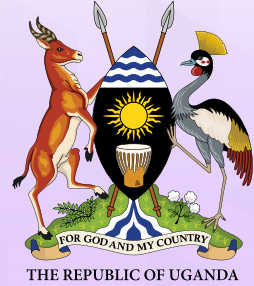
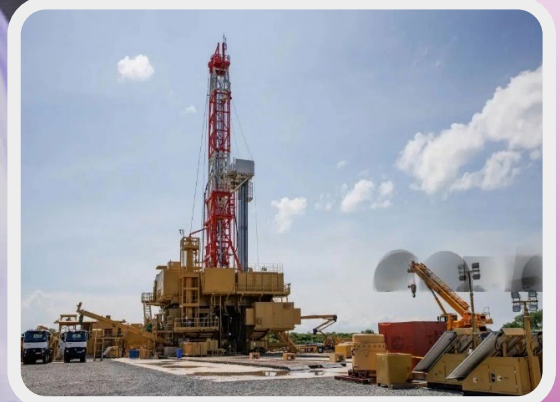




Equal Opportunities Commission



COMPLIANCE OF PROGRAMME BUDGET FRAMEWORK PAPERS (BFPs) WITH GENDER AND EQUITY REQUIREMENTS FY 2025/26



THEME

Gender and Equity Responsive Budgeting: A Requisite for Monetisation of Uganda's Economy through Commercial Agriculture, Industrialisation, Expanding and Broadening Services, Digital Transformation and Market Access

© Equal Opportunities Commission December 2024

Published By

The Equal Opportunities Commission,

Plot 31A, Nile Avenue 1st Floor, Kingdom Kampala

P.O. Box 27672, Kampala.

Website: <http://www.eoc.go.ug>

Telephone: General Line 0414223234

Toll-Free Line: 0800100440

E-MAIL: info@eoc.go.ug

Table of Contents

About the Equal Opportunities Commission	7
Current Members of the Equal Opportunities Commission	9
Foreword	11
Acknowledgement	12
Executive Summary	13

SECTION ONE

General Introduction	15
1.1. Introduction	16
1.2. Background	17
1.3. Rationale for Gender and Equity Planning and Budgeting	17
1.4. Scope of the Assessment	18
1.5. Objective of the Assessment	18

SECTION TWO

Policy, Legal and Institutional Frameworks	19
2.1. Introduction	20
2.2. National Legal and Regulatory Framework	20
2.3. The National Policy Framework	21
2.4. Regional and International Legal and Policy Frameworks	22

SECTION THREE

Assessment Approach	23
3.1. Introduction	24
3.2. Preparatory Activities	24
3.3. Assessment of the National Budget Framework Paper FY 2025/26	24
3.4. Grading of Performance	24

SECTION FOUR

Assessment Findings	25
4.1. Introduction	26
4.2. Programme Budget Framework Papers Gender And Equity Assessment Findings	26
4.3. Budget Framework Papers (BFPs) assessed for Compliance	27
4.4. Programme Measures taken, Committed and the Gender and Equity Emerging Issues	28
4.4.1. Agro-Industrialisation	28
4.4.2. Allocation to Agro-Industrialisation Programme	29
4.5. Sustainable Extractives Industry Development Programme	33
4.6. Manufacturing Programme	34
4.7. Tourism Development Programme	36
4.7.1. Allocation to Tourism Development Programme	36
4.8. Innovation, Technology Development, and Transfer Programme	39
4.8.1. Allocation to Innovation, Technology Development, and Transfer Programme	39
4.9. Private Sector Development	41
4.10. Natural Resources, Environment, Climate Change, Land, and Water Management	43
4.11. Integrated Transport Infrastructure and Services	45
4.12. Sustainable Energy Development	48
4.13. Digital Transformation Programme	50
4.14. Sustainable Urbanisation and Housing Programme	52
4.15. Human Capital Development Programme	54
4.16. Regional Development Programme	58
4.17. Public Sector Transformation Programme	61
4.18. Governance and Security Programme	63
4.19. Administration of Justice Programme	65
4.20. Legislation, Oversight and Representation Programme	67
4.21. Development Plan Implementation Programme	70

SECTION FIVE

Conclusion and Recommendations	73
5.1. Introduction	74
5.2. Conclusion	74
5.3. General Recommendations	74

List of Figures

Figure 3.1.	Grading of Budget Framework Papers Performance	24
Figure 4.1.	Programme BFP Gender and Equity Compliance Scores FY 2025/26	27
Figure 4.2.	Agro-Industrialisation Programme budget allocation FY 2021/22–2025/26 (billions)	29
Figure 4.3.	Budget allocation to the manufacturing programme FY 2021/22–2025/26 (billions)	34
Figure 4.4.	Tourism Development Programme budget allocation FY 2021/22–2025/26	36
Figure 4.5.	Budget Allocation to Innovation, Technology Dev't & Transfer programme FY 2021/22–2025/26 (bn)	39
Figure 4.6.	Budget allocation to the Private Sector Development programme FY 2021/22–2025/26	41
Figure 4.7.	Budget allocation to the Climate Change, Natural Resource, Environment & Water Management programme FY 2021/22 – 2025/26 (bn)	43
Figure 4.8.	Budget allocation to the Integrated Transport Infrastructure & Services programme FY 2021/22–2025/26	46
Figure 4.9.	Budget allocation to the Sustainable Energy Dev't programme FY 2021/22–2025/26	48
Figure 4.10.	Budget allocation to the Digital Transformation programme FY 2021/22 – 2025/26 (bn)	50
Figure 4.11.	Budget allocation to the Sustainable Energy Dev't programme FY 2021/22–2025/26	52
Figure 4.12.	Trends in budget allocation to Regional Development Programme FY 2021/22–2025/26	58
Figure 4.13.	Trends in budget allocation for Public Sector Transformation Programme FY 2021/22–2025/26	61
Figure 4.14.	Trends in budget allocation Governance and Security Programme FY 2021/22–2025/26	63
Figure 4.15.	Trends in budget allocation for Administration of Justice Programme FY 2021/22–2025/26	65
Figure 4.16.	Trends in budget allocation to Legislature, Oversight and Representation Programme FY 2021/22–2025/26	67
Figure 4.17.	Trends in budget allocation Development Plan Implementation Programme FY 2021/22 – 2025/26	70

List of Acronyms

EOC	Equal Opportunities Commission	MTAC	Management Training and Advisory Centre
BFP	Budget Framework Paper	ICT	Innovation Communication and Technology
PFMA	Public Finance Management Act	STI	Science, Technology and Innovation
NDP	National Development Plan	BCC	Budget Call Circular
UWOPA	Uganda Women Parliamentary Association	UIRI	Uganda Industrial Research Institute
FY	Financial Year	MSMEs	Micro, Small and Medium Enterprises
UN	United Nations	PDM	Parish Development Model
PWDs	Persons with Disabilities	PPDA	Public Procurement and Disposal of Public Assets Authority
EAC	East African Community	NEMA	National Environment and Management Authority
GEMIS	Gender and Equity Information Management System.	KCCA	Kampala Capital City Authority
PBS	Programme Based Budgeting System	NITA-U	National Information and Technology Authority Uganda
SDG	Sustainable Development Goal	MoLG	Ministry of Local Government
MoFPED	Ministry of Finance, Planning and Economic Development	MoHLUD	Ministry of Lands, Housing and Urban Development
ATMS	Agro-Industrialisation, Tourism Development, Mineral –Based Industrial Development and Science, Technology and Innovation.	UWEP	Uganda Women Entrepreneurship Programme
FMD	Foot and Mouth Disease	YLP	Youth Livelihood Programme
LGs	Local Governments	TVET	Technical and Vocational Education and Training
VHTs	Village Health Teams	MoGLSD	Ministry of Gender, Labour and Social Development
NARO	National Agriculture Research Organization	MDAs	Ministries, Departments and Agencies
GBV	Gender Based Violence	BOU	Bank of Uganda

About the Equal Opportunities Commission



Vision

A just and fair society wherein all persons have equal opportunity to participate and benefit in all spheres of political, economic, social and cultural life.



Mission

To give effect to the State's Constitutional mandate to eliminate discrimination and marginalisation against any individual or groups of persons through taking affirmative action to redress imbalances and promote equal opportunities for all in all spheres of life.



Mandate of the Commission

The Commission is a Constitutional body established by the Equal Opportunities Commission Act Cap 7 "to give effect to the State's constitutional mandate to eliminate discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability, and take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them; and to provide for other related matters".



Gender and Equity Budgeting Mandate of the EOC

The functions of the Commission are spelt out under section 14 of the EOC Act Cap 7. In brief these are: to monitor, evaluate and ensure that policies, laws, plans, programmes, activities, practices, traditions, cultures, usage and customs of organs of State at all levels, statutory bodies and agencies, public bodies and authorities, private businesses and enterprises, non-governmental organisations, and social and cultural communities, are compliant with equal opportunities for all and affirmative action taken in favour of groups marginalised on the basis of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability or any other reason created by history, tradition or custom.

The above functions have been strengthened under Public Finance Management Act Cap 171 with three sections on gender and equity responsive planning and budgeting. These are:

- i) Section 9 (6) which provides that, the Minister of Finance Planning and Economic Development shall, in consultation with the Equal Opportunities Commission, issue a Certificate; (a) Certifying that the Budget Framework Paper (BFP) is gender and equity responsive; and (b) Specifying measures taken to equalise

opportunities for women, men, persons with disabilities and other marginalised groups.

- ii) Section 13 (11) e (i) and (ii); which provides that a Certificate shall be issued by the Minister responsible for Minister of Finance Planning and Economic Development in consultation with the Equal Opportunities Commission; (i) Certifying that the budget is gender and equity responsive; and (ii) Specifying the measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups.
- iii) Section 13 (15) g (i) and (ii); which provides that a Certificate shall be issued by the Minister responsible for Minister of Finance Planning and Economic Development in consultation with the Equal Opportunities Commission; (i) Certifying that the policy statement is gender and equity responsive; and (ii) Specifying measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups.
- iv) Section 4.21 of the 2017 Treasury Instructions, highlights the role of the Equal Opportunities Commission in regard to assessment of Budget Framework Papers prior to the issuance of the Gender and Equity Compliance Certificate.

Current Members of the Equal Opportunities Commission



Hon Safia Nalule Juuko

Chairperson



Joel Cox Ojuko

Vice Chairperson



Sr. Mary Wasagal

Member



Denise Tusiime

Member



Hajj. Habib Seruwagi

Member



Dr. Shaft Nasser Mukwaya

**Secretary to the
Commission**

In any correspondence on this subject please quote No. **ADM 210**

10th December, 2024

The Hon. Minister,
Ministry of Finance, Planning and Economic Development,
Plot 2-12, Apollo Kaggwa Road,
P.O. Box 8147, Kampala, Uganda.

SUBMISSION OF THE ASSESSMENT RESULTS ON COMPLIANCE OF THE PROGRAMME BFPs WITH GENDER AND EQUITY REQUIREMENTS FOR THE FY 2025/26

Pursuant to Section 9 (1 & 6 (a) of the Public Finance Management Act Cap 171, Section 14 of the Equal Opportunities Commission Act Cap 7 and the 2017 Treasury Instructions, this is to submit the Assessment Results on Responsiveness of the Programme Budget Framework Papers with Gender and Equity Requirements for the FY 2025/2026.

Out of the eighteen (18) Programme Budget Framework Papers (BFPs), Sixteen (16) Programmes met the minimum requirements while two (2) Programmes (Agro-Industrialisation and Sustainable Urbanisation and Housing) did not submit their BFPs to facilitate the assessment. The National average compliance of the BFP for the FY 2025/26 was 59%. The 16 BFPs recommended to be issued a Certificate of Gender and Equity Compliance FY 2025/26 are; Development Plan Implementation (72%), Legislation, Oversight and Representation (70%), Human Capital Development (70%), Tourism Development (66%), Public Sector Transformation (65%), Integrated Transport and Infrastructure Services (65%), Administration of Justice (65%), Private Sector Development (64%), Regional Development (62%), Natural resources, Environment, Climate Change, Land and Water Management (60%), Governance and Security(62%), Manufacturing (55%), Sustainable Energy Development (58%), Innovation, Technology Development and Transfer (59%), Digital Transformation (59%) and Sustainable Extractives Industry Development (50%). Two programmes of Agro-Industrialisation and Sustainable Urbanisation and Housing are recommended not to be issued a certificate.

The Commission is committed to continue working with all the stakeholders to redress imbalances and to promote equal opportunities for all for inclusive development.

FOR GOD AND MY COUNTRY



Hon. Safia Nalule Juuko
Chairperson
Equal Opportunities Commission

Foreword



The Public Finance Management Act (PFMA) Cap 171, requires the Minister of Finance, Planning and Economic Development to submit to Parliament Budget Framework Papers (BFPs) attached with a Certificate of Gender and Equity compliance. The Certificate is issued by the ministry responsible for Finance in consultation with Equal Opportunities Commission.

Accordingly, the EOC conducted assessment of the BFPs and has prepared an advisory report on the compliance of the Programme BFPs with gender and equity requirements for the FY 2025/26.

The report presents findings on compliance of 18 Development Programme Budget Framework Papers under the Fourth National Development Plan (NDP IV) 2025/26–2029/2030.

The Programme BFP assessment examined the specific measures to equalise opportunities for different categories of people in access, participation and benefit from the Programmes implemented by government.

The Commission recommends that within the fiscal space, the 18 development Programmes should focus on deliberate interventions which improve the gender and equity outcomes.

For God and My Country

Safia Nalule Juuko, Chairperson, Equal Opportunities Commission

Acknowledgement



This is the 11th Assessment Report on the compliance of the Programme Budget Framework Papers with Gender and Equity requirements since the commencement of the Public Finance Management Act Cap 171. The Report is the first of the five in series under the NDP IV 2025/26 – 2029/30.

First, the Commission acknowledges the support of the Government of Uganda and its ongoing commitment to achieving inclusive growth and development through Gender and Equity Responsive Planning and Budgeting as a strategic and practical approach.

We also extend our appreciation to the Ministry of Finance, Planning and Economic Development and the 18 programme secretariats, for their contributions to the advancement of gender and equity planning and budgeting in Uganda. We salute them for their efforts in the preparation of this report as a statutory requirement.

Since the enactment of the PFMA, numerous stakeholders have provided financial, technical and policy guidance to the commission. In this regard, the Commission expresses its gratitude to Parliament, the Standing Committee on Equal Opportunities,

the Committee on Gender, Labour and Social Development, the Parliamentary Committee of Finance, Planning and Economic Development, the Uganda Women Parliamentary Association (UWOPA), Ministry of Gender, Labour and Social Development, and the National Task Force on Gender and Equity for their continued support in implementation of the gender and equity provisions of the Public Finance Management Act Cap 171.

Finally, the Commission extends its heartfelt appreciation to Hon Safia Nalule Juuko, the overseer of the Compliance and Enforcement Department, the members and staff of the Commission. Their dedication was crucial for the successful completion of this 11th BFP Assessment Report. In particular, the Commission acknowledges and thanks the Secretary to the Commission and the Compliance and Enforcement Department for their leadership in conducting the assessment and producing this report.

A handwritten signature in black ink, appearing to read 'Shaft Nasser Mukwaya'.

Dr. Shaft Nasser Mukwaya
Secretary to the Commission

Executive Summary

This report assesses the compliance of 18 Ugandan Programme Budget Framework Papers (BFPs) with gender and equity requirements for the 2025/26 financial year. The assessment was conducted by the EOC, aims to ensure that government programmes promote equal opportunities and address the needs of vulnerable groups.

The EOC evaluated 18 development programs, focusing on whether they included specific measures to equalise opportunities for women, men, persons with disabilities, and other marginalised groups. 16 out of the 18 programmes met the minimum requirements with an average compliance of 59%. Two programs, Agro-Industrialisation and Sustainable Urbanisation and Housing, did not submit their BFPs for assessment.

The total budget for the 2025/26 financial year is UGX 57,441 Trillion, with a focus on commercial agriculture, industrialisation, expanding services, digital transformation, and market access. Key program findings include the following:

Agro-Industrialisation: Implemented interventions like youth training and FMD vaccines, but faces challenges in financing and value addition.

Manufacturing: Experienced budget decline, potentially hindering the development of the local supply chain.

Tourism Development: Suffered a sharp budget decline, which could impact tourism site development and conservation efforts.

Innovation, Technology Development and Transfer: Had its budget significantly reduced, limiting potential for growth.

“The total budget for the 2025/26 financial year is UGX 57,441 Trillion, with a focus on commercial agriculture, industrialisation, expanding services, digital transformation, and market access.”

Private Sector Development: This program's budget declined, which may impact its capacity to achieve its goals.

Natural Resources, Environment, Climate Change, Land, and Water Management: Aims to ensure efficient resource use and address illegal land titles in protected areas.

Integrated Transport Infrastructure & Services: The program's budget increased, which should help the program achieve its key inclusive interventions.

Sustainable Energy Development: This program aims for equitable electricity distribution across Uganda.

Digital Transformation: This program promotes the use of ICT services throughout the country.

Sustainable Urbanisation and Housing: Promotes inclusive and well-planned environments, including land rights awareness.

Human Capital Development: Plays a key role in boosting productivity and quality of life through education and health initiatives.

Regional Development Program: Addresses regional imbalances, strengthens local governance and aims to reduce poverty in lagging sub-regions.

Public Sector Transformation: Ensures efficient and responsive public service delivery.

Governance and Security: Upholds the rule of law, ensures security, and aims to improve the welfare of security personnel.

Administration of Justice: Protects individual rights, ensures access to justice, particularly for vulnerable groups.

Legislation, Oversight and Representation: Promotes good governance through checks and balances.

However, a number of emerging issues were noted. They include: Limited access to agricultural financing and low value addition; Challenges for cross-border traders in volatile regions; Inadequate representation of indigenous and minority communities in tourism; Insufficient data on key achievements, disaggregated by location and gender; High business costs and limited access to long-term financing for MSMEs; Unequal electricity distribution in specific sub-regions; Limited internet access in some government institutions and hard-to-reach areas; Human resource gaps and salary disparities in the public sector; and Increase in child-related offenses and case backlogs.

The EOC makes the following recommendations:

- i) Prioritize interventions** that promote the welfare and security of the population.
- ii) Improve data collection** to guide planning and budgeting.
- iii) Focus on development** in lagging regions.
- iv) Provide training** in gender and equity mainstreaming.
- v) Address disparities** in salaries and service delivery.
- vi) Promote local content** in public investments.
- vii) Enhance access to legal representation** for vulnerable persons.

Overall, the report emphasizes that gender and equity responsive planning and budgeting are essential for ensuring inclusive national development and that programs should work closely with relevant authorities to achieve the goals of the National Development Plan IV.



SECTION ONE

General Introduction

1.1. Introduction

The Equal Opportunities Commission (EOC) has developed this Assessment Report on Compliance of the 18 Programme Budget Framework Papers (BFPs) with Gender and Equity Requirements for the Financial Year (FY) 2025/26. This is in accordance with Section 9 (1¹ & 6(a) & (b)² of the Public Finance Management Act, Cap 171, Section 14 of the Equal Opportunities Commission Act, Cap 7 and Section 4.21.5 of the 2017 Treasury Instructions³. The Assessment Report highlights the extent to which the Programme BFPs took into account balanced development⁴ and the specific measures taken in the FY 2023/24 and those committed in the FY 2025/2026 to equalise opportunities for women, men, persons with disabilities and other marginalised groups.

