ii) **End-Term Evaluation (ETE):** To determine the extent to which strategic outcomes have been achieved, and to inform future planning cycles.
- iii) **Ad hoc Evaluations:** To respond to emerging issues, assess significant deviations in performance, or evaluate strategic innovations.

All departmental units will prepare performance reports aligned with approved budgets and work plans. These reports will feed into broader technical and management review processes and contribute to national-level assessments. The MER framework will clearly define reporting responsibilities, timelines, indicator tracking methodologies, evaluation schedules, and necessary budgetary provisions.

By embedding a culture of evidence-based performance, this framework will ensure the Strategic Plan is implemented with discipline, transparency, and a clear focus on results.



Table 8-1 Monitoring and Evaluation Matrix

Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Data Collection Method	Data Source(s)	Frequency & Timing	Responsible Unit(s)	Reporting Mechanism
<b>1. Strengthen macro-economic and fiscal policy credibility</b>	Sustain macroeconomic stability and economic growth	i) Annual GDP growth rate ii) Inflation (CPI) iii) Fiscal deficit as a percent of GDP	Review of economic and statistical reports	UBOS, BoU, MoFPED, International Ratings (Fitch, Moody's, S&P)	Monthly, Quarterly, annually	Microeconomic Policy & Debt Policy Departments	Economic Performance Reports, Debt Sustainability Analyses
<b>2. Mobilise and coordinate financing instruments that reduce the cost of capital and crowd in private sector investment</b>	Capitalize government banks and financing programs (PDM, ACF, UAS, Emyooga)	i) Capital disbursed to DFIs ii) Private Sector Credit as a % of GDP iii) Interest rates on DFI lending iv) National savings as a % of GDP v) Pension assets as a % of GDP	Program reports, surveys	MoFPED, UDB, Postbank, DFI program reports	Quarterly	Financial Services Department	Quarterly Financial Inclusion & Access Reports
<b>3. Expand and diversify sustainable financing for development while preserving debt sustainability</b>	Implement the DRMS and Public Financing Strategy	i) Domestic revenue to GDP ratio ii) Debt to GDP ratio iii) Debt service to domestic revenue ratio (excl. grants) iv) Domestic interest to domestic revenue ratio (excl. grants)	Document reviews, revenue analysis	URA, MoFPED (Debt Policy, Aid Coordination Units)	Quarterly, annually	Tax Policy, Debt Policy, Development Assistance Departments	Revenue Performance Reports, Financing Strategy Progress Updates
<b>4. Strengthen public investment management for structural transformation</b>	Promote conducive business environment & Implement flagship PSD projects	i) Uganda's ranking in Global Competitiveness Index ii) Gross domestic investment	Administrative data, project M&E reports	MoFPED, UIA, Project M&E Teams, AIM Reports	Quarterly, annually	Economic Development Policy and Research Department	Investment Climate Reports

<b>5. Improve the efficiency, credibility, and impact of public expenditure</b>	Align and execute the budget with NDP IV, the Tenfold Growth Strategy, and PFM frameworks	i) % rating of the alignment of the budget with the NDP IV ii) % of the Budget allocations to ATMS accelerator actions released iii) % of PIP projects delivered on budget iv) % of counterpart funding requirement for the year provided for in the Budget v) % of approved budget released vi) Supplementary as a % of approved budget vii) % compliance to the statutory PFM timelines viii) % MDAs with Standard Risk Register ix) % score in citizen participation in budget process in the Open Budget Survey x) % of MDAs complying with guidelines	Document reviews, budget tracking	MoFPED (Budget Dept), NPA, Auditor General Reports	Quarterly, annually	Budget Policy Department, BMAU	Budget Monitoring Reports, PEFA Assessments
<b>6. Build institutional capacity, systems, and data infrastructure for effective governance and delivery</b>	Improved planning & budgeting, and compliance to NDP IV, MoFPED Service Delivery Standards & Client Charter	i) Level of alignment of MoFPED budget (BFP & MPS) to NDP IV ii) Gender and Equity Score iii) % of clients satisfied with Services of MoFOED arising from feedback	PBS performance reports MoFPED MPS & BFP	PBS Reports EOC Certificate of Gender and Equity compliance	Quarterly Semi Annual and Annually	Finance and Administration Department EOC Report	Quarterly and Annual PBS reports

