



DEVELOPMENT COMMITTEE REPORT FOR FY 2025/26



JUNE 2026

Ministry of Finance, Planning and
Economic Development
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www.finance.go.ug



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ABBREVIATIONS AND ACRONYMS

ACRONYMS	
AGI	Agro-Industrialisation
AMP	Aid Management Platform
AoJ	Administration of Justice
APPR	Annual Portfolio Performance Review
BMAU	Budget Monitoring and Accountability Unit
CPI	Cost Performance Index
DC	Development Committee
DCA	Delivery Confidence Assessment
DPI	Development Plan Implementation
DT	Digital Transformation
ECD	Economic and Commercial Diplomacy
EDPR	Economic Development Policy and Research
EF	External Financing
EOC	Equal Opportunities Commission
EVM	Earned Value Management
FY	Financial Year
GOU	Government of Uganda
GS	Governance and Security
HCD	Human Capital Development
IBP	Integrated Bank of Projects
IDP	Institutional Development Projects
IFMS	Integrated Financial Management System
ITDT	Innovation, Technology Development and Transfer
ITIS	Integrated Transport Infrastructure and Services
LOR	Legislation, Oversight and Representation
MDAs	Ministries, Departments and Agencies
MFG	Manufacturing
MLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoJCA	Ministry of Justice and Constitutional Affairs

ACRONYMS

MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
MTEF	Medium Term Expenditure Framework
MYC	Multiyear Commitments
NDP	National Development Plan
NEMA	National Environment Management Authority
NPA	National Planning Authority
NPIMP	National Public Investment Management Policy
NRECLWM	Natural Resources, Environment, Climate Change, Land and Water Management
OP	Office of the President
OPM	Office of the Prime Minister
PAP	Project Analysis and Public Investment
PBS	Programme Based Budgeting System
PDM	Parish Development Model
PFMA	Public Financial Management Act
PIAPs	Programme Implementation Action Plans
PIM	Public Investment Management
PIMS	Public Investment Management System
PIP	Public Investment Plan
PPDA	Public Procurement and Disposal of Public Assets Authority
PS/ST	Permanent Secretary and Secretary to the Treasury
PSD	Private Sector Development
PST	Public Sector Transformation
RD	Regional Development
RoW	Right of Way
SED	Sustainable Energy Development
SEID	Sustainable Extractives Industry Development
SPI	Schedule Performance Index
SUH	Sustainable Urbanisation and Housing
TD	Tourism Development

GLOSSARY

Absorption rate	Percentage of released funds that are actually spent (utilized) during a given period.
Actual cost	The actual cost incurred to accomplish the work completed.
Anchor Projects	Strategic projects that directly drive economic transformation and contribute significantly to achieving the Tenfold Growth Strategy.
Budget performance	Percentage of the approved budget that is released in a given period.
Cost Overrun	An increase in the actual or revised cost of a project above the originally approved budget at appraisal.
Cost Performance Index	An EVM indicator that measures cost efficiency by comparing Earned Value to actual cost.
Earned Value	This is the budgeted cost of the work accomplished.
Earned Value Management	A project management technique used to assess project performance by comparing planned work, completed work, and actual costs.
Enablers	Projects or interventions that support and facilitate the implementation of anchor projects by strengthening the necessary infrastructure, institutions, systems, and human capital required for economic transformation.
Planned Value	The budgeted cost of the work planned to be accomplished at a specific point in time.
Schedule Performance Index	An indicator used in EVM that measures project schedule efficiency by comparing Earned Value to planned value.
Time Overrun	The extension of a project's implementation period beyond its originally planned completion date.

FOREWORD

Uganda's aspiration to achieve tenfold economic growth requires a public investment system that consistently delivers projects capable of transforming the economy and improving the welfare of its citizens. Public investments remain one of Government's most important instruments for expanding productive capacity, improving service delivery, and creating the conditions for private sector-led growth.

The Development Committee (DC) plays a critical role in safeguarding the quality of these investments. Through the Public Investment Management System (PIMS), the Committee ensures that projects entering the Public Investment Plan (PIP) are strategically aligned, adequately prepared, fiscally sustainable, and capable of delivering value for money. This responsibility is increasingly important as Government seeks to maximize the development impact of limited public resources.

This report highlights the progress made in strengthening PIM and underscores the importance of maintaining discipline throughout the project cycle from project preparation and appraisal to implementation and completion. Achieving better development outcomes will require continued adherence to established processes, stronger accountability, and greater focus on delivering projects on time, within budget, and to the intended quality.

As Uganda advances the implementation of the Fourth National Development Plan and the Tenfold Growth Strategy, public investments must be carefully coordinated, sequenced, and aligned to national development priorities. Every project should contribute meaningfully to expanding economic opportunities, improving productivity, and enhancing the quality of life of our people.

I, therefore, call upon all Accounting Officers, Project Managers, Implementing Agencies, Development Partners, and other stakeholders to uphold the principles of sound PIM. Together, we must ensure that public resources are translated into tangible and lasting development results for present and future generations.

For God and My Country.



Patrick Ocaillap

**For: PERMANENT SECRETARY/SECRETARY TO THE TREASURY
(CHAIRPERSON, DEVELOPMENT COMMITTEE)**

EXECUTIVE SUMMARY

This report presents the business undertaken by the Development Committee (DC) during FY 2025/26 in fulfilment of its mandate to ensure that public investments are strategically aligned, adequately prepared, fiscally affordable, and capable of supporting Uganda's socio-economic transformation. It summarizes the performance of the Public Investment Plan (PIP), the review of ongoing and new projects, key portfolio decisions, their fiscal implications, and the selection of projects for admission into the PIP for FY 2026/27.

Development budget performance improved during FY 2024/25, with releases amounting to US\$14,186 billion against an approved budget of US\$18,423 billion, representing a performance rate of 77 percent. However, expenditure stood at US\$9,756 billion, translating into an absorption rate of 68.8 percent. Low absorption was largely attributed to delayed external financing disbursements, procurement bottlenecks, and inadequate project readiness at commencement. The review revealed that several projects commenced implementation before fulfilling critical readiness requirements, including land acquisition, completion of designs, and procurement preparedness. As a result, many of these projects experienced implementation delays and low expenditure performance.

The PIP for FY 2025/26 is valued at US\$117.6 trillion, representing an increase from US\$101.1 trillion in FY 2024/25. Economic Infrastructure projects account for the largest share of the portfolio at 48.1 percent, followed by Institutional Development projects (IDPs) at 39.1 percent and Social Development projects at 9.1 percent. The remaining share comprises investments in areas such as land acquisition, studies, and office accommodation.

Furthermore, 54.8 percent of the portfolio is directly aligned to the Tenfold Growth Strategy, reflecting Government's commitment to prioritizing investments that accelerate economic growth, productivity, and structural transformation.

The quality of the portfolio has continued to improve as a result of sustained Public Investment Management (PIM) reforms. In line with the DC Guidelines, the share of capital investments in the PIP increased significantly from 25.1 percent in FY 2014/15 to 67.7 percent in FY 2025/26. This improvement reflects strengthened project appraisal processes, stricter admission controls, and continuous portfolio reviews aimed at ensuring that the PIP remains focused on genuine development investments.

During the annual portfolio review, the DC assessed 320 ongoing projects. The review identified persistent implementation challenges, including time overruns in 67 projects, with the Integrated Transport Infrastructure and Services Programme accounting for the largest number of affected projects. Cost overruns also remained significant, with affected projects exceeding their approved costs by an average of US\$159.2 billion. The Human Capital Development Programme recorded the highest aggregate cost overruns amounting to US\$361.2 billion. These findings underscore the need to strengthen project preparation, procurement management, implementation planning, and contract administration.

Following the review, the DC recommended 247 projects for retention in the PIP, 46 for extension, 6 for rescoping and 21 for exit from the portfolio for FY 2026/27. The projects recommended for exit created approximately US\$357.28 billion in fiscal space that has been redirected to other priority Government interventions.

The DC also reviewed 157 new projects at various stages of preparation, comprising 5 concepts, 79 profiles, 41 pre-feasibility studies, and 32 feasibility studies. Of these projects, 138 (67.3 percent) were aligned to the Tenfold Growth Strategy, including 25 anchor projects and 113 enabler projects. Following appraisal and review, 58 projects were admitted into the PIP for FY 2026/27. Notably, 24 of the admitted projects were ID projects intended to support the implementation of Uganda's Economic and Commercial Diplomacy Strategy through missions abroad.

Despite the progress registered, project performance continues to be constrained by procurement inefficiencies, weak project management capacity, delayed counterpart funding, budget overcommitment, and inadequate project readiness. Addressing these challenges will require stronger compliance with project preparation standards, enhanced implementation capacity, improved procurement discipline, and protection of development financing, particularly counterpart funding.

The report further recommends prioritizing physical development planning in growth corridors, secondary cities, and areas surrounding flagship investments under the Tenfold Growth Strategy to ensure that public investments are spatially coordinated and capable of catalyzing private sector investment.

Overall, the report demonstrates continued progress in strengthening Uganda's PIM and improving the quality of the PIP. Sustaining these gains will require greater focus on implementation efficiency, accountability, and timely project delivery to ensure that public investments deliver value for money and contribute effectively to Uganda's socio-economic transformation.

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INTRODUCTION



SECTION ONE: INTRODUCTION

Public investment is a key driver of economic and social development, as it promotes the creation of basic infrastructure, fosters access to essential services, and supports inclusive growth. The effectiveness of public investment therefore depends not only on funding but also on the institutional and human capacities required to design, deliver and evaluate projects.

It is against this background that Government re-engineered the Development Committee (DC) and its associated Sub-Committee (Sub-DC) to serve as the *gatekeeper* of the PIP by reviewing projects submitted by Ministries, Departments, and Agencies (MDAs).

In accordance with Section 4.6.3 of the National Public Investment Management Policy (NPIMP), 2024, and Section 3.7 of the DC Guidelines, 2025, the DC oversees the progressive development of project ideas to evaluate their strategic alignment, logical results framework, options analysis, and overall financial and economic viability prior to recommending them for financing.

The DC is presently constituted by representatives from 13 MDAs that include:

- (i) Ministry of Finance, Planning and Economic Development (MoFPED);
- (ii) Office of the President (OP);
- (iii) Office of the Prime Minister (OPM);
- (iv) Ministry of Lands, Housing and Urban Development (MLHUD);
- (v) Ministry of Justice and Constitutional Affairs (MoJCA);
- (vi) Ministry of Water and Environment (MoWE);
- (vii) Ministry of Gender, Labour and Social Development (MoGLSD);
- (viii) Ministry of Works and Transport (MoWT);
- (ix) National Planning Authority (NPA);
- (x) Public Procurement and Disposal of Public Assets Authority (PPDA);
- (xi) National Environment Management Authority (NEMA);
- (xii) Equal Opportunities Commission (EOC); and
- (xiii) Makerere University Public Investment Management (PIM) Centre of Excellence, which participates in a non-voting capacity.

Section 4 of the 2025, DC guidelines, provides for gradual development of project ideas through the three mandatory stages of: profile, pre-feasibility and feasibility. Furthermore, Section 5 of the guidelines requires the DC to hold Annual Portfolio Performance Review (APPR) to assess the performance of ongoing projects in the PIP.

This report, therefore, provides a summary of the key proceedings and recommendations from the Sub-DC meetings held during FY 2025/26, along with a review of the performance of the PIP for FY 2024/25.

The rest of the report is structured as follows. Section two details the methodology used in reviewing ongoing and new projects, as well as the selection of projects for admission into the PIP for FY 2026/27. Section three provides a general overview of the PIP for FY 2025/26. Section four assesses the performance of the PIP for FY 2024/25. Section five presents the DC business undertaken during FY 2025/26. Section six highlights key developments in the PIMS during FY 2025/26. Section seven discusses emerging issues and recommendations for improving the performance of PIMS, while Section eight concludes the report.

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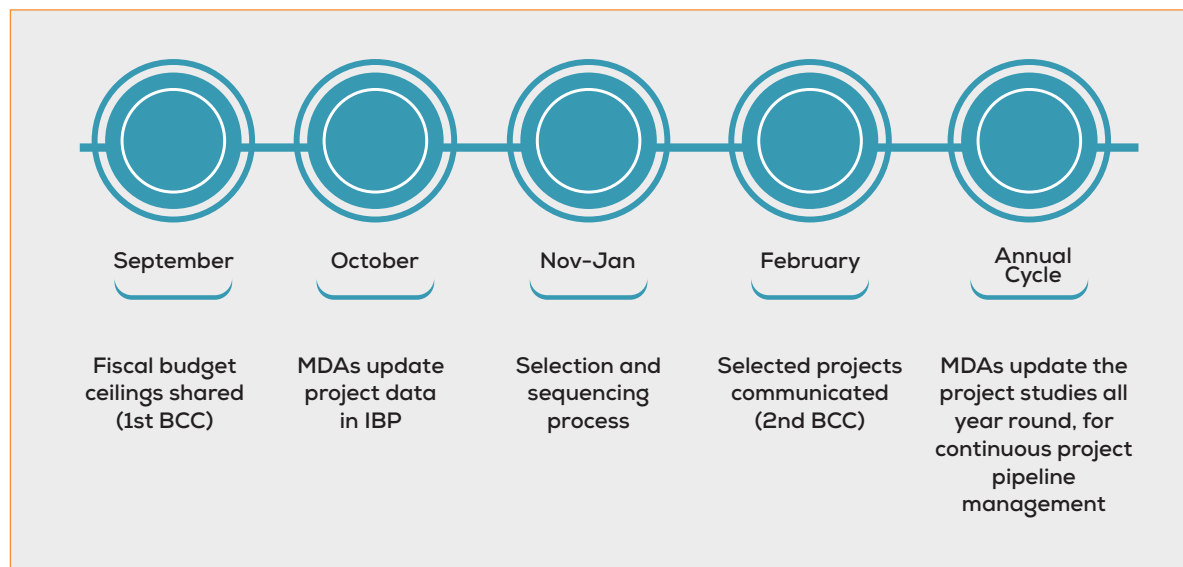
METHODOLOGY



SECTION TWO: METHODOLOGY

The DC Business is conducted in line with the DC calendar and in tandem with the annual budget process calendar. The DC Calendar provides for monthly reviews for new projects and annual portfolio review meetings for ongoing projects as illustrated in Figure 1.

Figure 1: Summary of the DC Calendar



Source: MoFPED, DC Calendar, 2025

2.1 Review of Ongoing Projects

The DC convened portfolio review meetings from 20th August – 10th September, 2025 with project coordinators/representatives of the respective MDAs to ascertain the performance of ongoing projects. The review was based on data sourced from the PBS, IFMS, AMP and IBP System, monitoring reports from Budget Monitoring and Accountability Unit (BMAU) as well as the respective Annual Programme Performance Review reports.

Performance of ongoing projects was assessed based on the following key project indicators/parameters:

- (i) Estimated value of work planned to be done (Planned Value) against estimated value of work actually accomplished (Earned Value);
- (ii) Estimated value of work actually accomplished (Earned Value) against actual cost incurred for the work accomplished compared to original cost (Cost Variance);

- (iii) Project risks;
- (iv) Projects schedule (Time overrun);
- (v) Adequacy of budgetary allocations in comparison with planned activities;
- (vi) Capacity to utilize project resources (Absorption Rate);
- (vii) Physical progress of project deliverables;
- (viii) Capital recurrent expenditure ratio; and
- (ix) Current relevance of the project regarding strategic alignment, environmental, social and cultural effects of the project.

The results were presented using a traffic-light system, where green represents high performance, amber represents fair performance, and red represents poor performance as demonstrated in Table 1 below.

Table 1: Assessment guide to measure the performance of projects

Score	Comment	Traffic Light
70% –100%	High (Achieved at least 70% of outputs)	
50% – 69%	Fair (Achieved at least 50% of outputs)	
49% and below	Poor (Achieved below 50% of outputs)	

Source: APR methodology, MoFPED, July 2025

The criteria for reviewing ongoing projects are summarized in Table 2 below.

Table 2: Criteria for Reviewing Ongoing Projects

SN	Decision	Criteria
1.	Exit	Projects that have reached the end date or concluded their activities and the last draw down date for external financing are scheduled to expire.
2.	Retained	Satisfactory physical and financial performance as well as implementation timelines as per the PIP and/or financing agreements.
3.	Re-scope	Adjustments to accommodate only activities or outputs that can be met within the available fiscal space to meet strategic needs and priorities of Government.

SN	Decision	Criteria
4.	Extension	Substantial evidence of outstanding contractual commitments towards accomplishing the set outputs and/or no-cost extension for external financing by Development Partners.
5.	Transfer to the recurrent budget	Project activities largely operational in nature and can better be implemented under the recurrent budget.
6.	Downgrade to the pipeline	Unready projects occasioned by insufficient funding, non-fulfilment of readiness conditions and disbursement conditions.

Source: MoFPED, DC Guidelines, 2025

2.2 Review of New Projects

The review of new projects was undertaken in line with the DC Guidelines and the PIMS Manual for Project Preparation and Appraisal, among others. The new projects were subjected to the gradual stage approval of Profile, Pre-feasibility and Feasibility Study. The decisions on new projects were taken based on the criteria prescribed in Table 3.

Table 3: Criteria for Reviewing New Projects

SN	Decision	Criteria
1.	Approve	Continuation to the next stage along the project cycle upon satisfactory strategic fit, logical flow, financial and economic viability of the project.
2.	Revise	Minor adjustments to the project required in accordance with the DC guidance before the project proceeds to the next stage of the project cycle.
3.	Defer	Major modifications are required on the project thus returned to the respective Votes for improvement at the different stages of the project cycle.
4.	Reject	Duplication of already existing interventions; non-alignment of the project idea to the country's development plan and respective Programme Implementation Plans (PIAPs) and project interventions being highly recurrent in nature.

Source: MoFPED, DC Guidelines, 2025

The admission of new projects in the PIP for FY 2026/27 was based on the revised project selection criteria, 2025¹. The assessment and selection of projects was undertaken using a three-stage cascading approach i.e. project readiness, weighted scoring and fiscal space analysis.

¹ <https://ibp.finance.go.ug/docs/selection-criteria.docx>

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GENERAL OVERVIEW OF THE PIP FOR FY 2025/26



SECTION THREE: GENERAL OVERVIEW OF THE PIP FOR FY 2025/26

3.1 PIP Classification for FY 2025/26

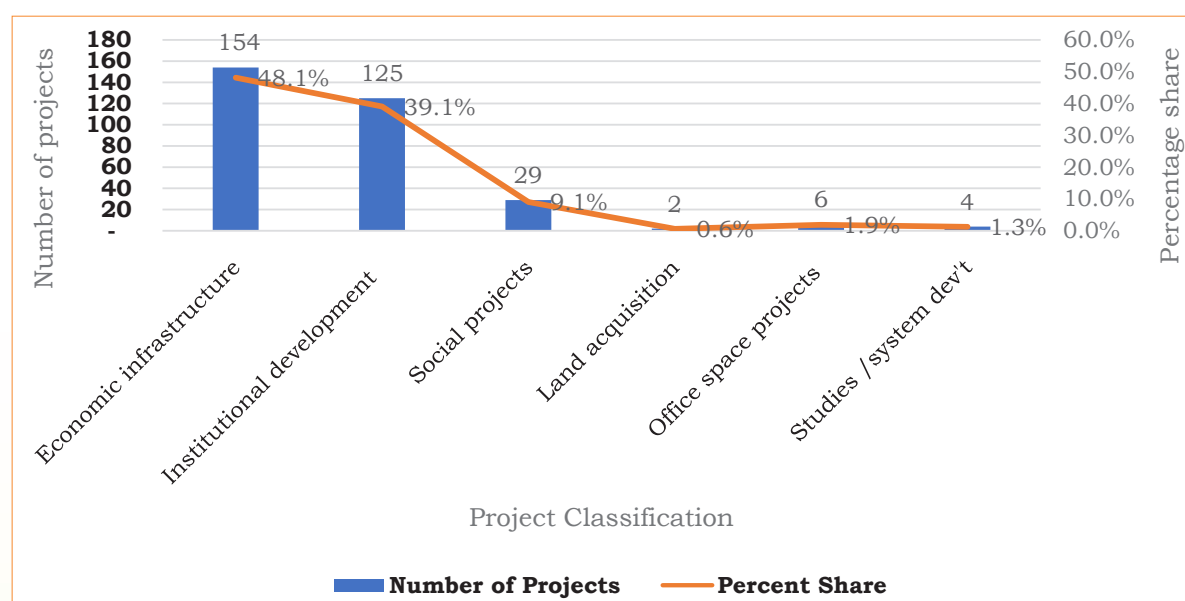
The PIP acts as a depository of approved Government projects prioritized for implementation under the Development Budget in a given Financial Year.

The PIP for FY 2025/26 had 320 projects (figure 2). Of these, 154 projects (48%) valued at UShs. 86,452 billion were economic infrastructure projects such as roads, bridges, airports, dams, transmission lines, irrigation facilities among others. This is in line with Government's commitment to bridge the infrastructure gap to improve productivity and reduce the cost of doing business.

125 projects (39%) valued at UShs. 16,218 billion were ID projects that support Votes to acquire fixed assets to enable them to undertake their respective regulatory functions. 29 projects (9%) valued at UShs. 11,585 billion were social projects aimed at uplifting the livelihood of targeted communities.

Two projects (1%) valued at UShs. 1,840 billion were land acquisition projects supporting MDAs in the acquisition of Right of Way (RoW) for infrastructure projects. Six projects (2%) valued at UShs. 869 billion were office accommodation projects whereas four projects (1.3%) valued at UShs. 653 billion were studies for quantification of natural resources and systems development projects aimed at improving Government efficiency.