The FY 2025/2026 will mark the 11th Financial Year of implementing gender and equity responsive planning and budgeting since commencement of the PFMA in March, 2015. Gender and Equity responsive planning and budgeting is mandatory in accordance with the PFMA and it allows government under the respective Programme secretariats to allocate and implement the budget in a way that is inclusive, efficient and effective to propel the achievement of the 2030

Sustainable Development Agenda. The approach is a fundamental strategy to transform the Ugandan Society, increasing household incomes and improving the quality of life of Ugandans through sustainable industrialisation for inclusive growth, employment and wealth creation.

The main objective of FY 2025/26 budget is to shift the economic growth rate to a higher trajectory average of 80% per annum over the medium term and double digital growth rate at on-set of commercial production of oil and gas, to expand the size of the economy ten-fold from the current US \$53 billion to US \$500 billion by 2040.

The Resource Envelope for the FY 2025/2026 amounts to UGX 57,441 Trillion⁵, which includes both domestic and external financing. The Commission appreciates the Ministry of Finance Planning and Economic Development for committing to focus the Budget for the FY 2025/26 on Monetisation of Uganda's economy through commercial Agriculture, Industrialisation, Expanding and Broadening Services, Digital Transformation and Market Access. The above focus is people centered and will address the needs of the

5 First Budget Call Circular 2025/26

- 1 Each Accounting Officer shall, in consultation with the relevant stakeholders, prepare a BFP for the vote, taking into consideration balanced development, gender and equity responsiveness.
- 2 6. The Minister shall, in consultation with the EOC, issue a certificate: (a) certifying that the budget framework paper is gender and equity responsive; and (b) specifying measures taken to equalise opportunities for women, men, persons with disabilities and other marginalised groups.
- 3 The Equal Opportunities Commission shall submit a comprehensive assessment reports on responsiveness of Budget Framework Papers with Gender and equity requirements.
- 4 This is in accordance with the 1995 Constitution of the Republic of Uganda (as amended), National Objective xii and directive principles of State Policy which provides that (ii) The State shall take necessary measures to bring about balanced development of the different areas of Uganda and between the rural and urban areas and (iii) the State shall take special measures in favour of the development of the least developed areas.

“

The FY 2025/2026 will mark the 11th Financial Year of implementing gender and equity responsive planning and budgeting since commencement of the PFMA in March, 2015

”

most vulnerable. This Assessment Report therefore is structured into five chapters; Chapter One gives the general introduction; Chapter Two gives the policy, legal and institutional framework, Chapter Three gives a detailed methodology, Chapter Four gives the assessment findings and lastly Chapter Five the conclusions and recommendations.

1.2. Background

At National Level, the 1995 Constitution of the Republic of Uganda puts women and all the vulnerable Ugandans in the limelight. Chapter Four of the Constitution which stretches from Article 20 to 58 makes various provisions aimed at empowerment of women, Children, Persons with Disabilities, Ethnic Minorities among others.

The application of gender and equity responsive planning and budgeting to eliminate inequalities is rooted in several national and international agreements and commitments. At the United Nations' (UN) World Conference on Women in Beijing in 1995, under SDG 5 target 5.c UN Member States Uganda inclusive committed to adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

The Public Finance and Management Act Cap 171, was enacted and assented to with three provisions on gender and equity. The law mandates the Minister of Finance and Planning to issue a Certificate of Gender and Equity compliance in consultation with the Equal Opportunities Commission. It is upon such confirmation that the Minister responsible for Finance Planning and Economic Development issues a certificate of compliance which Parliament uses as a pre-condition for budget appropriation.

1.3. Rationale for Gender and Equity Planning and Budgeting

Enforcing the various Legal provisions

Article 32 (1) of the 1995 Constitution of the Republic of Uganda states that; "Notwithstanding anything in this Constitution, the State shall take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom, for the purpose of redressing imbalances which exist against them". In addition, the PFMA, Cap 171 and the EOC Act Cap, 2007 require Programmes to comply with gender and equity responsive planning and budgeting.

Enforcing the various Affirmative Action provisions in the laws

Uganda's population is 45.9 million (preliminary UBOS census report 2024) out of which female constitutes 51% and male 49%. Out of this, older persons constitute 5%, children 50%, youth 22.7% and Persons with disabilities 5.7%. In a bid to achieve inclusive growth and development, programmes ought to plan and budget for all categories of people including location for balanced development.

Establishing country efforts towards employment creation

Unemployment remains a big challenge especially among the youth, women and PWDs. To create jobs, government plans to enhance value addition in Key Growth Opportunities, strengthen private sector capacity to drive growth and create jobs among other things and the interest will be in how well these jobs are distributed among the vulnerable groups i.e. the youth, women and PWDs. This means that deliberate G&E measures ought to be taken during the planning and budgeting processes to achieve this objective.

Focusing resources on the Population below the poverty

To address the poverty challenge, various Ministries, Departments and Agencies ought to focus the available scarce resources towards interventions that will economically transform the lives of the most vulnerable targeting the lagging sub-regions of: Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro. This is attainable by embracing gender and equity responsive planning and budgeting across all levels of government in those sub-regions.

Eliminating Income Inequalities in Uganda

There is a global concern of the poor getting poorer and the rich getting richer. In order to reduce the income gap between the rich and the poor, measures ought to be taken to equalise opportunities by ensuring Gender and Equity responsive planning and budgeting.

1.4. Scope of the Assessment

The Commission assessed 18 programme Budget Framework Paper for the Financial Year 2025/2026 namely; (i) Agro-Industrialisation, (ii) Manufacturing, (iii) Private Sector Development, (iv) Innovation, Technology Development and Transfer, (v) Integrated Transport Infrastructure and Services, (vi) Sustainable Extractives Industry Development (vii) Sustainable Urbanisation and Housing, (viii) Human Capital Development, (ix) Governance and Security, (x) Digital Transformation, (xi) Development Plan Implementation, (xii) Regional Development, (xiii) Public Sector Transformation (xiv), Sustainable Extractives Industry Development (xv) Tourism Development, (xvi), Natural Resources, Environment, Climate Change, Land and Water Management (xvii) Legislature, Oversight and Representation and (xviii) Administration of Justice.

1.5. Objective of the Assessment

The main objective was to establish the level of compliance of the 18 Programme Budget Framework Papers for the FY 2025/2026 with gender and equity requirements.

The specific objectives of the assessment were:

- i) To establish the level of compliance with gender and equity requirements of the Programme Budget Framework Paper(s) for the FY 2025/2026
- ii) To inform the issuance of the gender and equity compliance certificate on compliance of the 18 Development programme Budget Framework Papers FY 2025/26.
- iii) To support the oversight role of Parliament of the Republic of Uganda on Enforcing Compliance to the PFMA (sections 78 and 79)
- iv) To guide programmes on inclusive implementation of NDP IV 2025/26 -2029/30.
- v) To make policy recommendations to enhance gender and equity responsive planning and budgeting and subsequent implementation of the budget.

“

In a bid to achieve inclusive growth and development, programmes ought to plan and budget for all categories of people including location for balanced development

”



SECTION TWO

Policy, Legal and Institutional Frameworks

2.1. Introduction

This section highlights the National, Regional and International legal, policy and institutional frameworks as strong management basis to redress imbalances and equalise opportunities for marginalised groups through gender responsive budgeting and planning.

2.2. National Legal and Regulatory Framework

The 1995 Constitution of the Republic of Uganda (as amended)

The 1995 Constitution of the Republic of Uganda (as amended) provides the legal and regulatory framework on promotion of equal opportunities for all and redressing imbalances. The National Legal and Policy framework is directed by The National Objectives and Directive Principles of State Policy which highlights the role of the people in development: that the State shall take all necessary steps to involve the people in the formulation and implementation of development plans and programmes which will positively impact them.

Article 32 (1) of the 1995 Constitution of the Republic Uganda provides that the State shall take affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom, for the purpose of redressing imbalances which exist against them. And Article 32(2) provides for the establishment of an equal opportunities commission, for the purpose of giving full effect to clause (1) of this article.

The Equal Opportunities Commission Act Cap 7

The Equal Opportunities Commission (EOC) was established to give effect to the State's constitutional mandate to eliminate discrimination and inequalities against any individual or group of persons on grounds

of sex, age, race, color, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability, and take affirmative action in favour affiliation for the purpose of redressing imbalances which exist against them; and to provide for other related matters". Section 14 (1) and 14 (b), (c), (d), (e) and (f) of the Equal Opportunities Commission Act, 2007 provides the requirement for all state and non-state institutions to comply with equal opportunities and affirmative action in favour of marginalised groups while redressing imbalances.

The Public Finance Management Act Cap 171

In 2015, Government of Uganda strengthened its commitment to realise equal opportunities in Planning and Budgeting by introducing the Public Finance Management Act (PFMA) Cap 171. The Act provides three sections on compliance with gender and equity requirements and these are;

- i) **Section 9 (6) (a) and (b); Section 9 (6)** provides that, the Minister shall, in consultation with the Equal Opportunities Commission, issue a certificate; (a) certifying that the Budget Framework Paper (BFP) is gender and equity responsive; and (b)

“

In 2015, government of Uganda strengthened its commitment to realise equal opportunities in Planning and Budgeting by introducing the Public Finance Management Act (PFMA) Cap 171

”

specifying measures taken to equalise opportunities for women, men, persons with disabilities and other marginalised groups.

- ii) **Section 13 (11) e (i) and (ii); Section 13 (11) (e)** provides that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission (i) certifying that the budget is gender and equity responsive; and (ii) specifying the measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups
- iii) **Section 13 (15) g (i) and (ii); Section 13 (15) (g)** provides that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission; (i) certifying that the policy statement is gender and equity responsive; and (ii) specifying measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups.

2.3. The National Policy Framework

The Vision 2040: This is Uganda's development agenda envisioning a Transformed Ugandan Society from poverty to a Modern and Prosperous Country within 30 years ending 2040 through five-year National Development Plans. Vision 2040 is built on principles of Sustainable and Equitable Development. Key strategic results include Increased household incomes and improved quality of life by reducing income and gender inequalities lessening labour force subsistence, strengthening private sector capacity to drive growth and create jobs, reduce youth unemployment, ensure access to quality health services and education, safe water and social protection.

The National Equal Opportunities Policy (2006): Under review, is the basis for implementation of equal opportunities in Uganda. The policy emphasizes participation of the marginalised groups in the development processes.

The National Policy for Older Persons (2009): The policy aims at equal treatment and elimination of all forms of discrimination and inequalities amongst older persons, social inclusion and empowerment of older persons through Economic Empowerment.

The Uganda Gender Policy (2007): This Policy gives guidance and directs planning, resource allocation, implementation of development programmes using a gender perspective for both men and women with emphasis on women participation in decision making, resource management, land ownership and a shared responsibility on all family matters.

National Policy on Persons with Disabilities, 2023: The National Policy on Disability 2023, therefore, seeks to provide a framework for addressing issues related to Persons with Disabilities in a holistic and coordinated manner. It provides a guide for economic empowerment and participation of Persons with Disabilities in the development process.

The Uganda National Youth Policy (2016): The theme of the policy is; "unlocking youth potential for sustainable wealth creation and development".

The NRM Manifesto 2021/2026: National Resistance Movement was mandated by Ugandans to secure their future on the promise of Creating Wealth and Jobs; Delivering Education and Health Services; Ensuring Justice and Equity; Protecting Life and Property and Achieving Economic and Political Integration with a focus on raising household incomes so as to improve the welfare of all Ugandans.



The Equal Opportunities Strategic Plan – 2019/2020- 2024/2025; The Strategic Plan focuses on Promoting Equal Opportunities for Inclusive Growth through strengthening the service delivery standards and systems to enhance service delivery especially to the vulnerable and marginalised groups of people.

2.4. Regional and International Legal and Policy Frameworks

The East African Community

East African countries including Uganda commit to ending discrimination against vulnerable communities and their empowerment. Articles 121 and 122 of the Treaty establishing The East African Community appreciates the important role women play in the economic, social and political development

The East Africa Community Gender Policy

- a) Promotes the development, coordination, harmonization and reporting on gender equality commitments;
- b) Strengthen the mainstreaming of gender concerns in all sectors of the planning and budgetary processes of the EAC Organs and Institutions and Partner States;
- c) Promote women's participation in political and decision-making at all levels;
- d) Promote equal access to and control of productive resources and participation in regional trade;
- e) Strengthen measures that prevent and respond to Gender- based violence and other harmful cultural practices;
- vi) Enhance processes that include women in peace and security at all levels of prevention, protection, participation, relief and recovery.



SECTION THREE

Assessment Approach

3.1. Introduction

This Section presents the approach and methodology used in the assessment of the 18 Programme BFPs for compliance with gender and equity requirements for the FY 2025/26. The section provides; (i) the preparatory activities, (ii) the assessment team, (iii) Assessment process, (iv) Grading of compliance level and (vi) Reporting and Recommendation on the Issuance of Certificate.

3.2. Preparatory Activities

Financial Year 2025/2026 marks the first financial year of implementing the Fourth National Development Plan (NDP IV) 2025/26–2029/30. The NDP IV highlights the 18 development programmes. The gender and equity assessments was anchored on the new planning and budget framework and guidelines issued by Ministry of Finance Planning and Economic Development. In preparation of the assessment exercise, the Commission undertook the following preparatory activities;

- i) Participation in the country wide Local Government Budget Consultative Workshops
- ii) Holding pre-assessment engagements with the Programme Secretariats
- iii) Updated the Gender and Equity Management Information System (GEMIS) in accordance to the assessment tool
- iv) Oriented the assessors on the use of Gender and Equity Information Management System (GEMIS).
- v) Extracted the approved Programme BFPs from the Programme Based Budgeting System (PBS) for assessment.
- vi) Automated all the 18 Programme gender and equity assessment tool for the Programme Budget Framework Papers and the National Budget Framework Paper

3.3. Assessment of the National Budget Framework Paper FY 2025/26

The Commission developed and automated the Gender and Equity Assessment tool for the Budget Framework Paper in line with the PFM Act Cap 171 schedule 3; to examine it's compliance with gender and equity requirements.

3.4. Grading of Performance

A compliance check list was developed with respect to the targeted assessment area. The sum of the overall score was 100%. The weights to the various items in the compliance check list were different and they were based on their level of importance in enhancing inclusive growth. The overall performance was rated under five categories;

Figure 3.1. Grading of Budget Framework Papers Performance

Colour	Interpretation	Performance Level
Green	Very Good Performance	70%-100%
Light Green	Good Performance	60%-69%
Yellow	Fair Performance	50-59%
Pink	Low Performance	40-49%
Red	Very Low Performance	0%-30%

It should be noted that the minimum qualifying score for Sector BFPs for the FY 2025/26 was 50%.





SECTION FOUR

Assessment Findings

4.1. Introduction

The section of the assessment reports highlights the extent to which the budget for FY 2025/26 is compliant with the gender and equity requirements in accordance with PFMA Cap 171. Examining the state of equal opportunities in national planning, budget appropriation is an important function of the Commission, which is also in line with its broader constitutional mandate of promoting equal opportunities and affirmative action in favor of marginalised groups.

Gender and Equity Responsive Planning and Budgeting is a tool to eliminate discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability, and take affirmative action in favour of groups marginalised for the purpose of redressing imbalances which exist against them (EOC Act, Cap 7). The gender and equity budgeting approach is also seen as a key strategy in achieving global commitments among other frameworks. For instance, SDG 5: Achieve gender equality and empower all women and girls with the targets thereunder.

The Public Finance Management Act Cap 171, and its attendant Treasury Instructions of 2017

included specific provisions on compliance of the national budget with gender and equity; the Equal Opportunities Commission is placed as the institutional mechanism for the implementation of the provisions.

This report highlights the performance of the 18 programme Budget Framework Papers FY 2025/26 on gender and equity requirements. This effectively offers an opportunity to gauge the government's dedication to translating policy commitments on equal opportunities into tangible outcomes for increasing household incomes and improvement of the quality life of Ugandans especially the vulnerable and marginalised people.

4.2. Programme Budget Framework Papers Gender and Equity Assessment Findings

This sub-section presents the findings of the assessment through analysing the extent to which the measures to address the needs of all people especially the vulnerable are reflected in budgetary and planning commitments for the FY 2025/26. The assessment exercise recognized and scored gender and equity compliant parameters at different levels as presented in the sub following sections.



4.3. Budget Framework Papers (BFPs) assessed for Compliance

The Commission received 16 Programme BFPs for assessment upon approval and submissions. This is the 1st set of Programme BFPs assessment under the 4th (fourth) National Development Plan 2025/26–2029/30. Table below presents the assessed programme scores for each of the Programme BFP for the FY 2025/26.

Figure 4.1. Programme BFP Gender and Equity Compliance Scores FY 2025/26

S/N	Programme	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
1	Development Plan Implementation	73%	61.00%	69%	72%
2	Legislation, Oversight and Representation	69%	60.00%	69%	70%
3	Human Capital Development	80%	61.00%	71%	70%
4	Tourism Development	63%	60.00%	64%	66%
5	Administration of Justice	70%	50.00%	62%	65%
6	Integrated Transport and Infrastructure Services	68%	54.00%	64%	65%
7	Public Sector Transformation	70%	53.00%	64%	65%
8	Private Sector Development	61%	51.00%	61%	64%
9	Regional Development	65%	31.00%	50%	62%
10	Governance and Security	68%	56.00%	60%	62%
11	Natural resources, Environment, Climate Change, Land and Water Management.	75%	55.00%	60%	60%
12	Digital Transformation	67%	60.00%	-	59%
13	Innovation, Technology Development and Transfer	69%	52.00%	55%	59%
14	Sustainable Energy Development	54%	53.00%	56%	58%
15	Manufacturing	68%	26.00%	50%	55%
16	Sustainable Extractives Industry Development				50%
17	Agro-Industrialisation	69%	56.00%	60%	40%
18	Sustainable Urbanisation and Housing	65%	61.00%	55%	20%
19	Mineral Development	59%	62.00%	55%	-
20	Sustainable Development of Petroleum Resources	59%	57.00%	57%	-
21	Community Mobilisation and Mindset Change	79%	68.00%	70%	-
	Average	67.60%	54.35%	57.60%	59%

Source. EOC Programme BFP Assessment

The NDP III was implemented under 20 programmes, three programmes of Mineral Development, Sustainable Development of Petroleum Resources and Community Mobilisation and Mindset Change were assimilated into other programmes. However, a new programme of Sustainable Extractives Industry Development came on board. Therefore, subsequent NDP IV will have 18 development programmes.

All 16 programs assessed for FY 2025/26 showed improvements in performance, contributing to an increase in the national average from 57.60% in FY 2024/25 to 59% in FY 2025/26.