## 9.0 PROJECT PROFILES

### 9.1 Investment for Industrial Transformation and Employment (INVITE)

Project Name: INVITE Project	
Project Summary	
Project Title	Investment for Industrial Transformation and Employment (INVITE) Project
NDPIV Programme	Private Sector Development Programme
Implementing Agency	Bank of Uganda & Private Sector Foundation Uganda (PSFU) on behalf of the Ministry of Finance, Planning & Economic Development
NDP PIP Code	1706
Project Status (% of completion)	Approximately 10% of the Project.  Effectiveness Conditions have been fulfilled, and preparatory activities prior to disbursement of funds to beneficiaries have now been completed.
MFPEP PIP Code	1706
Location	Countrywide
Estimated Project Cost	Ushs.806.60 billion
Project Duration/Life span (Financial Years)	<b>Start Date:</b> FY2021/22 <b>End Date:</b> FY2026/27
Project Financier	International Development Agency (IDA) of the World Bank Group
PROJECT INTRODUCTION	
Project Brief	The INVITE Project is focused on driving economic growth in Uganda by encouraging private investment to create jobs, promote structural transformation, and strengthen the private sector. Its core objectives are to foster new economic opportunities nationwide, sustain current and attract new investments, boost exports, and enhance private sector employment. Key aims include supporting Uganda's Ten-fold Growth Strategy through import substitution and export promotion, stimulating investment along major growth corridors, strengthening rural supply chains—including in refugee and host communities—tackling unemployment and limited access to business finance, and increasing demand for surplus power by establishing industrial parks as power load centres.

Project Name: INVITE Project						
Project Summary						
Project Outputs		The core outputs of the INVITE Project include establishing a US\$150 million revolving fund to provide affordable, long-term credit and guarantees for SMEs in the manufacturing sector, with additional working capital support and lending to microfinance institutions supplying raw materials. Alongside this, US\$50 million in matching grants will be extended to rural supply chain participants such as commodity aggregators and agro-processors, while government institutions and exporters will benefit from US\$15 million for business development and capacity building, plus US\$3 million for implementation support. The project also encompasses market studies and design for 6-7 industrial parks, a digital business management services platform for SMEs, and overall project management and supervision.				
Project Coverage in terms of Parishes		Projects/businesses along the new Growth Corridors will be prioritized to benefit from the INVITE Project				
Projected Disbursements (US\$B. Billion)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	220.70	300	285.9			

**Note:** There is ongoing discussion to transform the INVITE project into a programme

## 9.2 Generating Growth Opportunities and Productivity for Women Enterprises (GROW)

Project Name: GROW Project	
Project Summary	
Project Title	Generating Growth and Productivity Opportunities for Women Enterprises
NDPIV Programme	Private Sector Development Programme
Implementing Agency	Ministry of Gender, Labour and Social Development; and Ministry of Finance, Planning & Economic Development (through PSFU)
NDP PIP Code	1778
Project Status (% of completion)	28% of the Project has been completed (this covers preparatory activities and capitalization of Participating Financial Institutions)
MFPED PIP Code	1778
Location	Countrywide
Estimated Project Cost	Ushs.776.6 billion
Project Duration/Life span (Financial Years)	<b>Start Date:</b> FY2022/23 <b>End Date:</b> FY2027/28
Project Financier	World Bank

Project Introduction						
Project Brief		The project aims to enhance access to entrepreneurial services for women nationwide, supporting their transition to larger enterprises – particularly in key sectors – and targets to benefit female entrepreneurs, refugees, host communities, and millions of indirect beneficiaries, with outcomes including business growth and a reduction in the gender gap.				
Project Outputs		The project aims to benefit 60,000 female-owned enterprises (including 3,000 refugee businesses), 280,000 women entrepreneurs and employees (with 42,000 refugees), 14,000 host community members, and 1.6 million indirect beneficiaries.				
Project Coverage in terms of Parishes		Businesses that are formally registered will benefit from the GROW Project, regardless of the location				
Projected Disbursements (Ushs. Billion)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	136.9 0	136.9 0	502.8			