Figure 2: PIP Classification for FY 2025/26



Source: MoFPED, PAP Database, 2026

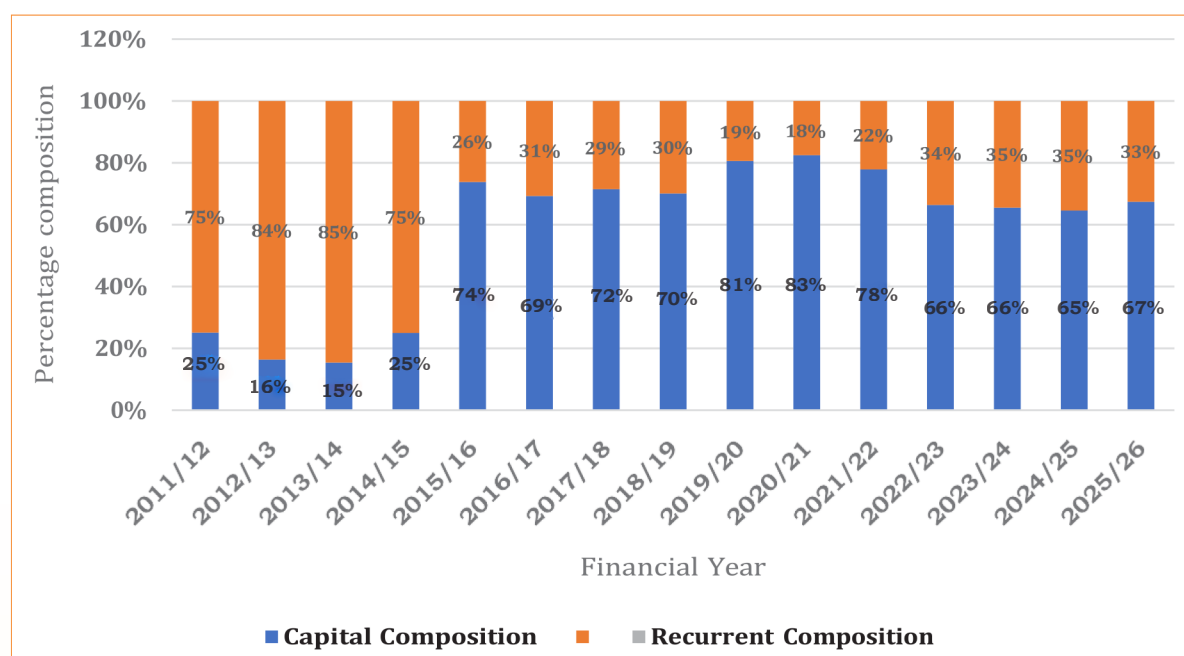
3.2 Capital-recurrent Ratio of the PIP

In line with Section 2.2 of the DC Guidelines, which require the PIP to be predominantly composed of capital investments, the APPR is undertaken to clean up the PIP of ineligible interventions, including those that are highly recurrent or are best implemented under the recurrent budget.

Between FY 2011/12 and FY 2014/15, the capital composition of the PIP was low, ranging between 15% and 25%. This was mainly due to the non-streamlined appraisal and review processes of both new and ongoing projects. The introduction of the PIMS reforms in 2015 significantly contributed to an increase in the capital composition of the PIP, peaking at 83% in FY 2020/21 as shown in figure 3.

In the aftermath of the COVID-19 pandemic in FY 2021/22, Government re-oriented its investment priorities towards Human Capital Development (HCD) and social protection interventions aimed at improving the welfare and resilience of citizens. Over the last four years, the implementation and scaling up of programmes such as Generating Growth Opportunities and Productivity for Women Enterprises, Investment for Industrial Transformation and Employment and Northern Uganda Support Action Fund, among others, which contain substantial soft expenditure components, have influenced the composition of public expenditure, resulting in the capital-to-recurrent expenditure ratio being maintained at around 66%.

Figure 3: Capital Composition of the Development Budget

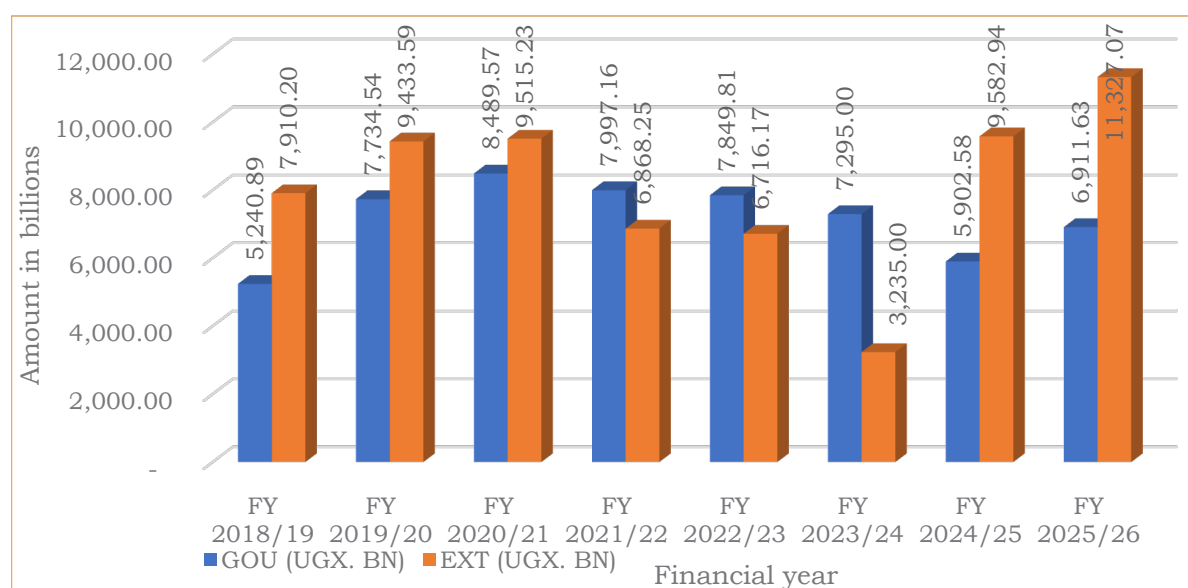


Source: MoFPED, PIP Database, 2026.

3.3 Source of Financing for the PIP

Generally, the PIP is financed through a combination of both domestic and external financing. Prior to the COVID-19 pandemic, the PIP was predominantly financed through external resources, as illustrated in Figure 4. However, between FY 2020/21 and FY 2023/24, the share of Government financing increased as external financing slowed due to the global reprioritization of resources towards pandemic response and economic recovery. From FY 2024/25 onwards, external financing began to recover, resulting in an increased contribution of Development Partner resources to the PIP.

Figure 4: Financing the PIP by Source



Source: MoFPED, Budget Speech, FY2019/20 - FY2025/26

In line with Government's development agenda of borrowing for priority infrastructure interventions, external financing in FY 2025/26 was mainly earmarked to Programmes of Integrated Transport Infrastructure and Services (US\$ 4,335.21 billion), Human Capital Development (US\$ 2,477.67 billion), Sustainable Housing and Urbanization (US\$ 1,249.23 billion) and Sustainable Energy Development (US\$ 660.55 billion) as detailed in Table 4.

These have funded critical projects such as Busega-Mpigi Expressway, Uganda Secondary Expansion Education project, Kampala Metropolitan Transmission System Improvement Project, Uganda Climate Smart Project, GKMA Urban Development Project among others.

Table 4: Financing at Programme Level for the PIP for FY 2025/26

SN	Programme	GoU Budget (UShs. Bn)	Ext Budget (UShs. Bn)	Total Budget (UShs. Bn)
1.	Administration of Justice	81.89	-	81.89
2.	Agro-Industrialization	398.51	753.86	1,152.38
3.	Development Plan Implementation	331.81	33.96	365.77
4.	Digital Transformation	40.59	197.08	237.67
5.	Governance and Security	2,332.28	264.47	2,596.74
6.	Human Capital Development	1,429.20	2,477.67	3,906.86
7.	Innovation, Technology Development and Transfer	43.89	-	43.89
8.	Integrated Transport Infrastructure and Services	1,141.57	4,335.21	5,476.78
9.	Legislation, Oversight and Representation	45.18	-	45.18
10.	Manufacturing	6.28	90.97	97.25
11.	Natural Resources, Environment, Climate Change, Land and Water Management	73.99	122.76	196.75
12.	Private Sector Development	257.39	368.06	625.45
13.	Public Sector Transformation	14.54	-	14.54
14.	Regional Balanced Development	199.90	117.85	317.76
15.	Sustainable Energy Development	301.53	660.55	962.08
16.	Sustainable Extractives Industry Development	88.53	653.39	741.92
17.	Sustainable Urbanization and Housing	79.50	1,249.23	1,328.72
18.	Tourism Development	47.07	-	47.07
Grand Total		6,913.6	11,325.1	18,238.70

Source: MoFPED, PAP Database, 2026

3.4 Alignment of the PIP for FY 2025/26 to the Tenfold Growth Strategy

The Government adopted the Tenfold Growth Strategy in FY 2025/26 aimed at growing the capacity of the country's economy to its double-digit growth potential by expanding the country's GDP from USD 50 billion (2023) to USD 500 billion (2040).

The PIP for FY 2025/26 has 129 non-ID projects valued at UShs. 64,498.8 billion contributing to the aspirations of the Tenfold Growth Strategy representing 54.8% share of the PIP value. Of these, 29 projects valued at UShs. 8,942.9 billion were under the anchor sectors (ATMS) while 100 projects valued at UShs. 55,555.9 billion are enablers as demonstrated in Table 5.

Table 5: Alignment of the PIP for FY 2025/26 to the Tenfold Growth Strategy

SN	Programme Name	Number of projects	Value (UShs. Billion)
Anchor			
1.	Agro-Industrialization	17	5,682.9
2.	Tourism Development	3	311.2
3.	Mineral Development	6	776.9
4.	Science, Technology, ICT and Innovation	3	2,172.0
Sub-total		29	8,942.9
Enabler			
1.	Governance and Security	1	47.3
2.	Human Capital Development	24	3,712.2
3.	Integrated Transport Infrastructure and Services	61	36,667.9
4.	Sustainable Energy Development	14	15,128.5
Sub-total		100	55,555.9
Grand Total		129	64,498.8

Source: MoFPED, PAP Database, 2026

3.5 Prioritization of the Development Budget

Figure 5 below illustrates the trend in Government's prioritization of the Development and Recurrent Budget. At the start of the NDP II period, Government undertook a plan to propel the economy from a low-income to lower middle income country through bridging the infrastructure gap and improving the livelihoods of the citizenry.

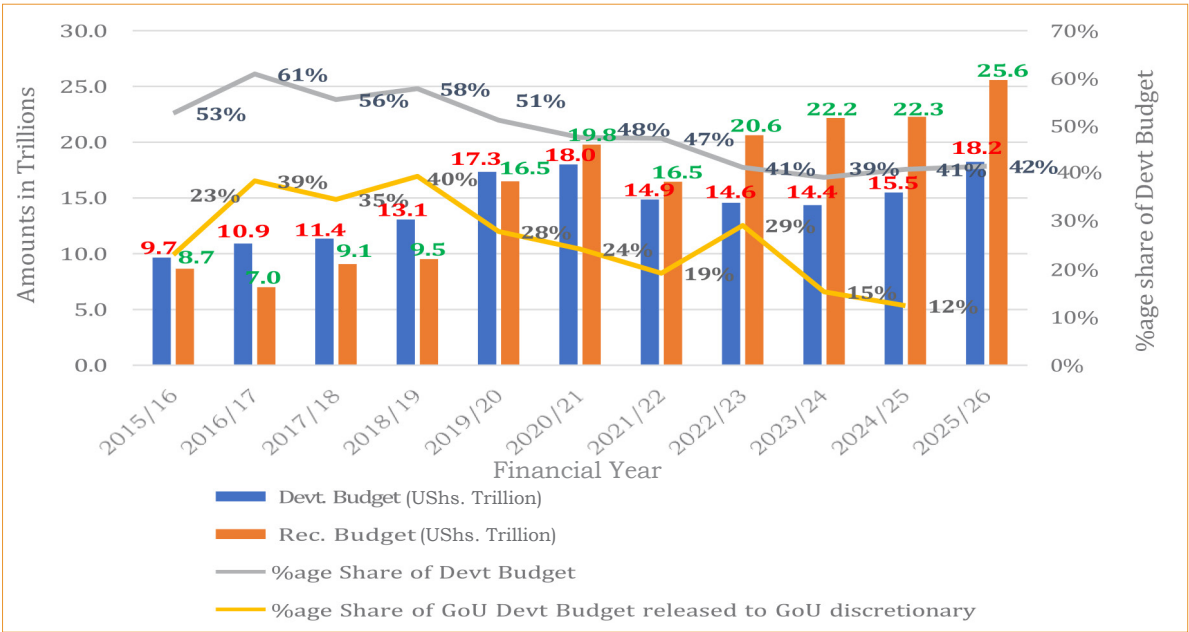
This is evidenced by the increase in the Development Budget allocation by 78.3%, nearly double from UShs. 9,700 billion in FY 2015/16 to UShs. 17,300 billion in FY 2019/20. During this period, Government prioritized the Development Budget expenditures over recurrent intervention.

The Recurrent Budget surpassed the Development Budget in FY 2020/21 because of the need to cater for the precautionary measures that were put in place to mitigate the spread of COVID-19.

The increase in the recurrent expenditure is further attributed to the prioritization of wealth creation initiatives such as the Parish Development Model (PDM), Emyooga, and the Agricultural Credit Facility (ACF) among others, aimed at eradicating poverty by transitioning subsistence households into the commercial money economy and reducing the cost of accessing credit.

In FY 2024/25, the Development Budget started recovering, largely driven by the uptake of new critical projects aimed at growing the economy tenfold such as the Standard Gauge Railway (SGR), critical roads and transmission lines, among others.

Figure 5: Trend analysis of the Development Budget



Source: Budget Speech FY 2015/16 - FY 2025/26

3.6 Timely Implementation of Projects in the PIP for FY 2025/26

Projects have a defined start date and end date upon which the stipulated deliverables are supposed to be implemented. Effective project management requires that projects are implemented on time. However, several projects in the PIP are implemented beyond the stipulated timelines. Out of the 320 projects in the PIP, 67 (21%) have exhibited time overruns implying that they have exceeded their initial completion dates as detailed in Table 6 below.

Table 6: Number of Projects with Time Overruns per Programme

SN	Programme	Time overrun in years			
		1-3	4-6	> 6	Total
1.	Administration of Justice	1	0	0	1
2.	Agro-Industrialization	5	3	0	8
3.	Development Plan Implementation	1	1	0	2
4.	Governance and Security	3	2	1	6
5.	Human Capital Development	11	1	3	15
6.	Integrated Transport Infrastructure and Services	8	14	4	26
7.	Legislation, Oversight and Representation	0	0	1	1
8.	Natural Resources, Environment, Climate Change, Land and Water	2	1	0	3
9.	Manufacturing	0	0	1	1
10.	Sustainable Energy Development	2	1	1	4
	Grand Total	33	23	11	67

Source: MoFPED, PAP Database, 2026

Majority of the projects (26) are under Integrated Transport Infrastructure and Services, Human Capital Development (15), Agro-Industrialization (8) and Sustainable Energy Development (4) as detailed in **Annex I**.

The delays are mainly attributed to protracted procurement processes and inadequate counterpart funding required to unlock conditions precedent to disbursement for externally financed projects, including land acquisition, securing RoW, and other preparatory obligations.

This, therefore, calls for strict enforcement of the selection criteria to ensure that only projects that fulfil the readiness conditions are admitted to the PIP to minimize inefficiencies occasioned by implementation of unready projects.

Six (06) projects that have time overruns of ten and more years were admitted into the PIP before PIMS reforms had been established. This implies that these projects were not comprehensively studied. Table 7 profiles these projects.

Table 7: Projects with Time Overruns of 10 and more Years

SN	Project Code	Project Name	Start Date	Initial end date	Revised end date	Time overrun ²	Issue/ Observation
1.	0220	Global Fund for AIDS, TB and Malaria	30/06/2010	29/06/2015	30/06/2027	10	The project is externally funded by Global Fund and has gone through several reviews by the Development Partner.
2.	0385	Assistance to Uganda Police	01/07/2010	30/06/2015	30/06/2027	10	The project has been re-scoped severally to cater for other components such as staff housing.
3.	0265	Atiak-Moyo-Afoji	01/07/2003	30/06/2008	30/06/2026	17	The project faced challenges relating to RoW and rescoping to add a bridge.
4.	0267	Improvement of ferry services	01/07/2003	30/06/2008	30/06/2027	17	The project was not appraised and did not have a clearly defined scope.
5.	0994	Development of Industrial Parks	01/07/2008	30/06/2013	30/06/2028	12	The project was not appraised and did not have a clearly defined scope given that it was admitted in the PIP before the strategic plan of UIA was developed.
6.	1176	Hoima-Wanseko Road	10/03/2010	09/03/2015	30/06/2027	10	The project has gone through various scope changes to include the oil roads.

Source: MoFPED, PAP Database, 2026

² As at 30th June, 2025

3.7 Projects with Cost Overruns

A cost overrun occurs when the total expenditure required to complete a project exceeds the initial approved budget or project value. Effective project management requires that projects are implemented within budget. However, across the different Programmes, 30 projects recorded an average cost overrun of US\$159.2 billion. (*Annex II*).

As shown in Table 8 below, the cost overruns were mainly evident in projects under Human Capital Development Programme with US\$361.2 billion, Development Plan Implementation Programme with an average of US\$266.7 billion, Integrated Transport Infrastructure and Services with US\$105.8 billion and Agro-Industrialization Programme with US\$82.5 billion recorded in cost overruns. These cost overruns were mainly attributed to changes in design and scope of projects that escalate project costs during project implementation.

In contrast, Natural Resources, Environment, Climate Change, Land and Water Management and Governance and Security Programmes showed relatively moderate average cost overruns of US\$18.5 billion and US\$0.9 billion respectively.

Table 8: Cost overruns by Programme

SN	Programme	Average Project value (US\$ Billion)	Average Cost overrun (US\$ Billion)	No. of Projects with Cost Overruns
1.	Agro-Industrialization	46.1	82.5	4
2.	Development Plan Implementation	60.4	266.7	1
3.	Governance and Security	33.0	0.9	1
4.	Human Capital Development	85.2	361.2	7
5.	Integrated Transport Infrastructure and Services	229.9	105.8	15
6.	Natural Resources, Environment, Climate Change, Land and Water Management	3.6	18.5	1
7.	Sustainable Energy Development	239.0	43.5	1
	Grand Total	152.2	159.2	30

Source: MoFPED, PAP Database, 2026

04

PERFORMANCE OF THE PIP FOR FY 2024/25



SECTION FOUR: PERFORMANCE OF THE PIP FOR FY 2024/25

4.1 Financial Performance

The Development Budget for FY 2024/25 was UShs. 18,423 billion, representing a 28% increase from UShs. 14,360 billion in FY 2023/24. The total release in FY 2024/25 was UShs. 14,186 billion, translating into a budget performance of 77% compared to 85.6% recorded in the previous FY 2023/24, as indicated in Table 9. This underperformance was largely attributed to disbursement challenges for Externally funded projects including delayed fulfilment of conditionalities and insufficient provision of counterpart funding among others.

The actual expenditure amounted to UShs. 9,756 billion, implying that approximately UShs. 4,430 billion remained unutilized. This translated into an absorption rate of 68.8%, reflecting an inefficiency gap of about 31% of released funds. Notably, absorption for FY 2024/25 declined by 14.5 percentage points from 83.3% in FY 2023/24. This shortfall is attributed to low absorption of externally funded projects occasioned by delayed disbursement of external resources due to stringent conditionalities and non-fulfilment of conditions precedent to disbursement.

Table 9: Financial Performance by Programme in FY 2024/25

SN	Programme	Budget (Ushs. Billion)		Release (Ushs. Billion)		Expenditure (Ushs. Billion)		Budget performance (%)		Absorption (%)	
		GoU	Ext Fin	GoU	Ext Fin	GoU	Ext Fin	GoU	Ext Fin	GoU	Ext Fin
1.	AoJ	67	-	66	-	66	-	99		100	
2.	AGI	612	1,004	595	633	588	159	97	63	99	25
3.	CMMC	3	-	3	-	2	-	100		80	
4.	DPI	270	7	270	6	258	6	100	96	95	99
5.	DT	1	163	1	162	1	41	100	100	98	25
6.	G&S	2,626	266	2,483	13	2,469	9	95	5	99	72
7.	HCD	688	2,714	686	2,444	684	1,036	100	90	100	42
8.	ITDT	6	-	6	-	5	-	100		83	
9.	ITIS	2,697	3,167	1,940	1,611	1,921	683	72	51	99	42
10.	LOR	48	-	42	-	41	-	88		98	
11.	MFG	6	156	6	-	6	-	100	0	99	
12.	MD	9	22	9	22	8	14	99	100	89	64
13.	NRECCLWM	82	269	82	259	81	130	100	96	99	50
14.	PSD	12	410	10	194	10	142	80	47	97	73

SN	Programme	Budget (Ushs. Billion)		Release (Ushs. Billion)		Expenditure (Ushs. Billion)		Budget performance (%)		Absorption (%)	
		GoU	Ext Fin	GoU	Ext Fin	GoU	Ext Fin	GoU	Ext Fin	GoU	Ext Fin
15.	PST	10	-	10	-	9	-	100		95	
16.	RBD	40	222	40	206	40	47	100	93	100	23
17.	SPD	40	381	40	1	39	1	100	0.2	100	67
18.	SED	154	1,693	154	1,634	153	688	100	97	99	42
19.	SUH	10	532	10	511	10	370	100	96	98	72
20.	TD	38	-	38	-	38	-	100		100	
Grand Total		7,417	11,006	6,489	7,698	6,429	3,327	87	70	99	43

Source: MoFPED, PAP Database, 2025

From Table 9 above, GoU had the highest budget performance of 87% compared to 70% for External financing. The lower budget performance for External financing was attributed to low disbursements under the Sustainable Petroleum Development (0.2%), Governance and Security (5%) and Private Sector Development (47%) Programmes.

GoU had an absorption capacity of 99% compared to 43% for External financing in FY 2024/25. This underperformance from External Financing resulted from low absorption under Regional Balanced Development (23%), Digital Transformation (25%) and Agro-industrialization Programmes (25%). This is partly attributed to low contractor capacity and bureaucratic bottlenecks in Externally funded projects among others.

4.2 Performance of Selected Projects

During the year under consideration, the DC with BMAU undertook an assessment of selected projects in the PIP to document progress, assess challenges, and recommend remedial actions to improve performance. The details of one high performing and 2 underperforming projects are indicated below.

4.2.1 High Performing Projects

Based on the above criteria, one project demonstrated satisfactory physical and financial progress.

A. Project 1798 – Greater Kampala Metropolitan Area Urban Development Programme (GKMA-UDP)

The project commenced on 1st July, 2023 and is a World Bank-funded Programme-for-Results (PforR) aimed at enhancing access to infrastructure and service delivery within the GKMA.