Improvement was attributed to;

- i) Programme commitment to address EOC recommendations of the previous assessments and use of guidelines developed by EOC.
- ii) Improved reporting on gender and equity performance on the preceding financial year.
- iii) Deliberate allocation of funds to the specific interventions which target the population especially the marginalised ones.

“

All 16 programs assessed for FY 2025/26 showed improvements in performance, contributing to an increase in the national average from 57.60% in FY 2024/25 to 59% in FY 2025/26

”

- iv) Linking the programme plan to the national development plan for inclusive development.
- v) Adherence to the Budget Call Circular issued by MoFPED requesting all programmes to address gender and equity in their plans and budgets.

4.4. Programme Measures taken, Committed and the Gender and Equity Emerging Issues

In accordance to section 9(6) of Public Finance Management Act Cap 171, Programmes are required to specify measures taken to equalise opportunities for women, men, persons with disabilities and other marginalised groups. The Commission carried the assessment of the 16 programmes to evaluate the compliance of the programmes to gender and equity requirements FY 2025/26. The assessment focused on programme budget allocation, past performance and plans for ensuing year. Details of the assessment are highlighted below;

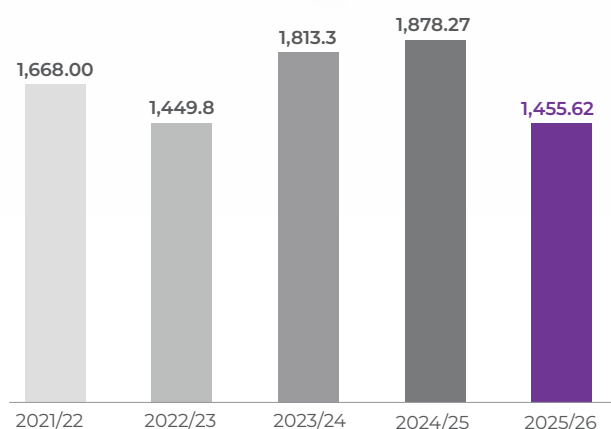
4.4.1. Agro-Industrialisation

Agro-industrialisation is vital for transforming agricultural products through value addition, thereby increasing their market value. It provides opportunities to increase production, food & nutritional security, employment, household incomes, and stimulates rural development. It also encourages the adoption of modern farming techniques and technologies, improving overall agricultural productivity. Additionally, agro-industrialisation promotes export diversification, reducing reliance on primary agricultural exports and increasing foreign exchange earnings.

4.4.2. Allocation to Agro-Industrialisation Programme

The National budget strategy for FY 2025/26 focus on full monetisation of Uganda's economy aimed at transforming the 39% households in subsistence economy to money economy. The strategy prioritise investment in Agro-Industrialisation as a driver of higher economic growth. Agriculture is anticipated to raise **US\$ 20 billion by 2040**. In addition, the programme targets households in a bid to increase household income.

Figure 4.2. Agro-Industrialisation Programme budget allocation FY 2021/22–2025/26 (billions)



Source: EOC budget Analysis 2021/22 – 2025/26

The Commission noted a decline in budget allocation to the programme from 1,878.27 (4.97%) in FY 2024/25 to 1,455.62 (3.93%) for FY 2025/26 as detailed in figure above.

Agriculture is one of the Anchor sectors of the economy under the ATMS, a decline in allocation to Agro-Industrialisation programme will affect the country's aspiration of achieving higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation. In addition, this will hinder the potential of agro-industrialisation to enhance value addition and increase market value of agricultural products.

Measures Taken to Equalise Opportunities/Past Performance

Agro-Industrialisation Programme implemented the following Gender and Equity interventions during the FY 2023/24.

- i) 25 Youth champions per district were mobilised and trained in value addition technologies of the priority commodities and provided with agronomy manual of each crop which provides extension knowledge of production. The training centered on Irish potato, sunflower, sesame and soya beans, it also covered post harvesting handling technologies, the youth were profiled in the districts of Gulu, Nwoya, Amuru and Kisoro at a cost of UGX 291,594,000.
- ii) A total of 1,000,000 doses of vaccines for Foot and Mouth Disease (FMD) to increase vaccination coverage in all regions and livestock trade in the high risk districts were procured, distributed and administered at a cost of UGX 4,293,827,000. This is critical for reducing the burden of Foot and Mouth Disease in high-risk districts, increasing vaccination coverage, and safeguarding the livelihoods of farmers and the broader agricultural economy. It is an investment in the long-term health of both livestock and the communities that depend on them.
- iii) In a bid to improve on market access, a total of 85 km of farm access roads constructed/ rehabilitated to ease transportation of agricultural produce at a cost of UGX 2,607,642,000. Construction of farm access roads empowers farmers, especially women, by giving them better access to markets, services, and opportunities, reducing their costs of transportation and enhancing the overall productivity of their farms.

- iv) The programme initiated for the formulation of the tea policy was completed, now at approval stage. The comprehensive tea policy developed in line with the National Organic Agriculture Policy and disseminated at a cost of UGX 78,519,000. This is a strategic step towards promoting sustainable, organic, and economically viable tea production that benefits farmers, consumers, and the environment.
- v) 50 water facilities; Valley tanks, dams, ponds and on farm water Harvesting and storage infrastructure of capacity between 7,500 to 50,000 cubic metres in all the four regions constructed at a cost of UGX 2,607,642,000.
- vi) A total of 684 (310F, 374M) agrochemical dealers and extension workers trained in safe use and handling of agrochemicals in Kabanyolo – Wakiso, Kabale, Kakumiro, Mbale, Luwero, Kyenjojo, Mbarara, Masaka, Lira, Nakaseke Districts at a cost of UGX 218,758,000. Training of agrochemicals dealers and extension workers in the safe use and handling of agrochemicals plays a pivotal role in safeguarding public health, protecting the environment, enhancing agricultural productivity, and ensuring sustainable economic development in Uganda. It is a step toward creating a more responsible, informed, and safer agricultural sector.
- vii) A total of 150 farmer groups for men, women, youth and PWDs trained on leadership and registered at a cost of UGX 2,331,195,000 among others. This aids to break down social barriers and ensures that underrepresented groups, especially PWDs have an equal voice in agricultural decision-making processes.
- viii) Total of 95 nutrition sensitive saving groups in the 15 project districts supported to multiply and produce the micro nutrient rich crops in all

the project operation LGs and Village Health Teams (VHTs) supported to carry out school and based nutrition education in the 375 primary schools and 3000 parent groups at a cost of UGX 2,261,755,000.

- ix) Trained farmer groups on appropriate post-harvest handling/ farm storage technologies in Busoga-15 groups, Bukedi-16 groups, Greater Masaka-20 groups, Acholi-20 groups at UGX 202,770,000.

Measures Committed/Plans for the Ensuing Year FY 2025/26

Agro-Industrialisation Programme commits to the following gender and equity interventions for the FY 2025/26.

- i) At a cost of UGX 5,000,000,000 the programme intends to Acquire and distribute post-harvest handling equipment (Pack house, threshers, dryers, cleaners, graders etc) for farmer organizations in different production zones. The equipment will boost efficiency, reduce post-harvest losses, improve product quality, and facilitates access to better markets hence increasing productivity, income, and well-being of farmers.

“

A total of 150 farmer groups for men, women, youth and PWDs trained on leadership and registered at a cost of UGX 2,331,195,000 among others

”

- ii) Agriculture remains a backbone of the economy, at a cost of UGX 1,000,000,000 the Programme intends to acquire and distribute startup kits for youths and women entrepreneurs to engage in full time agro based employment. The provision of startup kits gives youth and women the tools to establish agro-based businesses, which can lead to increased production, innovation, and contribution to food security.
- iii) The Dairy Development Authority under Programme intends to Pilot school milk feeding Programme in schools at a cost of UGX 960,000,000. This will improve children's nutrition, education outcomes, and long-term health.
- iv) The Programme commits to Establish 750 Coffee mother gardens and nurseries in Northern and Eastern Uganda at a cost of UGX 770,000,000. This will improve the livelihoods of farmers, particularly in rural and vulnerable areas. Coffee is one of Uganda's vital cash crops, contributing significantly to the country's economy and providing employment to millions of people. Establishing these coffee mother gardens and nurseries can have far-reaching benefits in terms of agricultural productivity, economic growth, social empowerment, and environmental sustainability.
- v) At a cost of UGX 4,000,000,000 Agro industrialisation Programme plans to establish community stores, bulking centres and cold stores in different production zones. The establishment of community stores, bulking centers, and cold storage facilities in agricultural production zones is crucial for modernizing agricultural supply chains. These facilities will not only reduce waste, stabilize prices, and enhance food security, but also stimulate economic growth, strengthen farmers' bargaining power, and attract increased investment into the sector.
- vi) Agro-Industrialisation programme plans to procure 310 tractors and associated implements for farmer groups and NARO Research Stations at a cost of UGX 36,820,000,000. This will enhance productivity, improve food security, support climate-smart practices, and foster economic growth by creating jobs and boosting agricultural commercialisation. Additionally, the intervention support modernization of farming practice for smallholder farmers, contributing to long-term agricultural sustainability and development.
- vii) Skill youth and women in dairy value addition at a cost of UGX 600,000,000. This will enable youth and women to not only produce quality dairy products but also run successful businesses, manage finances, and market their products effectively.
- viii) Rehabilitate 957 Kilometres of farm access road chokes and specific bottlenecks and trouble spots in 69 Project Districts at a cost of UGX 19,400,000,000. This will improve market access, facilitate the delivery of services and inputs, stimulate rural economies, boost agricultural productivity, reduce poverty, increase food security, and support economic growth in rural communities. This initiative is crucial for long-term sustainable development.

“

Agro-Industrialisation programme plans to procure 310 tractors and associated implements for farmer groups and NARO Research Stations at a cost of UGX 36,820,000,000

”



Emerging Gender and Equity Issues

- i) The Agricultural Insurance Scheme has faced limited reach, with limited number of farmers accessing agricultural services. This is associated with lack of awareness about the existing schemes among potential beneficiaries, including farmers especially from remote areas.
- ii) Limited access to agricultural financing which restricts productivity, investment in innovation and technology, and weakens farmers' capacity to manage risks such as climate change, market fluctuations, and pest outbreaks.
- iii) Low value addition, limited agro-processing capacities, and poor post-harvest handling practices are still major challenges in Agriculture Sector which disproportionately affect women and marginalised communities, intensifying gender inequities in agriculture. Women, particularly in rural areas, often face greater barriers in accessing the resources, training, and technologies necessary to enhance post-harvest handling and agro-processing.

- iv) Lower productivity and income on farms, due to gender-inequity, lack of access to and use of: extension services; advanced inputs and technologies; time saving technologies; capacity building and training; and control over productive assets, inputs, and outputs, as well as harmful gender norms and attitudes (e.g., disproportionate division of household workload).
- v) Limited institutional capacities for gender and equity responsive analysis, planning, budgeting, project development, and appraisal, including for social risk management

Recommendation

The Programme should carry out analysis based on regions to identify their needs as per location to guide planning and budgeting. This is in addition to strengthening the link between the agricultural research institutions, private sector and the extension services to ensure that the vulnerable farmers adopt and increase uptake of modern technologies in agriculture.

4.5. Sustainable Extractives Industry Development Programme

This is a new programme following the review of the NDP III which was formed out merging Mineral Development and Sustainable Development of Petroleum Resources. The exploitation of extractives provides raw materials for resource-based industrialisation and generates substantial revenue through taxes, royalties, and export earnings, which can be reinvested in key areas such as education, healthcare, and infrastructure. The extractives industry stimulates the development of related industries, such as energy, manufacturing, and transportation, and fosters economic diversification.

Measures Taken to Equalise Opportunities/Past Performance

- i) The Resettlement Action Plan (RAP) for the Kingfisher area was completed. In the Tilenga exploration area RAP was at 97% with 4,868 of affected persons compensated and 189 of the planned 201 resettlement houses constructed at a lumpsum cost of Ugsh. 1,528,199,152 among other outputs.
- ii) A total of 64 wells (Tilenga – 56, Kingfisher – 8) of the planned 457 (Tilenga – 426, Kingfisher – 31) had been drilled which facilitated the development of infrastructure such as roads, bridges, and utilities that benefit communities through connectivity, access to markets, and overall living standards.
- iii) Promoted national participation in oil and gas activities and the total number of people employed in oil and gas was 13,067. Of these, 11,752 (90%) were Ugandans and 4,344 were from within the host communities.
- iv) In a bid to create employment, recruitment process is ongoing targeting 30 mines inspectors, 16 Mineral Beneficiation staff, 6 Project

Administration staff, 4 Weighbridge operators, 20 Drivers.

- v) Fast-Track Skilling (e.g. apprenticeship), Training and International Accreditation of Ugandans including women, youth and PWDs for employment and service provision in the development/phase of the oil and gas sector. This was done at a lumpsum cost of UGX 7,000,000.
- vi) Advanced the airborne geographical survey of Karamoja to data analysis stage and commissioned the Tin smelting plant in Mbarara.

Measures Committed/Plans for the Ensuing Year FY 2025/26

- i) Undertake biometric registration of Artisanal miners at a cost of UGX 5,255,000,000 and this will support in monitoring and regulating mining activities, ensuring safer environments and reducing exploitation of vulnerable workers.
- ii) Implement the Resettlement Action Plan for the multi products pipeline at a lumpsum cost of UGX 33,000,000. Resettlement often involves providing alternative housing or financial support to build new homes.
- iii) Complete the Kabalega Industrial Park as the flagship zone for the Petrochemical Industry among other outputs at UGX 27,424,000.
- iv) Equip and operationalise two (02) Mineral Beneficiation and Training centres at a lump-sum cost of UGX 11,500,000 targeting the youth.

Gender and equity issues

The extractive industry faces a challenge of delayed compensations during project implementations. This is associated with inadequacies in Environmental and Social Impact Assessments (ESIA) which are not comprehensive to address the needs of communities especially the marginalised.

Recommendations

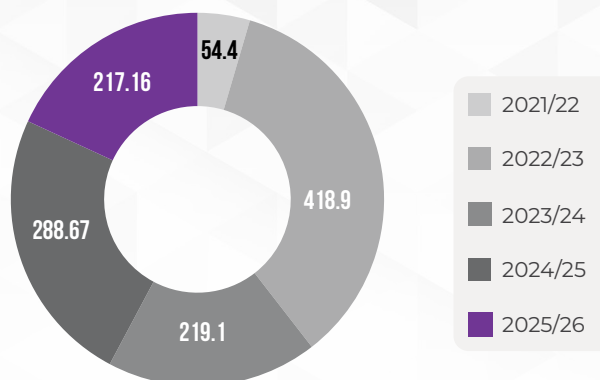
- i) Handle the compensations concerns with a gender and equity perspective to ensure families are properly compensated and reduce any negative effects to the vulnerable persons such as women, children and older persons.
- ii) Strengthen the regularity function to ensure that the gender and equity mainstreaming is realised so as to address the concerns alluded to in the section above particularly Child labour, exploitation of ASM, GBV among others.
- iii) Promote the use of modern technology and equipment and increase on beneficitation sites to ensure value addition and more benefit.

4.6. Manufacturing Programme

Manufacturing programme enhances the industrial value chains by building on primary value addition in agriculture and minerals to develop secondary and tertiary industries. By leveraging science technology and innovation, manufacturing provides new industries and sources of growth. Development of manufacturing sector is vital for optimizing investment in other infrastructure like energy, railway, industrial parks, and ICT. In addition, manufacturers attract and offer social services such as education, health, urbanisation, and commercial services.

“In FY 2025/26, Manufacturing programme will receive 217.16 (0.59%) of allocations to programmes. This is a decline by 0.7% points compared to the preceding FY budget of 288.67 (0.76%).”

Figure 4.3. Budget allocation to the manufacturing programme FY 2021/22—2025/26 (billions)



Source: EOC budget Analysis 2021/22 – 2025/26

In FY 2025/26, Manufacturing programme will receive 217.16 (0.59%) of allocations to programmes. This is a decline by 0.7% points compared to the preceding FY budget of 288.67 (0.76%). SDG 9 emphasizes the need to promote inclusive and sustainable industrialisation and to foster innovation through manufacturing programme. The manufacturing sub-sector is dominated by light and small-sized industries that are struggling to transition to medium and heavy industries and these are dominated by the middle class who are vulnerable. Limited allocation to the programme will result into underdevelopment of local supply chain, leading to overreliance on imported intermediate inputs.

Measures Taken to Equalise Opportunities/Past Performance

- i) Industrial monitoring and technical guidance field visits were conducted at a cost of UGX 25,360,137 in 75 industries in the districts of Mukono, Jinja, Buikwe, Mayuge, Masindi, Amuru, Kabarole, Nakasongola, Wakiso, Mbale, Tororo, Kibuku, Budaka, Kaliro, Mbarara, Isingiro, Soroti, Mubende, Masaka, Butambala, Gomba, Sheema, Mpigi, Dokolo, Lira, Hoima, Kikube, Kakumilo, Kyankwaza with extra funding from Gatsby Africa.
- ii) 354 participants were trained in job creation awareness and

entrepreneurship development at a cost of UGX 837,633.96.

- iii) Increased enrollment of MTAC Diplomas and certificate programs at UGX 837,633.96.
- iv) The programme inspected products in Supermarkets and retail shops in 5 Districts (Hoima, Kikube, Kakumiro, Kibale, Kagadi, Masindi, Kiryandongo and Luwero) for certification, expiry of products, labeling and other product information to ascertain the level of consumer rights violations at UGX 2,128,690.997.
- v) Ministry of trade addressed complaints by local producers in the Textile, construction materials and soft drinks sub-sectors.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) Strengthen and operationalise local consumption policies like BUBU to support local products in the market.
- ii) Establish quality assurance for manufactured goods for the local market.
- iii) Develop/review and implement relevant policies, laws, and regulations to safeguard manufactured goods from unfair competition arising from foreign goods.
- iv) Establish and operationalise border markets and Trade Hubs to facilitate trade with regional and international market.

Gender and equity emerging issues

- i) Losses incurred by cross boarder traders especially those trading in volatile regions like South Sudan, and DR Congo.
- ii) There are complaints from the local government that the credit facilities through Bank of Uganda (BOU) are not convenient and accessible to the small-scale traders/ target beneficiary because the Commercial banks

continue to market their own products that are similar to this credit facility (This is the same for the Agricultural facility).

- iii) The Programme does not comprehensively capture interventions from all the votes under the secretariat. For example, the contributions of Ministry of Foreign Affairs, Ministry of Water and Environment, Public Universities, Uganda National Roads Authority (UNRA) and Uganda Revenue Authority (URA) were not mentioned in the Programme Budget Framework Paper.
- iv) There is still a high number of sub-standard and counterfeit goods in the Ugandan market.
- v) The development of industrial parks in wetlands without proper designs has led to flooding of the surrounding areas with adverse effects on the lives and livelihood of the local communities e.g., Mbale industrial park flooded and led to loss of life and property.