### 9.3 The National Oil Refinery

Project Name: The National Oil Refinery Project	
Project Summary	
Project Title	The National Oil Refinery Project
NDPIV Programme	Sustainable Extractives Industry Development Programme
Implementing Agency	Ministry of Finance, Planning & Economic Development, through the Uganda National Oil Company (UNOC)
NDP PIP Code	1839
Project Status (% of completion)	1% of the total project financing requirement has been provided for preparatory activities (Pre-Investment interventions). The Engineering, Procurement and Construction are expected to commence in FY2025/26.
MFPED PIP Code	1839
Location	Hoima District
Estimated Project Cost	Ushs.15,400 billion
Project Duration/Life span (Financial Years)	<b>Start Date:</b> FY2023/24 <b>End Date:</b> FY2029/30
Project Financier	Public Sector-led Financing (Government of Uganda)
Project Introduction	
Project Brief	Uganda discovered significant oil reserves in 2006, leading to the adoption of a national oil and gas policy, the commissioning of a refinery feasibility study, and successive agreements with international partners, culminating in a shift to a public sector-led approach by 2023 for the development of a 60,000-barrel-per-day inland oil refinery.

Project Outputs	The anticipated outcomes of the project include the completion of the refinery’s development, establishment of strategic petroleum reserves, construction of industrial gases and petrochemical facilities, the implementation of workforce development and training programmes, and the promotion of investment alongside broader infrastructure upgrades.					
Project Coverage in terms of Parishes	Kabaale Parish (1), in terms of project location. However, coverage in terms of impact is nationwide (all the 10,598 parishes will benefit from the project).					
Projected Disbursements (Ushs. Billion)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	147.7	9,086	3,080	3,080		

## 9.4 Resource Enhancement and Accountability Project (REAP)

Project Name: Resource Enhancement and Accountability Project						
Project Summary						
Project Title	Resource Enhancement and Accountability Project					
NDPIV Programme	Development Plan Implementation					
Implementing Agency	Ministry of Finance, Planning & Economic Development					
NDP PIP Code	180000					
Project Status (% of completion)	Project Concept Approved for Implementation to start in fiscal year 2025/26					
MFPED PIP Code	00001-008					
Location	Kampala					
Estimated Project Cost	Ushs.489.48 billion					
Project Duration/Life span (Financial Years)	Start Date: FY2025/26		End Date: FY2029/30			
Project Financier	Government of Uganda					
Project Introduction						
Project Brief	While PFM reforms have improved efficiency in key sectors, further enhancements are needed to address persistent gaps, strengthen accountability, and support Uganda’s ambitious economic growth targets. This necessitated the REAP Project.					
Project Outputs	The project will deliver upgraded and newly developed systems to improve tax compliance, savings, procurement, investment management, human capital, and accountability across government sectors.					
Project Coverage	The Whole of Government					
Projected Disbursements (Ushs. Billion)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		120.67	130.81	98.26	75.02	64.72



## 9.5 Institutional Development of Ministry of Finance, Planning & Economic Dev't Project

Project Name: Institutional Development for MFPED Project						
Project Summary						
Project Title	Institutional Development for MFPED Project					
NDPIV Programme	Development Plan Implementation					
Implementing Agency	Ministry of Finance, Planning & Economic Development					
NDP PIP Code	180000					
Project Status (% of completion)	Project Concept Approved for Implementation to start in fiscal year 2025/26					
MFPED PIP Code	00001-008					
Location	Kampala					
Estimated Project Cost	Ushs.62.47 billion					
Project Duration/Life span (Financial Years)	Start Date: FY2025/26		End Date: FY2029/30			
Project Financier	Government of Uganda					
Project Introduction						
Project Brief	The Ministry of Finance, Planning and Economic Development, operating under Uganda’s 1995 Constitution and relevant legislation, is focused on strengthening its institutional capacity to fulfil NDPIV objectives by developing skilled staff, upgrading ICT systems, and improving resource management. The project specifically targets retooling and addressing capacity gaps through professional development, enhanced digital services, and strengthened security measures.					
Project Outputs	The project will deliver several key outputs, including the procurement and maintenance of computers, accessories, printers, photocopiers, scanners, projectors, office furniture and fittings for staff; installation and upkeep of CCTV cameras, biometric systems, ISN servers, and the Ministry’s websites; acquisition and servicing of vehicles and motorcycles; renovation of the old office block; and the installation and maintenance of new lifts.					
Project Coverage	Ministry of Finance, Planning and Economic Development					
Projected Disbursements (Ushs. Billion)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		22.27	9.25	10.02	9.32	11.61