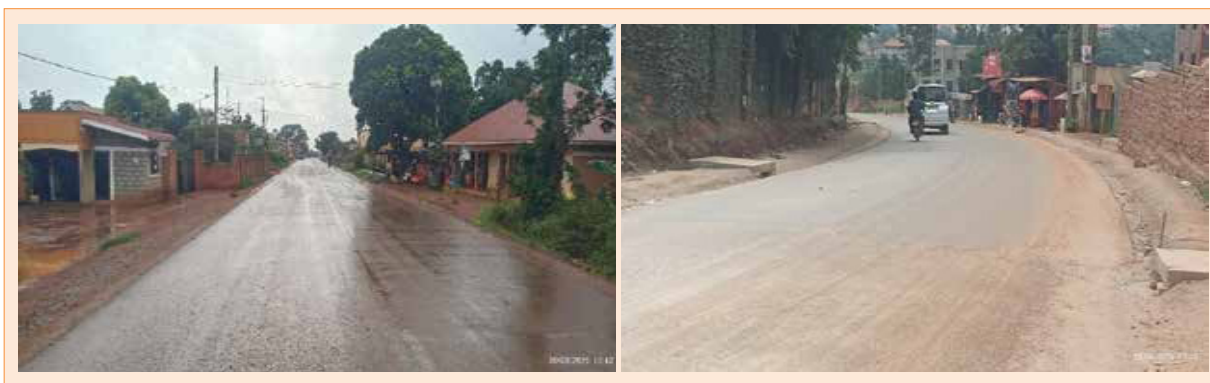
By end of FY 2024/25, the project had achieved physical progress of approximately 79%. The project had a Schedule Performance Index (SPI) of 1.04, indicating that the project was ahead of schedule, and a Cost Performance Index (CPI) of 1.07, reflecting efficient use of financial resources. Overall, the project demonstrated good performance. Figure 6 below shows some of the progress achieved under the project.

Key Lessons Learnt

- (i) **Effective planning:** Projects should have well-prepared and comprehensive designs, clear prioritization of urban infrastructure investments, and alignment with physical development plans to facilitate smooth rollout of activities.
- (ii) **Strong institutional capacity:** Implementing entities should have adequate technical and administrative capacity for effective supervision, timely decision-making, and adherence to project requirements.
- (iii) **Sound project management:** The projects should apply structured project management approaches, including clear work plans, performance tracking, and accountability mechanisms for timely and efficient implementation.

Maintaining realistic implementation schedules: Adoption of practical timelines, coupled with continuous monitoring and progress reviews, enabled timely identification and resolution of bottlenecks.

Figure 6: Photo Montage of Construction Works at the GKMA-UDP



Source: Performance of Externally Funded Projects Report, July, 2025

4.2.2 Underperforming Projects

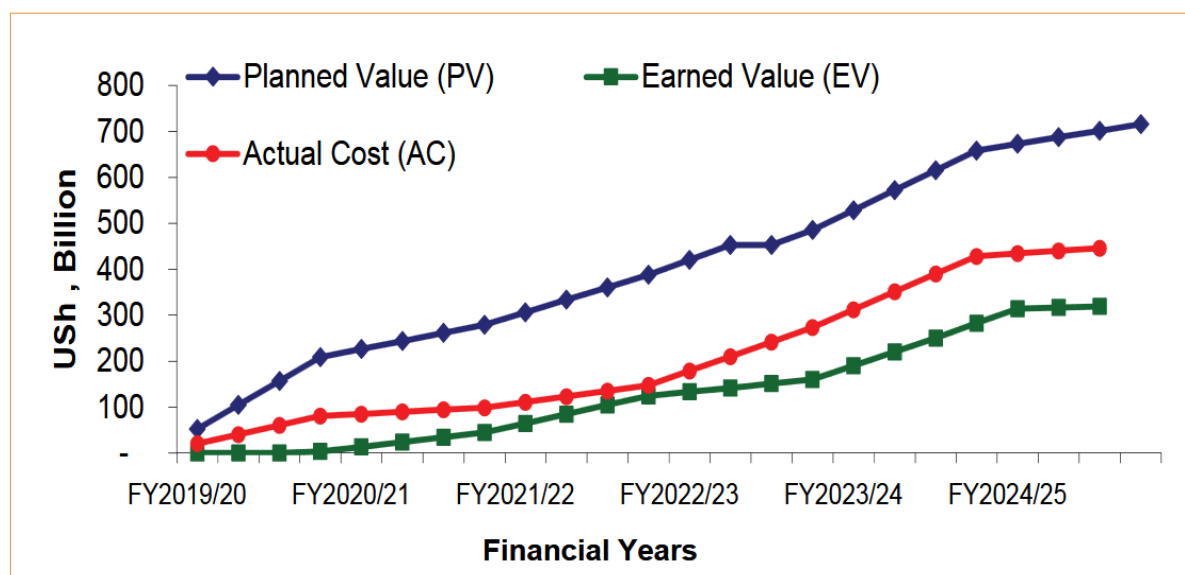
Two projects with significant implementation delays, low financial absorption, weak physical progress, or persistent bottlenecks were selected.

B. Project 1404 Busega-Mpigi Expressway Project

The project funded by the African Development Bank was admitted into the PIP for FY 2016/17 and is aimed at improving transport efficiency and increase road capacity along the Northern Corridor through the construction of a dual carriage expressway.

As illustrated in figure 7 below, the EVM analysis indicates significant implementation challenges. By the end of FY 2024/25, the project had 40% physical progress, with SPI of 0.65 and CPI of 0.72 indicating that the project was behind schedule and had cost creep. Figure 8 below shows some of the progress achieved under the project.

Figure 7: Performance of the Busega-Mpigi Expressway Road Project at end of April 2025



Source: Performance of Externally Funded Projects Report, July 2025

Causes of Poor Performance

- (i) Delayed acquisition of RoW leading to implementation lags.
- (ii) Procurement delays, particularly in contractor mobilization and contract finalization.
- (iii) Weak project planning and redesign issues causing scope changes and time overruns.
- (iv) Delayed loan approvals and funding constraints, affecting timely disbursement.
- (v) Weak contract and project management capacity.

Key Lessons Learnt

- (i) Acquisition of RoW and compliance with social safeguards prior to commencement of works to reduce implementation delays and disruption to project schedules.
- (ii) Efficient sequencing of procurement activities and timely approvals are essential to ensure early contractor mobilization and continuous implementation.
- (iii) Comprehensive feasibility studies, detailed designs, and accurate cost estimates are essential for minimizing redesigning requirements and preventing implementation delays.

- (iv) Improving contract management and supervision of works to ensure that contractors deliver agreed outputs within approved time, cost, and quality parameters.
- (v) Robust oversight mechanisms are necessary to ensure that expenditures are commensurate with physical progress and that contractors deliver as planned.
- (vi) Ensuring timely and adequate financing to support uninterrupted implementation and accumulation of contractual delays.

Figure 8: Photo Montage of Construction Works at the Busega-Mpigi project



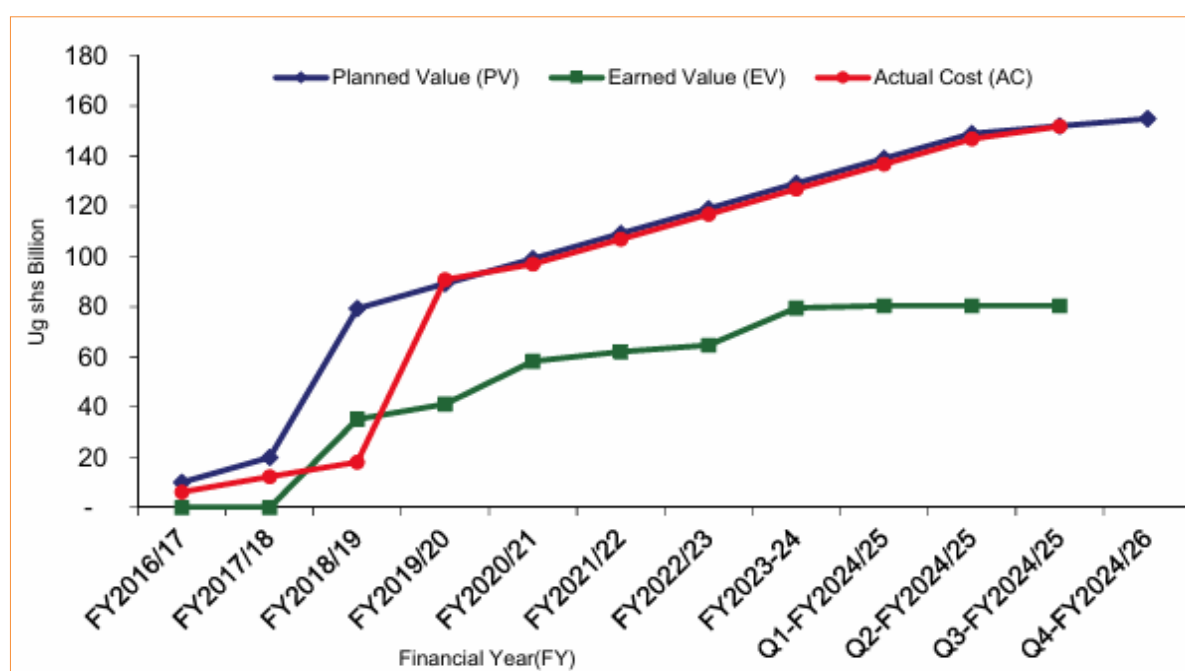
Source: Performance of Externally Funded Projects Report, July 2025

C. Project 1345: East Africa's Centers of Excellence for Skills and Tertiary Education in Biomedical Sciences – AfDB Support to Uganda Cancer Institute Project

The project funded by AfDB commenced on 1st January, 2016 and is aimed at strengthening skills development and tertiary education in biomedical sciences through enhanced institutional capacity, research, training, and specialized healthcare service delivery at the Uganda Cancer Institute (UCI).

The EVM analysis revealed an SPI of 0.40, indicating that the project was behind schedule and a CPI of 0.55, reflecting cost creep as illustrated in figure 9 below.

Figure 9: Performance of AfDB support to Uganda Cancer Institute Project as of May 2025



Source: Performance of Externally Funded Projects Report, July 2025

Causes of Poor Performance

- (i) Delayed procurement of specialized equipment and works.
- (ii) Failure to meet project readiness conditions leading to delayed disbursement.
- (iii) Weak coordination among implementing agencies and stakeholders.
- (iv) Capacity constraints in project management and technical execution.
- (v) Low absorption of funds, especially external financing.

Key Lessons Learnt

- (i) Ensuring adequate project readiness for specialized infrastructure.
- (ii) Strengthening technical and project management capacity for complex health investments.
- (iii) Improving efficiency in procurement of specialized medical equipment and services. Delays in acquiring and installing highly specialized oncology equipment contributed to slow progress, highlighting the need for better procurement planning, packaging, and market engagement for complex inputs.
- (iv) Enhancing coordination between UCI, supervising entities, and the financier (AfDB). The mismatch between disbursements and actual progress points to weak synchronization between funding flows and implementation milestones, affecting overall project performance.

05

DEVELOPMENT COMMITTEE BUSINESS FOR FY 2025/26

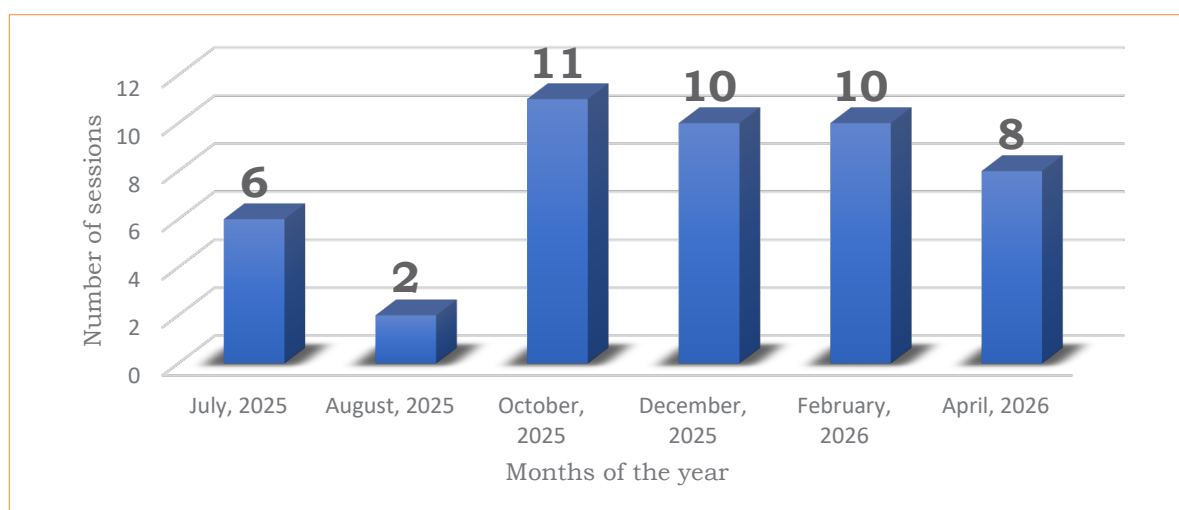


SECTION FIVE: **DEVELOPMENT COMMITTEE BUSINESS FOR FY 2025/26**

In line with the DC calendar, the DC convened monthly meetings to consider new project submissions from July, 2025 to April, 2026 as detailed in Figure 10 below.

The Sub-DC convened 8 sessions (6 regular and 2 special) and 47 meetings (45 regular and 2 special). Special DC sessions were convened to cater for projects with strict external financing deadlines and emergency interventions.

Figure 10: DC Monthly sittings for FY 2025/26



Source: MoFPED, PAP Database, 2026

Furthermore, the DC Sub-Committee convened a comprehensive portfolio review meeting in August, 2025 to assess the performance of ongoing projects across NDP IV Programmes.

5.1 Development Committee Decisions on the New Projects

The DC cumulatively reviewed 157 projects of which 5 were at the concept stage, 79 at the profile stage, 41 at the pre-feasibility stage; and 32 at the feasibility stage as indicated in Table 10. The lower number of concepts is attributed to the roll out of the revised DC Guidelines that phased out the concept stage by merging it with the profile stage.

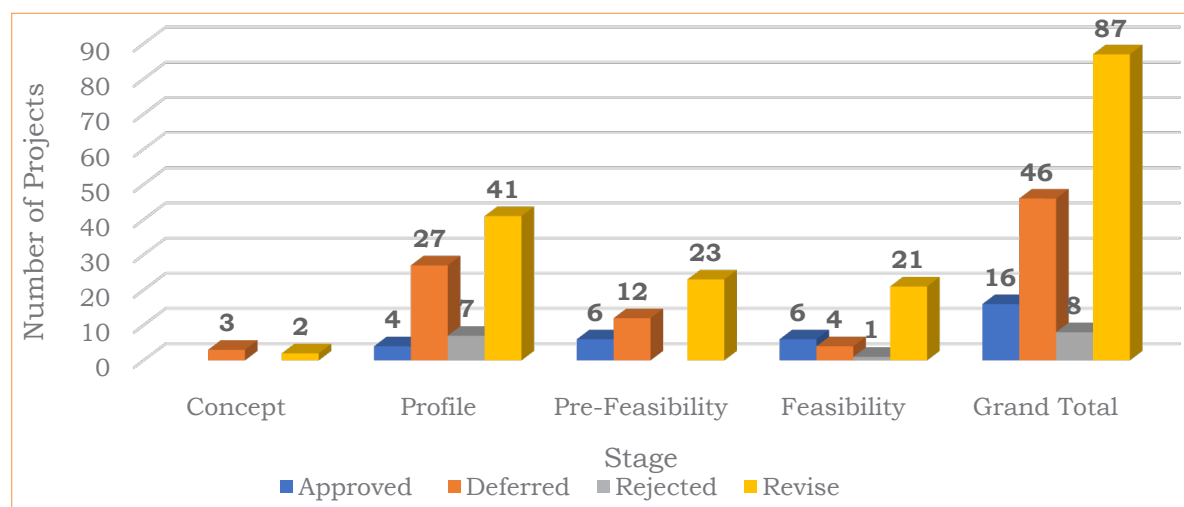
Table 10: Number of New Projects Reviewed per Programme

SN	Programme Name	Concept	Profile	Pre-feasibility	Feasibility	Grand Total
01.	Administration of Justice	0	1	0	0	1
02.	Agro-Industrialization	0	7	0	0	7
03.	Development Plan Implementation	0	1	0	1	2
04.	Governance and Security	0	4	0	2	6
05.	Human Capital Development	3	15	4	4	26
06.	Integrated Transport Infrastructure and Services	0	15	11	4	30
07.	Manufacturing	0	5	6	3	14
08.	Natural Resources, Environment, Climate Change, Land and Water Management	2	13	10	13	38
09.	Regional Balanced Development	0	1	1	0	2
10.	Sustainable Energy Development	0	8	7	4	19
11.	Sustainable Extractives Industry Development	0	4	2	1	7
12.	Sustainable Urbanisation and Housing	0	4	0	0	4
13.	Tourism Development	0	1	0	0	1
Grand Total		5	79	41	32	157

Source: MoFPED, PAP Database, 2026

Of the reviewed projects at different stages of appraisal, 87 projects (55.4%) were recommended for revision, 16 (10.2%) were approved and 46 projects (29.3%) were deferred to enable Votes address critical pronouncements raised by the Sub-Committee. Furthermore, 8 projects (5.1%) were rejected on account of duplication of already existing interventions, high recurrent composition, and non-alignment to the country's Comprehensive National Development Framework as indicated in figure 11. Most of the rejected projects were at the concept and profile stages calling for capacity building of Project Preparation Committees (PPCs) and Programme Working Group Committees (PWGs) in scrutinizing projects before submission to DC.

Figure 11: Decisions on New Projects Reviewed at Various Appraisal Stages



Source: MoFPED, PAP Database, 2026

5.2 Portfolio Review of Ongoing Projects in the PIP for FY 2025/26

Based on assessment of the PIP for FY 2025/26, the DC made the following decisions on ongoing projects to either **Exit, Extend, Retain, or Re-scope** projects.

- (i) 21 projects with a GoU budget allocation of US\$357.28 billion were approved for Exit from the PIP for FY 2026/27 (**Annex III**).
- (ii) 247 projects with a GoU budget allocation of US\$521.97 billion were approved for Retention in the PIP for FY 2026/27, implying that these were maintained to continue the project interventions (**Annex IV**).
- (iii) 46 projects with a GoU budget allocation of US\$717.51 billion were Extended in the PIP for FY 2026/27, (**Annex V**).
- (iv) 06 projects with a GoU budget allocation of US\$60.85 billion were approved for Rescoping to cater for policy changes or directives (**Annex VI**). A detailed breakdown is indicated in Table 11.

Table 11: Decisions for ongoing projects at Programme level

SN	Programme Name	Decision				Grand Total
		Exit	Extend	Re-scope	Retain	
01	Administration of Justice	1	1	0	4	6
02	Agro-Industrialisation	0	9	0	17	26
03	Development Plan Implementation	3	0	0	9	12
04	Digital Transformation	0	1	0	2	3
05	Governance and Security	1	2	1	43	47
06	Human Capital Development	6	4	1	83	94
07	Innovation, Technology Development and Transfer	0	0	0	2	2
08	Integrated Transport Infrastructure and Services	9	16	4	33	62
09	Legislation, Oversight and Representation	0	1	0	1	2
10	Manufacturing	0	0	0	0	0
11	Natural Resources, Environment, Climate Change, Land and Water Management	1	3	0	13	17
12	Private Sector Development	0	2	0	6	8
13	Public Sector Transformation	0	0	0	3	3
14	Regional Balanced Development	0	1	0	2	3
15	Sustainable Energy Development	0	1	0	14	15
16	Sustainable Extractives Industry Development	0	2	0	6	8
17	Sustainable Urbanisation and Housing	0	0	0	6	6
18	Tourism Development	0	3	0	3	6
Total number of projects		21	46	6	247	320
GoU Allocation for FY 2025/26 (US\$B. Billion)		357.28	717.51	60.85	5,211.97	6,347.61

Source: MoFPED, PAP Database, 2026

5.3 Alignment of New Projects to the Tenfold Growth Strategy

Of the 205 projects under preparation at various stages, 138 are directly aligned to the objectives of the Tenfold Growth Strategy. These include 25 anchor projects and 113 enablers, as illustrated in Table 12. The projects profiled in the first year of the strategy represent the key initiatives intended to enable the Government to achieve its Tenfold Growth target.

Table 12: Alignment of new projects to the Tenfold Growth Strategy

SN	Programme	Stage				
		Profile	Pre-feasibility	Feasibility	Proposal	Grand Total
Anchor						
1.	Agro-Industrialization	10	1	1	0	12
2.	Tourism Development	3	0	1	0	4
3.	Mineral Development	5	1	0	1	7
4.	Science, Technology, ICT and Innovation	1	0	1	0	2
Sub-total		19	2	3	1	25
Enablers						
1.	Development Plan Implementation	0	1	0	1	2
2.	Human Capital Development	30	16	6	2	54
3.	Integrated Transport Infrastructure	8	8	6	3	25
4.	Manufacturing	4	2	1	1	8
5.	Regional Balanced Development	3	0	0	0	3
6.	Sustainable Energy Development	12	7	1	1	21
Sub-total		53	34	14	8	113
Grand Total		77	36	17	9	138

Source: MoFPED, PAP Database, 2026

5.4 Selection of Projects for Inclusion into the PIP for FY 2026/27

As part of the process for finalizing the Budget for FY 2026/27, several projects that had concluded the appraisal processes were subjected to the selection criteria for admission into the PIP for FY 2026/27.

As a result of the above process, 58 projects (**Annex VII**) were granted codes for inclusion in the PIP for FY 2026/27, including 24 IDPs. The majority (23, 95.8%) of the IDPs were for missions abroad under Governance and Security Programme to contribute to Economic and Commercial Diplomacy (ECD) as detailed in Table 13.

Table 13: Programme distribution of projects admitted into the PIP for FY 2026/27

Programme Name	Frequency	Share
Infrastructure and Social Projects		
Agro-Industrialization	2	3.4%
Development Plan Implementation	1	1.7%
Human Capital Development	9	15.5%
Integrated Transport Infrastructure and Services	10	17.2%
Manufacturing	3	5.2%
Natural Resources, Environment, Climate Change, Land and Water Management	5	8.6%
Public Sector Transformation	1	1.7%
Sustainable Energy Development	1	1.7%
Sustainable Extractives Industry Development	1	1.7%
Tourism Development	1	1.7%
Sub-total	34	58.6%
Institutional Development Projects		
Governance and Security (Missions Abroad)	23	39.7%
Human Capital Development	1	1.7%
Sub-total	24	41.4%
Grand Total	58	100%

Source: MoFPED, PAP Database, 2026

As shown in Table 14, (06) projects that did not meet the readiness condition were not approved for inclusion in the PIP for FY 2026/27. As such, these projects were maintained in the pipeline on the IBP and shall be prioritized in the subsequent financial years upon fulfilment of readiness conditions and availability of financing.

A comprehensive list of projects currently under preparation and appraisal by MDAs is available through the IBP³. These projects are at various stages of the PIM process, and their status may change during FY 2026/27 based on the decisions of the DC. The list is intended to promote transparency and provide stakeholders with the visibility of prospective public investments under consideration by Government.

