THE REPUBLIC OF UGANDA

29th October, 2020

**All Accounting Officers**
**Central and Local Governments**

## PREPARATION OF BUDGET FRAMEWORK PAPERS FOR FY 2021/22 IN LINE WITH THE NDP III

1. Reference is made to the 1st Budget Call Circular (BCC) for FY 2021/22 dated 15th September, 2020 on the Budget Framework Papers and the Budget for FY 2021/22.

2. The BCC provided guidelines for preparation of the Budget Framework Paper for FY 2021/22 along the programmatic planning and budgeting approach under NDP III. Accordingly, a draft MTEF was issued along the approved 18 programme areas.

3. In line with the BCC, Program Working Groups were set up to review and finalize Program Action Implementation Plans (PIAPs) and provide a basis for preparation of the BFPs.

4. We have undertaken consultations with Permanent Secretaries, Accounting Officers, NPA, OWC and other stakeholders and agreed that we need to review our earlier guidance on alignment of the Budget to the NDP III.

5. Accordingly, in view of the strict PFM Act 2015 timelines and the up-coming elections, the process of aligning the Budget to the NDP III will be undertaken in a phased approach as follows:

   Phase 1

6. FY 2021/22, PWGs will remain responsible for the preparation and finalization of the Programme Implementation Action Plans (PIAPs) (*attached are Guidelines for the PWGs*) and the Programme Budget

Framework Papers. Please note that Programme Outcomes, Outcome Indicators, Objectives and Interventions in the PIAPs cannot be changed. However, the final PIAPs should ensure that all Votes state how their interventions and corresponding actions will be operationalized by the Departments. The Programme BFPs will be prepared using a Microsoft Word template attached as **Annex 1**.

7. **Similarly, Votes are requested to prepare their Vote Budget Framework Papers using a Microsoft Word template as per the attached Annex 2 and these should be aligned to the information provided in the PIAPs in terms of Sub-programmes, Intermediate outcomes and outcome indicators.** This information should be submitted to the PWGs to facilitate finalization of the Programme Budget Framework Papers.

8. Votes must ensure to provide allocations up to the Sub Programme level.

Phase 2

9. FY 2022/23, the Budget Architecture, the Chart of Accounts and the Budget IT Systems will be changed/reconfigured to reflect the Programme Structure, and full alignment of the Budget to the NDP III Programmatic approach ready for preparation of the Budget of FY 2022/23.

10. The purpose of this circular therefore, is to request you to:
    i. Prepare your Programme and Vote level BFPs for FY 2021/22 offline using the attached format;
    ii. Incorporate information from the PIAPs in the Vote BFP at Sub Programme level and Intermediate Outcomes, and make a submission to PWGs to facilitate finalization of Programme BFPs;
    iii. Submit your respective BFPs **not later than 13th November, 2020** in line with the PFM Act 2015; and
    iv. The PBS will not be used to prepare the BFPs in FY 2021/22.

By copy of this circular, the Executive Director/National Planning Authority is requested to submit the final PIAPs within the Programme ceilings as indicated in the First BCC to all Accounting Officers and copies to this Ministry by **Tuesday 3rd November, 2020**.

Keith Muhakanizi

**PERMANENT SECRETARY/SECRETARY TO THE TREASURY**

Cc: Head of Public Service/ Secretary to Cabinet

Deputy Head of Public Service/ Deputy Secretary to Cabinet

The Permanent Secretary/Office of the Prime Minister (OPM)

The Coordinator/ Operation Wealth Creation (OWC)

The Chairperson/National Planning Authority (NPA)
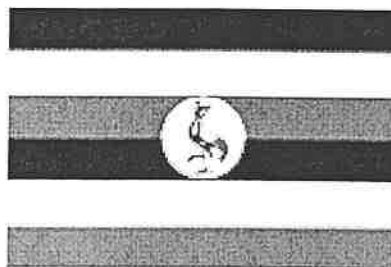
The Executive Director/National Planning Authority (NPA)

# PROGRAMME WORKING GROUP GUIDELINES

## Aligning Programme Based Budgeting to the Third National Development Plan

Table of Contents

## Introduction

The National Development Plan III (NDPII) in support of Uganda Vision 2040 was adopted by Cabinet in June 2020. The Plan is intended to propel the country to middle income status in five years and focuses on five key drivers of growth. These drivers and the related supporting Program Framework rely on an inter-ministerial approach to ensure resources are utilized effectively and efficiently to achieve the goals. The NDPIII further details 18 Programmes that will leverage the drivers of growth to achieve outcomes.