Recommendation

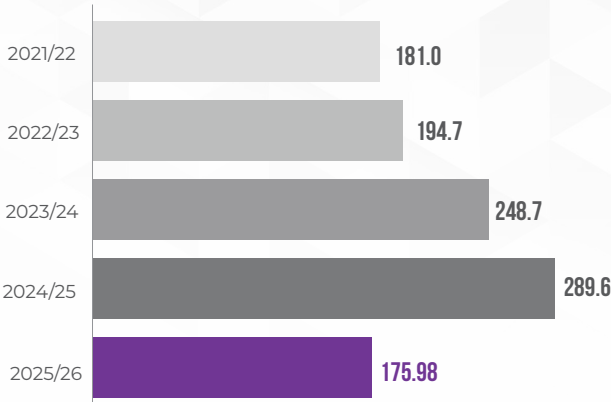
- i) Strengthen the Programme working group to ensure coordination of planning monitoring and reporting as per the Programme approach.
- ii) Strengthen the role of commercial officers to create awareness on the available opportunities and support the small-scale business to formalise their business to be able to access the available credit opportunities to boost their businesses.
- iii) Provide cheap capital through UDB long term loans with low interest rates for accessibility by all especially the vulnerable.
- iv) De-risking trade in volatile markets like South Sudan, Democratic Republic of Congo (DRC) e.g. establish Ugandan bank, insurance cover for Ugandan businesses.

4.7. Tourism Development Programme

Tourism plays a vital role in economic development by generating significant revenue, creating jobs, and stimulating infrastructure development. As a major source of foreign exchange earnings, tourism boosts a country's balance of payments and fosters economic diversification. It drives employment not only within the tourism sector itself such as in hotels, restaurants, and travel agencies but also in related industries, including transportation, retail and agriculture, which supply goods and services to tourists. Further, tourism encourages investment in infrastructure such as roads, airports, and ICT. It also promotes cultural preservation and conservation of cultural and natural heritage.

4.7.1. Allocation to Tourism Development Programme

Figure 4.4. Tourism Development Programme budget allocation FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

According to NDP IV, tourism foreign exchange earnings have increased to USD1.0 billion in FY2023/24 from USD 0.4 billion in 2020/21, however, this is below the pre-COVID level of USD1.5 billion in 2018/19.

Tourism Development programme is one the four anchor sector of economy and is anticipated to increase tourist arrivals five-fold, increasing the spend per tourist and



length of stay so as to generate annual revenue of US\$ 50 billion.

The Commission noted a sharp decline in allocation of funds to the programme as illustrated in the table above. Limited allocation will result into under-developed tourism sites, limited tourism skills, weak enforcement of standards and regulations; and insufficient conservation and protection of natural resources. This will negatively impact on the country's earnings and its contribution to GDP.

Measures Taken to Equalise Opportunities/Past Performance

- i) The Tourism Development Programme Supported 03 teams of persons with special needs in indoor games competition using a lump sum of UGX 9,498,000,000. Supporting such initiatives reflects a commitment by the programme to diversity, equity, and inclusion in the community.
- ii) In a bid to promote tourism Tourism Development Programme procured Hiking equipment (10 Single Dynamic Rope; 10 Static Rope; 25 Harnesses; 25 Crampons; 25 Helmet; 25 Ice Axes; 25 Carabiner; 25 Ascenders; 25 Belayers; 25 Figure08; 6 Modern Rescue Stretcher; 6 Oxygen bag; 2 Satellite phone; 25 Tents; 60 Sleeping Mat; 40 Mattresses; and 1 Camera). The procurement of hiking equipment aligns with broader goals of improving adventure tourism infrastructure, ensuring visitor safety, promoting local economic growth, and preserving natural ecosystems. It positions the country as a safe, well-prepared, and appealing destination for eco-tourism and adventure seekers.
- iii) Tourism Development Programme developed a tourist camp and completed at Rwenzori Elena located at an altitude of 4,600 metres to a user-friendly facility. The camp has cold-proof facilities to accommodate tourists and support personnel. This tourist camp at Rwenzori Elena provides a vital base for high-altitude expeditions, promoting

adventure tourism, supporting local economies, and fostering ecological and cultural conservation.

- iv) A total of 8,192 metres of boardwalks were constructed in the Rwenzori bogs of Kamatwa, Bujuku, Butau, Bigata boggy area, Kiharo, and East Bukurungu. The boardwalks improve safe access to essential resources such as water, firewood, and markets, especially for women and children. This reduces their exposure to the harsh and often unsafe conditions of boggy terrain, making their daily tasks easier and safer.
- v) Tourism Development Programme maintained and opened 15 cultural heritage sites of Wedelai, Partiko, Nyero, Kapir, Mukongoro, Dolwe, Barlonyo, Mugaba Palace, Kakoro, Mugaba, Fort Thurston, Bigo Byamugyenye, Kibiro, Mutanda caves, and Komuge to tourists at a cost of UGX 551,464,550. These cultural heritage tourism initiatives have attracted and promoted tourism hence employment creation.
- vi) The programme carried out 5 Conservation Education Programs in Schools and Communities. (Special Needs Conservation Education program, Citizen Science Program, Snake Conservation Education and Snakebite Program, Waste Management program) at a cost of UGX 9,498,000,000.
- vii) The Tourism Development Programme using a lump sum of UGX 1,106,731,116 represented Uganda and its interests effectively secured in global tourism development through participation in 2 EAC engagements. By effectively representing its interests in EAC tourism initiatives, Uganda can attract investments that create job opportunities for young people in sectors like hospitality, tour guiding, and cultural tourism.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) At a cost of UGX 3,900,000,000 Tourism Development Programme commits to Enrol, train, and manage students at Uganda Wildlife Research and Training Institute (UWRTI). This will equip the youth with the knowledge and skills in tourism industry and foster its growth for sustainable development.
- ii) Tourism Development Programme commits to Developing Luwero triangle war monuments using a lump sum of UGX 2,500,000,000. Investing in the development of Luwero Triangle War Monuments honors Uganda's history and the contribution of war veterans in the country. This will as well promote local tourism in Luwero and strengthen cultural identity and unity.
- iii) Tourism Development Programme under the Ministry of Works and Transport commits to Construct/ Rehabilitate/ Upgrade marine or water routes including 20 docking piers on L. Victoria, L. Albert, Mulehe and Kyahafi in Kisoro District, L. Mburo, L. Kyoga, L. Bunyonyi using a lumpsum of UGX2,000,000,000. This bridge the gap between rural and urban areas in terms of connectivity and boosting trade.
- iv) Tourism programme under the Uganda Tourism Board commits to Promoting and supporting major sports tourism events including; Football, Volleyball, motorsports, Marathons, tournaments, athletics, and Cycling, among others using a lump sum of UGX (500,000,000). Sports tourism events not only enhance children's physical and social development but also introduces them to the vast opportunities within the tourism sector. By fostering skills, nurturing talent, and inspiring ambition, these events prepare children to become future ambassadors for sports, tourism, and national pride.
- v) Tourism Development Programme under Uganda Wildlife Authority

commits to Identifying water-stressed areas that require additional water points e.g. dams, boreholes, Construction and maintenance of dams, solar-powered boreholes, etc Using a lump sum of UGX 3,500,000,000. It reduces the burden on women and children, empowers local communities, and promotes social and economic well-being. By providing accessible, clean water, such initiatives foster a more inclusive society, where all individuals, regardless of gender, can thrive.

Gender and Equity Emerging Issues

- i) The lack of representation for indigenous and minority communities in tourism programming creates culture exclusion.
- ii) The persistent issue of human wildlife conflict especially in Kidepo National Park into nearby communities which has resulted into loss of crops. The situation affects families at household level in terms of food production and security.
- iii) The tourism sector is highly vulnerable to global and regional crises such as epidemics, Ebola, Monkey pox, Cholera), global conflicts, and economic shocks. In particular, the epidemics are pronounced in areas with key tourist attractions, thereby scaring off potential tourists. This leads to a decline in tourist arrivals and earnings as well as a shift to alternative tourist destinations.
- iv) Lack of land titles for most cultural heritage sites which exposes the sites to encroachment.

Recommendation

Develop and strengthen the legal and policy framework and mechanisms to ensure presentation of indigenous and minority communities and put in place measures to mitigate the challenge of human and wildlife conflict.

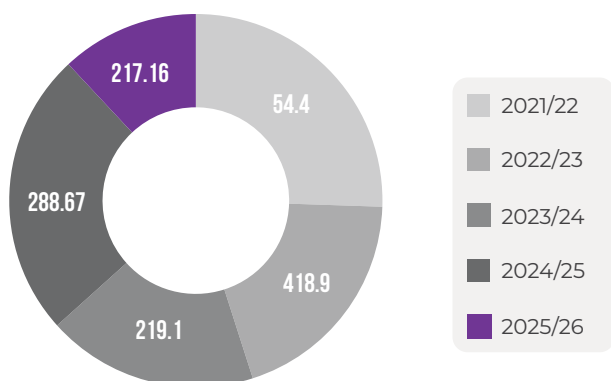
4.8. Innovation, Technology Development, and Transfer Programme

The government of Uganda is committed to investing in Science, Technology, and Innovation (STI) which is critical for knowledge expansion and unlocking new potentials for growth. The NDP IV recognises STI as an enabler in advancement fields and the creation of cutting-edge tools, devices, and systems that drive productivity and competitiveness, accelerating the transition from resource-dependent to a knowledge-based economy. STI unlocks new industries, improves efficiency across sectors, and creates high value resilient jobs for economic development.

4.8.1. Allocation to Innovation, Technology Development, and Transfer Programme

In a bid to achieve the NDP IV aspiration, the programme will work with selected Ministries, Departments' and Agencies in several areas to; Establish science and technology parks, establish materials research facilities, Establish and provide STI specialized common user facilities among other interventions for growth and development.

Figure 4.5. Budget Allocation to Innovation, Technology Dev't & Transfer programme FY 2021/22–2025/26 (bn)



Source: EOC budget Analysis 2021/22 – 2025/26

According to the 1st BCC issued by Ministry of Finance, Planning and Economic Development FY 2025/26, Innovation, Technology Development, and Transfer Programme is perceived as a multiplier anchor programme with economy wide impact. The programme is one of the key drivers of higher economic growth.

A thorough analysis of the budget by the Commission established that the programme budget significantly reduced by half from 346.91 (0.92%) to 168.01 (0.45%) in FY 2024/25 and 2025/26 respectively.

This manifests lack of commitment by government to promote science and technology which is a fulcrum for development. This will limit potential to generate new sources of growth and improve efficiency in other sectors which is essential for the realisation of NDP IV results of; Increased contribution of STI to GDP to at least USD 10 billion and Increased productive STI human capital to at least 500,000.

Measures Taken to Equalise Opportunities/Past Performance

- i) In a bid to protect the environment, the programme utilised UGX 1,094,100,000 to construct an incinerator for the disposal of hazardous waste including medical waste, chemicals and other materials that could pose risks to public health.

“The programme utilised UGX 1,094,100,000 to develop and produce three human vaccines which were in the final stages of completing the animal trials before clinical trials”

- ii) The programme utilised UGX 776,906,000 to develop reusable sanitary pads.
- iii) Innovation, Technology Development, and Transfer programme utilised UGX 1,473,350,000 to establish a coffee roasting and instant coffee processing facility in Ntungamo which is at 62% progress for both civil works and plant installation.
- iv) The programme utilised UGX 1,094,100,000 to carryout outreach training sessions with communities in Bidibidi Camp, Dokolo, and Entebbe on value addition in fruit juice production and mukene processing through UIRI.
- v) The programme utilised UGX 1,094,100,000 to develop and produce three human vaccines which were in the final stages of completing the animal trials before clinical trials.
- vi) Innovation, Technology Development, and Transfer programme utilised UGX 1,094,100,000 to established Engineering and Skills Enhancement Centres. The centres play a pivotal role in supporting academia and research institutions in acquiring modern R&D infrastructure.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The program commits UGX 2,500,000,000 to develop vehicle technologies and e-mobility solutions, which ensures safer, eco-friendly transport while addressing the gender and diversity.
- ii) The program Commits UGX 1,000,000,000 to implement innovation programmes for primary and secondary school level including mentorship and coaching on the idea to market journey. This empowers children with the skills, confidence hence preparing them for future success in a rapidly changing world.

- iii) Innovation, Technology Development, and Transfer programme at a cost of UGX 3,000,000,000 shall support the development and commercialisation of aeronautics and space science products and services, focusing on the following areas: (1) Earth observation, (2) satellite communication, (3) design and processing software, and (4) component manufacturing. This initiative aims to improve satellite communication infrastructure, thereby enhancing access to the internet, education, and remote work opportunities for youth in underserved areas.
- iv) The program commits UGX 500,000,000 to provide practical skills training for informal artisans and technicians, helping older persons use their experience to improve their skills and livelihoods.

Gender and equity emerging issues

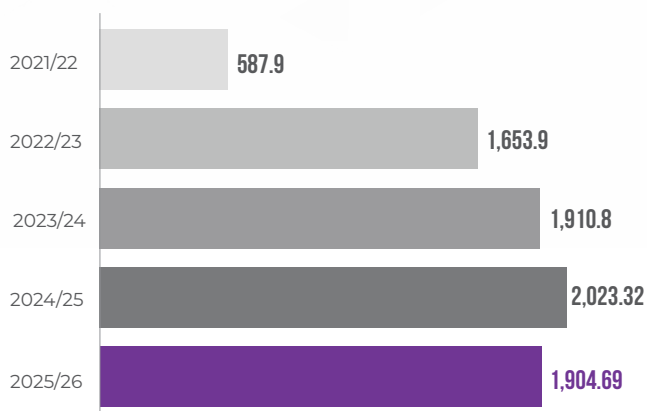
- i) Limited reporting by the Programme on the key achievements disaggregated by location, gender among other variables.
- ii) The Programme has not carried out adequate research in key areas to mitigate emerging societal challenges i.e. climate change, increase in cases of infectious diseases, value addition, quality of life among other areas.



4.9. Private Sector Development

The programme drives demand for goods and services which propels investments, domestic and external trade, job creation, and innovation. By investing in diverse sectors, private enterprises enhance productivity and competitiveness, leading to increased economic output and higher standards of living. It fosters innovation by investing in research and development bringing in new technologies and solutions to the market.

Figure 4.6. Budget allocation to the Private Sector Development programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

Analysis of the programme budget noted that Private Sector Development is one of the programme whose budget declined from 2,023.32 bn to 1,904.69 bn in FYs 2024/25 and 2025/26 respectively.

Uganda's private sector is dominated by Micro, Small, and Medium Enterprises (MSMEs), however, these are struggling with transition to the next level. These MSMEs are dominated by organized groups of women and men, youth, Persons with disabilities in different locations. MSMEs collectively represent around 90% of the private sector, contribute over 80% of manufactured output, and approximately 75% of the gross domestic product (GDP)⁶

With the inadequate funding to the programme, the commission is concerned on the capacity of the programme to achieve key objectives under the fourth National Development Plan. These include; sustainably lower the cost of financing, increase market access, presence, and competitiveness of Ugandan goods and services, Support capacity development of private sector institutions and organizations and Strengthen Institutional Coordination for private sector development.

Measures Taken to Equalise Opportunities/Past Performance

- i) Under the Private Sector Program, UGX 1,058,900,000,000 was utilised as government capitalization for PDM SACCOs which aims at improving the lives of vulnerable communities through providing access to affordable financial services, enhancing economic opportunities, and fostering local development.
- ii) The Program Utilised UGX 397,869,549 to test 6,824 products in the UNBS laboratories. This ensures safer and higher-quality goods in the market, protecting the vulnerable from exposure to harmful products and promoting their health and well-being.
- iii) The program, through the Bank of Uganda, disbursed UGX 16,511,000,000 billion to 983 beneficiaries under the Small Business Recovery Fund. This initiative economically empowers young people, equipping them to contribute to national development while improving their livelihoods and supporting the well-being of their families.
- iv) The Program under Uganda Retirement and Benefits Regulatory Authority utilised UGX 289,517,000 to conduct Two webinars one focusing on unclaimed benefits attracting 152 attendees and another focusing on retirement benefits as a key element of social justice attracting 105 attendees. These

help in raising awareness in identifying and claiming benefits by Older Persons hence improving their standards of living.

- v) The Program allocated UGX 384,937,000 through PPDA to implement 10 reservation schemes benefiting Persons with Disabilities. These initiatives aim to provide opportunities that help overcome historical and societal barriers, fostering inclusion and empowerment.
- vi) The program under the Ministry of East African Community utilised UGX 1,730,877,000 among other activities to Conduct a sensitization engagement on the EAC integration to opportunities at district level to the various business communities in the Kalangala, Luwero, Guru, ZOMBO, Busia, Arua, Nebi, soroti, Mbarara & Jinja. This empowers the people in these districts by opening up opportunities for sustainable economic growth, job creation, and greater participation in the regional economy.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) At a cost of UGX 12,300,000,000, the Programme intends to Improve certification, laboratory testing and equipment calibration and verification services to the private sector in all regions. This will build consumer trust and reduce the risk of defective or unsafe products reaching the market.
- ii) At a cost of UGX 880,000,000 the Programme plans to develop and implement consumer protection measures through regulations and dispute resolution mechanisms.
- iii) Private Sector Development plans to Identify, profile and target investors in the packaging industry and facilitating them in industrial Park development at a cost of UGX 1,200,000,000 for employment creation.

- iv) The Programme intends to develop an operational strategy for shared governance and administration ICT infrastructure for informal sector saving Scheme at a cost of UGX 1,450,000,000.

- v) Develop and disseminate the local content strategy for investment at a cost of UGX 1,000,000,000.

- vi) The program commits to completing the Entebbe Free Zone, which is expected to improve the lives of vulnerable people by creating job opportunities and enhancing access to essential social services such as education, healthcare, and other community benefits.

- vii) Funding public financial institutions (PFIs) to support the Youth access the money, skills, and resources they need to start businesses, create jobs, and improve their lives which supports them to grow economically, reduce unemployment, and build a better future for themselves.

Gender and Equity Emerging issues

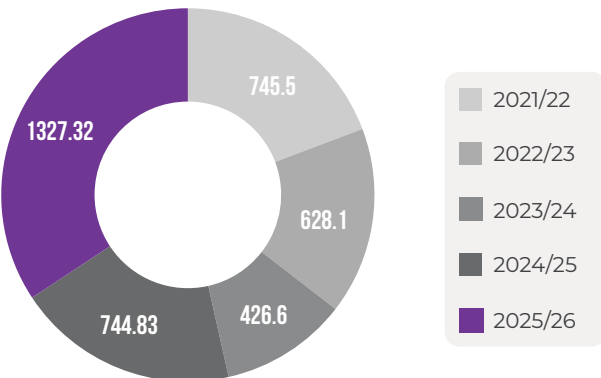
- i) High Cost of doing business due to expensive utilities, complex regulatory requirements, and inefficient systems continue to impact the ease of doing business, hindering competitiveness and private sector growth.
- ii) Limited Access to Long-term Financing particularly micro, small, and medium enterprises (MSMEs). These face difficulties accessing affordable, long-term credit due to stringent financial requirements, including ownership of land as collateral.
- iii) Inadequate enforcement of Local Content in Public Investment especially in government projects associated with limited opportunities for private sector growth.
- iv) The high cost of the internet hinders digitalization of business transactions affecting uptake of digital technologies and services by MSMEs.