³<https://ibp.finance.go.ug/portfolio/index.html>

Table 14: Projects Recommended for Retention in the Pipeline

SN	Programme Name	Vote Name	Project Name	Project cost (Ushs. Billion)	Tenfold Growth Strategy	Key issues identified
1.	ITIS	MoWT	Upgrading of Katunguru - Ishasha Road (88km) from Gravel to Paved Standard	442.7	Enabler	Project requires to compensate NFA, and this is yet to start, procurement is yet to start, and financing for the project has not been identified
2.	ITIS	MoWT	Upgrading of Luku – Kalangala – Mulabana/ Lutoboka (69.1Km) from gravel to paved standard	348.1	Enabler	No procurement plan and project financing have yet been identified. The projects do not fit within the available fiscal space of the Programme
3.	ITIS	MoWT	Upgrading of Nabumali – Butaleja – Namutumba Road (72km) from Gravel to Paved Standard	316.4	Enabler	
4.	ITIS	MoWT	East Africa Civil Aviation Academy	324.0	Enabler	
5.	TDP	MoTWA	Mount Elgon National Park Tourism Infrastructure Development Project	288.1	ATMS	The project does not fit within the available fiscal space of the Programme
6.	HCD	MoH	Infrastructure for Digitalizing Health Information in the Ugandan Health Sector	109.1	Enabler	Not prioritized by the Programme

Source: MoFPED, PAP Database, 2026

06

PIMS DEVELOPMENTS IN FY 2025/26



SECTION SIX: PIMS DEVELOPMENTS IN FY 2025/26

In line with the PIMS Action Plan and Government's commitment to strengthen the efficiency and effectiveness of PIM, several key reforms and institutional milestones were achieved during FY 2025/26. These developments are expected to enhance project preparation, appraisal, selection, implementation, monitoring, and fiscal sustainability. The major achievements include:

- (i) **Commencement of the PIM Plus Programme.** The Programme for Results supports Public Financial Management Strategy. It is supported by a USD 200 million World Bank funded operation coordinated by MoFPED and implemented in collaboration with key Government institutions. The programme aims to strengthen resource mobilization, planning and budgeting, project preparation and readiness, procurement efficiency, project execution, transparency, oversight, asset management, and maintenance. This will help address critical bottlenecks across the public investment lifecycle and improve development outcomes.
- (ii) **Counterpart funding Reform:** The Ministry undertook a comprehensive study on counterpart funding (CF) and introduced policy reforms aimed at strengthening the availability and management of CF. A key reform measure was the centralization of CF to improve resource allocation, enhance financial oversight, and ensure the timely availability of funds. The reform is intended to reduce implementation delays experienced by externally funded projects and to promote greater accountability and coordination in project execution.
- (iii) **Development and Roll-out of DC Standard Operating Procedures (SOPs).** The DC developed and operationalized SOPs and performance contracts for the Sub-DC to streamline business processes, improve accountability, and ensure consistency in the execution of the Committee's oversight and appraisal functions (*Annex VIII*).
- (iv) **Roll-out of the National Public Investment Management Policy (NPIMP).** The NPIMP was rolled out to institutionalize and strengthen the PIM system. The policy provides a comprehensive framework for the identification, preparation, appraisal, selection, implementation, monitoring, evaluation, and maintenance of public investments to ensure that Government resources are allocated to economically and socially viable projects.
- (v) **Revision of the DC Guidelines 2025.** The DC Guidelines were revised to incorporate emerging appraisal requirements and methodologies, including climate change considerations, gender and equity analysis, appraisal of programmes, and assessment of off-budget projects. The revisions are intended to improve the quality and comprehensiveness of project appraisal.

- (vi) **Revision of Project Selection Criteria.** Government revised the project selection criteria to strengthen project prioritization and resource allocation within PIP. The revised criteria places greater emphasis on project readiness, affordability, strategic alignment, fiscal sustainability, and value for money.
- (vii) **Automation of the Multi-Year Commitment and Project Selection Modules on the IBP:** The multi-year commitment module facilitates the recording, approval, and tracking of multi-year project commitments and arrears, while the project selection module provides a systematic process for prioritizing and transferring bankable projects from the pipeline into the PIP Plan and the budget. The automation of these processes improves accuracy, enhances efficiency, and centralizes project information within a single system.
- (viii) **Capacity Building in PIM.** The Ministry, in partnership with the PIMS Centre of Excellence, conducted a series of capacity building programmes aimed at developing a critical mass of PIM practitioners across Government. The training focused on project preparation, appraisal, implementation, monitoring, and evaluation to improve the quality of projects entering the PIP and maximize returns from public investments. A total of 141 public officers were trained during the period under review.
- (ix) **Strengthening Physical Planning Requirements for Public Investments:** To ensure that public investments are implemented within properly planned and serviced areas, the Ministry established a multi-agency committee to operationalize the physical planning requirements under the DC. The committee is tasked with assessing and costing the resources required to prepare physical development plans across the country, developing an implementation framework for the reform, and providing guidance to MDAs on compliance with physical planning requirements during the entire project cycle. The committee comprises representatives MoFPED, NPA, MOLHUD, KCCA and Ministry of Local Government. This reform is expected to strengthen spatial planning, improve project location decisions, and bring order in infrastructure development.

EMERGING ISSUES AND RECOMMENDATIONS



SECTION SEVEN: EMERGING ISSUES AND RECOMMENDATIONS

During the process of undertaking the DC business, the following emerging issues were observed that affect performance of public investments. Areas for improvement were proposed as prescribed in Table 15.

Table 15: Emerging Issues and Recommendations

SN	PIM ISSUE	RECOMMENDED ACTION	RESP. CENTER	TIMELINES
1.	NDP flagship projects. Slow progress in MDA preparation of NDP Core/ High Impact projects leading to low realization of the country's economic aspirations.	- DC will require Programmes to adhere to a preparation performance threshold of 50% for flagship projects before consideration of new project proposals. - Institute a tracking framework to oversee the implementation of core projects. - NPA improves the selection criteria for identification of Core/ High Impact projects.	- DC - NPA - Programmes	Immediate
2.	Procurement indiscipline. Inadequate follow-through of appraised costs and outputs at appraisal during the procurement phase.	Critically review the procurement process to ensure that the costs approved at feasibility study stage are consistent with the procurement prices to control cost overruns and inclusion of components that are not approved by DC.	- MoFPED - PPDA	One year
3.	EPC and Design & Build Projects. No clear framework on the execution of Design and Build Projects which leads to implementation bottlenecks occasioned by cost escalation and time overruns in Design and Build Projects e.g. Entebbe Airport Rehabilitation, Najjanankumbi-Busabala. Kampala Industrial and Business Park-Namanve.	MoFPED issues circular guiding on the appraisal and implementation of EPC and Design and Build projects.	MoFPED	One year

SN	PIM ISSUE	RECOMMENDED ACTION	RESP. CENTER	TIMELINES
4.	Physical planning. Absence of approved physical plans which undermines asset planning leading to rapid asset devaluation. For example, the construction of a transmission line in the Bukasa Port corridor, the Busega-Mpigi Expressway, KJE and the Rural Electrification project.	▪ Prioritize funding to LGs to develop and enforce physical plans beginning with cities and municipalities under the NDP IV timeframe.	▪ Physical planning committee	One year

Source: MoFPED, PAP Database, 2026

08

CONCLUSION



SECTION EIGHT: CONCLUSION

In conclusion, the FY 2025/26 DC Report underscores the critical role of the PIMS in ensuring that public resources are allocated to projects that are strategically aligned to national priorities, adequately prepared, fiscally sustainable, and capable of delivering the intended development outcomes.

During the year, the Committee continued to strengthen the quality of public investments through rigorous project appraisal, oversight of the PIP, and implementation of key PIMS reforms aimed at improving the efficiency and effectiveness of PIM.

While notable progress has been made, persistent challenges, including project readiness gaps, financing delays, procurement inefficiencies, inadequate counterpart funding, and project management capacity constraints, continue to affect project performance and absorption. Addressing these challenges will require sustained efforts by MDAs to strengthen project preparation, implementation, monitoring, and accountability mechanisms across Government.

Going forward, the DC remains committed to its “gatekeeping” mandate of promoting a disciplined, transparent, and results oriented PIMS. This will ensure that the PIP delivers maximum value for money and contributes effectively to Uganda’s socio-economic transformation and the achievement of the Tenfold Growth Strategy.

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ANNEXES



ANNEX 1: PROJECTS WITH TIME OVERRUNS FY 2025/26

SN	Vote Name	Project Code	Project Name	Classification	Start Date	Initial end date	Revised End date	Time overrun as at 30th June, 2025	Project value (Ushs Bn)	Cumm exp 2024/25 (Ushs Bn)	cost overrun (Ushs Bn)	GoJ FY 25/26 (Ushs Bn)	Ext. Fin. FY 25/26 (Ushs Bn)	Total Alloc. FY 25/26	Capital composition	DC OBSERVATION
Administration Of Justice																
01	Judiciary (Courts of Judicature)	1556	Construction of the Supreme Court and Court of Appeal Buildings	Infrastructure	01/07/2019	29/06/2024	30/06/2026	1	159.23	157.0	39.0	65.18	0.00	65.18	54%	The project has been granted numerous extensions in the PIP. The Vote should ensure that all planned interventions are completed within the remaining project timeframe.
Agro-Industrialization																
01	National Animal Genetic Resource Centre and Data Bank (NAGRC&DB)	1325	NAGRC Strategic Intervention for Animal Genetics Improvement Project	Infrastructure	01/07/2015	29/06/2020	30/06/2027	5	118.00	182.2	N/A	15.41	57.84	73.25	73%	The vote should ensure diligent contract management for contracted infrastructure activities (Acomai Irrigation Scheme; Kiruhura, and Rubona animal disease control centres; and supply of a mobile dairy analytical laboratory)
02	Ministry of Agriculture, Animal Industry and Fisheries	1444	Agriculture Value Chain Development	Infrastructure	01/07/2017	06/01/2022	30/06/2027	3	445.00	105.3	N/A	7.73	62.99	70.72	22%	Prioritize resources for compensation of Land in Buvuma
03	Ministry of Agriculture, Animal Industry and Fisheries	1508	National Oil Palm Project	Infrastructure	01/07/2018	30/06/2023	30/06/2028	2	296.40	10.2	N/A	2.00	6.61	8.61	34%	The project has a running Financing Agreement with KfW running until 30/6/2028.
04	Ministry of Water and Environment	1559	Drought Resilience in Karamoja Sub-Region Project	Infrastructure	01/07/2019	29/06/2024	30/06/2028	1	96.8	104.6	N/A	16.00	0.00	16.00	100%	The project has ongoing contractual obligations including JLOS twin towers, Police headquarters and 12 stored building.
05	Ministry of Water and Environment	1523	Water for Production Phase II	Infrastructure	01/07/2019	29/06/2024	30/06/2027	1	529	729.1	716.9	38.56	126.60	165.16	100%	The project is behind schedule due to the rescoping that was done and extensions.
06	Ministry of Agriculture, Animal Industry and Fisheries	1323	The Project on Irrigation Scheme Development in Central and Eastern Uganda (PISD)- JICA Supported Project	Infrastructure	01/07/2015	29/06/2020	31/12/2026	5	7.40	12.0	N/A	1.00	16.98	17.98	91%	The project received additional financing AfDB and the processing of finalisation of additional Financing Agreement is ongoing.
07	Ministry of Agriculture, Animal Industry and Fisheries	1357	Improving Access and Use of Agricultural Equipment and Mechanisation through the use of labour saving technologies	Infrastructure	01/07/2014	30/06/2019	30/06/2026	6	52.00	63.7	N/A	9.08	0.00	9.08	73%	The project was earlier rescoped to include new components and consequently granted an extension of 2 years
08	Ministry of Local Government	1509	Local Economic Growth (LEGS) Support Project	Infrastructure	01/07/2018	30/06/2023	30/06/2026	2	188.0	13.1	N/A	4.15	61.50	65.65	96%	Project commenced this FY 25/26 - Finalisation of the financing Agreement with IsDB is at advanced stages awaiting approval of Parliament
Development Plan Implementation																
01	Ministry of Finance, Planning and Economic Development	1208	Support to National Authorising Officer	Social	01/07/2015	29/06/2020	30/06/2026	5	9	176.8	N/A	0.00	204.51	204.51	100%	The project was earlier granted an extension of 2 years after extension of the Financing Agreement.
02	Ministry of Finance, Planning and Economic Development	1521	Resource Enhancement and Accountability Programme (REAP)	Infrastructure	01/07/2019	29/06/2024	30/06/2026	1	60.4	20.8	N/A	2.46	14.59	17.05	75%	Project is behind schedule following delays in disbursement and implementation.
Governance and Security																
01	Ministry of Justice and Constitutional Affairs	1242	JLOS House Project	Infrastructure	01/07/2015	29/06/2020	30/06/2028	5	242.0	1,323.6	1,114.6	6.78	1005.42	1012.19	21%	The project has a running Grant Agreement up to FY 26/27.
02	Inspectorate of Government (IG)	1496	Construction of the IGG Head Office Building Project	Infrastructure	01/07/2018	30/06/2023	30/06/2027	2	108	309.8	157.8	27.39	166.81	194.20	29%	The project has a running Grant Agreement up to FY 27/28.
03	Uganda Police Force	0385	Assistance to Uganda Police	Infrastructure	01/07/2010	30/06/2015	30/06/2622	10	2,808	515.0	N/A	2.81	257.90	260.71	94%	Need fasttrack additional financing for the project. The project is behind schedule.

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04	Directorate of Public Prosecution (DPP)	1346	Enhancing Prosecution Services for all (EPSFA)	Infrastructure	01/07/2017	30/06/2022	30/12/2025	3	47	47.7	N/A	0.05	61.46	61.51	98%	The civil works contract was signed on 19th September, 2023 and the contractor is still mobilising.
05	Uganda Prisons Service	1443	Revitalisation of prison Industries	Infrastructure	01/07/2017	30/06/2022	30/06/2026	3	33	363.0	N/A	7.53	117.63	125.16	72%	Project is behind schedule following delays in disbursement and implementation.
06	Ministry of Defence	1178	UPDF Peace Keeping Mission in Somalia	Infrastructure	01/07/2015	29/06/2020	30/06/2027	5	2,629.8	34.0	N/A	26.00	0.00	26.00	0%	Civil works for Phase 1 commenced in Jan 2025 and Phase II works are scheduled to commence in Oct 2026.
Human Capital Development																
01	Ministry of Water and Environment	1193	Kampala Water- Lake Victoria Water & Sanitation project	Social	01/07/2011	29/06/2016	30/06/2028	9	12	260.0	N/A	0.00	45.75	45.75	0%	The Project has outstanding contractual obligations. The Last Drawdown (LDD) for external financing is in 2028.
02	Uganda Cancer Institute (UCI)	1345	ADB Support to UCI	Infrastructure	01/07/2015	06/01/2020	30/06/2028	5	118	189.0	69.0	11.50	0.00	11.50	94%	The project has had glaring implementation challenges ranging from land acquisition, cashflow constraints and delays in completion or designs et al. The Project should be granted an extension of two (02) years and the vote needs to come up a robust plan of fast-tracking implementation of this project.
03	Ministry of Water and Environment	1525	Water and Sanitation Development Facility-South West-Phase II	Social	01/07/2019	29/06/2024	30/06/2027	1	242.7	220.1	140.1	25.90	0.00	25.90	95%	The project's civil works were suspended by the contractor on 31st August, 2025. Furthermore, the project still has numerous unsettled PAPs. The project should be granted an extension of two (02) years and the Vote comes up with the robust plan of fast-tracking the project.
04	Uganda Heart Institute (UHI)	1526	Uganda Heart Institute Infrastructure Development Project	Infrastructure	01/07/2019	29/06/2024	30/06/2027	1	266.0	355.5	N/A	10.05	22.29	32.34	96%	The Financing Agreement of the project is expected to be close on 09th September, 2025. The Ministry is in the process of securing an extension of the FA to cater for the variations in the cost. The project should be extended for two years to cater for outstanding works and DLP.
05	Ministry of Water and Environment	1531	South Western Cluster (SWC) Project	Social	01/07/2019	29/06/2024	30/06/2027	1	520	633.7	N/A	6.37	0.00	6.37	100%	The project was delayed due to cash flow constraints that led to delayed payments of the contractors which led to suspension of works. Extend the project for 1 year.
06	Ministry of Health	1539	Italian support to Health Sector Development Plan-Karamoja Infrastructure Development Project Phase II	Infrastructure	01/07/2019	29/06/2024	30/06/2028	1	163.0	58.9	N/A	3.20	36.90	40.10	95%	The Project has a running financing agreement with BADEA.
07	Ministry of Health	0220	Global Fund for AIDS, TB and Malaria	Social	30/06/2010	29/06/2015	30/06/2027	10	209.0	65.3	N/A	20.56	0.00	20.56	100%	The project needs an extension of one year to finish all pending works and also cater for the defects liability period.
08	Ministry of Health	1436	GAVI Vaccines and Health Sector Dev't Plan Support	Social	01/07/2017	06/01/2022	30/06/2028	3	152.0	75.1	N/A	19.08	2.00	21.08	6%	The project has running contractual obligations for the various irrigation schemes. The project was granted a one year extension.
09	Ministry of Health	1243	Rehabilitation and Construction of General Hospitals	Infrastructure	01/07/2012	05/01/2017	30/06/2026	8	20.4	154.7	N/A	28.30	0.00	28.30	100%	The project completed the major outputs including the Supreme Court and Court of Appeal buildings, Rukungiri High Court, Patongo Grade one Court and Budaka Chief Magistrate building.

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Natural Resources, Environment, Climate Change, Land and Water Management																
10	Ministry of Water and Environment	1438	Water Service Acceleration Project (SCAP 100%)	Social	01/07/2017	30/06/2022	30/06/2026	3	547	39.8	32.4	0.34	4.00	4.34	99%	The project has reached its end date
11	Ministry of Water and Environment	1524	Water and Sanitation Development Facility East-Phase II	Social	01/07/2019	29/06/2024	30/06/2026	1	179	262.6	210.6	56.14	0.00	56.14	50%	The project has reached its end date
12	Ministry of Water and Environment	1532	100% Service Coverage Acceleration Project umbrellas (SCAP 100 umbrellas)	Social	01/07/2019	29/06/2024	30/06/2026	1	242.0	108.9	N/A	0.36	33.78	34.15	79%	The project was granted a no cost extension by ISDB upto 31st December 2025
13	Ministry of Water and Environment	1533	Water and Sanitation Development Facility Central-Phase II	Social	01/07/2019	29/06/2024	30/06/2026	1	242.7	5.0	N/A	0.68	0.00	0.68	0%	The project has been granted numerous extension in the previous years and it has reached its end date.
14	Ministry of Water and Environment	1534	Water and Sanitation Development Facility North-Phase II	Social	01/07/2019	29/06/2024	30/06/2026	1	172.7	327.1	266.7	165.66	33.96	199.61	5%	Project has a runing financing agreement that is expiring this FY.
15	Ministry of Education and Sports	1432	OFID Funded Vocational Project Phase II	Social	01/07/2017	30/06/2022	30/06/2027	3	18.7	434.4	N/A	59.76	0.00	59.76	100%	The project has overlaid in the PIP
Integrated Transport Infrastructure And Services																
01	Ministry of Works and Transport	1404	Kibuye -Busega- Mpigi	Infrastructure	01/07/2016	30/06/2021	30/06/2027	4	547.54	13.0	N/A	8.32	0.00	8.32	98%	The project has overlaid in the PIP
02	Ministry of Works and Transport	1545	K'isiro-Mgahinga National Park Headquarters Road	Infrastructure	01/07/2019	29/06/2024	30/06/2027	1	200.0	33.6	0.9	5.21	0.00	5.21	35%	The project's contractual obligations are ending on 18/03/2026.
03	Ministry of Works and Transport	1279	Seeta-Kyalwajjala-Matugga-Wakiso-Buloba-Nsangi	Infrastructure	01/07/2014	30/06/2019	30/06/2028	6	120.00	152.2	131.7	111.27	16.90	128.17	60%	Additional scope persistently increased. Intended interventions have been completed.
04	Ministry of Works and Transport	1280	Najjanakumbi-Busabala Road and Nambole-Namlyango-Seeta	Infrastructure	31/03/2014	30/03/2019	30/06/2028	6	80.00	225.8	N/A	40.00	0.00	40.00	78%	The project has reached its end date
05	Ministry of Works and Transport	1322	Upgrading of Muyembe-Nakapiririt (92 km)	Infrastructure	01/07/2015	30/08/2020	30/06/2028	5	400	62.2	N/A	6.80	0.00	6.80	76%	The project has reached its end date
06	Ministry of Works and Transport	1403	Soroti -Katakwi- Moroto	Infrastructure	01/07/2017	30/06/2022	30/06/2027	3	900.0	130.7	N/A	15.42	0.00	15.42	67%	The project has reached its end date
07	Ministry of Works and Transport	1490	Luwero - Butalangu Road	Infrastructure	01/07/2017	30/08/2022	30/06/2027	3	200	89.9	N/A	6.46	0.00	6.46	66%	The project has reached its end date
08	Ministry of Works and Transport	0265	Atiak-Moyo-Afoji	Infrastructure	01/07/2003	30/06/2008	30/06/2026	17	364.34	97.0	N/A	7.42	15.53	22.95	76%	The project has reached its end date
09	Ministry of Works and Transport	0267	Improvement of ferry services	Infrastructure	01/07/2003	30/08/2008	30/06/2026	17	150.0	174.9	N/A	2.60	4.30	6.91	98%	The project is substantially complete and the DLP has elapsed.
10	Ministry of Works and Transport	1041	Kyenjojo- Hoima-Masindi -Kigumba road	Infrastructure	30/03/2014	30/06/2019	30/06/2026	6	320.0	177.4	27.4	2.22	0.00	2.22	61%	Project has been in the PIP for 22 years and should be exited and the Vote submits a successor projects for the outstanding activities.
11	Ministry of Works and Transport	1274	Musita-Lumino-Busia/ Majanji Road	Infrastructure	01/07/2014	30/06/2019	30/06/2026	6	207	503.9	183.9	6.00	0.00	6.00	98%	The project was extended to enable completion of the market which was expected to be completed in August, 2025.
12	Ministry of Works and Transport	1277	Kampala Nothern Bypass Phase 2	Infrastructure	01/07/2014	30/06/2019	30/06/2026	6	545	367.7	160.9	8.05	0.00	8.05	100%	The project was earlier extended to cater for completion of outstanding works and DLP. The revised project completion date is 03rd October, 2025.
13	Ministry of Works and Transport	1278	Kampala-Jinja Expressway	Infrastructure	01/07/2014	30/06/2019	30/06/2026	6	2300.00	665.7	120.7	8.00	0.00	8.00	100%	The project was substantially completed and the periodic maintenance contract is ending this year.
14	Ministry of Works and Transport	1281	Tinyi-Pallisa-Kumi/ Kamonkoli Road	Infrastructure	01/07/2014	30/06/2019	30/06/2026	6	480.0	156.2	N/A	0.00	0.00	0.00	100%	The project is still under procurement. The Vote should submit updated studies that will be based to grant the project a new code