# 10.0 APPENDIX

## 10.1 Results/Outcomes Matrix

Strategic Objective	Vote Outcome	Outcome Indicator	Annualized Targets					
			Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
1. Strengthen macroeconomic and fiscal policy credibility	Economic expansion	GDP growth rate	6.3%	6.6%	10.2%	7.8%	7.2%	6.7%
	Price stability	Inflation	5%	5%	5%	5%	5%	5%
	Budget financing	Fiscal deficit	-6.0%	-7.9%	-6.0%	-5.0%	-4.2%	-3.5%
2. Mobilise and coordinate financing instruments that reduce the cost of capital and crowd in private sector investment								
	Increased value of long-term financing by DFIs	Value of log-term capital (Ushs.Billion) at DFIs	950	1,150	1,250	1,325	1,475	1,600
	Growth in Private Sector Credit	PSC as a % of GDP	14%	17%	20%	23%	24%	25%
	Reduced cost of borrowing	Lending rate of DFIs	12.0%	11.5%	11.0%	10.0%	10.0%	10.0%
	National Savings	National savings rate	20.5%	22%	24%	27%	29%	>30%
	Retirement benefits	Pension assets	6-7%	9%	11%	13%	14%	15%

Strategic Objective	Vote Outcome	Outcome Indicator	Annualized Targets					
			Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
3. Enhance Domestic Revenue Mobilization and Expand Access to External and Innovative Financing	Increased Domestic Revenues	Domestic Revenue to GDP Ratio	14.1%	14.9%	15.5%	16.9%	17.4%	18.1%
	Reduced reliance on borrowing	Nominal debt to GDP ratio	50.9	55.5	54.0	53.0	51.9	50.5
	Enhanced debt sustainability	Debt Service to Domestic Revenue ratio (excl. Grants)	35.7	45.3	41.1	39.9	39.5	37.6
	Enhanced fiscal sustainability	Domestic Interest to Domestic Revenue Ratio (excl.grants)	22.0	26.7	25.7	24.8	24.0	22.3
4. Strengthen public investment management for structural transformation	Conducive Investment Environment	Global Competitiveness Index	48.94	50.9	52.9	54.8	56.8	58.73
	Investment	Gross domestic investment	22%	24%	26%	29%	31%	>32%

Strategic Objective	Vote Outcome	Outcome Indicator	Annualized Targets					
			Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
5. Improve the efficiency, credibility, and development impact of public expenditure	Improved alignment of budget to NDPV	% rating of the alignment of the budget with the NDPV	70.7	70	75	82	86	89
	Improved budget credibility	% of the Budget allocations to ATMS accelerator actions released	N/A	95%	95%	95%	95%	95%
	Improved budget credibility	% of PIP projects delivered on budget	65	95%	95%	95%	95%	95%
	Improved budget credibility	% of counterpart funding requirement for the year provided for in the Budget	100%	100%	100%	100%	100%	100%
	Improved budget credibility	% of approved budget released	100%	95%	95%	95%	95%	95%
	Improved budget credibility	Supplementary as a % of approved budget	9%	< 3	< 3	< 3	< 3	< 3
	Improved budget credibility	% compliance to the statutory PFM timelines	100%	100%	100%	100%	100%	100%
	Improved budget credibility	% score in citizen participation in budget process in the Open Budget Survey	15	20	25	30	35	40
	Improved oversight	% MDAs with Standard Risk Register	15	70	87	94	98	100
	Improved compliance with Audit Guidelines	% of MDAs complying with guidelines	68	74	78	82	88	94

Strategic Objective	Vote Outcome	Outcome Indicator	Annualized Targets					
			Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
6. Build institutional capacity, systems, and data infrastructure for effective governance and delivery								
	Improved compliance of MoFPED budget (BFP and MPS) to NDPIV	Level of alignment of MoFPED budget to NDPIV	80.2%	85%	90%	93%	94%	95%
	Compliance to Gender and Equity Guidelines	Gender and Equity Score	80%	82%	86%	90%	92%	95%
	Improved compliance to Service Delivery Standards and Client Charter	% of clients satisfied with Services of MoFPED arising from feedback	71%	80%	85%	85%	85%	85%







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