4.10. Natural Resources, Environment, Climate Change, Land, and Water Management

The Programme on Natural Resources, Environment, Climate Change, Land and Water Management is intended to contribute to the realisation of the sustainable industrialisation agenda. The programme was established to ensure that resources such as land, water, forests, and wetlands are efficiently used, increasing their longevity and productivity. Ensure environmental management and effective climate change response, preserve the natural ecosystems, biodiversity and reduces the adverse effects of climate change.

Figure 4.7. Budget allocation to the Climate Change, Natural Resource, Environment & Water Management programme FY 2021/22 – 2025/26 (bn)



Source: EOC budget Analysis 2021/22 – 2025/26

The Programme budget allocation increased from UGX 744.83 billion in FY 2024/25 to UGX 1,327.32 billion in FY 2025/26 and this translate into 1.61% increment. Therefore, with increase in the budget for the Programme, it is anticipated that the Programme would improve on key inclusive interventions;

- i) Equitable distribution and inclusive accessibility of water to the vulnerable in water stressed locations especially the hard to reach.
- ii) Improve land rights and strengthen environmental management.
- iii) Protect, restore, and add value to forests and wetlands.
- iv) Reduce vulnerability to the effects of climate change and natural disasters.
- v) Ensure the availability of adequate and reliable water for different uses across the country.
- vi) Increased level of compliance to physical development plans.
- vii) Improved early warning system and infrastructure for flood and drought management established.
- viii) Improve meteorological services and early warning signaling to mitigate risks.
- ix) Promote continuous mainstreaming of Climate Change and disaster risk screening in projects, programme investments, planning, implementation, management, and reporting. The Programme should work with Ministry of Lands, Housing

and Urban Development speed up the process of cancellation of illegal titles in both wetlands and forest reserves to preserve the environment and mitigate the effects of climate change.

- x) The Ministry of Water and Environment (MWE) in collaboration with other government agencies should continue to advocate, mobilise, and sensitise communities to take up alternative livelihoods other than forestland and wetlands.
- xi) The Programme should embark on construction of public water kiosks in towns, targeting slum areas with lowest access to safe water.

Measures Taken to Equalise Opportunities/Past Performance

- i) The programme through NEMA utilised UGX 8,588,014,000 pretesting a training manual for the district environment committee in 8 local Governments in Central Uganda. This led to sustainable environment utilisation because the constituted Committee monitored the utilisation of natural resources within the country.
- ii) The programme utilised UGX 2,590,200,000 conducting capacity building workshops of the lead agencies in environment management. This enabled the lead agencies empower the youths who are key beneficiaries from natural resources with the knowledge and skills to utilise the natural resources sustainably.
- iii) The programme through the Ministry of Water and Environment utilised UGX 5,754,880,000 rehabilitating 2 multipurpose reservoirs of Biacci in Arua district and Lakongera in Kitgum District restoring water for multi purpose use by 30 million litres. This ensured a steady and reliable water supply for older person's households who are a vulnerable category that often times need affirmative action.

- iv) The programme utilised UGX 158,785,000 planning and developing an oil spills contingency plan. This ensured that health and safety measures were in place to protect people from the dangers resulting from oil spills.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The programme commits UGX 2,000,000,000 towards the assessment of the carbon stock and greenhouse gases in peatlands and other wetlands. This will enable the programme estimate the contribution of the greenhouse gasses towards climate change and mitigation of climate change effect.
- ii) The programme committed UGX 19,100,000,000 towards the establishment of tree growers' associations to facilitate market access and equipment affordability, forestry based institutions equipped with modern wood processing tools and equipment to produce skilled graduates, Training, Market feasibility studies for wood products conducted.
- iii) At a cost of UGX 11,500,000,000 the programme plans to install weather stations across the country to support the provision of accurate information on weather to the users especially farmers.
- iv) The programme commits UGX 5,000,000,000 towards the promotion and support of the establishment of wetland ecotourism. This will generate income that can be re invested into the conservation and restoration of wetlands and support local conservation efforts and reduce threats such as pollution, habitat loss and illegal activities.
- v) The programme plans to restore, protect and monitor degraded wetland systems at a cost of UGX 2,000,000,000.
- vi) The programme commits UGX 3,440,000,000 towards operating and maintaining water quality research vessels and mobile laboratories.

Gender and Equity Emerging Issues

- i) Continuous encroachment on the fragile ecosystems by the neighbouring communities aggravated by unclear boundaries/unmarked and political influence.
- ii) Continuous issuance of illegal titles on forest reserves and wetlands which has motivated more encroachment associated with endless unresolved court cases. This is associated with inadequate enforcement team at the lower local government level in the form of personnel and equipment to patrol the forest reserves.
- iii) The Programme highlights the challenge of distance, time and inequality in access to safe water and sanitation facilities in some communities which affect mostly women, persons with disabilities children and people from hard to reach areas.
- iv) Delayed resettlement of persons affected by mudslides in the disaster prone areas of Elgon sub-region which adversely affects the vulnerable people especially the women, persons with disabilities, children, older persons and the poor.

Recommendations

- i) The Programme should work with Ministry of Lands, Housing and Urban Development speed up the process of cancellation of illegal titles in both wetlands and forest reserves to preserve the environment and mitigate the effects of climate change.
- ii) The Ministry of Water and Environment (MWE) in collaboration with other government agencies should continue to advocate, mobilise, and sensitise communities to take up alternative livelihoods other than forestland and wetlands.

- iii) The Programme should embark on construction of public water kiosks in towns, targeting slum areas with lowest access to safe water.

4.11. Integrated Transport Infrastructure and Services

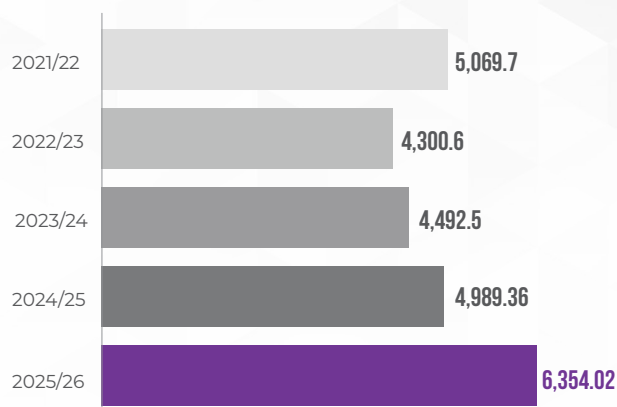
Infrastructure plays an important role and contribute to economic growth leading to improvement of the country's standards of living. Infrastructure is key to integration in global and domestic trade and market systems. As such, transport infrastructural problems limit a country's ability to engage properly and harness benefits in the globalization process. Uganda's transport infrastructure is an integral part of its regional and international competitiveness. Productivity in every sector of the economy is affected by the quality and performance of the country's transportation, water, power supply and other types of infrastructure. Therefore, access to and efficiency of transport infrastructure is critical to Uganda's competitiveness and ability to harness its regional and globalization potential.

“

The Ministry of Water and Environment (MWE) in collaboration with other government agencies should continue to advocate, mobilise, and sensitise communities to take up alternative livelihoods other than forestland and wetlands

”

Figure 4.8. Budget allocation to the Integrated Transport Infrastructure & Services programme FY 2021/22-2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

The Budget allocation to Integrated Transport Infrastructure and Services increased from UGX 4,989.36 billion in FY 2024/25 to UGX 6,354.02 billion in the FY 2025/26 which is 4% budget increase to the programme budget. The programme having a budgetary increase, it is anticipated to achieve the following key inclusive interventions;

- i) Rehabilitation and upgrade of Strategic infrastructure such as upgrade of regional aerodromes of Arua, Gulu, Pakuba, Kidepo Kisoro, and Kasese to support tourism, roads to areas with minerals, oil and gas, among others.
- ii) Implement an inclusive mass public transport system
- iii) Strengthen transport system resilience to climate change and natural disasters; and compliance to environmental and social safeguards.
- iv) Develop and implement transport infrastructure drainage systems for all cities and urban authorities.
- v) Construct and equip laboratories in every region for inclusive infrastructure development.
- vi) Reduce the average travel time, increasing average infrastructure life span and reducing fatality and casualties from transport accidents especially in the city.

Measures Taken to Equalise Opportunities/Past Performance

- i) The programme through Uganda National Roads Authority (UNRA) allocated UGX 7,790,428.391 towards the construction and upgrading of climate-resilient infrastructure in regions such as the Tororo-Busia Road (26KM) and Mayuge and Busia Town Roads (18KM).
- ii) Integrated Transport Infrastructure and Services promoted reservation schemes through strengthening the local construction industry by awarding 20.8% of contracts worth UGX 3.062 trillion to local providers. This initiative promotes economic empowerment, particularly for youth, women, and marginalised groups, by creating jobs, building capacity within the local industry, retaining project benefits within Uganda, and fostering inclusive growth while ensuring equitable opportunities for vulnerable population.
- iii) The programme utilised UGX 2,711,125.102, among other costs, to advance the ongoing access road project from Kizirafumbi to Kabale, which is at 10.5% physical progress, as part of the broader Integrated Transport Infrastructure Programme (ITIP). This project aims to enhance accessibility to critical infrastructure, such as airports, and improve connectivity.
- iv) Integrated Transport Infrastructure and Services designed and built Masindi-Biiso, Hohwa-Nyairongo-Kyarushesha-Butole, and Kabaale-Kiziranfumbi Roads Upgrading Project (spanning 97 km) progress to improve on regional connectivity.
- v) Under past performance, the vote spent UGX 21,686,113.974, among other costs, to construct and upgrade urban roads contributing to improved mobility, accessibility, and economic opportunities in urban areas. Additionally, the Community Roads Improvement Project (CRIP) rehabilitated 20 km of community access roads across districts of; Adjumani, Amuria, Arua, Budaka, Bugiri, and others, fostering connectivity and rural development.

- vi) In FY 2022/24, the programme utilised UGX 190,775,001 towards achieving fair performance in transport regulation by licensing of driving schools. This enhanced road safety through standardized driver training; securing global accreditations and align Uganda's transport systems with international safety and operational standard.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The programme spent UGX 1,900,000,000, among other costs commits to construct and rehabilitate 12 landing sites and jetties. These include; Namasale, Zengebe, Wanseko, Panyimur, Kiyindi, Kirongo, Obongi, Sinyanya, Agule, Okokorio, Lolwe, and Buwaya, to enhance water transport connectivity, improve safety and reliability, support local economies and tourism, and promote equitable access to resources and services, particularly benefiting women, children, and persons with disabilities.
- ii) The programme will spend UGX 6,478,000,000 among other costs, to construct and reconstruct 10 strategic bridges in the following regions; Nakiwogo, Laropi, Sezibwa, Katonga, Masindi Port, New Karuma, New Katunguru, Upper Katonga, New Packwach, and emergency repairs on Karuma Bridge.
- iii) Integrated Transport Infrastructure and Services utilised UGX 50,000,000, among other costs will review the National Road Safety Policy. The implement of Traffic and Road Safety Act (Amendment) 2020, and formulation of regulations to operationalise the Act. The Ministry of Works investigated eight traffic accidents, carried out four-road safety and awareness campaigns.
- iv) The programme commits to spend UGX 60,000,000 among other costs

to conduct compliance monitoring of provisions for persons with disabilities (PWDs) and older persons at workplaces on the ongoing transport projects.

- v) Integrated Transport Infrastructure and Services will continue implementing the reservation schemes to strengthened the local content especially in local construction industry by awarding **20.8% of contracts to local contractors. This is aimed at equalising opportunities** for vulnerable population.
- vi) The programme will carry out timely compensation to Project-Affected Persons (PAPs) for the Tororo - Gulu Metrr Gauge Railways (MGR) line.

Gender and Equity Emerging issues

- i) Increased time lost due to increased traffic congestion in urban areas due to bad roads and lack of regulation and improper public transport system.
- ii) Delayed compensation of the Project Affected Persons (PAPs) especially in huge projects associated with inadequacies in Environmental and Social Impact Assessments (ESIA) to comprehensively address social aspects.

“

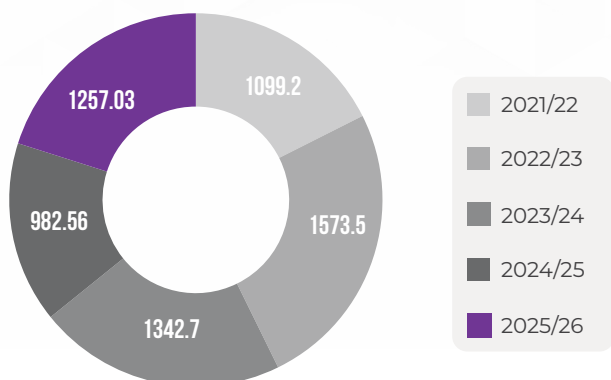
The programme commits to spend UGX 60,000,000 among other costs to conduct compliance monitoring of provisions for persons with disabilities (PWDs) and older persons at workplaces on the ongoing transport projects

”

4.12. Sustainable Energy Development

Sustainable Energy Development Programme aims to increase access to and consumption of clean energy. Availability of reliable, affordable and clean energy is an important factor in transforming lives of people especially the marginalised communities.

Figure 4.9. Budget allocation to the Sustainable Energy Dev't programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

According to NDP IV, the programme facilitates educational, health, and quality water supply services, contributing to human capital development for socio-economic transformation. Energy infrastructure creates job opportunities and fosters investment thereby reducing poverty and promoting social and gender equality.

The Commission budget analysis noted a budget increase of 0.67% from the previous budget which is a positive aspect in changing lives of people especially the vulnerable. The programme is therefore anticipated to double its effort to achieve the following;

- i) Ensure equitable electricity distribution in Uganda especially in sub-regions lagging behind in terms of power distribution i.e. Karamoja, Acholi, Lango, Teso and West Nile sub-regions.
- ii) Develop incentive schemes to support community adoption of clean energy technologies.

- iii) Support the establishment of community based clean energy demonstration projects e.g. faith based and traditional organisations.
- iv) Construct regional interconnection electricity transmission lines of 688.5km to South Sudan, Kenya, DR Congo.
- v) Construct electricity distribution lines and associated infrastructure in cities, urban, peri urban, and rural areas.
- vi) Promote decentralized energy systems for inclusive energy distribution, access and use.
- vii) Promote alternative cooking fuels and technologies to mitigate the challenges of climate change.
- viii) Electrify industrial, commercial enterprises for Wealth creation initiatives such as PDM and Emyooga.
- ix) Electrify social and public institutions and these include; administrative units and trading centers, health centers, cultural, religious areas, libraries and schools, schools, police among others.
- x) Create connections between people, green jobs and services i.e. water pumping, irrigation, refrigeration, cooling, milling, drying.
- xi) Promote quality, health, safety, security, environment and social safeguards.

Measures Taken to Equalise Opportunities/Past Performance

- i) The programme completed works at Karuma Hydro-power Plant (HPP) and Nyagak III. The completion will step up the supply of power in different locations of the country to support Industrialisation and employment creation.
- ii) Completion of several electricity grid extension projects during FY 2023/24 was achieved throughout the regions of the country. Under the Uganda Electricity Access Project (UREAP) Lots 1–6 and Lots 10–12 in the Eastern Region (Kaliro, Iganga, Soroti, Serere), Northern

Region (Gulu, Nwoya, Lira, Alebtong), Southern Region (Butambala, Isingiro, Mbarara, Rukungiri) and Central Region (Nakaseke, Luwero, Nakasongola, Kiryandongo, Wakiso) were completed. The works under Lot 7 for connecting Bugala Island in Kalangala to the grid using a marine cable were completed and the newly constructed grid on the island was commissioned and energized.

- iii) National Consultation and stakeholder engagements on structures of nuclear energy conducted at a lumpsum cost of UGX 223,900,398 to collect views from the affected persons for inclusion in the development of sustainable and safe energy solutions.
- iv) Completed the construction of key electricity transmission and distribution infrastructure which has unlocked the suppressed demand in West Nile and the Northern part of the Country at a lumpsum cost of UGX 732,786,400.
- v) Complete construction of resettlement houses for vulnerable Project Affected People (PAPs) i.e. invisible children and Paicho Secondary and action taken (Payment processing is ongoing) at a lumpsum cost of UGX 54,062,115,756.
- vi) Completion of the 83 km Gulu-Agago transmission line and the Agago sub-station, which was energized in February 2024 at a lumpsum cost of UGX 54,062,115,756 among other outputs.

Measures Committed/Plans for the Ensuing Year

- i) In an effort to support business, the programme will support key initiatives such as water pumping, irrigation, refrigeration, cooling, milling, drying, and others across the country.
- ii) The programme will commence on rehabilitation of the Mutundwe, Buloba, Kabulasoke, Masaka, 132kV Transmission Line and the Kabulasoke, Nkongwe,

Rugonjo, Nkenda, 132kV Transmission Line among other substations.

- iii) Commence the rehabilitation for the: Kiira-Nalubale hydropower plant, Wind energy systems in Karamoja, Bioenergy systems and Solar PV mini grids energy systems to support regional balanced development.
- iv) The programme will complete Kampala Metropolitan System Improvement Project and Kabalega Petro based industrial park substation, Bujagali, Tororo, Lessos, Masaka Mbarara transmission line project.

Gender and equity emerging issues

Unequitable Electricity distribution in Uganda especially in Karamoja, Acholi, Lango, Teso and West Nile sub-region where the distribution is below 38.6 percent, compared to 56.7 percent countrywide.

Recommendation

Government should consider prioritizing regions which lag behind in terms of power distribution for inclusive development. These include; Karamoja, Acholi, Lango, Teso and West Nile sub-regions. This is in addition to subsidizing the connection fees for inclusive accessibility.

“

In an effort to support business, the programme will support key initiatives such as water pumping, irrigation, refrigeration, cooling, milling, drying, and others across the country

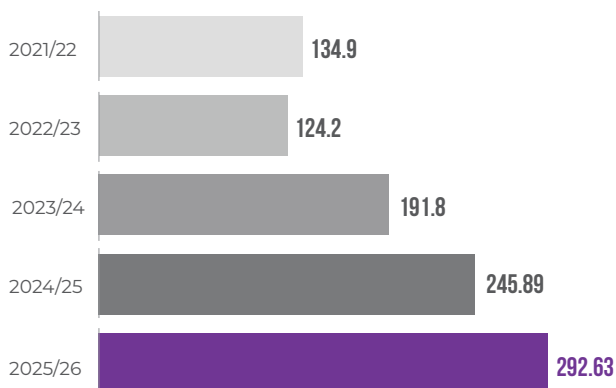
”



4.13. Digital Transformation Programme

Information Communication and Technology (ICT) is a pivot of development and change. Digital transformation is an enabler for all sectors and provides significant opportunities for inclusive economic growth through employment creation.

Figure 4.10. Budget allocation to the Digital Transformation programme FY 2021/22 – 2025/26 (bn)



Source: EOC budget Analysis 2021/22 – 2025/26

Analysis of the budget established that Digital Transformation is anticipated to receive budget increment of 46.74 billion in FY 2025/26 compared to the preceding FY 2024/25. This is a significant increment in a bid to digitalize the country. Therefore, the programme is expected to implement the following inclusive interventions;

i) Reduce the cost of internet across network service providers which affects

learning and research by the the poor especially the hard-to-reach areas in the country.