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15	Ministry of Works and Transport	1284	Development of new Kampala Port in Bukasa	Infrastructure	01/07/2013	30/06/2018	30/06/2026	7	220	541.6	61.6	0.00	0.00	0.00	100%	The project was earlier extended to enable completion of the town roads which were scheduled to be completed on 15th March, 2025 with a DLP of 12 months that will expire on 15th March, 2026.
16	Ministry of Works and Transport	1320	Construction of 66 Selected Bridges	Infrastructure	01/07/2015	29/06/2020	30/06/2026	5	234.8	130.9	N/A	3.00	0.00	3.00	97%	The project was earlier extended to enable completion of preparatory activities.
17	Ministry of Works and Transport	1373	Entebbe Airport Rehabilitation Phase 1	Infrastructure	01/07/2015	29/06/2020	30/06/2026	5	428.0	482.4	247.6	30.61	0.00	30.61	98%	The project has received various extensions. The Vote should fast-track completion of ongoing works and shouldn't enter into new contractual obligations. Pending activities should be undertaken under a successor project.
18	Ministry of Works and Transport	1421	Development of the Construction Industry	Infrastructure	01/07/2016	30/06/2021	30/06/2026	4	65.6	575.9	147.9	49.50	126.42	175.92	0%	The project is substantially complete.
19	Ministry of Works and Transport	1456	Multinational Lake Victoria Maritime Comm. & Transport Project	Infrastructure	01/07/2017	30/06/2022	30/06/2026	3	65.6	80.9	15.3	18.84	0.00	18.84	84%	The project has so far been granted three extensions to enable completion of outstanding works.
20	Ministry of Works and Transport	1489	Development of Kabaale Airport	Infrastructure	01/07/2017	30/06/2022	30/06/2026	3	428	20.5	N/A	2.80	6.15	8.95	96%	The project's financing agreement is expiring this FY 25/26.
21	Ministry of Works and Transport	1537	Upgrading of Kaya Yel Road	Infrastructure	01/07/2019	06/01/2024	30/06/2026	1	7.48	709.4	281.4	4.70	0.00	4.70	73%	The project was earlier extended to enable undertaking of activities for operationalising the airport. All pending activities should be undertaken under Phase II of the project.
22	Ministry of Works and Transport	1546	Kisoro-Nkuringo-Rubugiri-Muko Road	Infrastructure	01/07/2019	06/01/2024	30/06/2027	1	250.00	18.9	11.5	0.00	0.00	0.00	0%	The project has not been allocated resources for three years and the original scope was changed.
23	Ministry of Works and Transport	1558	Rural Bridges Infrastructure Development	Infrastructure	01/07/2019	29/06/2024	30/06/2026	1	300	22.8	N/A	34.05	490.52	524.56	0%	The cost- centre is being used to undertake activities that are outside the scope of the project.
24	Ministry of Works and Transport	1176	Holima- Wanseko Road	Infrastructure	10/32010	09/03/2015	30/06/2027	10	3000.00	121.6	N/A	19.00	0.00	19.00	85%	The project should be exited and the pending works should be undertaken under Phase II of the project.
25	Ministry of Works and Transport	1313	North Eastern Road-Corridor Asset Management Project	Infrastructure	01/07/2014	30/06/2019	30/06/2027	6	622.60	436.2	N/A	21.05	0.00	21.05	100%	The project has outstanding works and is currently at 45% physical progress. The project has glaring implementation challenges from the contractor's side ranging from cash-flow constraints, intermittent supply of building materials and delayed payment of workers. The Vote should submit a profile to undertake outstanding works.
26	Ministry of Works and Transport	1402	Rwenkunywe -Apac- Lira -Achollur Road	Infrastructure	01/07/2016	30/06/2021	30/06/2027	4	753.9	31.2	N/A	13.06	0.00	13.06	29%	The project has reached its end date
Legislation, Oversight And Representation																
01	Parliamentary Commission	0355	Rehabilitation of Parliament	Infrastructure	01/07/2011	29/06/2016	30/06/2026	9	467	408.6	N/A	17.48	247.55	265.03	77%	The project has reached its end date

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Natural Resources, Environment, Climate Change, Land And Water																
01	Ministry of Water and Environment	1417	Farm Income Enhancement and Forestry Conservation Programme Phase II	Social	01/07/2016	30/06/2021	30/06/2027	4	400.0	-	N/A	0.00	90.97	90.97	100%	The project has overstayed in the PIP and the Vote continues to include new interventions that were outside the original project scope. The Vote should not take on any other contractual obligations under project 0994. The Vote should fast-track preparation of the various industrial parks in different areas for attainment of the country's industrial agenda.
02	Ministry of Water and Environment	1522	Inner Murchison Bay Cleanup Project	Social	01/07/2019	29/06/2024	30/06/2026	1	46	2,772.4	N/A	30.00	0.00	30.00	2%	Physical progress is at 99.9% and the outstanding snags can be completed within the remaining period.
03	Ministry of Water and Environment	1530	Integrated Water Resources Management and Development Project (IWMDFP)	Social	01/07/2019	29/06/2024	30/06/2026	1	918	282.5	43.5	0.00	0.00	0.00	0%	The project was commissioned and is under Defects Liability Period (DLP).
Manufacturing																
01	Uganda Investment Authority (UIA)	0994	Development of Industrial Parks	Infrastructure	01/07/2008	30/06/2013	30/06/2026	12	571.0	2,775.0	N/A	37.00	148.47	185.47	97%	The project has outstanding works relating to Package 4 and 6 a& b and; access roads to Kinyara Sugar Factory and the Airport. The project should be downscaled, the packages that have not commenced should be undertaken as independent projects. However, the project should be extended for one year to specifically cater for the pending works on access roads to Kinyara and Kabaale airport.
Sustainable Energy Development																
01	Ministry of Energy and Mineral Development	1429	ORIO Mini Hydro Power and Rural Electrification Project	Infrastructure	01/07/2017	30/06/2022	30/06/2029	3	145.0	724.6	N/A	0.00	255.98	255.98	0%	The need to align the project to the new peace keeping operations under African Union Support and Stabilization Mission in Somalia (AUSSOM).
02	Ministry of Energy and Mineral Development	1492	Kampala Metropolitan Transmission System Improvement Project	Infrastructure	01/07/2017	30/06/2022	30/06/2025	3	450.00	579.4	N/A	6.04	20.06	26.11	98%	The project has numerous challenges and has registered minimal progress. There is need to downscale the scope of the project and section (123.8 Km) to be financed by GOU and be subjected to the appraisal processes.
03	Ministry of Energy and Mineral Development	1183	Karuma Hydroelectricity Power Project	Infrastructure	16/12/2011	14/12/2016	30/06/2026	9	5,400.0	489.6	N/A	10.05	156.20	166.25	98%	Fast-track the outstanding works within the remaining period. The project scope should be downscaled and Lot 3 be appraised and/ or implemented as an independent project.
04	Ministry of Energy and Mineral Development	1409	Mirama-Kabale 132kv Transmission Project	Infrastructure	01/07/2016	30/06/2021	30/06/2026	4	239	99.9	81.2	7.71	46.73	54.44	92%	The Vote changed the scope of the DC to include construction of the MoES headquarters funded by Saudi Fund without approval of DC. The Government has also requested extension of the Financing Agreement by the funder.

ANNEX II: PROJECTS WITH THE COST OVERRUNS FY 2025/26									
SN	Programme Name	Vote Name	Project Code	Project Name	Start Date	End date	Project value	Cummulative Expenditure 2024/25	Cost overrun
Agro-Industrialization									
01	Agro-Industrialization	National Animal Genetic Resource Centre and Data Bank (NAGRC&DB)	1325	NAGRC Strategic Intervention for Animal Genetics Improvement Project	7/1/2015	6/30/2027	118.00	157.0	39.0
05	Agro-Industrialization	Ministry of Agriculture, Animal Industry and Fisheries	1772	National Oil Seeds Project	7/1/2022	31/12/2027	6.94	55.0	48.0
06	Agro-Industrialization	Ministry of Agriculture, Animal Industry and Fisheries	1323	Irrigation Scheme Development in Central and Eastern Uganda (PISD)-JICA Supported Project	7/1/2015	31/12/2025	7.40	39.8	32.4
07	Agro-Industrialization	Ministry of Agriculture, Animal Industry and Fisheries	1357	Improving Access and Use of Agricultural Equipment and Mechanisation through the use of labour saving technologies	7/1/2014	6/30/2026	52.00	262.6	210.6
Development Plan Implementation									
01	Development Plan Implementation	Ministry of Finance, Planning and Economic Development	1521	Resource Enhancement and Accountability Programme (REAP)	7/1/2019	6/30/2026	60.4	327.1	266.7
Governance and Security									
01	Governance and Security	Uganda Prisons Service	1443	Revitalisation of prison Industries	7/1/2017	6/30/2026	33	33.6	0.9
Human Capital Development									
01	Human Capital Development	Ministry of Water and Environment	1193	Kampala Water- Lake Victoria Water & Sanitation project	7/1/2011	6/30/2028	12	729.1	716.9
02	Human Capital Development	Gulu University	1797	Gulu University Infrastructure Development Project Phase II	7/1/2023	6/30/2028	4.2	11.2	7.0
03	Human Capital Development	Ministry of Health	0220	Global Fund for AIDS, TB and Malaria	7/7/2010	6/30/2027	209.0	1,323.6	1,114.6
04	Human Capital Development	Ministry of Health	1436	GAVI Vaccines and Health Sector Dev't Plan Support	1/7/2017	6/30/2028	152.0	309.8	157.8
05	Human Capital Development	Ministry of Health	1243	Rehabilitation and Construction of General Hospitals	1/7/2012	6/30/2026	20.4	152.2	131.7
06	Human Capital Development	Ministry of Health	1768	Uganda Covid-19 Response and Emergency Preparedness Project (UCREPP)	7/1/2022	6/30/2027	180.2	499.4	319.2
07	Human Capital Development	Ministry of Education and Sports	1432	OFID Funded Vocational Project Phase II	7/1/2017	6/30/2027	18.7	99.9	81.2
Integrated Transport Infrastructure And Services									
01	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1659	Rehabilitation of the Tororo, Gulu railway line	7/1/2020	6/30/2028	205.9	252.9	47.0
02	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1695	Rehabilitation of Packwach-Nebbi Section 2 Road (33 Km)	7/1/2020	6/30/2027	141.0	185.6	44.6
03	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1279	Seeta-Kyatiwajjala-Matugga-Wakiso-Buloba-Nsangl	7/1/2014	6/30/2028	120.00	189.0	69.0
04	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1280	Najjanankumbi-Busabala Road and Nambole-Namulyango-Seeta	3/31/2014	6/30/2028	80.00	220.1	140.1
05	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	0267	Improvement of ferry services	7/1/2003	6/30/2026	150.0	177.4	27.4

ANNEX II: PROJECTS WITH THE COST OVERRUNS FY 2025/26									
SN	Programme Name	Vote Name	Project Code	Project Name	Start Date	End date	Project value	Cummulative Expenditure 2024/25	Cost overrun
06	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1041	Kyenjojo - Hoima-Masindi -Kigumba road	3/31/2014	6/30/2026	320.0	503.9	183.9
07	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1274	Mustia-Lumino-Busia/Majanji Road	7/1/2014	6/30/2026	207	367.7	160.9
08	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1277	Kampala Northern Bypass Phase 2	7/1/2014	6/30/2026	545	665.7	120.7
09	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1281	Trinyi-Pallisa-Kumi/Kamankoli Road	3/31/2014	6/30/2026	480.0	541.6	61.6
10	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1320	Construction of 66 Selected Bridges	7/1/2015	6/30/2026	234.8	482.4	247.6
11	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1373	Entebbe Airport Rehabilitation Phase 1	7/1/2015	6/30/2026	428.0	575.9	147.9
12	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1421	Development of the Construction Industry	7/1/2016	6/30/2026	65.6	80.9	15.3
13	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1489	Development of Kabaale Airport	7/1/2017	6/30/2026	428	709.4	281.4
14	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1537	Upgrading of Kaya Yei Road	1/7/2019	6/30/2026	7.48	18.9	11.5
15	Integrated Transport Infrastructure And Services	Ministry of Works and Transport	1692	Rehabilitation of Masaka Town Roads (7.3 KM)	7/1/2020	6/30/2026	36.0	64.3	28.4
Sustainable Energy Development									
01	Sustainable Energy Development	Ministry of Energy and Mineral Development	1409	Mirama -Kabale 132kv Transmission Project	7/1/2016	6/30/2026	239	282.5	43.5
Natural Resources, Environment, Climate Change, Land and Water Management									
01	Agro-Industrialization	Ministry of Water and Environment	1520	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda	7/1/2020	6/30/2027	3.6	22.0	18.5

ANNEX III: PROJECTS EXITED FROM THE PUBLIC INVESTMENT PLAN FOR FY 2026/27							DC DECISION
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	
Development Plan Implementation							
01	Ministry of Finance, Planning and Economic Development	1208	Support to National Authorising Officer	7/1/2015	6/30/2026	The project has been granted numerous extensions in the previous years and it has reached its end date.	Exit
02	Ministry of Finance, Planning and Economic Development	1521	Resource Enhancement and Accountability Programme (REAP)	7/1/2019	6/30/2026	Project has a running financing agreement that is expiring this FY.	Exit
03	Ministry of Finance, Planning and Economic Development	1839	Construction of the National Oil Refinery	7/1/2024	6/30/2026	The project's resources are channelled through the treasury operations as Government's contribution. The project should therefore be exited from the PIP given that its resources are not channelled through the Development Budget.	Exit
Administration of Justice							
01	Directorate of Public Prosecution (DPP)	1346	Enhancing Prosecution Services for all (EPSFA)	7/1/2017	6/30/2026	The project has overstayed in the PIP.	Exit
Governance and Security							
01	Uganda Prisons Service	1443	Revitalisation of prison Industries	7/1/2017	6/30/2026	The project's contractual obligations are ending on 18/03/2026.	Exit
Human Capital Development							
01	Ministry of Water and Environment	1524	Water and Sanitation Development Facility East-Phase II	7/1/2019	6/30/2026	The project has reached its end date	Exit
02	Ministry of Water and Environment	1532	100% Service Coverage Acceleration Project umbrellas (SCAP 100 umbrellas)	7/1/2019	6/30/2026	The project has reached its end date	Exit
03	Ministry of Water and Environment	1533	Water and Sanitation Development Facility Central-Phase II	7/1/2019	6/30/2026	The project has reached its end date	Exit
04	Ministry of Water and Environment	1534	Water and Sanitation Development Facility North-Phase II	7/1/2019	6/30/2026	The project has reached its end date	Exit
05	Ministry of Water and Environment	1660	Strengthening Water Utilities Regulation Project	7/1/2020	6/30/2026	The project has reached its end date	Exit
06	Ministry of Health	1768	Uganda Covid-19 Response and Emergency Preparedness Project (UGREPP)	7/1/2022	6/30/2027	Interventions delivered as planned	Exit
Integrated Transport Infrastructure and Services							
01	Ministry of Works and Transport	0265	Atiak-Moyo-Afoji	7/1/2003	6/30/2026	The project is substantially complete and the DLP has elapsed.	Exit
02	Ministry of Works and Transport	1041	Kyenjojo- Hoima-Masindi -Kigumba road	3/31/2014	6/30/2026	The project was extended to enable completion of the market which was expected to be completed in August, 2025.	Exit
03	Ministry of Works and Transport	1277	Kampala Nothern Bypass Phase 2	7/1/2014	6/30/2026	The project was substantially completed and the periodic maintenance contract is ending this year.	Exit
04	Ministry of Works and Transport	1281	Tirinyi-Pallisa-Kumi/Kamonkoli Road	3/31/2014	6/30/2026	The project was earlier extended to enable completion of the town roads which were scheduled to be completed on 15th March, 2025 with a DLP of 12 months that will expire on 15th March, 2026.	Exit
05	Ministry of Works and Transport	1373	Entebbe Airport Rehabilitation Phase 1	7/1/2015	6/30/2026	The project is substantially complete.	Exit

ANNEX III: PROJECTS EXITED FROM THE PUBLIC INVESTMENT PLAN FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
06	Ministry of Works and Transport	1537	Upgrading of Kaya Yei Road	1/7/2019	6/30/2026	The project has not been allocated resources for three years and the original scope was changed.	Exit
07	Ministry of Works and Transport	1546	Kisoro-Nkuringo-Rubugiri-Muko Road	1/7/2019	6/30/2026	The cost- centre is being used to undertake activities that are outside the scope of the project.	Exit
08	Ministry of Works and Transport	1558	Rural Bridges Infrastructure Development	7/1/2019	6/30/2026	The project should be exited and the pending works should be undertaken under Phase II of the project.	Exit
09	Ministry of Works and Transport	1692	Rehabilitation of Masaka Town Roads (7.3 Km)	7/1/2020	6/30/2026	The project was substantially completed and DLP elapsed. The project was earlier extended to cater for final payment of IPCs.	Exit
Natural Resources, Environment, Climate Change, Land and Water Management							
01	Ministry of Water and Environment	1522	Inner Murchison Bay Cleanup Project	7/1/2019	6/30/2026	The project has reached its end date	Exit

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27						
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION
Administration Of Justice						
01	Law Development Centre	1891	Institutional Development of Law Development Centre Project	7/1/2025	6/30/2030	The project commenced this FY.
02	Judiciary (Courts of Judicature)	1897	Institutional Development for Judiciary	7/1/2025	6/30/2030	The project commenced this FY.
03	Directorate of Public Prosecution (DPP)	1910	Institutional Development of Office of the Director of Public Prosecutions	7/1/2025	6/30/2030	The project commenced this FY.
04	Judicial Service Commission (JSC)	1912	Institutional Development of Judicial Service Commission	7/1/2025	6/30/2030	The project commenced this FY.
Agro-Industrialization						
01	National Animal Genetic Resource Centre and Data Bank (NAGRC&DB)	1325	NAGRC Strategic Intervention for Animal Genetics Improvement Project	7/1/2015	6/30/2027	The project has been granted numerous extensions in the PIP. The Vote should ensure that all planned interventions are completed within the remaining project timeframe.
02	Ministry of Agriculture, Animal Industry and Fisheries	1444	Agriculture Value Chain Development	1/7/2017	6/30/2027	The Vote should ensure diligent contract management for contracted infrastructure activities (Acomal Irrigation Scheme; Kihuhura, and Rubona animal disease control centres; and supply of a mobile dairy analytical laboratory)
03	Ministry of Water and Environment	1520	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda	7/1/2020	6/30/2027	The project activities should be fast tracked.
04	Ministry of Agriculture, Animal Industry and Fisheries	1508	National Oil Palm Project	7/1/2018	6/30/2028	Prioritize resources for compensation of Land in Buvuma
05	National Agricultural Research Organization (NARO)	1560	Relocation and Operationalisation of the National Livestock Resources Research Institute (NALIRRI)	7/1/2020	6/30/2027	The Project has running contractual obligations.
06	Ministry of Agriculture, Animal Industry and Fisheries	1772	National Oil Seeds Project	7/1/2022	31/12/2027	Fast track procurement processes for all interventions to ensure that the project is on track.
07	Ministry of Agriculture, Animal Industry and Fisheries	1786	Uganda Climate Smart Agricultural Transformation Project (UCSATP)	1/7/2023	30/06/2028	Fast track all procurement processes to ensure that the project is on track
08	Ministry of Water and Environment	1787	Water for Production Regional Centre-West Phase II	7/1/2024	6/30/2029	The project is on track
09	Ministry of Water and Environment	1788	Water for Production Regional Centre - North Phase II	7/1/2024	6/30/2029	The project is on track
10	Ministry of Water and Environment	1789	Water for Production Regional Centre - East Phase II	7/1/2024	6/30/2029	The project is on track
11	Ministry of Water and Environment	1790	Water for Production Regional Centre - Karamoja	7/1/2023	30/06/2028	The project is on track
12	Ministry of Water and Environment	1791	Water for Production Regional Centre - Central	7/1/2023	30/06/2028	The project is on track
13	Ministry of Agriculture, Animal Industry and Fisheries	1802	Enhancing Agricultural Production, Quality and Standards for Market Access Project	1/7/2023	30/06/2028	Fast track conditions precedent for external financing
14	Ministry of Agriculture, Animal Industry and Fisheries	1831	Coffee Value Chain Development Project	7/1/2024	6/30/2029	The project has not been allocated funding due to issues relating to RAPEX. The Vote should prioritise financing for this project or it will exit from the PIP.
15	National Animal Genetic Resource Centre and Data Bank (NAGRC&DB)	1878	Institutional Development for National Animal Genetic Resource Centre & Data Bank	7/1/2025	6/30/2030	The project commenced this FY.

Resource Centre & Data Bank

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27						
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION
16	Ministry of Agriculture, Animal Industry and Fisheries	1879	Institutional Development Ministry of Agriculture, Animal Industry and Fisheries	7/1/2025	6/30/2030	The project commenced this FY.
17	National Agricultural Research Organization (NARO)	1915	Institutional Development for the National Agricultural Research Organisation	2025-07-01	6/30/2030	The project commenced this FY.
Development Plan Implementation						
01	National Planning Authority (NPA)	1817	Construction and Equipping of the Planning House	7/1/2024	6/30/2029	The civil work for the project started this FY 2025/26.
02	Uganda Bureau of Statistics (UBOS)	1845	Construction of the UBOS Entebbe Office Block	7/1/2025	6/30/2030	The project commenced this FY.
03	Uganda Revenue Authority (URA)	1904	Institutional Development of Uganda Revenue Authority	7/1/2025	6/30/2030	The project commenced this FY.
04	National Planning Authority (NPA)	1905	Institutional Development of National Planning Authority	7/1/2025	6/30/2030	The project commenced this FY.
05	Office of the Prime Minister	1916	Institutional Development of Office of the Prime Minister	7/1/2025	6/30/2030	The project commenced this FY.
06	Uganda Revenue Authority (URA)	1918	Construction of Office Accommodation for URA Stations	7/1/2025	6/30/2028	Project commenced this FY. However, some of the outputs were under the vote's retooling projects such as Gulu and Mbale.
07	Ministry of Finance, Planning and Economic Development	1936	Institutional Development of Ministry of Finance, Planning and Economic Development	7/1/2025	6/30/2030	The project commenced this FY.
08	Uganda Bureau of Statistics (UBOS)	1937	Institutional Development of Uganda Bureau of Statistics	7/1/2025	6/30/2030	The project commenced this FY.
09	Equal Opportunities Commission	1976	Institutional Development of Equal Opportunities Commission	7/1/2025	6/30/2030	The project commenced this FY.
Digital Transformation						
01	Ministry of ICT and National Guidance	1890	Institutional Development of Ministry of ICT and National Guidance	7/1/2025	6/30/2030	The project commenced this FY.
02	National Information Technologies Authority	1892	Institutional Development of National Information Technology Authority Uganda	7/1/2025	6/30/2030	The project commenced this FY.
Governance and Security						
01	Uganda Prisons Service	1813	Enhancement of Prisons Production Systems and Value Addition Project	7/1/2024	6/30/2029	The project is on track
02	Ministry of Justice and Constitutional Affairs	1242	JLOS House Project	7/1/2015	6/30/2028	The project has ongoing contractual obligations including JLOS twin towers, Police headquarters and 12 storied building.
03	National Citizenship and Immigration Control (NCIC)	1848	Automation of Immigration and Citizenship Control Services	7/1/2025	6/30/2030	The project commenced this FY.
04	Uganda Prisons Service	1862	Institutional Development for Uganda Prisons Service	7/1/2025	6/30/2030	The project commenced this FY.
05	National Identification and Registration Authority (NIRA)	1863	Institutional development for National Identification and Registration Authority	7/1/2025	6/30/2030	The project commenced this FY.
06	Uganda Police Force	1864	Institutional Development for Uganda Police Force	7/1/2025	6/30/2030	The project commenced this FY.
07	External Security Organization (ESO)	1865	Institutional Development for External Security Organization	7/1/2025	6/30/2030	The project commenced this FY.

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
08	Internal Security Organization (ISO)	1866	Institutional Development for Internal Security Organization	7/1/2025	6/30/2030	The project commenced this FY.	Retain
09	Ministry of Defence	1867	Institutional Development for Ministry of Defense and Veteran Affairs	7/1/2025	6/30/2030	The project commenced this FY.	Retain
10	Directorate of Government Analytical Laboratory (DGAL)	1868	Institutional Development for Directorate of Government Analytical Laboratory	7/1/2025	6/30/2030	The project commenced this FY.	Retain
11	Office of the President	1869	Institutional Development for Office of the President	7/1/2025	6/30/2030	The project commenced this FY.	Retain
12	Ministry of Internal Affairs	1870	Institutional Development for Ministry of Internal Affairs	7/1/2025	6/30/2030	The project commenced this FY.	Retain
13	Financial Intelligence Authority (FIA)	1876	Institutional development for Financial Intelligence Authority	7/1/2025	6/30/2030	The project commenced this FY.	Retain
14	Kampala Capital City Authority (KCCA)	1877	Institutional Development for Kampala Capital City Authority	7/1/2025	6/30/2030	The project commenced this FY.	Retain
15	Office of the Auditor General (OAG)	1889	Institutional Development of the Office of the Auditor General	7/1/2025	6/30/2030	The project commenced this FY.	Retain
16	Inspectorate of Government (IG)	1896	Institutional Development of Inspectorate of Government	7/1/2025	6/30/2030	The project commenced this FY.	Retain
17	National Citizenship and Immigration Control (NCIC)	1900	Institutional Development for National Citizenship and Immigration Control	7/1/2025	6/30/2030	The project commenced this FY.	Retain
18	Public Procurement & Disposal of Public Assets (PPDA)	1907	Institutional Development of Public Procurement and Disposal of Public Assets Authority	7/1/2025	2030-06-30	The project commenced this FY.	Retain
19	Ministry of Justice and Constitutional Affairs	1909	Institutional Development of the Ministry of Justice and Constitutional Affairs	7/1/2025	6/30/2030	The project commenced this FY.	Retain
20	Uganda Registration Services Bureau (URSB)	1911	Institutional Development of Uganda Registration Services Bureau	7/1/2025	6/30/2030	The project commenced this FY.	Retain
21	Uganda Human Rights Commission (UHRC)	1913	Institutional Development of Uganda Human Rights Commission	7/1/2025	6/30/2030	The project commenced this FY.	Retain
22	State House	1914	Institutional Development of State House	7/1/2025	6/30/2030	The project commenced this FY.	Retain
23	Office of the Prime Minister	1919	Development Response to Displacement Impacts Projects (DRDIP)	7/1/2025	6/30/2030	The project commenced this FY.	Retain
24	Ministry of East African Community Affairs	1921	Institutional Development for Ministry of East African Community Affairs	7/1/2025	6/30/2030	The project commenced this FY.	Retain
25	Law Reform Commission (LRC)	1931	Institutional Development of the Law Reform Commission	7/1/2025	6/30/2030	The project commenced this FY.	Retain
26	Electoral Commission (EC)	1933	Institutional Development of Electoral Commission	7/1/2025	6/30/2030	The project commenced this FY.	Retain
27	Ministry of Foreign Affairs	1935	Institutional Development of Ministry of Foreign Affairs	7/1/2025	6/30/2030	The vote budgeted for land acquisition under the project. The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
28	Uganda Mission at the United Nations, New York	1938	Institutional Development of Uganda Embassy in New York	7/1/2025	6/30/2030	The project commenced this FY.	Retain
29	Uganda High Commission in Canada, Ottawa	1939	Institutional Development of Uganda Embassy in Ottawa	7/1/2025	2030-06-30	The Vote budgeted for acquisition of residential building which is outside the scope of ID projects. The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
30	Uganda High Commission in Kenya, Nairobi	1940	Institutional Development of Uganda High Commission in Nairobi	7/1/2025	6/30/2030	The project commenced this FY.	Retain
31	Uganda High Commission in Tanzania, Dar es Salaam	1941	Institutional Development of Uganda High Commission in Dar es Salaam	7/1/2025	6/30/2030	The Vote budgeted for acquisition of residential building which is outside the scope of ID projects. The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
32	Uganda High Commission in South Africa, Pretoria	1942	Institutional Development of Uganda High Commission in Pretoria	7/1/2025	6/30/2030	The project commenced this FY.	Retain
33	Uganda Embassy in Denmark, Copenhagen	1943	Institutional Development of Uganda Embassy in Copenhagen	7/1/2025	6/30/2030	The project commenced this FY.	Retain
34	Uganda Embassy in France, Paris	1944	Institutional Development of Uganda Embassy in Paris	7/1/2025	6/30/2030	The project commenced this FY.	Retain
35	Uganda Embassy in Germany, Berlin	1945	Institutional Development of Uganda Embassy in Berlin	7/1/2025	6/30/2030	The project commenced this FY.	Retain
36	Uganda Embassy in United Arab Emirates, Abudhabi	1946	Institutional Development of Uganda Embassy in Abu Dhabi	7/1/2025	6/30/2030	The Vote budgeted for acquisition of residential building (staff houses).The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
37	Uganda Embassy in Somalia, Mogadishu	1947	Institutional Development of Uganda Embassy in Mogadishu	7/1/2025	6/30/2030	The Vote budgeted for acquisition of residential building (staff houses).The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
38	Uganda Embassy in Malaysia, Kuala Lumpur	1948	Institutional Development of Uganda Embassy in Kuala Lumpur	7/1/2025	6/30/2030	The project commenced this FY.	Retain
39	Uganda Consulate in Kenya, Mombasa	1949	Institutional Development of Uganda Consulate in Mombasa	7/1/2025	6/30/2030	The Vote budgeted for acquisition of non-residential building (Construction of the Chancery building and Staff Apartments). The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
40	Uganda Embassy in Algeria, Algiers	1950	Institutional Development of Uganda Embassy in Algiers	7/1/2025	6/30/2030	The project commenced this FY.	Retain
41	Uganda Embassy in Belgium, Brussels	1951	Institutional Development of Uganda Embassy in Brussels	7/1/2025	6/30/2030	It has been noted that funds have been budgeted for acquisition of residential building (staff houses).The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
42	Directorate of Ethics and Integrity (DEI)	1975	Institutional Development of Directorate of Ethics and Integrity	7/1/2025	6/30/2030	The project is spending on perpetual and recurrent outputs that outside the scope of ID projects. The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
43	Uganda Embassy in Switzerland, Geneva	1997	Institutional Development of Uganda Embassy Mission in Geneva	7/1/2025	6/30/2030	The project commenced this FY.	Retain
Human Capital Development							
01	Ministry of Water and Environment	1193	Kampala Water- Lake Victoria Water & Sanitation project	7/1/2011	6/30/2028	The project is behind schedule due to the rescopeing that was done and extensions.	Retain
02	Uganda Cancer Institute (UCI)	1345	ADB Support to UCI	1/7/2015	6/30/2028	The project received additional financing AfDB and the processing of finalisation of additional Financing Agreement is ongoing.	Retain
03	Ministry of Water and Environment	1525	Water and Sanitation Development Facility-South West-Phase II	7/1/2019	6/30/2027	The project was earlier rescopeed to include new components and consequently granted an extension of 2 years	Retain
04	Uganda Heart Institute (UHI)	1526	Uganda Heart Institute Infrastructure Development Project	7/1/2019	6/30/2027	Project commenced this FY 25/26 . Finalisation of the financing Agreement with isDB is at advanced stages awaiting approval of Parliament	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
05	Ministry of Water and Environment	1531	South Western Cluster (SWC) Project	7/1/2019	6/30/2027	The project was earlier granted an extension of 2 years after extension of the Financing Agreement.	Retain
06	Ministry of Health	1539	Italian support to Health Sector Development Plan-Karamoja Infrastructure Development Project Phase II	7/1/2019	6/30/2028	Project is behind schedule following delays in disbursement and implementation .	Retain
07	Ministry of Water and Environment	1614	Support to Rural Water Supply and Sanitation Project	7/1/2020	6/30/2027	The project was granted an extension of 2 years in with the Financing Agreement with UKFF.	Retain
08	Ministry of Water and Environment	1770	Water and Sanitation Development Facility Karamoja	7/1/2022	6/30/2027	The project is on track	Retain
09	Ministry of Gender, Labour and Social Development	1778	Enhancing Growth and Productivity Opportunities for Women Enterprises	1/7/2022	30/06/2027	The project was impeded by disbursement challenges from World Bank due to failure by implementing to fulfill disbursement conditions. However, these have been resolved and the project is expected to move smoothly.	Retain
10	Uganda Business and Technical Examination Board	1792	Uganda Business and Technical Examinations Board infrastructure Development Project	7/1/2023	6/30/2028	Project is on track	Retain
11	Gulu University	1797	Gulu University Infrastructure Development Project Phase II	7/1/2023	6/30/2028	Project is on track	Retain
12	Ministry of Education and Sports	1803	Development and Expansion of Health Training Institutions	7/1/2023	6/30/2028	The Vote has faced cashflow constraints to implement the intended project outs. The Vote should prioritise funding for thisd project or else the project will be downgraded to the pipeline.	Retain
13	Uganda Cancer Institute (UCI)	1806	Establishment of Regional Oncology and Diagnostic Centers in Arua, Mbale and Mbarara	7/1/2024	6/30/2029	Awaiting finalisation of Financing Agreement.	Retain
14	Kyambogo University	1814	Kyambogo University Infrastructure Project II	7/1/2024	6/30/2029	Project is on track	Retain
15	Ministry of Water and Environment	1826	Strategic Towns Water Supply and Sanitation Project	7/30/2024	6/30/2029	The project is on track	Retain
16	Busitema University	1835	Busitema University Infrastructure Development Project II	7/1/2024	6/30/2029	Project is on track	Retain
17	Makerere University Business School	1836	Makerere University Business School Infrastructure Development Project	7/1/2024	6/30/2029	Project is on track	Retain
18	Ministry of Water and Environment	1837	Water Supply and Sanitation for Institutions Project	7/1/2024	6/30/2029	The project is on track	Retain
19	Ministry of Gender, Labour and Social Development	1843	Support to Integrated Community Learning for Wealth Creation (SUICOLEW)	7/1/2025	2030-06-30	The project is on track	Retain
20	Mountains of the Moon University	1846	Mountains of the Moon University (MMU) Infrastructure Development	7/1/2025	6/30/2030	Project is on track	Retain
21	Ministry of Education and Sports	1852	Development and Improvement of Special Needs Education II	7/1/2025	6/30/2030	The project commenced this FY.	Retain
22	Ministry of Education and Sports	1853	The Uganda Smart Education Project	7/1/2025	6/30/2030	The project commenced this FY.	Retain
23	Uganda Cancer Institute (UCI)	1855	Uganda Cancer Institute Project II	7/1/2025	6/30/2030	Project is on track	Retain
24	Uganda National Examination Board (UNEB)	1856	Uganda National Examination Board Infrastructure Project II	7/1/2025	6/30/2030	Project is on track	Retain
25	Lira University	1857	Lira University Infrastructure Project II	7/1/2025	6/30/2030	Project is on track	Retain
26	Ministry of Education and Sports	1858	Development of Primary Schools Project	7/1/2025	6/30/2030	Project is on track	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
27	Ministry of Water and Environment	1859	Climate Smart Water and Sanitation Investment Project	7/1/2025	2030-06-30	The project is new in the PIP	Retain
28	National Council of Sports	1873	Institutional Development for National Council of Sports	7/1/2025	6/30/2030	The project commenced this FY.	Retain
29	Uganda Vocational and Technical Assessment Board	1874	Institutional Development for Uganda Vocational and Technical Assessment Board	7/1/2025	6/30/2030	The project commenced this FY.	Retain
30	Health Service Commission (HSC)	1882	Institutional Development for Health Service Commission	7/1/2025	2030-06-30	The project commenced this FY.	Retain
31	Ministry of Gender, Labour and Social Development	1883	Institutional Development for Ministry of Gender, Labor and Social Development	7/1/2025	2030-06-30	Funds have been budgeted for paying contract staff salaries, social security contributions, and staff training. The project should use the funds for ID activities as streamlined by the revised DC guidelines	Retain
32	Entebbe Regional Referral Hospital	1901	Institutional Development of Entebbe Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
33	Uganda Virus Research Institute (UVRI)	1902	Institutional Development of Uganda Virus Research Institute	7/1/2025	6/30/2030	New project was not allocated resources. The project prioritise the project next FY or else it will be downgraded to the pipeline.	Retain
34	Kawempe National Referral Hospital	1903	Institutional Development of Kawempe National Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
35	Soroti University	1917	Soroti University Infrastructure Development Project II	7/1/2025	6/30/2030	The project commenced this FY.	Retain
36	Kiruddu National Referral Hospital	1922	Institutional Development of Kiruddu National Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
37	Ministry of Health	1923	Institutional Development for Ministry of Health	7/1/2025	6/30/2030	The project commenced this FY.	Retain
38	Gulu Hospital	1925	Institutional Development of Gulu Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
39	Ministry of Education and Sports	1926	Institutional Development of Ministry of Education and Sports	7/1/2025	6/30/2030	The project commenced this FY.	Retain
40	Mulago Specialized Women and Neonatal Hospital	1929	Institutional Development Project for Mulago Specialized Women and Neonatal Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
41	Mulago National Referral Hospital	1930	Institutional Development of Mulago National Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
42	Soroti University	1932	Institutional Development for Soroti University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
43	Lira University	1934	Institutional Development of Lira University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
44	Uganda Aids Commission (UAC)	1952	Institutional Development of Uganda AIDS Commission	7/1/2025	6/30/2030	The project commenced this FY.	Retain
45	Uganda Cancer Institute (UCI)	1953	Institutional Development of Uganda Cancer Institute	7/1/2025	6/30/2030	The project commenced this FY.	Retain
46	Uganda Heart Institute (UHI)	1954	Institutional Development of Uganda Heart Institute	7/1/2025	6/30/2030	The project commenced this FY.	Retain
47	Uganda National Medical Stores	1955	Institutional Development of Uganda National Medical Stores	7/1/2025	6/30/2030	The project commenced this FY.	Retain
48	Uganda Blood Transfusion Service (UBTS)	1956	Institutional Development of Uganda Blood Transfusion Service	7/1/2025	6/30/2030	The project commenced this FY.	Retain
49	Butabika Hospital	1957	Institutional Development of Butabika National Mental Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
50	Arua Hospital	1958	Institutional Development of Arua Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
51	Fort Portal Hospital	1959	Institutional Development of Fort Portal Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
52	Hoima Hospital	1960	Institutional Development of Hoima Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
53	Jinja Hospital	1961	Institutional Development of Jinja Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
54	Kabale Hospital	1962	Institutional Development of Kabale Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
55	Masaka Hospital	1963	Institutional Development of Masaka Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
56	Mbale Hospital	1964	Institutional Development of Mbale Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
57	Soroti Hospital	1965	Institutional Development of Soroti Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
58	Lira Hospital	1966	Institutional Development of Lira Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
59	Mbarara Regional Hospital	1967	Institutional Development of Mbarara Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
60	Mubende Regional Referral Hospital	1968	Institutional Development of Mubende Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
61	Moroto Regional Referral Hospital	1969	Institutional Development of Moroto Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
62	Naguru National Referral Hospital	1970	Institutional Development of Naguru National Trauma and Emergency Center Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
63	Kayunga Referral Hospital	1971	Institutional Development of Kayunga Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
64	Yumbe Referral Hospital	1972	Institutional Development of Yumbe Regional Referral Hospital	7/1/2025	6/30/2030	The project commenced this FY.	Retain
65	National Curriculum Development Centre (NCDC)	1974	Institutional Development of National Curriculum Development Centre	7/1/2025	6/30/2030	The project commenced this FY.	Retain
66	Uganda National Examination Board (UNEB)	1977	Institutional Development of Uganda National Examinations Board	7/1/2025	6/30/2030	The project commenced this FY.	Retain
67	Education Service Commission (ESC)	1978	Institutional Development of Education Service Commission	1/7/2025	6/30/2030	The project commenced this FY.	Retain
68	National Council for Higher Education	1980	Institutional Development of National Council for Higher Education	7/1/2025	6/30/2030	The project commenced this FY.	Retain
69	Makerere University	1982	Institutional Development of Makerere University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
70	Mbarara University	1983	Institutional Development of Mbarara University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
71	Makerere University Business School	1984	Institutional Development of Makerere University Business School	7/1/2025	6/30/2030	The project commenced this FY.	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
72	Kyambogo University	1985	Institutional Development of Kyambogo University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
73	Busitema University	1986	Institutional Development of Busitema University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
74	Muni University	1987	Institutional Development of Muni University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
75	Kabale University	1988	Institutional Development of Kabale University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
76	Gulu University	1989	Institutional Development of Gulu University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
77	Uganda Management Institute	1990	Institutional Development of Uganda Management Institute	7/1/2025	6/30/2030	The project commenced this FY.	Retain
78	Mountains of the Moon University	1991	Institutional Development of Mountains of the Moon University	7/1/2025	6/30/2030	The project commenced this FY.	Retain
79	Ministry of Education and Sports	1995	Uganda Learning Acceleration Program (ULEARN)	7/1/2025	6/30/2030	The project commenced this FY.	Retain
80	Ministry of Health	1996	Emergency Medical Services Acceleration Project	7/1/2025	6/30/2030	New project and it is externally financed. No resources allocated to the project in FY 25/26. Fast track readiness conditions that trigger disbursements.	Retain
81	Ministry of Health	0220	Global Fund for AIDS, TB and Malaria	6/30/2010	6/30/2027	The project has a running Grant Agreement up to FY 26/27.	Retain
82	Ministry of Health	1436	GAVI Vaccines and Health Sector Dev't Plan Support	1/7/2017	6/30/2028	The project has a running Grant Agreement up to FY 27/28.	Retain
Innovation, Technology Development And Transfer							
01	Science, Technology and Innovation	1861	Institutional Development for Secretariat of Science Technology and Innovation	7/1/2025	6/30/2030	The vote budgeted for acquisition of land for the establishment of Uganda's High Tech Innovation City at a cost of UGX. 38 Bn which is outside the scope of Institutional development Projects. The Vote should focus on only outputs that are within the established jurisdiction of ID projects going forward.	Retain
02	Uganda Industrial Research Institute (UIRI)	1973	Institutional Development of Uganda Industrial Research Institute	2025-07-01	2030-06-30	The project outputs are well aligned with the scope of Institutional Development Projects.	Retain
Integrated Transport Infrastructure And Services							
01	Ministry of Works and Transport	1404	Kibuye -Busega- Mpigi	7/1/2016	6/30/2027	Need fastrack additional financing for the project. The project is behind schedule.	Retain
02	Ministry of Works and Transport	1545	Kisoro-Mgahinga National Park Headquarters Road	7/1/2019	6/30/2027	The civil works contract was signed on 19th September, 2023 and the contractor is still mobilising.	Retain
03	Ministry of Works and Transport	1563	URC Capacity Building Project	7/1/2020	6/30/2028	The Financing agreement with AfDB become effective on 18/09/2023 and is running upto 31/03/2028.	Retain
04	Ministry of Works and Transport	1564	Community Roads Improvement Project	7/1/2020	6/30/2027	The project was earlier granted a 2 year extension to cater for outstanding works.	Retain
05	Ministry of Works and Transport	1657	Moyo-Yumbe-Koboko road	7/1/2020	6/30/2028	The project was earlier granted an extension of 3 years after signing the civil works contract.	Retain
06	Kampala Capital City Authority	1658	Kampala City Roads Rehabilitation Project	7/1/2020	6/30/2028	The project was affected by prolonged procurement processes. The project was earlier granted an extension of four (04) year after extending the Financing Agreement with AfDB.	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27						
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC DECISION
07	Ministry of Works and Transport	1659	Rehabilitation of the Tororo, Gulu railway line	7/1/2020	6/30/2028	The project was affected by the cancellation of funding by EU. A civil works contract was signed with CRBC in April, 2023. Extend for 3 years to cater for the outstanding works and DLP.
08	Ministry of Works and Transport	1693	Rehabilitation of Kampala-Jinja Highway (72 Km)	7/1/2020	6/30/2028	The project was earlier extended to cater for the outstanding works and expanded scope.
09	Ministry of Works and Transport	1694	Rehabilitation of Mityana-Mubende Road (100 Km)	7/1/2020	6/30/2028	The project has been faced with cash flow constraints that led to suspension of works by the contractor twice. The project was earlier extended for 3 years.
10	Ministry of Works and Transport	1695	Rehabilitation of Packwach-Nebbi Section 2 Road (33 Km)	7/1/2020	6/30/2027	The project has been delayed due to cashflow constraints that led to suspension of works for a period of 9 months by the contractor.
11	Ministry of Works and Transport	1769	Upgrading of Kitgum-Kidepo Road (115 Km)	7/1/2022	6/30/2027	The project has taken off since 2022 and is still negotiating for financing.
12	Ministry of Works and Transport	1771	Land Acquisition Project II	7/1/2022	6/30/2027	The project is on track
13	Ministry of Works and Transport	1774	Streamlining Management of Motor Vehicle Registration	7/1/2022	6/30/2027	The Vote should fast-track construction of the one-stop centre.
14	Ministry of Works and Transport	1785	Proposed Upgrading of Kyenjojo (Kihura)-Bwizi-Rwamwanja-Kahunge (68Km)/Mpara-Bwizi (37 Km)	7/1/2023	6/30/2028	The contract for civil works was signed on 18th December, 2024 and the civil works are yet to commence.
15	Ministry of Works and Transport	1794	Upgrading of Namagumba - Budadiri - Nalugugu Road	7/1/2023	6/30/2028	The civil works commenced in January, 2025.
16	Ministry of Works and Transport	1795	Construction of the Masindi Port Bridge	7/1/2023	6/30/2028	Project still under procurement. The Vote should fast-track finalisation of the procurement processes.
17	Ministry of Works and Transport	1796	Proposed Upgrading of Katine Ochoero (72.9 km);	7/1/2023	6/30/2028	Project still under procurement. The Vote should fast-track finalisation of the procurement processes.
18	Ministry of Works and Transport	1807	Upgrading of Iganga-Bulopa-Kamuli Road (57.2Km)	7/1/2024	6/30/2029	The civil works contract was signed on 25th October, 2024. The delayed commencement is due to delayed compensation of PAPs.
19	Ministry of Works and Transport	1808	Upgrading of Mpigi-Kasanje-Buwaya-Nateete-Nakawuka-Kisubi and Connecting Roads (71.15Km)	7/1/2024	6/30/2029	The project has secured only 9.24% of the Right of Way. The Vote needs to get a mechanism of resolving ROW acquisition impediments
20	Ministry of Works and Transport	1809	Reconstruction of Masaka-Mutukula Road (89.5Km)	7/1/2024	6/30/2029	The project is pre-financed for the first 2 years and is on schedule.
21	Ministry of Works and Transport	1810	Upgrading of Jinja-Mbulamuti-Kamuli-Bukungu Road (127Km) from Gravel to Paved Standard	7/1/2024	6/30/2029	Project commencement awaits financial closure. The project is pre-financed by M/S Power China International Group Limited.
22	Ministry of Works and Transport	1816	Upgrading of Kumi-Ngora-Brooks Corner-Serere-Kagwara Road	7/1/2024	6/30/2029	Project finalising procurement processes.
23	Ministry of Works and Transport	1818	Rehabilitation of Matugga-Kapeeka Road (42km)	7/1/2024	6/30/2029	The project is behind schedule due to pending settlement of IPCs.
24	Ministry of Works and Transport	1819	Rehabilitation of Busunju-Kiboga-Hoima Road (145km)	7/1/2024	6/30/2029	The project is behind schedule due to cashflow constraints.
25	Ministry of Works and Transport	1820	Rehabilitation of Karuma-Packwach Road (106km)	7/1/2024	6/30/2029	The project has faced cashflow constraints accruing from delayed payment of IPCs.
26	Ministry of Works and Transport	1821	Upgrading of Kayunga-Bbale-Galiraya Road (88.5km)	7/1/2024	6/30/2029	New project
27	Ministry of Works and Transport	1822	Emergency Reconstruction of selected sections along Kampala -Masaka Road	7/1/2024	6/30/2029	The project is on schedule.
28	Ministry of Works and Transport	1823	Construction of New Ssezibwa Bridge	7/1/2024	6/30/2029	The project is progressing well.