- ii) Promote utilisation of Information and Communication Technology services across the country through improved network coverage, quality services, training in use of ICT knowledge, engagements with academic institutions among others.
- iii) Expedite the laying of internet fiber for internet access across the country and promote e-service in public and private institutions.
- iv) Work towards mitigating increased cases of cybercrimes such as online fraud, cyberbullying, online child abuse, unauthorized access to accounts of vulnerable communities, reputation harm targeting vulnerable individuals and government bodies.
- v) Strengthen collaboration between the programme and the Ministry of Education and Sports (MoES) to build capacity of teachers to incorporate ICT in pedagogy to facilitate technology in learning at all levels of education.
- vi) Strengthen access to e-services for both public and private sectors in a bid to spur economic development.
- vii) Develop appropriate action to protect vulnerable communities especially children and youth against addiction, toxic content and misinformation through use of technology.

Measures Taken to Equalise Opportunities/Past Performance

- i) The programme spent a sum of UGX 3,118,340,000 to support ten (10) Business Process Outsourcing (BPO) centers through provision of subsidised internet and technical support, especially in terms of Information and Technology (IT) regulation requirements and enabling linkage of innovators to potential markets. In addition, the supported BPOs were supervised to create 286 ICT-related jobs.
- ii) The Programme utilised UGX 306,251,000 to conduct routine cybersecurity monitoring and subsequently disseminated thirty-six (36) Computer Emergency Response Team (CERT) advisories and alerts targeted towards proactive defence against cyber-attacks. This intervention emphasises the commitment to creating a safer digital environment for the younger generation, equipping them with the knowledge and tools to navigate the online world securely.
- iii) A total of UGX 195,512,000 was spent by the programme on carrying out Thirty-Two (32) Information Security awareness programs, and these were aimed at improving the information security hygiene in the public.
- iv) At a lumpsum of UGX 144,401,000 the programme created awareness about e-Government services to provide convenience in access and use for convenience by different categories of people and location.
- v) The programme carried out six field visits in the districts of; Soroti, Kasese, Oyam, Kabale, Arua and Mbale to monitor and launch the ICT Hubs. ICT hubs help close the gap between urban and rural areas in terms of access to and use of technology and information.

Measures Committed/Plans for the Ensuing Year

- i) The programme through KCCA and Ministry of Local Government plans to spend UGX 2,200,000,000 to develop systems for public transport, traffic management, waste management, smart urban planning, and air quality monitoring.
- ii) The programme plans to spend UGX 2,700,000,000 through Uganda Communications Commission to extend high speed broadband to schools and tertiary institutions.
- iii) The programme plans to spend UGX 59,500,000 through NITA-U to develop and implement Guidelines for enforcing the data protection and privacy Act.
- iv) The programme through the Ministry of ICT and Uganda Institute of Information and Communications Technology plans to spend UGX 1,518,730,000 to support development and marketing of local innovations.
- v) UGX 1,000,000,000 will be spent to develop and conduct ICT demand driven training programmes for the different categories, youth, PWDs, women and men in business, Government workers including teachers.

“A total of UGX 195,512,000 was spent by the programme on carrying out Thirty-Two (32) Information Security awareness programs, and these were aimed at improving the information security hygiene in the public.”

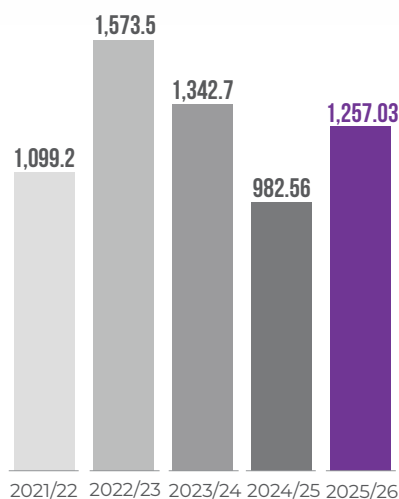
Gender and Equity Emerging issues

Limited access to internet services in government institutions (Police, Schools, Hospitals, District headquarters, Local Government) across the country the country especially the hard-to-reach areas.

4.14. Sustainable Urbanisation and Housing Programme

According to the Fourth National Development Plan, the Sustainable Urbanisation and Housing Programme is one of the eighteen development Programmes under the NDP IV. This programme seeks to make cities and human settlements inclusive, livable, and well planned environments in line with Agenda 2030 (SDG 11).

Figure 4.11. Budget allocation to the Sustainable Energy Dev't programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

Sustainable Urbanisation and Housing will be achieved through elimination of slum like conditions, safe and affordable housing, provision of accessible and affordable transport systems, reduction of urban sprawl, enhancement of cultural and heritage preservation, addressing urban resilience and climate change challenges among others.

In this regard the programme's budget was significantly increased from 649.42 billion for FY 2024/25 to 1,139.01 Billion for FY 2025/26 which is a 1.35% increment. With this significant increase, Ugandans expect the programme to achieve the following;

- i) Expedite the implementation of the National Land Information System and computerization of land records in all the 22 Ministry Zonal Offices.
- ii) Update the Government Land Inventory and mitigate increasing cases of encroachment on public land which has resulted into evictions.
- iii) Compensate absentee Landlords in Buganda, Bunyoro, Ankole and Toro Regions.
- iv) Mitigate increased incidences of land disputes, mass evictions and conflicts with threats to destruction of properties especially in buganda which affects mostly the vulnerable people in different locations.
- v) In a bid to mitigate the adverse effects of climate change, the programme would work with relevant authorities to cancel Land titles issued in the wetlands, forest reserves and other eco-sensitive and protected areas.
- vi) Review, approve and disseminate the compensation rates for all the districts to mitigate delays in compensations especially during the implementation of key government projects.
- vii) Develop a strategy to reduce on increasing slums and mushrooming of petrol stations in upcoming towns which is a timing bomb to the population since they are constructed in residential areas.
- viii) Energize and promote Barazas and public sensitizations on land rights and other land related across the country. (target the vulnerable people i.e. older persons, orphans, Persons with Disabilities, widows, widowers, among other groups).

- ix) Enforce the existing Laws i.e. Physical Planning Act, 2010 and compliance with to the construction standards especially accessibility.
- x) Formulate policies, guidelines and procedures to guide the population on human settling and setting housing standards for affordable and decent housing for improved quality of life.
- xi) Address the challenge of evictions of the ethnic minorities (Benet, Batwa, Ik, Basongora pastoralists, Banyabindi among others) from their ancestral land by government Agencies i.e. Uganda Wildlife Authority, National Forestry Authority, Local Governments among other Institutions which has left ethnic minorities homeless and limits their participation in production.
- xii) Promote awareness on the rights of women, children, Persons with disabilities, Ethnic Minorities on ownership and use of land.

Measures Taken to Equalise Opportunities in FY 2022/23

- i) At a cost of UGX 281,553,145, MoLC Supervised and monitored LGs of Kabale and Ntungamo MCs and Mbarara City to ensure enforcement of the laws on services delivered in areas of physical planning implementation and preparation of bylaws, Ordinances, Budget approval, waste management, ULGs forests restoration and wetlands preservation, climate change resilience and training human resource.
- ii) The programme through MoHLUD disseminated the Land use regulatory frame work to 7 District Local Governments. These include; Tororo, Madi-Okollo, Oyam, Nakasongola, Masindi, Kiruhura and Sembabule at a cost of UGX 281,553,145.
- iii) The State of Land Use Compliance report 2022 was published and disseminated to 40 Districts of; Buvuma, Kalangala, Serere, Arua, Gulu, Lira, Soroti, Mbale, Jinja, Masaka, Mbarara, Fort Portal, Hoima, Tororo, Moroto, Entebbe, Kabale,

Kitgum, Kasese, Kamuli, Mubende, Lugazi, Apac, Ntungamo, Busia, Adjumani, Arua, Isingiro, Kiryandongo, Moyo, Yumbe, Kamwenge, Lamwo, Obongi, Madi-Okollo, Terego, Bugiri, Amudat, Kapchorwa and Oyam at a cost of UGX37,121,163.

Gender and Equity Measures Committed for the Ensuing Financial year 2025/26

- i) In FY 2025/26, the programme commits to install streetlights alongside key urban roads and public spaces in the Greater Kampala Metropolitan Area Urban Development Program. Women and girls are disproportionately affected by violence and harassment in public spaces. Adequate lighting deters potential offenders and reduces incidents of gender-based violence (GBV), making public spaces safer for women and girls.
- ii) The programme commits UGX 50,000,000 to design incentives to lower housing and construction costs offer multifaceted benefits for older persons, enhancing their financial stability, health, and overall quality of life. By making housing more affordable and accessible, these incentives enable older persons to live independently, safely, and with dignity.

“

The programme through MoHLUD disseminated the Land use regulatory frame work to 7 District Local Governments. These include; Tororo, Madi-Okollo, Oyam, Nakasongola, Masindi, Kiruhura and Sembabule at a cost of UGX 281553145

”



4.15. Human Capital Development Programme

Human capital development plays a crucial role in unlocking the full potential of individuals and societies thereby enhancing productivity and the quality of life. A healthy, well-educated, and skilled population boosts productivity, innovation, creation, uptake, and diffusion of knowledge and modern technologies in different sectors of the economy. It reduces poverty and inequalities, improves welfare and resilience through social protection, and produces intergenerational benefits. Investment in human capital enhances earnings, increasing effective demand which supports production. With the right mind-set, the dividends of human capital development are amplified.

The National Development plan 2020/21 – 2024/25 recognised Community Mobilisation and Min-set Change Programme which was assimilated into one programme of Human Capital Development.

This programme significantly advances the global, regional, and national development agendas contributing to multiple goals and targets. It supports SDGs 1, 2, 3, 4, 5, 6, 8,

10: which provide for poverty reduction and enhancing resilience; ending hunger,

achieving food security and improved nutrition; ensuring healthy lives and promoting the well-being; equitable quality education; gender equality; provision of clean water and sanitation; full and productive employment and decent work; and reduced inequality.

Human Capital development programme key gender and equity interventions for implementation under NDP IV include;

- i) Institutionalise pre-primary teacher training at public teacher training institutions
- ii) Improve physical and cognitive development of children below 8 years
- iii) Promote optimal maternal, infant, young child, adolescent and elderly nutrition practices.
- iv) Increase access to immunization against childhood diseases
- v) Improve adolescent and youth health through providing youth-friendly health services and establishment of community adolescent and youth-friendly spaces at sub-county level.
- vi) Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour.
- vii) Enhance proficiency in literacy and numeracy through Early Grade Reading

(EGR), Early Grade Mathematics (EGM) and remedial learning.

- viii)** Improving the inclusivity in teaching and learning environments
- ix)** Provide early exposure of Science, Technology, Engineering and Mathematic (STEM) and Science, Technical Education and Innovation (STEI) to children through innovative science projects in primary schools.
- x)** Use the PDM information management pillar to register and mobilise youths to enroll in skilling programs.
- xi)** Establish a Presidential Skilling Hub in Karenga district.
- xii)** Provide the required physical infrastructure and equip, instruction materials and human resources for Higher Education and Technical and Vocational Education and Training (TVET) Institutions including Special Needs Education (SNE).
- xiii)** Promote national ideology and interest for economic prosperity through; Integrating values, ethics in the education and mainstream environment and climate change concerns in the school curriculum.
- xiv)** Increase community ownership, access and utilisation of health promotion, environmental health and community health services including for persons with disabilities.
- xv)** Ensure adequate human resources for health at all levels, with a special focus on specialized and super-specialized human resources.
- xvi)** Upgrade Kaabong Hospital to a regional referral status.
- xvii)** Improve maternal, adolescent and child health services at all levels of care.
- xviii)** Increase inclusive access to safe water, sanitation and hygiene (WASH) with emphasis on increasing coverage in lagging communities.
- xix)** Promote delivery of disability friendly health services including

physical accessibility and appropriate equipment.

- xx)** Expand scope and coverage of livelihood enhancement and economic empowerment programmes for Youth, Women, Older Persons and PWDs.
- xxi)** Increase gender data and statistics production, accessibility, and use to inform policies and programming on gender equality and equity responsive planning and budgeting.

Measures Taken to Equalise Opportunities/Past Performance

- i)** The Uganda Heart Institute utilised UGX 6,545,630,000 to provide diagnostic services such as ECHOs, ECGs, laboratory tests and consultations reporting an increase of 19% from the previous financial year.
- ii)** The programme through the Ministry of Health spent UGX 3,571,806,000 among other costs to support 146 districts and cities to conduct integrated Child Health Days outreaches across the country.
- iii)** Ministry of Gender, Labour and Social Development financed 637 youth enterprises under the Joint Programme on UWEP/YLP benefitting 9,519 youths at a cost of UGX 3,228,090,000 among others.

“

The Uganda Heart Institute utilised UGX 6,545,630,000 to provide diagnostic services such as ECHOs, ECGs, laboratory tests and consultations reporting an increase of 19% from the previous financial year

”

- iv) The Ministry of Education and Sports procured and delivered 334 science kits to 17 District Local Governments across the country to enhance practical science teaching in primary schools. The intervention was implemented at a cost of UGX 3,883,506,000. By equipping schools with science kits, the intervention created an enabling environment for learners to engage in practical learning.
- v) The Ministry of Gender, Labour and Social Development spent UGX 39,016,750,000 to fund 286 Older Persons Enterprises under Special Enterprise Grant for Older Persons (SEGOP) for income generation reaching 1,849 beneficiaries (896 Males and 953 Female) in 57 Local Governments. The Special Enterprise Grant for Older Persons is a significant Gender and Equity intervention that enhances the socio-economic well-being of older persons by addressing poverty, reducing inequalities and promoting community development. The program empowers older persons to lead a dignified, independent and productive lives.
- vi) Through the National Special Grant (NSG) the Ministry of Gender, Labour and Social Development funded 1,049 Persons with Disabilities (PWDs) Enterprises benefiting 7,095 Persons with Disabilities of which 3,554 were Males and Females 3,541 across the country. This was done at a cost of UGX 39,016,750,000 among others.
- vii) At a cost of UGX 319,111,000, among others, the Ministry of Health successfully detected and controlled epidemic diseases in seven districts: anthrax in Amudat, Mubende, and Kween; Rift Valley fever in Sheema; rabies in Busia; acute watery diarrhea in Masaka; cholera in Kyotera; and suspected black water fever in Bukomansimbi. Detecting and controlling these epidemic diseases is highly relevant as it ensures healthier communities, protects livelihoods and builds resilience against future public health threats, contributing to a more productive society.
- viii) The Uganda National Examinations Board (UNEB) registered 749,355 candidates for the 2024 Primary Leaving Examinations (PLE), comprising 357,788 males and 390,567 females, including 2,580 learners with disabilities. This was achieved at a cost of UGX 4,285,036,477 among others.
- ix) At a cost of UGX 2,778,874,000 among others, the Uganda Blood Transfusion Services (UBTS) tested 356,035 units of blood and issued 293,105 units of safe blood to 534 healthcare facilities across the country.
- x) The Ministry of Health spent UGX 3,732,009,000 among other expenses to provide 250 road ambulances and 14 boat ambulances across the country to support delivery of on-scene and during-transportation emergency medical care to patients in critical conditions. Through this intervention, both urban and rural communities including those in remote areas such as islands and regions with challenging terrain had timely access to life-saving medical care.
- xi) At a cost of UGX 29,462,000 among others, the Ministry of Health (MoH) conducted refresher training for 40 health service providers in the provision of adolescent-responsive health services in the West Nile, Lango, and Karamoja sub-regions. Adolescents in these sub-regions face challenges to accessing healthcare due to lack of youth-friendly services, and inadequate provider knowledge about addressing their specific needs.
- xii) The Ministry of Health utilised UGX 3,318,866,000, among other expenses to provide Antiretroviral Therapy (ART) services to 99% of People Living with HIV (PLHIV). By providing widespread access to ART services, including in remote and underserved areas, this intervention promotes inclusivity and empowers PLHIV to lead healthier and more productive lives.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The Equal Opportunities Commission (EOC) and the Ministry of Gender, Labour, and Social Development (MoGLSD) are committed to ensuring that all Local Governments (LGs) and Ministries, Departments and Agencies (MDAs) comply with gender and equity-responsive planning and budgeting.
- ii) The Ministry of Education and Sports commits to providing instructional materials to 200 schools, specifically designed for learners with special needs, including those with visual, hearing and intellectual impairments. These materials will be tailored to address the unique learning requirements of children with disabilities, ensuring they receive the specialized support necessary to thrive academically.
- iii) The Ministry of Gender, Labour, and Social Development (MoGLSD) commits to supporting 80 institutions with enhanced capacity to implement green jobs programs. Green jobs are employment opportunities that contribute to preserving and restoring the environment, including sectors like renewable energy, sustainable agriculture, eco-tourism and waste management. Green jobs offer youth opportunities to engage in eco-friendly entrepreneurship and employment.
- iv) In the Financial Year 2025/2026, the Special Enterprise Grant for Older Persons (SEGOP) commits to supporting 9,600 older persons' enterprises through livelihood and empowerment programs. These programs aim to enhance the socio-economic well-being of older persons by providing grants and resources for ventures such as small-scale farming, retail businesses, poultry farming and artisan crafts.
- v) The National Special Grant for Persons with Disabilities (NSGPWD) commits to support 31,872 Persons with Disabilities (PWDs) through livelihood and empowerment programs.
- vi) The Ministry of Health (MoH) commits to provide outreach services at 90% of static Expanded Programme on Immunization (EPI) facilities across the country, with a particular focus on reaching remote and underserved communities. This will improve access to essential health services, especially immunization that is a cornerstone of public health. It will further ensure that even those in the hard-to-reach areas benefit from life-saving vaccines.

Emerging issues

- i) There is a persistent gap between the skills taught in educational institutions and the demands of the labor market, especially in technical, vocational, and STEM (Science, Technology, Engineering, and Mathematics) fields. Many Technical and Vocational Education and Training (TVET) graduates struggle to find employment due to outdated curricula that do not address the needs of sectors such as ICT, manufacturing and renewable energy.
- ii) High levels of unemployment and underemployment among youth, partly due to a lack of entrepreneurial skills and access to startup capital. Many youths in rural areas remain engaged in subsistence farming with limited access to value-addition opportunities.

“

The National Special Grant for Persons with Disabilities (NSGPWD) commits to support 31,872 Persons with Disabilities (PWDs) through livelihood and empowerment programs

”

- iii) Mental health services are overlooked in the broader health agenda, despite growing challenges such as stress, depression and substance abuse among youth and adults. There is inadequate specialized mental health services at district hospitals and lower health facilities.
- iv) Climate change-related risks such as floods and droughts aggravate health challenges, including malnutrition and the spread of vector-borne diseases. For instance, there is reported increased cases of malaria and cholera in flood-prone districts like Kyotera and Bukomansimbi.
- v) In Karamojong and West Nile sub-regions, many community members lack adequate knowledge about the objectives, eligibility criteria and operational processes of the PDM. This creates mistrust and reduces program uptake.