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
29	Ministry of Works and Transport	1824	Upgrading of Hamurwa Kerere Kanungu Kanyantorogo Butogota Buhoma/ Hamayanja Ifasha Ikumba Road (143km) from Gravel to Paved Standard	7/1/2024	6/30/2029	Negotiations for financing with UKEF are yet to be finalized.	Retain
30	Ministry of Works and Transport	1840	Upgrading of Karenga-Kapedo-Kaabong Road (68km) from Gravel to Paved Standard	7/1/2025	6/30/2030	New project	Retain
31	Ministry of Works and Transport	1842	Upgrading of Nakaseke-Singo-Kituuma Road (71Km)	7/1/2025	6/30/2030	New project	Retain
32	Ministry of Works and Transport	1849	Construction of Standard Gauge Railway	7/1/2025	6/30/2030	New project	Retain
33	Ministry of Works and Transport	1888	Institutional Development for Ministry of Works and Transport	7/1/2025	6/30/2030	The project commenced this FY.	Retain
Legislation, Oversight And Representation							
01	Parliamentary Commission	1927	Institutional Development of the Parliamentary Commission	2025-07-01	2030-06-30	The project outputs are well aligned with the scope of Institutional Development Projects.	Retain
Natural Resources, Environment, Climate Change, Land And Water							
01	Ministry of Water and Environment	1417	Farm Income Enhancement and Forestry Conservation Programme Phase II	7/1/2016	6/30/2027	Project is behind schedule following delays in disbursement and implementation .	Retain
02	Ministry of Water and Environment	1613	Investing in Forests and Protected Areas for Climate-Smart Development	7/1/2020	6/30/2027	The project was granted an extension of 2 years in with the Financing Agreement with IDA.	Retain
03	Ministry of Water and Environment	1697	National Wetlands Restoration Project	7/1/2020	6/30/2027	The project was granted an extension of 2 years in with the Financing Agreement.	Retain
04	Ministry of Water and Environment	1761	Strengthening Drought Resilience for Smaller household farmers and the Pastoralists in the IGAD region (DRESS-EA Project)	7/1/2021	6/30/2027	The project has runnbing contractual obligations.	Retain
05	Ministry of Water and Environment	1762	Potable Water Project	7/1/2021	6/30/2027	The project has runnbing contractual obligations.	Retain
06	Ministry of Water and Environment	1781	Faecal Sludge Management Enhancement Project(FSMEP)	7/1/2023	30/06/2028	The project is on track	Retain
07	Ministry of Water and Environment	1799	Enhancing Resilience of Communities and Fragile Ecosystems to Climate Change Risk in Katonga and Mpologoma Catchments Project	7/1/2023	30/06/2028	The project is on track	Retain
08	Ministry of Water and Environment	1825	Multinational Lakes Edward and Albert Integrated Water Resources Management Project (LEAF III)	7/30/2024	6/30/2029	The project is on track	Retain
09	Ministry of Water and Environment	1834	Kalangala and Itanda Falls Conservation and Protection Project (KIFP)	7/1/2024	6/30/2029	The project is on track	Retain
10	Ministry of Water and Environment	1860	Transboundary Water Resources management	7/1/2025	6/30/2030	The project is new in the PIP	Retain
11	Ministry of Water and Environment	1906	Institutional Development of the Ministry of Water and Environment	2025-07-01	2030-06-30	The project commenced this FY.	Retain
12	National Environment Management Authority (NEMA)	1908	Institutional Development of National Environment Management Authority (NEMA)	2025-07-01	2030-06-30	The project commenced this FY.	Retain
13	National Forestry Authority (NFA)	1979	Institutional Development of National Forestry Authority	7/1/2025	6/30/2030	The project commenced this FY.	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
Private Sector Development							
01	Uganda National Bureau of Standards (UNBS)	1783	Construction of Food Safety and Engineering Testing Laboratories	7/1/2023	6/30/2028	The project was earlier downgraded to pipeline due to non-prioritisation of funding for 2 years. However, the Vote appealed the decision and consequently allocated UGX. 30 Bn and the works have commenced this FY 25/26.	Retain
02	Uganda National Bureau of Standards (UNBS)	1875	Institutional Development for Uganda National Bureau of Standards	7/1/2025	2030-06-30	The project commenced this FY.	Retain
03	Uganda Retirement Benefits Regulatory Authority	1887	Institutional Development for Uganda Retirement Benefits Regulatory Authority	7/1/2025	2030-06-30	The Vote budgeted for recurrent and operational outputs that are outside the scope of the projects such as; allowances (Incl. Casuals, Temporary, sitting allowances), ICT Supplies and Small Office Equipment at a cost of UGX. 0.590 Bn. The Vote should focus on only retooling outputs going forward.	Retain
04	Uganda Investment Authority (UIA)	1895	Institutional Development of Uganda Investment Authority Project	7/1/2025	2030-06-30	The Vote is undertaking activities that are outside the scope of Institutional Development Projects that relate to construction of roads in Mbale, Kapeeka and Namanve at a cost of UGX. 187.180 Bn. The Vote should progress independent construction projects.	Retain
05	Ministry of Trade, Industry and Co-operatives	1899	Institutional Development of Ministry of Trade, Industry and Cooperatives	7/1/2025	6/30/2030	The project commenced this FY.	Retain
06	Uganda Freezones and Export Promotion Authority	1981	Institutional Development of Uganda Free Zones and Export Promotion Authority	7/1/2025	6/30/2030	The Vote is undertaking activities that are outside the scope of Institutional Development Projects that relate to Completion of the Entebbe International Airport Public Free Zone at a cost of UGX. 2.257 Billion. The Vote should progress independent construction projects.	Retain
Public Sector Transformation							
01	Local Government Finance Commission (LGFC)	1871	Institutional Development for Local Government Finance Commission	7/1/2025	6/30/2030	The project commenced this FY.	Retain
02	Ministry of Public Service	1872	Institutional Development for Ministry of Public Service	7/1/2025	6/30/2030	The project commenced this FY.	Retain
03	Public Service Commission (PSC)	1893	Institutional Development of Public Service Commission	7/1/2025	2030-06-30	The project commenced this FY.	Retain
Regional Balanced Development							
01	Ministry of Local Government	1894	Institutional Development for Ministry of Local Government	7/1/2025	2030-06-30	The project commenced this FY.	Retain
02	Office of the Prime Minister	1920	Northern Uganda Social Action Fund (NUSAF IV)	2025-07-01	2030-06-30	The project commenced this FY.	Retain
Sustainable Energy Development							
01	Ministry of Energy and Mineral Development	1429	ORIO Mini Hydro Power and Rural Electrification Project	01/07/2017	6/30/2029	Civil works for Phase 1 commenced in Jan 2025 and Phase II works are scheduled to commence in Oct 2026.	Retain
02	Ministry of Energy and Mineral Development	1492	Kampala Metropolitan Transmission System Improvement Project	01/07/2017	6/30/2025	The Project has outstanding contractual obligations. The Last Drawdown (LDD) for external financing is in 2028.	Retain
03	Ministry of Energy and Mineral Development	1775	Electricity Access Scale Up Project	7/1/2022	6/30/2027	Project implementation is slow occasioned by the low loan disbursement of 8.1% and delayed procurement of contractors for grid extensions and the institutional solar installation works. Fast-track procurement of the contractor and fulfilment of the disbursement conditions.	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
04	Ministry of Energy and Mineral Development	1800	Clean Energy Access Project	7/1/2023	6/30/2028	Project has registered modest progress ie. installation of 2 EV chargers and identification of 3 sites for regional product development and certification centers due to cashflow constraints. The Vote should prioritise allocating resources to the project in FY 26/26 or the project will be exited from the PIP.	Retain
05	Ministry of Energy and Mineral Development	1812	Strengthening the National Regulatory Infrastructure for Radiation Safety and Nuclear Security	7/1/2024	6/30/2029	The project has faced cashflow constraints which timely delivery of planned intervention. The Vote should prioritise funding for this project or else it will be downgraded to the pipeline..	Retain
06	Ministry of Energy and Mineral Development	1827	Construction of 400kv Karuma-Tororo Transmission Line and 132kv Niinda Substation	7/30/2024	6/30/2029	The project's civil works are due to commence this FY 2025/26.	Retain
07	Ministry of Energy and Mineral Development	1828	Rural Electrification and Connectivity Project	7/30/2024	6/30/2029	The project is on budget	Retain
08	Ministry of Energy and Mineral Development	1844	GET Access Uganda Mini-Grid Systems Project	7/1/2025	6/30/2030	The project commenced this FY. The Vote should prioritise funding project in the subsequent years otherwise it will be downgraded to the pipeline.	Retain
09	Ministry of Energy and Mineral Development	1851	Hoima-Kinyara-Kafu 220KV Transmission Line and Associated Substations	7/1/2025	6/30/2030	The project commenced this FY.	Retain
10	Ministry of Energy and Mineral Development	1885	Institutional Development for Ministry of Energy and Mineral Development	7/1/2025	2030-06-30	The project commenced this FY.	Retain
11	Ministry of Energy and Mineral Development	1992	Construction of the 400KV Olwiyi Nimule Transmission Line and Associated Substations Project	7/1/2025	6/30/2030	The project commenced this FY and Government is finalising the external financing arrangements.	Retain
12	Ministry of Energy and Mineral Development	1993	Rehabilitation of 380MW Nalubaale and Kira Complex	7/1/2025	6/30/2030	The project commenced this FY and Government is finalising the external financing arrangements.	Retain
13	Ministry of Energy and Mineral Development	1994	Upgrade of Mutundwe-Buloba-Kabulasoke-Masaka and Kabulasoke-Nkongwe-Rugonjo-Nkenda 132KV Transmission line and Associated substations	7/1/2025	6/30/2030	The project commenced this FY and Government is finalising the external financing arrangements.	Retain
14	Ministry of Energy and Mineral Development	1801	Energy and Minerals land Acquisition and Infrastructure Studies Project	7/1/2023	6/30/2028	The core activities for which the project was admitted into the PIP have not been prioritised, notably land acquisition. This is attributed to inconsistent land acquisition processes across generation, transmission and distribution segments. The project has not achieved its intended purpose given that projects are still acquiring Right of way at an individual basis.	Retain
Sustainable Extractives Industry Development							
01	Ministry of Energy and Mineral Development	1773	Mineral Regulation Infrastructure Project	7/1/2022	6/30/2027	The project has registered modest progress on tangible outputs that provide a foundation for continuity ie. beneficiation centres and weighbridges.	Retain
02	Petroleum Authority of Uganda (PAU)	1780	National Oil Spill response and monitoring Infrastructure Project	7/1/2023	6/30/2028	The project has a modest progress occasioned by underfunding of project operations. The Vote should prioritise funding for the project in FY 26/27 or else will be downgraded to the pipeline.	Retain
03	Ministry of Energy and Mineral Development	1793	Midstream Petroleum Infrastructure Development Project Phase II	7/1/2023	6/30/2028	RAP of the mini-products pipeline is at 80% and additional land acquisition for the Kampala Storage Terminal (KST) is underway. Fast-track acquisition of ROW for KST.	Retain
04	Ministry of Energy and Mineral Development	1833	Support Uganda Mineral-based Industrialisation Project (SUMIP)	7/1/2024	6/30/2029	The project has faced cashflow constraints which timely delivery of planned intervention. The Vote should prioritise funding for this project.	Retain

ANNEX IV: PROJECTS RETAINED IN THE PIP FOR FY 2026/27

SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
05	Ministry of Energy and Mineral Development	1854	The Uganda Geothermal Resources Development Project Phase II	7/1/2025	6/30/2030	The project is new in the PIP	Retain
06	Petroleum Authority of Uganda (PAU)	1884	Institutional Development for Petroleum Authority of Uganda	7/1/2025	2030-06-30	The project commenced this FY.	Retain
Sustainable Urbanisation And Housing							
01	Ministry of Lands, Housing & Urban Development	1850	Uganda Cities and Municipalities Infrastructure Development Project (UCMID)	7/1/2025	6/30/2030	The project commenced this FY.	Retain
02	Ministry of Lands, Housing & Urban Development	1898	Institutional Development Project-Ministry of Lands, Housing and Urban Development	7/1/2025	6/30/2030	The vote budgeted for recurrent and operational outputs that are outside the scope of the project i.e. contract staff salaries, nssf contributions, staff training, ICT supplies, travel inland, fuel, lubricants and oils under the project. The vote should focus on only retooling outputs going forward	Retain
03	Uganda Land Commission (ULC)	1924	Institutional Development of Uganda Land Commission	2025-07-01	2030-06-30	The vote budgeted for recurrent and operational outputs that are outside the scope of the projects such as: Allowances, Workshops, Meetings and Seminars, Welfare and Entertainment, Printing, Stationery, Photocopying and Binding, Protective Gear, Consultancy Services, Travel inland, Fuel, Lubricants and Oils. The Vote should focus on only retooling outputs going forward. The vote should find a vehicle to carry The Land Fund and other activities that are not part of the project.	Retain
04	Ministry of Kampala Capital City and Metropolitan Affairs	1928	Institutional Development for Ministry of Kampala Capital City and Metropolitan Affairs	7/1/2025	2030-06-30	The vote did not allocate resources to the project. Further more, the vote has not been prioritizing institutional development projects for the last 5 years. The project will be exited from the PIP if the Vote doesn't prioritise this project in FY 26/27	Retain
05	Ministry of Kampala Capital City and Metropolitan Affairs	1798	GKMA Urban Development Project	7/1/2023	6/30/2028	Most of the project civil works on road construction have been signed. The project activities should be fast tracked.	Retain
06	Ministry of Lands, Housing and Urban Development	1829	Land Economic Competitiveness Project	7/30/2024	6/30/2029	New project focussing on rehabilitation of ministry zonal offices and is progressing well.	Retain
Tourism Development							
01	Ministry of Tourism, Wildlife and Antiquities	1782	Mitigating Human Wildlife Conflict	1/7/2023	30/06/2028	Project is behind schedule due to cashflow constraints. The Vote should prioritise funding for this project.	Retain
02	Ministry of Tourism, Wildlife and Antiquities	1880	Institutional Development for Ministry of Tourism, Wildlife and Antiquities	7/1/2025	6/30/2030	The project commenced this FY.	Retain
03	Uganda Tourism Board (UTB)	1881	Institutional Development for Uganda Tourism Board	7/1/2025	6/30/2030	The project commenced this FY.	Retain

ANNEX V: PROJECTS GRANTED EXTENSION IN THE PIP FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
Agro-Industrialization							
01	Ministry of Agriculture, Animal Industry and Fisheries	1323	The Project on Irrigation Scheme Development in Central and Eastern Uganda (PISD)-JICA Supported Project	7/1/2015	6/30/2028	The project has outstanding contractual obligations.	Extend
02	Ministry of Agriculture, Animal Industry and Fisheries	1357	Improving Access and Use of Agricultural Equipment and Mechanisation through the use of labour saving technologies	7/1/2014	6/30/2028	The project has outstanding contractual obligations.	Extend
03	Ministry of Water and Environment	1559	Drought Resilience in Karamoja Sub-Region Project	7/1/2019	6/30/2028	The project has a running Financing Agreement with KFW running until 30/6/2028.	Extend
04	Ministry of Water and Environment	1523	Water for Production Phase II	7/1/2019	6/30/2027	Project has outstanding contractual obligations.	Extend
05	Ministry of Water and Environment	1661	Irrigation For Climate Resilience Project Profile	1/7/2021	6/30/2027	The project has a running Financing Agreement and outstanding Contractual obligation until 18/8/2027	Extend
06	Ministry of Agriculture, Animal Industry and Fisheries	1661	Irrigation For Climate Resilience Project Profile	1/7/2021	6/30/2027	The project has a running Financing Agreement and outstanding Contractual obligation until 18/8/2027	Extend
07	Ministry of Water and Environment	1666	Development of Solar Powered Irrigation and Water Supply Systems	7/1/2020	6/30/2027	Project has outstanding contractual obligations.	Extend
08	Ministry of Local Government	1509	Local Economic Growth (LEGS) Support Project	7/1/2018	6/30/2027	The project has outstanding contractual obligations.	Extend
09	Ministry of Agriculture, Animal Industry and Fisheries	1709	Rice Development Project Phase II	1/7/2021	6/30/2028	The project has outstanding contractual obligations.	Extend
Digital Transformation							
01	National Information Technologies Authority	1615	Government Network (GOVNET) Project	7/1/2020	6/30/2029	The project has a running Financing Agreement with IDA of World Bank up to FY 2028/29.	Extend
Governance and Security							
01	Inspectorate of Government (IG)	1496	Construction of the IGG Head Office Building Project	7/1/2018	6/30/2027	Project has outstanding contractual obligations and need to cater for DLP.	Extend
02	Uganda Police Force	0385	Assistance to Uganda Police	7/1/2010	6/30/2027	Additional scope persistently increased. Intended interventions have been completed.	Extend
Human Capital Development							
01	Ministry of Health	1243	Rehabilitation and Construction of General Hospitals	1/7/2012	6/30/2027	Project has outstanding contractual obligations.	Extend
02	Ministry of Water and Environment	1438	Water Service Acceleration Project (SCAP 100%)	7/1/2017	6/30/2027	Project has outstanding contractual obligations.	Extend
03	Ministry of Water and Environment	1562	Lake Victoria Water and Sanitation (LVWATSAN) Phase 3	1/7/2020	6/30/2027	Project has outstanding contractual obligations.	Extend
04	Ministry of Education and Sports	1665	Uganda Secondary Education Expansion Project	7/1/2020	6/30/2028	The project has outstanding contractual obligations.	Extend

ANNEX V: PROJECTS GRANTED EXTENSION IN THE PIP FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
Integrated Transport Infrastructure And Services							
01	Ministry of Works and Transport	1279	Seeta-Kyaliwajjala-Matugga-Wakiso-Buloba-Nsangi	7/1/2014	6/30/2028	The project has outstanding works occasioned due to cashflow constraints. The vote is required to come up a robust plan of fast-tracking implementation of this project.	Extend
03	Ministry of Works and Transport	1280	Najjanankumbi-Busabala Road and Nambole-Namityango-Seeta	3/31/2014	6/30/2028	The project has outstanding works occasioned due to cashflow constraints. The vote is required to come up a robust plan of fast-tracking implementation of this project.	Extend
04	Ministry of Works and Transport	1322	Upgrading of Muyembe-Nakapiripirit (92 km)	7/1/2015	6/30/2028	The project has outstanding works.	Extend
05	Ministry of Works and Transport	1403	Soroti -Katakwi- Moroto -Lokitonyala Road	7/1/2017	6/30/2027	The Project has a running financing agreement with BADEA.	Extend
06	Ministry of Works and Transport	1490	Luwero - Butalangu Road	7/1/2017	6/30/2027	The project needs an extension of one year to finish all pending works and also cater for the defects liability period.	Extend
07	Ministry of Works and Transport	1705	Rehabilitation and Upgrading of Urban Roads Project	7/1/2021	6/30/2028	The project has outstanding contractual obligations occasioned by the increased scope for the Busoga and Bukedea town roads	Extend
08	Ministry of Works and Transport	1764	Upgrade of Yumbe-Manibe (74 Km) to paved Standard	7/1/2021	6/30/2029	The project has outstanding contractual obligations.	Extend
09	Ministry of Works and Transport	0267	Improvement of Ferry services	7/1/2003	6/30/2027	The project has outstanding works relating to procurement of ferries and landing sites.	Extend
10	Ministry of Works and Transport	1274	Musita-Lumino-Busia/Mejanji Road	7/1/2014	6/30/2027	The project has outstanding contractual obligations.	Extend
11	Ministry of Works and Transport	1278	Kampala-Jinja Expressway	7/1/2014	6/30/2027	The project was earlier extended to enable completion of preparatory activities.	Extend
12	Ministry of Works and Transport	1284	Development of new Kampala Port in Bukasa	7/1/2013	6/30/2027	The project has outstanding activities relating to land acquisition and dredging activities.	Extend
13	Ministry of Works and Transport	1320	Construction of 66 Selected Bridges	7/1/2015	6/30/2027	The project has outstanding works.	Extend
14	Ministry of Works and Transport	1421	Development of the Construction Industry	7/1/2016	6/30/2027	The project's financing agreement is expiring this FY 25/26.	Extend
15	Ministry of Works and Transport	1456	Multinational Lake Victoria Maritime Comm. & Transport Project	7/1/2017	6/30/2027	The project is under DLP.	Extend
16	Ministry of Works and Transport	1489	Development of Kabaale Airport	7/1/2017	6/30/2027	The project has outstanding works pertaining to operationalising the airport.	Extend
17	Ministry of Works and Transport	1703	Rehabilitation of District Roads Project	7/1/2021	6/30/2027	The project has outstanding works relating to DRC roads in line with H.E President directive and acquisition of road equipment.	Extend