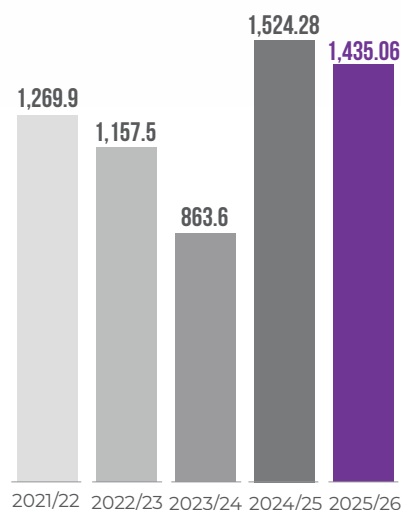
Recommendations

- i) Strengthen partnerships between TVET institutions and the private sector for internships and job placements.
- ii) Expand the scope of livelihood programs like the Youth Livelihood Program and Green Jobs Program to include mentorship.
- iii) Integrate mental health services into primary healthcare.
- iv) Promote awareness of climate-related health risks and preventive measures.
- v) Conduct extensive community sensitization campaigns using local languages and culturally appropriate communication methods.

4.16. Regional Development Programme

Regional development program is crucial for enhancing the effectiveness of decentralization and minimizing regional imbalances and inequities. By focusing on region-specific needs and priorities, the program address disparities in infrastructure, education, healthcare, and economic opportunities. The programme strengthens local governance by empowering local authorities to develop and implement development plans, bringing services closer to the people, increasing accountability, and overall national cohesion.

Figure 4.12. Trends in budget allocation to Regional Development Programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22–2025/26

Regional Development Programme seeks to minimize regional imbalances and inequities and deepen decentralization to support the realisation of the results of the fourth National Development Plan. The programme is also responsible for ensuring poverty reduction in the historically lagging behind sub-regions of; West Nile, Busoga, Bukedi, Teso, Kigezi, Lango, Acholi, and Karamoja.

Analysis of the budget allocation to the programme noted a decline of allocation to

the programme by 0.17% point. It should be appreciated that all Local Governments, Cities and Municipalities are under the Regional Development Programme docket and LGs are the service delivery points.

Decline in allocation to the programme will affect key service delivery areas of Health, Education, access roads among others. The Commission is concerned about the programme in achieving key inclusive interventions for regional balance and inclusive development. These among others include;

- i) Develop integrated Physical Development Plans in 5 Regions, 25 Districts and 50 Town Councils/Sub-counties.
- ii) Link enterprises to local, regional and international markets through; Functionalizing and optimizing existing Agricultural Production, Storage and Processing Facilities and Construction and rehabilitate 4,378 km of Community Access Roads.
- iii) Strengthen the implementation of PDM and EMYOOGA by rolling out the simplified parish planning guidelines and undertake Parish-to-Parish monitoring and supervision.
- iv) Implementation of Local Government Revenue Mobilisation Strategy through; Diversify local government sources of revenue, undertake community tax education and campaigns and Develop LG revenue enhancement plans.
- v) Generate and use disaggregated statistical data to inform Planning in LGs for inclusive planning and budgeting.
- vi) Strengthen the functionality of local government structures through training and facilitate local government leaders.

Measures Taken to Equalise Opportunities/Past Performance

- i) The programme reported to have procured two thousand (2,000) iron sheets and distributed to vulnerable households and institutions in Bunyoro sub-region at a cost of UGX 2,288,900,000.
- ii) At a cost of UGX 2,288,900,000, the programme supported fifty-six (56) micro projects for vulnerable groups (women, youth, elderly, PWDs and poor households) in Bunyoro sub-region.
- iii) Regional Development Programme procured ten thousand five hundred (10,000) hand hoes and distributed to vulnerable households in selected districts and a total of UGX 2,288,900,000 was spent.
- iv) At a cost of UGX 6,508,500,000, the programme supported in mobilisation of the youth and women in selected districts to benefit from 19 Regional Presidential Skilling hubs. As a result, 2146 female and 2338 male have been mobilised, skilled and graduated in different skills of; carpentry, welding, shoemaking, tailoring, bakery, hairdressing, building and construction.

“

Regional Development Programme procured ten thousand five hundred (10,000) hand hoes and distributed to vulnerable households in selected districts and a total of UGX 2,288,900,000 was spent

”

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The programme plan to mobilise and support 08 farmers' associations from war affected areas to benefiting from PDM and add value to their produce at a cost of UGX 150,000,000.
- ii) The programme will support and conduct compliance inspections in all the Local Governments especially those in the hard-to-reach areas such as Karamoja and Islands to strengthen service delivery.
- iii) At a total of UGX 180,000,000 will be utilised to construct a 2-classroom block, 5 stance VIP latrine at Kapelebyong Primary School, Kapelebyong District will be constructed.
- iv) At a total cost of UGX 500,000,000 the programme will procure 100 dairy cattle and 400 improved goats for distribution to the vulnerable poor to improve their livelihoods.
- v) The programme will continue mobilising Associations of youth, women and vulnerable poor from communities' different communities especially those affected by war to participate and benefit from Parish Development Model through engagement in income generating activities.

Gender and equity emerging issues

- i) Limited reporting on the targeted sub-regions which are lagging behind as highlighted in NDP III and IV and these include; Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.
- ii) Review of the programme intervention noted that the programme is not explicitly highlighting interventions targeting lagging behind sub-regions

of; Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.

- iii) Staffing gaps and recruitment challenges by the LGs hampers service delivery yet LGs are key in implementation of government Programmes.
- iv) Inadequate compliance inspections in all the Local Governments especially those in the hard-to-reach areas such as Karamoja due to insecurity is a challenge. This limit comprehensive reporting to guide subsequent planning and budgeting.

Recommendation

The Regional Development Programme was strategically established to address the increasing levels of poverty in regions that lag behind. The Programme should therefore develop strategies to mitigate the increasing levels of poverty in the sub-regions of Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.

“

At a total of UGX 180,000,000 will be utilised to construct a 2-classroom block, 5 stance VIP latrine at Kapelebyong Primary School, Kapelebyong District will be constructed

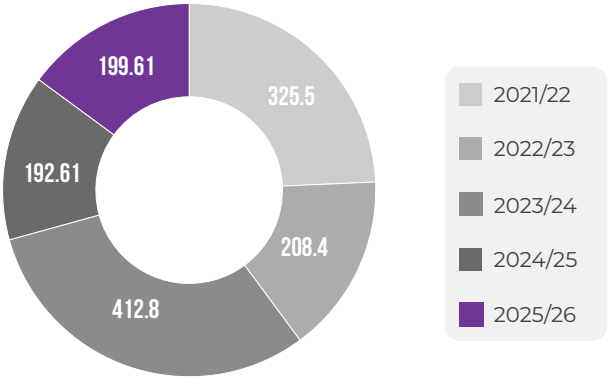
”



4.17. Public Sector Transformation Programme

The government of Uganda is committed to provide reliable transportation networks and stable utilities. The availability, accessibility and usability of public transport reduces operational costs and enhances logistical efficiency for businesses.

Figure 4.13. Trends in budget allocation for Public Sector Transformation Programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

The public sector transformation is pivotal in ensuring efficiency and responsiveness in service delivery which is essential for the realisation of the priorities under the fourth National Development Plan. The programme budget for ensuing year will be increased by 0.03% point from 192.61 billion to 199.61 billion for FYs 2024/25 and 2025/26 respectively. This is insignificant increment basing on the key roles of the programme in transforming service delivery of the country in areas of recruitment and human resource development, strengthen accountability for results across government, Deepen decentralization and citizen participation in Local Development, Improved staffing levels for MDAs and Local Governments among others.

Measures Taken to Equalise Opportunities/Past Performance

- i) At a total cost of UGX 882,166,209, Public Sector Transformation Programme conducted Recruitment of competent personnel in different positions to improve on service delivery. This is in addition to development and

operationalisation of deployment of Persons with disabilities guidelines.

- ii) The programme handled and resolved 100% of clients' complaints at a cost of UGX 69,942,900,000 and made follow-up on clients queries and for timely feedback.
- iii) In a bid to strengthen service delivery across government, the programme through Ministry of Public Service, the programme prepared recruitment plan for FY2024/25 at a cost of UGX 267,266,000,000.
- iv) The programme carried out Pre- and post-retirement engagements with different government officials due for retirement.
- v) Service Delivery standards were developed and disseminated in 8 Ministries, Departments and Agencies (MDAs) and 24 Local Governments (LGs) at a cost of UGX 462,705,000,000
- vi) The programme spent a lumpsum of UGX 3,983,317,000 to pay Salaries for staff, pension and gratuity for retired officers.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) In FY 2025/26, Public Sector Transformation Programme commits to have e- government ICT services integrated across government.
- ii) The programme will strengthen Parish Development Model to foster wealth creation and employment generation at the parish level.
- iii) The programme through National Identification Registration Authority (NIRA) has planned registration outreaches targeting special interest groups i.e. persons in confinements, Persons with Disabilities (PWDs), learners in schools, elderly for SAGE and children born in internally displaced camps.

iv) In a bid to promote accountability, empowerment and service delivery, the programme shall implement Community scorecard in 24 LGs and give feedback.

v) In FY 2025/26, the programme commits to strengthen implementation of service delivery standards and feedback mechanisms in selected Local Governments across the country.

Gender and Equity Emerging Issues

- i) Human resource gaps still exist in LGs as some critical positions are not filled which has affected service delivery.
- ii) There is still out cry by persons with disabilities in accessing and use of services under the programme especially accessing information in brail version, lack of interpreters in interviews among others.
- iii) Inadequate housing facilities for public servants which result into travelling long distances between work and home this affects mostly the key service delivery areas of health and education.
- iv) There is increased public outcry on salary discrimination between scientists and other art professionals which demoralizes public servants.
- v) Most Ministries, Departments and Agencies including Local governments did not develop clients charter as planned, this was attributed to the laxity of Accounting Officers and lack of sensitization of stakeholders on the client charter and feedback mechanisms in place.

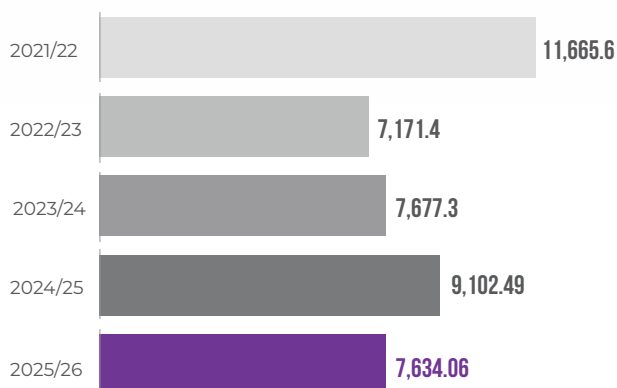
Recommendations

The programme should prioritize addressing challenge of salary disparities across government. This in addition to lift a ban on recruitment of staff especially in local governments for improved service delivery.

4.18. Governance and Security Programme

Good governance is essential for enabling development of the economic, political, environment and social sectors. Efficient political and economic strands promote social order. A stable, predictable and secure political environment is a pre-requisite for socioeconomic development and guarantees security especially among the vulnerable. The Program has sole responsibility for upholding the rule of law, ensuring security, maintaining law and order, public policy governance, administration of justice, promoting human rights, accountability and transparency.

Figure 4.14. Trends in budget allocation Governance and Security Programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

The vulnerable section of the society such as children, women, Persons with Disabilities, older persons, poor persons, refugees, ethnic minorities and people from hard to reach are more prone to the effects of the governance and security breakdown hence a threat to securing necessities of life.

Review of the budget by the Commission established a sharp budget cut to the programme. For example, in FY 2024/25 the programme budget was 9,102.49 compared to ensuing year 2025/26 which is 7,634.07 and this translate into a budget difference of 1,467.79billion shortfall.

Therefore, the Commission is concerned on the programme meeting planned results which include;

- i) Enhancing the welfare of security sector personnel through; Providing Housing/ Accommodation, providing formal education to the children of security personnel, Empower security personnel and their spouses economically among others.
- ii) Build a vibrant and productive veterans society by seamlessly transition resettlement and integrate veterans into productive civilian livelihoods.
- iii) Simplify, translate and disseminate available laws, policies and standards.
- iv) Domesticate regional and international laws, protocols and treaties.
- v) Congestion in prisons and other detention centres.
- vi) Enhance equitable access to justice for social economic development.
- vii) Strengthen Anti-Money Laundering Mechanisms through; Collect and disseminate information on AML/CFT/ CPF to Competent Authorities.
- viii) Increase the scope, quality and impact of audits.

Measures Taken to Equalise Opportunities/Past Performance

- i) The Programme spent UGX 253,416,000 on assessing 10,111 asylum seeker applications by REC of which 10,008 were granted asylum, 39 were rejected, 42 deferred and 22 were dismissed.
- ii) The Programmespent UGX1,587,410,000 on construction of two (02) classroom blocks and VIP latrines at Kachonga Primary School, Malera subcounty in Bukedea district and civil works are at completion level, among others.
- iii) The Programme spent UGX 193,116,000 on the ongoing construction of two (02) residential houses for veterans in Nakaseke District, civil works are at

95% completion, among others. This facilitated the provision of shelter for the civilians especially the elderly who are more vulnerable.

- iv) The Programme supported 55 students who graduated with a Bachelor's Degree in Defence Studies, 180 personnel who were commissioned upon completion Platoon Commanders Course alongside 240 cadet professionals. The programme also sponsored 11 personnel undergoing training in Masters at Makerere University including 01 on PhD, among others to strengthen the capacity of the Security Sector through training and equipping personnel.
- v) The Programme supported 898 households in 13 model villages of Mwanyanjiri, Naluvule, Aketa, Kityerera, Kasokwe, Mbulamuti, Sanyonja, Kataka, Kyongerera, Ruharo, Kagongi, Adjumani and Baralege with various agricultural inputs and the 05 demo farms are operational.
- vi) The Programme spent UGX 5,085,000,000 on the Kawumu Leather Tannery which is now operational, working on clearing the stocked up wet blue to final leather products, among others. This will continue to facilitate training of youth in vocational skills for improved livelihoods.
- vii) The Programme supported a total of 173 subprojects (143 subprojects under Integrated Natural Resource Management and 33 subprojects under Access to energy) benefiting a total of 20,207 beneficiaries and further supported seven (07) irrigation subprojects in the districts of Adjumani, Lamwo, Kiryandongo, Kamwenge, Isingiro, Yumbe and Kyegegwa, among others. Sustainable environmental management activities and irrigation subprojects supported to benefit a total of 180 households in host communities.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The Programme committed UGX 80,000,000 to draft the Trade Remedies Bill and the Bill for Consumer Protection Law, among others. This will facilitate the development of relevant policies, laws and regulations to protect traders.
- ii) The Programme committed UGX 355,351,000 to open 6000 new files for estates of deceased persons, missing persons and persons of unsound mind, inspect 200 estates of deceased persons, missing persons and persons of unsound mind, make application to court for grant, revocation, renunciation and review of Letters of Administration (50 Applications) and make 100 scheduled court appearances for cases filed for or against Administrator General, among others.
- iii) The Programme committed UGX 320,365,000 to conduct 100 land searches, lodging and removal of caveats, make 20 applications to court for grant, revocation, renunciation and review of letters of administration.
- iv) The Programme committed to inspect 50 estates of deceased persons involving minor children and register 20 Trust Causes, among others.
- v) The Programme committed to operationalise 4 new Regional Offices to take the Ministry of Justice and Constitutional Affairs services nearer to the Local Governments and reduce the distance travelled by people seeking Administrator General services.
- vi) The Programme committed UGX 355,351,000 to hold 500 family mediation and arbitration meetings and issue 3500 Certificates of No Objection, among others. This will promote the administration of justice through facilitating the process of issuing of letters of administration for the deceased.

Gender and Equity Emerging Issues

- i) Increase in cases of Child-related offences reported to Police. According to Uganda Police Force Crime report 2022, child related offences increased from 8,681 cases in 2021 to 13,489 cases in 2022. These include; child neglect, child desertion, child abuse/torture, child trafficking, child abduction/kidnap, child disappearance or missing, among others.
- ii) High volume of case backlog. Statistics from the Office of the Director of Public Prosecutions (ODPP) show that cases pending prosecution increased from 55,342 cases in the previous year to 124,316 in 2023.
- iii) The Programme highlighted the challenge of low composition of females in the security sector which is a gender concern in the recruitment process and deployment.
- iv) Increased cases of violation of Human Rights of Ugandans in the Diaspora among which includes: sexual Harassment and modern day slavery, which majorly affects women and the unemployed youth categories of the population.
- v) Inadequate disaggregated data by gender, location, age disability on Ugandans working abroad and their contribution to the economy.

Recommendation

- i) The Programme should consider the aspect of affirmative action during recruitment to accommodate females from different regions in service.
- ii) The Ugandan Missions in various countries should develop an online complaint system and call centre open 24 hours to ease reporting of any unjust treatment by Ugandan.
- iii) Create a database for all Ugandans travelling to stay and work abroad to capture personal details by gender, location, age, occupation and their

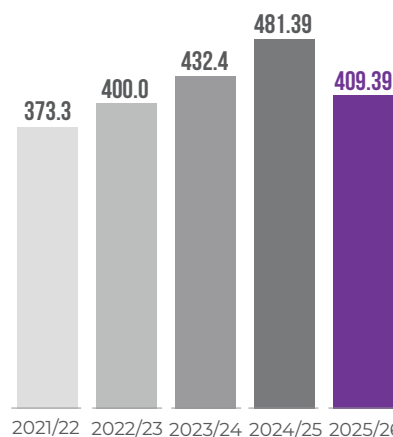
contribution to the economy. The Ministry of Foreign Affairs (MoFA) need to work closely with MoGLSD, Uganda Police, Immigration and labour exporting companies to mitigate the challenge of trafficking of humans.

- iv) The Programme should initiate Alternative Dispute Resolutions (ADRs) i.e. pre-bargaining to dispose of the cases and reduce case backlog hence decongesting the prisons.

4.19. Administration of Justice Programme

The administration of justice upholds the rule of law and protects individual and corporate rights, contributing to social stability and sustainable economic growth. It also fosters trust in the government and institutions, which are essential for a functioning democracy.

Figure 4.15. Trends in budget allocation for Administration of Justice Programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

Like most of programmes, Administration of Justice budget was cut from 481.39bn in FY 2024/25 to 409.39 in FY 2025/26 budget. Currently, the programme has been grappling with challenges in areas of; high volume and sophistication of crime; inadequate number and the skills of human resource; slow expansion and integration of automated system; limited access to legal aid by

vulnerable persons, congestion in detention centers; weak informal justice processes; and inadequate physical infrastructure.

The Commission is bothered by the budget cuts to the programme being a fulcrum of social justice to the Ugandans especially the vulnerable and the hard to reach.

According to the NDP IV, the disposal rate of cases has increased to 63% in FY 2022/23 from 49.3% in FY 2020/21, largely due to increased investment and innovation in case management, and improvement in forensic analysis.

A reduction in the programme budget may lead to decline in disposal of cases which is a boomerang to the vulnerable. This is associated with limited legal aid services offered to the poor.