ANNEX V: PROJECTS GRANTED EXTENSION IN THE PIP FOR FY 2026/27						
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC DECISION
Legislation, Oversight And Representation						
01	Parliamentary Commission	0355	Rehabilitation of Parliament	7/1/2011	6/30/2027	The project has reached its end date and its highly recurrent in nature.
Natural Resources, Environment, Climate Change, Land And Water Management						
01	Ministry of Water and Environment	1662	Water Management Zones Project Phase 2	7/1/2020	6/30/2028	The project has a running Financing Agreement with UKEF up to FY 26/27.
02	Ministry of Lands, Housing & Urban Development	1763	Land Valuation Infrastructure Project	7/1/2021	6/30/2027	The project has outstanding contractual obligations.
03	Ministry of Water and Environment	1530	Integrated Water Resources Management and Development Project (IWMDDP)	7/1/2019	6/30/2028	The project has outstanding contractual obligations.
Private Sector Development						
01	Ministry of Finance, Planning and Economic Development	1706	Investment for Industrial Transformation and Employment Project (INVITE)	7/1/2021	6/30/2028	The project was granted a no cost extension by ISDB upto 31st December 2025
02	Uganda Investment Authority (UIA)	0994	Development of Industrial Parks	7/1/2008	6/30/2028	The project has financing agreement up to FY 2027/28 and outstanding contractual obligations.
Regional Balanced Development						
01	Ministry of Local Government	1760	Rural Development and Food Security in Northern Uganda	1/7/2021	5/30/2028	The civil works contract was signed on 29th January, 2025 and a 50% advance was made. The project was granted an extension of 3 years to cater for outstanding works.
Sustainable Extractives Industry Development						
01	Ministry of Energy and Mineral Development	1611	Petroleum Exploration and Promotion of Frontier Basins	01/07/2020	6/30/2027	The project was delayed for 3 years due to delayed approval of financing by IDA of the World Bank.
02	Ministry of Energy and Mineral Development	1610	Liquefied Petroleum Gas (LPG) Supply and Infrastructure Intervention	01/07/2020	6/30/2027	Physical progress is at 99.9% and the outstanding snags can be completed within the remaining period.
Sustainable Energy Development						
01	Ministry of Energy and Mineral Development	1183	Karuma Hydroelectricity Power Project	16/12/2011	6/30/2027	The project is still under DLP as per the financing agreement.
Tourism Development						
01	Ministry of Tourism, Wildlife and Antiquities	1699	Development of Museums and heritage Sites for Cultural Tourism Phase II.	7/1/2021	6/30/2028	The project was delayed due to cashflow constraints and crevasse formation in Margherita glacier. The project has outstanding contractual obligations. The project was granted a 2 year extension.

ANNEX V: PROJECTS GRANTED EXTENSION IN THE PIP FOR FY 2026/27							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
02	Ministry of Tourism, Wildlife and Antiquities	1700	Mt. Rwenzori Tourism Infrastructure Development Project Phase II.	7/1/2021	6/30/2028	The project has a running Financing Agreement with IDA of World Bank beyond FY 2025/26. The project should be extended for 2 years.	Extend
03	Ministry of Tourism, Wildlife and Antiquities	1701	Development of Source of the Nile Project Phase II.	7/1/2021	6/30/2028	The project has outstanding contractual obligations.	Extend
Administration of Justice							
01	Judiciary (Courts of Judicature)	1556	Construction of the Supreme Court and Court of Appeal Buildings	7/1/2019	6/30/2028	The project has outstanding contractual obligations.	Extend

ANNEX VI: PROJECTS RECOMMENDED FOR RE-SCOPING							
SN	Vote Name	Project Code	Project Name	Start Date	Revised end date	DC OBSERVATION	DC DECISION
Governance and Security							
01	Ministry of Defence	1178	UPDF Peace Keeping Mission in Somalia	7/1/2015	6/30/2027	The need to align the project to the new peace keeping operations under African Union Support and Stabilization Mission in Somalia (AUSSOM).	Re-scope
Human Capital Development							
01	Ministry of Education and Sports	1432	OFID Funded Vocational Project Phase II	7/1/2017	6/30/2027	The Vote changed the scope of the DC to include construction of the MoES headquarters funded by Saudi Fund without approval of DC. The Government has also requested extension of the Financing Agreement by the funder.	Re-scope
Integrated Transport Infrastructure And Services							
01	Ministry of Works and Transport	1176	Hoima- Wanseko Road	3/10/2010	6/30/2027	The project has outstanding works relating to Package 4 and 6 a& b and: access roads to Kinyara Sugar Factory and the Airport. The project should be downscaled, the packages that have not commenced should be undertaken as independent projects. However, the project should be extended for one year to specifically cater for the pending works on access roads to Kinyara and Kabaale airport.	Re-scope
02	Ministry of Works and Transport	1313	North Eastern Road-Corridor Asset Management Project	7/1/2014	6/30/2027	The project has numerous challenges and has registered minimal progress. There is need to downscale the scope of the project and section (123.8 Km)to be financed by GOU and be subjected to the appraisal processes.	Re-scope
03	Ministry of Works and Transport	1402	Rwenkunywe -Apac- Lira -Acholi Road	7/1/2016	6/30/2027	Fast-track the outstanding works within the remaining period. The project scope should be downscaled and Lot 3 be appraised and/ or implemented as an independent project.	Re-scope
04	Ministry of Works and Transport	1841	Rehabilitation of Kikorongo-Bwera-Mpondwe Road (38.2Km)	7/1/2025	6/30/2030	Rescope the project to include the component on the remedial works for Ntugamo-Kabale-Katuna.	Re-scope

ANNEX VII: PROJECTS GRANTED CODES FOR FY 2026/27

S/N	Project Code	Project Name	Programme Name	Vote Name	Project Category	CBA REQ T	STATUS	Project Cost (Ushs Bn)	ATMS CONTRIBUTION
01	1998	Institutional Development of Mission in London, United Kingdom	Governance and Security	Mission in London, United Kingdom	ID	NO	N/A	15.00	Other
02	1999	Institutional Development of Mission in New Delhi, India	Governance and Security	Mission in New Delhi, India	ID	NO	N/A	8.00	Other
03	2000	Institutional Development of Mission in Abuja, Nigeria	Governance and Security	Mission in Abuja, Nigeria	ID	NO	N/A	6.00	Other
04	2001	Institutional Development of Mission in Washington, USA	Governance and Security	Mission in Washington, USA	ID	NO	N/A	20.00	Other
05	2002	Institutional Development of Mission in Riyadh, in Saudi Arabia	Governance and Security	Mission in Riyadh, in Saudi Arabia	ID	NO	N/A	8.00	Other
06	2003	Institutional Development of Mission in Ankara, Turkey	Governance and Security	Mission in Ankara, Turkey	ID	NO	N/A	8.00	Other
07	2004	Institutional Development of Mission in Moscow, Russia	Governance and Security	Mission in Moscow, Russia	ID	NO	N/A	6.00	Other
08	2005	Institutional Development of Mission in Juba, South Sudan	Governance and Security	Mission in Juba, South Sudan	ID	NO	N/A	4.00	Other
09	2006	Institutional Development of Mission in Bujumbura, Burundi	Governance and Security	Mission in Bujumbura, Burundi	ID	NO	N/A	6.00	Other
10	2007	Institutional Development of Mission in Uganda Consulate in Guangzhou, China	Governance and Security	Mission in Uganda Consulate in Guangzhou, China	ID	NO	N/A	8.00	Other
11	2008	Institutional Development of Mission in Doha, Qatar	Governance and Security	Mission in Doha, Qatar	ID	NO	N/A	6.00	Other
12	2009	Resource Enhancement and Accountability Programme II	Development: Plan Implementation	Ministry of Finance, Planning and Economic Development	Non-ID	Yes	Yes	489.00	Enabler
13	2010	Upgrading of Corner Ayer-Corner Aboke-Babi Road (55km) From Gravel to Paved Standard	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	347.50	Enabler
14	2011	Upgrading of Bubulo-Bududa Circular Road and Mbale-Nkok ojeru Road (49km) from Gravel to paved standard	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	392.50	Enabler
15	2012	Upgrading of Nebbi-Goli Road (16km) from Gravel to Paved standard	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	65.00	Enabler
16	2013	DUCAR Bridges Improvement Project	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	997.23	Enabler
17	2014	Construction of New Karuma Bridge and Access Roads	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	123.14	Enabler
18	2015	Entebbe Regional Referral Hospital Infrastructure Development	Human Capital Development	Entebbe Regional Referral Hospital	Non-ID	Yes	Yes	781.40	Enabler
19	2016	Improvement of Makerere University Infrastructure Project	Human Capital Development	Makerere University	Non-ID	Yes	Yes	754.88	Enabler
20	2017	Kabale University Infrastructure development Project	Human Capital Development	Kabale University	Non-ID	Yes	Yes	78.80	Enabler
21	2018	UWRTI Infrastructure Development Project	Tourism Development	Ministry of Tourism, Wildlife and Antiquities	Non-ID	Yes	Yes	55.60	Anchor
22	2019	Establishment of Services Uganda Centers	Public Sector Transformation	Ministry of Public Service	Non-ID	Yes	Yes	57.80	Enabler
23	2020	Uganda Rural Electricity Access Project Phase II	Sustainable Energy Development	Ministry of Energy and Mineral Development	Non-ID	Yes	Yes	614.24	Enabler

ANNEX VII: PROJECTS GRANTED CODES FOR FY 2026/27									
S/N	Project Code	Project Name	Programme Name	Vote Name	Project Category	CBA REQ'T	STATUS	Project Cost	ATMS CONTRIBUTION
24	2021	Wakiso West Water and Sanitation Project	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	637.34	Enabler
25	2022	Fully Integrated Prisons Industries Project	Agro-Industrialisation	Uganda Prisons Services	Non-ID	Yes	Yes	565.00	Anchor
26	2023	upgrading of Karugutu-Ntoroko Road (56.5 km)	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	328.68	Enabler
27	2024	Institutional Development of Uganda High Commission in Rwanda, Kigali	Governance and Security	Uganda High Commission in Rwanda, Kigali	ID	NO	N/A	6.00	Other
28	2025	Institutional Development of Uganda Embassy in Egypt, Cairo	Governance and Security	Uganda Embassy in Egypt, Cairo	ID	NO	N/A	8.00	Other
29	2026	Institutional Development of Uganda Embassy in Ethiopia, Addis Ababa	Governance and Security	Uganda Embassy in Ethiopia, Addis Ababa	ID	NO	N/A	8.00	Other
30	2027	Institutional Development of Uganda Embassy in China Beijing	Governance and Security	Uganda Embassy in China Beijing	ID	NO	N/A	10.00	Other
31	2028	Institutional Development of Uganda Embassy in Japan, Tokyo	Governance and Security	Uganda Embassy in Japan, Tokyo	ID	NO	N/A	9.00	Other
32	2029	Institutional Development of Uganda Embassy in Italy, Rome	Governance and Security	Uganda Embassy in Italy, Rome	ID	NO	N/A	10.00	Other
33	2030	Institutional Development of Uganda Embassy in DRC, Kinshasa	Governance and Security	Uganda Embassy in DRC, Kinshasa	ID	NO	N/A	10.00	Other
34	2031	Institutional Development of Uganda Embassy in Sudan, Khartoum	Governance and Security	Uganda Embassy in Sudan, Khartoum	ID	NO	N/A	5.00	Other
35	2032	Institutional Development of Uganda Embassy in Australia, Canberra	Governance and Security	Uganda Embassy in Australia, Canberra	ID	NO	N/A	8.00	Other
36	2033	Institutional Development of Uganda Embassy in Cuba, Havana	Governance and Security	Uganda Embassy in Cuba, Havana	ID	NO	N/A	10.00	Other
37	2034	Institutional Development of Uganda Embassy in Angola, Luanda	Governance and Security	Uganda Embassy in Angola, Luanda	ID	NO	N/A	10.00	Other
38	2035	Water and Sanitation Development Facility – East III	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	216.04	Enabler
39	2036	Water and Sanitation Development Facility – North III	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	283.20	Enabler
40	2037	Water and Sanitation Development Facility – Central III	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	180.88	Enabler
41	2038	Water and Sanitation Development Facility – Mid-Western	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	1002.29	Enabler
42	2039	Water and Sanitation Infrastructure Resilience Project	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	304.60	Enabler
43	2040	I ntegrated Flood and Drought Management Programme	Natural Resources, Environment, Climate Change, Land and Water Management	Ministry of Water and Environment	Non-ID	Yes	Yes	406.71	Enabler
44	2041	100% Service Coverage Acceleration Project – Umbrellas II	Human Capital Development	Ministry of Water and Environment	Non-ID	Yes	Yes	510.28	Enabler
45	2042	Water Resources Institute Infrastructure Development Project	Natural Resources, Environment, Climate Change, Land and Water Management	Ministry of Water and Environment	Non-ID	Yes	Yes	101.45	Enabler
46	2043	Enhancing resilience of communities to climate change – Phase 2	Natural Resources, Environment, Climate Change, Land and Water Management	Ministry of Water and Environment	Non-ID	Yes	Yes	42.30	Enabler

ANNEX VII: PROJECTS GRANTED CODES FOR FY 2026/27									
S/N	Project Code	Project Name	Programme Name	Vote Name	Project Category	CBA REQ'T	STATUS	Project Cost	ATMS CONTRIBUTION
47	2044	Development of Solar Powered Irrigation and Water Supply Systems Project Phase II	Agro-Industrialisation	Ministry of Water and Environment	Non-ID	Yes	Yes	904.56	Anchor
48	2045	Inner Murchison Bay Clean Up Project II	Natural Resources, Environment, Climate Change, Land and Water Management	Ministry of Water and Environment	Non-ID	Yes	Yes	141.42	Enabler
49	2046	Institutional Development for Uganda Health Professions Assessment Board	Human Capital Development	Uganda Health Professions Assessment Board	ID	NO	N/A	19.70	Other
50	2047	National Environment Management Authority Infrastructure Development Project	Natural Resources, Environment, Climate Change, Land and Water Management	National Environment Management Authority	Non-ID	Yes	Yes	253.68	Enabler
51	2048	Infrastructure Development at Mbale Industrial Park	Manufacturing	Uganda Investment Authority	Non-ID	Yes	Yes	617.24	Enabler
52	2049	Institutional Development Project for the Uganda Embassy in Tehran	Governance and Security	Uganda Embassy in Tehran	ID	NO	N/A	8.00	Other
53	2050	The Kablega Petro-based Industrial Park (KIP) Development	Sustainable Extractives Industry Development	Ministry of Finance, Planning and Economic Development	Non-ID	Yes	Yes	2916.84	Enabler
54	2051	Development of Infrastructure at Kasese Industrial and Business Park	Manufacturing	Uganda Investment Authority	Non-ID	Yes	Yes	594.70	Enabler
55	2052	Upgrading of Kabwohe-Nyakambu-Bwizibwera/Nyakambu-Nsiika-Nyakabirizi Road (92.2km) from Gravel to Paved Standard	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	Yes	403.81	Enabler
56	2053	Rehabilitation of Mbarara-Ishaka Road (59.2km)	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	No	262.15	Enabler
57	2054	Rehabilitation of Mbarara -Bwizibwera -Ibanda Road (65km)	Integrated Transport Infrastructure and Services	Ministry of Works and Transport	Non-ID	Yes	No	96.20	Enabler
58	2055	Development of MM Bulkwe Industrial Park	Manufacturing	Uganda Investment Authority	Non-ID	Yes	No	688.50	Enabler

ANNEX VIII: STANDARD OPERATING PROCEDURES (SOPs) FOR THE (DC)

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A. PURPOSE AND SCOPE

1. These SOPs provide a procedural framework for the operations of the Development Committee (DC) and its Sub-Committee. They ensure consistency, efficiency, accountability, and transparency in the execution of DC business.
2. These SOPs apply to the Main DC, the Sub-Development Committee (Sub-DC), and the DC Secretariat functions.
3. These SOPs complement the National Public Investment Management Policy (NPIMP) (November, 2024) and the revised DC Guidelines (January 2025) and do not replace them.

B. PRINCIPLES GOVERNING DC BUSINESS

4. The operations of the DC shall be guided by the following principles, as anchored in the Revised DC Guidelines:
 - (i) **Accountability:** Members shall hold their positions in public trust and be personally responsible for their actions or inaction.
 - (ii) **Professionalism:** Members shall adhere to professional codes of conduct, demonstrate competence, and uphold best practices in public service.
 - (iii) **Impartiality:** Members shall treat all projects fairly and without bias, basing decisions solely on merit.

- (iv) **Integrity:** Members shall act honestly and transparently in all DC business.
- (v) **Efficiency:** Members shall utilize resources, including time, optimally to achieve the Committee's objectives.
- (vi) **Effectiveness:** Members shall deliver results in line with established quality standards and performance targets.

C. LEADERSHIP AND COMPOSITION

- 5. As provided for under Section 3.6 of the Revised DC Guidelines, the DC shall be chaired by the Permanent Secretary/Secretary to the Treasury (PS/ST) or a delegated officer of at least Commissioner rank.
- 6. The PS/ST may co-opt or reconstitute members in line with prevailing policy needs.
- 7. Members must be at least Principal level (or equivalent) and possess qualifications in project management, monitoring and evaluation, or related fields.

D. MEETINGS

- 8. In line with Section 3.7 of the Revised DC Guidelines, meetings of the Main DC shall be held quarterly and conducted physically/online, in line with the approved DC calendar.
- 9. Sub-DC meetings shall follow a blended format (physical and virtual) and shall be held monthly or as business dictates. Meetings shall commence only when a quorum is established.

E. NOTICE OF MEETING

- 10. Notices for Main DC meetings shall be issued at least 14 days in advance. Notices for Sub-DC meetings shall be issued at least 7 days prior to the meeting.

F. QUORUM

- 11. Quorum for DC meetings shall require the presence of at least 35% of the total membership as prescribed in Annex 3 of the revised DC guidelines.
- 12. If quorum is not met within 30 minutes of the scheduled start time, the meeting shall be deferred.
- 13. Appraisal of externally funded projects shall adhere to the timelines stipulated in the Externally Funded Projects Guidelines issued by the Office of the Prime Minister, which set a maximum duration of 110 working days¹ from initiation to completion

G. MEMBERS' RESPONSIBILITIES

- 14. As guided by Section 3.9 of the Revised DC Guidelines, members shall:
 - (i) Attend all scheduled meetings.
 - (ii) Review project documentation in advance.
 - (iii) Actively participate in deliberations.

¹The timeline apply only to the period taken by DC to make a decision and do not include the time a project is held by the respective MDA

15. Delegation of responsibilities is allowed only to formally nominated alternates endorsed by the respective Accounting Officers.
16. Each institution shall nominate an alternate member to support the primary member in DC duties.

H. SUB DC CHAIRPERSON'S ROLES

17. The Chairperson of the Sub DC shall preside over all DC meetings impartially. The Chairperson may delegate this role to a qualified officer not below Principal rank, in accordance with Section 3.6 of the Revised DC Guidelines.

I. DC SECRETARIAT

18. In line with Section 3.11 of the Revised DC Guidelines, the DC Secretariat shall:
 - (i) Coordinate and facilitate DC and Sub-DC meetings.
 - (ii) Manage all DC communication and documentation.
 - (iii) Issue circulars and calendars.
 - (iv) Ensure decisions and records are uploaded to the Integrated Bank of Projects (IBP) system.

J. COMMUNICATION PROTOCOLS

19. All official communication regarding DC business shall be sanctioned by the PS/ST and managed through the DC Secretariat.
20. Members withdrawn from the DC shall be removed from all mailing lists and IBP access.
21. Email and IBP notifications shall be the primary communication channels.

K. TERM AND REAPPOINTMENT

22. DC members shall serve a renewable three-year term, effective 1st July of the relevant financial year.
23. Reappointment shall depend on a satisfactory performance evaluation and approval by the respective Accounting Officer and the PS/ST.
24. Members shall take an oath of service upon initial appointment.

L. REPORTING OBLIGATIONS

25. Members shall provide a written position in line with their responsibility as described in Annex 3 of the DC guidelines for each project discussed and submit it in the IBP prior to DC discussing the project.
26. Members shall also submit a quarterly brief to their respective appointing authorities summarizing their respective MDA's position on various projects discussed by the DC. A copy of the submission shall also be sent to the PS/ST and the Chairperson of the Sub-DC.
27. The DC Secretariat shall prepare and publish an annual report summarizing key decisions and project statuses by 31st July of each FY.

M. REVIEW AND AMENDMENT

28. These SOPs shall be reviewed or amended as required by changes in policy, institutional arrangements, or operational needs.

N. COMPLIANCE AND SANCTIONS

29. All DC members are required to comply fully with these SOPs to ensure consistency, transparency, and accountability in the operations of the Development Committee.

30. Failure by any member or institution to adhere to these Standard Operating Procedures (SOPs) shall attract appropriate administrative actions. Such actions may include formal written warnings, withdrawal of membership from the Development Committee (DC), reporting to the respective Accounting Officers for disciplinary measures. Persistent non-adherence will be escalated to the Permanent Secretary/Secretary to the Treasury (PS/ST) for further action in accordance with the applicable laws and regulations governing public service conduct.

O. CONCLUSION

31. These Standard Operating Procedures (SOPs) provide a clear framework for the consistent and transparent operation of the Development Committee (DC). All members are required to adhere to the provisions outlined herein to ensure effective coordination, accountability, and delivery of the Committee's mandate. Compliance with these SOPs will strengthen public investment management and contribute to the achievement of Uganda's national development objectives.



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