Measures Taken to Equalise Opportunities/Past Performance

- i) The programme established three breastfeeding and children's playrooms in Kamwenge, Kisoro & Butambala Chief Magistrate (CM) courts at a cost of UGX 12,574,782,000.

“

Anti-sexual harassment policy awareness campaigns were conducted in the Courts of Kitgum H/C and CM, Masindi H/C and CM, Kigumba, Kiryandongo, Gulu H/C & CM, Lamwo CM and Kalong Courts among others at a cost of UGX 17,993,185

”

- ii) Anti-sexual harassment policy awareness campaigns were conducted in the Courts of Kitgum H/C and CM, Masindi H/C and CM, Kigumba, Kiryandongo, Gulu H/C & CM, Lamwo CM and Kalong Courts among others at a cost of UGX 17,993,185.
- iii) 100% proportion of indigenous persons in Criminal cases at Supreme Court provided with State brief at a cost of UGX 1,036,790,000. This aimed at addressing systemic inequalities and ensuring access to justice, especially for marginalised or vulnerable groups like indigenous communities.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The Programme intends to apply mediation in settlement of disputes in Courts (including commercial, land, civil and family) at a cost of UGX 3,859,000,000, this will reduce case backlog in courts of law. This is in addition to reviewing the implementation of ADR mechanisms to support.
- ii) Administration of justice programme will conduct special SGBV (Sexual and Gender-Based Violence) sessions at a cost of UGX 1,064,000,000.
- iii) The programme will as well hold Mobile Court Sessions to dispose cases in refugee areas at a cost of UGX 690,000,000. This will help address the unique needs of refugees, especially in remote or overcrowded camps, where traditional court infrastructure may be lacking. The programme will as well hold sessions in remands to dispose off juvenile cases at a cost of UGX 604,000,000.
- iv) Construct 58 Court buildings, including institutional houses in hard-to-reach and hard to reach and stay areas at a cost of UGX 77,490,000,000. Constructing court buildings in these regions will

ensure that citizens, particularly those living in rural or isolated areas access justice.

- v) Administration justice will construct a Remand home in Mayuge sub-national and mini rehabilitation centre in Lira at UGX 1,000,000,000.

Emerging Gender and Equity Issues

- i) Inaccessibility of Existing Courts for Persons with Disabilities, Older Persons, Children, and Expecting Mothers. Many court buildings and courtrooms lack essential facilities for persons with disabilities, older persons, children, and expecting mothers. This leads to discrimination and exclusion from the justice process, as these individuals are unable to access or navigate court facilities effectively.
- ii) Lack of Sign Language Interpreters in Courts. Hearing-impaired individuals face barriers to accessing justice when courts do not provide qualified sign language interpreters. This marginalises a significant portion of the population, making it difficult for them to fully participate in legal proceedings.

“

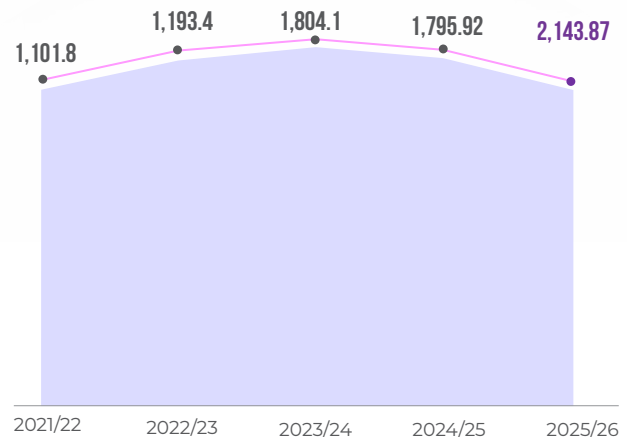
Administration justice will construct a Remand home in Mayuge sub-national and mini rehabilitation centre in Lira at 1,000,000,000.

”

4.20. Legislation, Oversight and Representation Programme

Effective legislation, oversight, and representation promotes and protects good governance through establishing the necessary checks and balances, ensuring alignment with the development aspirations. Oversight ensures that laws and policies are effectively implemented and public resources are used efficiently and transparently.

Figure 4.16. Trends in budget allocation to Legislature, Oversight and Representation Programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

Analysis of the budget by the Commission noted a significant decline of the LOR budget for the ensuing year i.e. from 978.56 billion to 833.50 billion which is a 0.34%age reduction. The reduction in allocation will affect the implementation of the planned inclusive interventions especially in areas of;

- i) Enhancing the Automated Parliamentary Bill tracking system to enable the Public track Bill processing in Parliament for inclusive legislation.
- ii) Organize and hold Committee Meetings where the public is invited and allowed to make submissions.
- iii) Launch, disseminate and subsequently operationalise the Gender and Equity Action Plan for Parliament.

- iv) Follow-up on the key pro people resolutions on motions passed i.e. prioritize and increase resource allocation to West Nile, Acholi, Lango, and Karamoja regions for livestock farming and formulation of policy on free compulsory boarding school education for the Karamoja sub-region to keep the children in school.
- v) Continuous live broadcast on TV and social media platform to enable the wider public follow the debates in Plenary and Committees while obtaining feedback.
- vi) Conduct capacity building programmes for staff and Members of Parliament in budgeting processes, including cross cutting issues of gender and equity planning and budgeting, climate change and adaptation, HIV/AIDs for inclusive growth and development.
- vii) Undertaking parliamentary oversight study visits to inform the budget process.
- viii) Scrutinise and consider compliance of MDAs, LGs annual work plans and budgets to Public Finance Management Act (PFMA) requirements.
- ix) Develop a gender and Equity checklist to guide session Committees of Parliament on compliance of MDA/LGs with gender and equity requirement prior to the allocation and passing of the budget.
- x) Carry out continuous engagements with the public through Parliamentary Outreach programmes in all the regions.

Measures Taken to Equalise Opportunities/Past Performance

- i) The Programme spent UGX 2,189,660,000 on providing child-care support to fifty-seven (57) nursing mothers cumulatively.
- ii) The Programme spent UGX 1,229,900,000 on undertaking oversight visits in view of the Report of the

Committee on Environment and Natural Resources on the oversight of rural electrification projects and mineral sites in Central and Western Uganda, the Leader of Opposition visited the affected land owners in Kasokoso who are facing impending eviction by the police on the contested land.

- iii) The Programme spent UGX 3,168,500,000 on participation in 39 public outreach activities including the belated International Women's Day Celebrations for Mbarara District at Bwizibwera, commissioning of the magnificent Eye Complex at Mengo Hospital and Women Entrepreneurs from Refugee hosting areas at Malaika Vocational and Business Institute among others.
- iv) The Programme concluded ten (10) Petitions, including delayed commencement of medical internships, 16 resolutions adopted, adopted 26 reports, 108 questions responded to during Prime Minister's time and presented and debated 19 Ministerial Statements fifteen and (15) Ministerial Action Taken Report by Ministry of Trade, Industry and Cooperatives presented and debated.
- v) The Programme spent UGX 924,478,000 making draft amendments to thirty (30) Bills, drafted fourteen (14) motions, conducted one pre-legislative study, did Bill tracking on a weekly basis and sent thirty (30) Bills to the President for assent, among others.
- vi) The Programme spent UGX 1,160,010,000 provided 36 legal opinions on the Parliamentary Commission, gave 29 timely, honest and result oriented legal advice/opinions and 7 legal briefs on the mandate of the Public Accounts Committee to the Central Government in relation to reports made to Parliament among others.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) The Programme committed to carry out 80 Parliamentary public outreach engagements in all the regions of the country, targeting all the stakeholders and hold four (4) regional parliamentary sittings to enhance on inclusive legislation and to track accountability, representation, democracy and good governance for better quality of life of all Ugandans.
- ii) The Programme will continuously implement and prioritise interventions to uplift and improve the plight of the Girl Child in one district in each of the original sub-regions of Uganda, including: Acholi, Ankole, Buganda, Bugisu, Bukedi, Bunyoro, Busoga, Karamoja, Kigezi, Lango, Madi, Sebei, Teso, Toro and the West.
- iii) The Programme will continuously implement and prioritise interventions to uplift and improve the plight of the Girl Child in one district in each of the original sub-regions of Uganda, including: Acholi, Ankole, Buganda, Bugisu, Bukedi, Bunyoro, Busoga, Karamoja, Kigezi, Lango, Madi, Sebei, Teso, Toro and the West. The Programme committed UGX 200,000,000 to support the Equal Opportunities Committee to monitor and promote measures designed to enhance the equalisation of opportunities and improvement in the quality of life and status of all people including marginalised groups on the basis of gender, age and disability for purpose of redressing imbalances and report to the House twice a year, among others.
- iv) The Programme committed UGX 225,600,000 to enforce occupational health and safety measures and maintain gymnasium equipment, among others. Occupational health is key for the health and safety of workers at their workplaces.
- v) The Programme committed UGX 1,739,310,000 to provide child-care support to nursing mothers and handle

occupational safety and health matters, among others.

Gender and equity emerging issues

- i) The Programme budget is not explicit in addressing the interventions for other votes which contribute to Legislation, Oversight and Representation Programme i.e. Ministry of Local Governments, Ministry of Justice and Constitutional Affairs and Law Reform Commission.
- ii) There is limited commitment by the Programme to improve legislative processes in Parliament and at LG Councils to ensure enhanced inclusive scrutiny and quality of legislation. This has been compounded by the lack of general orientation of the local government councils by the ministry of Local government.
- iii) Limited evidence-based research carried out on emerging issues to inform legislation.
- iv) Government shifted from Sector based to Programme based budgeting. However, parliament is still operating sectoral committees which limits its mandate to summon poor performing Programmes in addressing gender and equity.
- v) The legal aid bill has not yet been enacted into law. The Bill seeks to facilitate access to legal representation for poor and vulnerable accused persons.

Recommendations

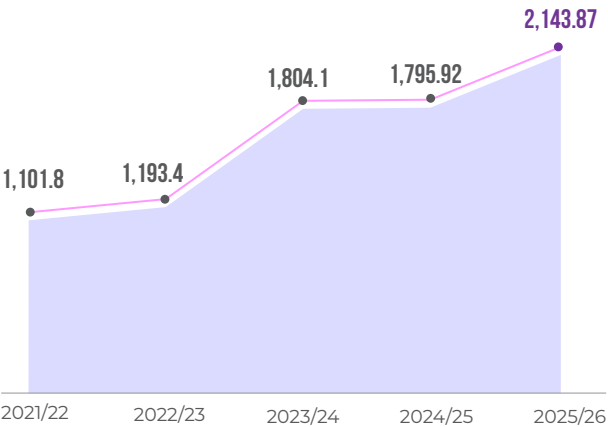
- i) Provide support and training to the local councils to effectively carry out their mandate of legislation and oversight.
- ii) First track the enactment of the legal aid act to facilitate and enable vulnerable people access justice provided by the state and also regulate the none state legal aid providers.
- iii) Institute mechanisms and build capacity for legislative scrutiny to ascertain the outcomes of the various legislations to the people especially the vulnerable people.



4.21. Development Plan Implementation Programme

Development Plan Implementation provides a clear and structured approach to achieving the results outlined in national and subnational development plans. The programmes take a role planning, financial accountability, implementation oversight, resource mobilisation, and systematic budgeting. These are crucial in achieving inclusive development goals.

Figure 4.17. Trends in budget allocation Development Plan Implementation Programme FY 2021/22–2025/26



Source: EOC budget Analysis 2021/22 – 2025/26

Development Plan is one of the programme with a budget increment from 1,795.92bn to 2,143.87bn. The increment is not significant in implementing its mandate as per the Fourth National Development plan. Accordingly, Programme still face challenges related to; inadequate development planning capacity; inadequate domestic revenue generation; fiscal indiscipline; weak monitoring and evaluation systems to track progress; weak coordination of implementation; underdeveloped systems for statistical development; and weak legal, policy, institutional, and coordination framework.

However, in fulfilment of its functions, the following inclusive interventions are expected to be achieved;

- i) Ensures that all government actions and resources are aligned with the NDP priorities especially the affirmative programmes i.e. PDM, EMYOOGA, GROW among others.
- ii) Develop mechanisms for evidence-based planning, monitoring and evaluating and reporting to guide subsequent reporting.
- iii) Promote fiscal discipline and reduce on votes reliance of supplementary.
- iv) Improve the coordination of the implementation of NDPs to achieve the planned interventions.

- v) Develop appropriate fiscal and monetary policy and economy continuously monitored to ensure inclusive economic growth.
- vi) Work closely with other government Agencies and make employment creation a major target for development.
- vii) Work closely with EOC to undertake training in planning and budgeting for cross-cutting issues including gender and equity.
- viii) Support MDAs and LGs to produce and disseminate quality and timely gender and equity disaggregated administrative data to guide inclusive planning and budgeting.

Measures Committed/Plans for the Ensuing Year 2025/26

- i) In FY 2025/2026, the program plans to utilise UGX 250,000,000, among other resources, to build capacity across government institutions on gender and equity mainstreaming and responsive budgeting. This initiative aims to equip planners and policy makers with the skills necessary to mainstream gender and equity in plans and budgets.

“

The Uganda Retirement Benefits Regulatory Authority (URBRA) commits to utilise UGX 5,000,000,000 among other costs to implement reforms that are essential in ensuring the sustainability of long-term finance in Uganda

”

- ii) The DPI programme will allocate UGX 2,600,000,000, among other resources, to equip and train MDAs, LGs, and PWGs on aligning their plans with the National Development Plans (NDPs).
- iii) The National Identification and Registration Authority (NIRA), through the Development Plan Implementation (DPI) programme, will utilise UGX 300,000,000, among other costs, to sensitize the public on the importance of civil registration to promote social protection.
- iv) The Uganda Retirement Benefits Regulatory Authority (URBRA) commits to utilise UGX 5,000,000,000 among other costs to implement reforms that are essential in ensuring the sustainability of long-term finance in Uganda.
- v) The programme through Equal Opportunities Commission (EOC), will assess MDAs and LGs for compliance with gender and equity-responsive budgeting,
- vi) The programme, through the Ministry of Finance, Planning and Economic Development (MoFPED), will utilise UGX 3,000,000,000, among other costs, to ensure that the national budgeting process is transparent, participatory, and responsive to the needs of all citizens, with a particular focus on women, youth, and marginalised groups.

Gender and equity emerging issues

- i) Inadequate equitable service delivery by MDAs and LGs especially to the socially disadvantaged groups which calls for prioritisation of capacity building in gender and equity mainstreaming and responsive budgeting.
- ii) Limited knowledge on taxation among the vulnerable population engaged in business which has a bearing on the tax base of the country.



- iii) Limited participation of local companies and individuals in the procurement process in accordance with PPDA regulations.
- iv) The low funding to local government at only 14.2% of the budget is below the NDPIII target of 30%. This is of concern to the Commission because, with low funding, local governments are not able to deliver the much needed social and economic services specially the vulnerable people.
- v) The local governments are faced with challenges of low staffing in education and health, limited operational funds for inspection and monitoring of service delivery, capacity gaps among others.

Recommendation

- i) The Programme should put special consideration in resource allocation based on the development levels of the sub-regions and attention should be on lifting the least developed sub-regions such as Busoga, Karamoja and Bukedi.
- ii) Strengthen the EOC working together with UBOS to audit government Programmes for compliance with equal opportunities as a strategy for inclusive development.
- iii) Increase funding to the local governments in order to address the service delivery challenges to meet the needs of citizens especially vulnerable and lift the wellbeing of communities.



SECTION FIVE

Conclusion and Recommendations

5.1. Introduction

Section five entails the conclusions and recommendations drawn from the Programme BFP assessment for compliance with Gender and Equity Budgeting requirements for the FY 2025/2026.

5.2. Conclusion

Gender and equity responsive planning and budgeting among other strategies is viewed as the game changer given its focus to bring the vulnerable people such as women, youth, PWDs, Children, the Poor, Older Persons, Minorities and location to be part of national development.

The Constitution of the Republic of Uganda and other relevant laws provide for the promotion of equal opportunities and affirmative action in favour of the marginalised groups and vulnerable people. It is commendable that the government and other stakeholders have made effort to ensure that plans and budgets meet the minimum gender and equity requirements. Nevertheless, a lot remains to be done to improve access to services and opportunities for the vulnerable and marginalised as reflected by this assessment Report.

The country is prepared to commence the implantation of NDP IV 2025/26–2029/30 with a goal of “Achieving higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation”.

The focus on full implementation on the Parish Development Model and improvement in the public sector management is highly commendable because these strategies are focused on ensuring that the vulnerable and marginalised populations benefit and participate in the economic activities of the country and are therefore included in the money economy, which only reduces the dependency ration but also potentially increases the tax base.

5.3. General Recommendations

- i) As the country prepare for the Implementation of National Development Plan IV, the Programme should work closely with National Planning Authority (NPA) and Ministry of Finance, Planning and Economic Development and refocus on the key commitment to meet the aspirations the NDP IV 2025/26–2029/2030.
- ii) The Country's Gross Domestic Product is expected to grow from a baseline of about USD50bn in FY2022/23 to USD500bn within the next 15 years. The Anchor sectors of Agro-Industrialisation, Tourism Development, Mineral Based Development and science and Technology should develop a comprehensive inclusive strategy to achieve the country aspiration.
- iii) Government has established mechanisms to roll out the business development services targeting various entrepreneurial groups in form of affirmative action such as PDM SACCOs, EMYOOGA groups, MSMEs. Therefore, all programmes should identify their contribution to such programmes, plan

“

The Country's Gross Domestic Product is expected to grow from a baseline of about USD50bn in FY2022/23 to USD500bn within the next 15 years

”

and budget for their implementation for inclusive growth.

- iv) The Regional Development Programme should work closely with Office of Prime Minister and National Planning Authority to prioritize development and implementation of integrated regional development plans for Acholi, Bukedi, Busoga, Teso and Kigezi regions.
- v) All development programme secretariats should work closely with Uganda Bureau of Statistics to collect disaggregated data by gender and equity including location especially in sub-regions lagging behind to guide on development of regional Based interventions, planning, budgeting and subsequent allocation of funds.
- vi) The Commission noted a significant cut in most of the development programmes. Therefore, programme

whose budgets were cut should identify, prioritize and repurpose key interventions that promote the welfare and security of the populace.

- vii) The 16 Programmes whose BFPs passed the assessment should take note of the Commission's recommendations for the next planning and budgeting cycle.
- viii) All Programmes should endeavor submitting their BFPs in time to enable the Equal Opportunities Commission complete the assessments in time and also support those with Gender and Equity technical challenges.
- ix) All programme secretariats should convene a meeting to discuss the recommendations herein in this assessment report with their respective MDAs as part of the process for inclusive planning and budgeting and regional balanced development.

“

All Programmes should endeavor submitting their BFPs in time to enable the Equal Opportunities Commission complete the assessments in time and also support those with Gender and Equity technical challenges

”



Equal Opportunities Commission



CONTACT US



The Equal Opportunities Commission,
Plot 31A, Nile Avenue 1st Floor, Kingdom Kampala
P.O. Box 27672, Kampala.



General Line 0414223234
Toll-Free Line: 0800100440



www.eoc.go.ug



info@eoc.go.ug