## 1.0    Creation of Program Working Groups

Eighteen (18) Programme Working Groups (PWG) have been established. Each of these PWGs correspond to one of the 18 programmes identified as growth areas in the NDPIII. Each PWG is led by the Minister of the designated lead Ministry. The PWG membership and lead agency designation can be found in **Annex 1.**

The PWGs are composed of MDAs which are anticipated to contribute to the success of a specific programme. Without group collaboration and consensus, success will be limited. These groups have been created to replace the previous sectoral approach (i.e. Sector Working Groups) and reduce the silo effect that was prevalent among MDAs and Sectors. For these groups to work effectively, it will require collaborative work on an intra and inter-ministerial level.

Program Working Groups (PWGs) received their mandate September 2020 as the transitioning of Program Based Budgeting (PBB) to correlate to the 18 Programmes of the NDPIII. The guidance provided in this document will help PWGs conduct operational meetings, use criteria to evaluate requests from MDAs, and set performance indicators which will be used to measure progress toward the NDPIII goals. PWGs will implement the NDPIII and achieve its objectives through the Program Implementation Action Plans (PIAPs). These PIAPs have been drafted by the National Planning Authority (NPA) and now must be reviewed and refined by the respective PWGs. The PIAPs specify the resources required to address the Programme and the corresponding performance indicators that will be used to measure progress.

## 2.0    Navigating the Paradigm Shift from a Sector to Programmatic Approach

## 2.1    Setting the Tone

PWGs will set the tone for change from a Sector to a Programmatic approach. An environment of collaboration and cross pollination should be fostered. Getting things done should be viewed from an inter-ministerial basis toward a common goal, instead of the past reliance of a single ministry or sector. PWGs should therefore work to the benefit of the common

Programme/NDPIII goal and not to the benefit of one ministry. PWGs should work with the top management of the different MDAs to deepen and put into practice the concept of working together to achieve the common goal.

PWGs should also work with the Private sector, and Development partners to leverage resources to achieve common goals in a holistic approach. Establishing a foundation of collaboration and working together to set priorities, identify programme requirements, and identify key bottlenecks will determine the success of the country in delivering services to Ugandans.

## 2.2 Guiding Principles for PWGs

The development of the national budget relies heavily on the work of the PWGs. Budget ceilings will be set at Programme level instead of the previous Sector level. PWGs are required to allocate these resources among different Votes that have the greatest opportunity to achieving intended results of the NDPIII. **PWGs are expected to review subprogrammes of the votes with a critical eye toward their contribution in achieving the objectives of the Programme.**

The Technical Head of the PWG (the Permanent Secretary of the lead Ministry) will guide the discussions on resource allocation and setting the performance indicators. However, each group member and MDA have a responsibility to be familiar with the expectations of the process and its deliverables.

### 2.2.1 RESPONSIBILITIES OF THE GROUP MEMBERS

1. Read and internalize:
   a. Third National Development Plan as signed by the His Excellency the President
   b. Guidelines for Transitioning to Programme Planning and Budgeting Approach, released by the Ministry of Finance, Planning, and Economic Development (MoFPED) as part of the First Budget Call Circular for FY 2021-2022
2. Understand how the interventions and outcomes will be used to measure progress
3. Review the draft PIAP developed by the National Planning Authority (NPA) and Submit the final PIAPs as indicated in the Circular.

### 2.2.2 PWG RESPONSIBILITY

1. Convene the PWG meeting
2. Review draft PIAP and revise as necessary
3. Review the existing subprogrammes and identify the ones that will contribute to results and reconsider or refine the ones that do not.
4. Review and develop subprogrammes under the Local Governments (LGs) as appropriate for the Programme

5. Make resource allocations and refine performance indicators that measure performance under the Programme, Subprogramme and Output level for each Vote under the Programme
6. Reach consensus on the PIAP and submit by November, 30, 2020
7. Coordinate and collaborate with other PWGs in a team approach to achieve results
8. Implement and monitor progress throughout the NDPIII period

## 2.2.3 MDA RESPONSIBILITY

1. Review PWG membership for comprehensiveness in membership. **Should an MDA desire to change representation (either be added to or removed from) a PWG, the MDA should submit to NPA in writing the request for change with a justification of why it should be honored;**
2. Review the current engagement of services in relation to the 18 new programmes of the NDPII;
3. Determine if the current activities will produce the desired results towards achieving the NDPIII goals
4. Create or adjust activities that will help to achieve the goals/interventions of the NDPIII and eliminate activities that do not;
5. **Provide costings of the Interventions and the actions to be implemented by the Departments under the Vote giving justification of why the funds are needed and the corresponding intended results;**
6. Review the draft PIAP and discuss adjustments within the PWG. It is the responsibility of the MDA to set realistic and achievable targets;
9. **Every Vote should develop Intermediate Outcomes at Sub-programme level and also formulate Outputs that are aligned to the Outputs in the PIAP; and**
7. Monitor results every throughout the NDPIII period and submit required data and reports.

## 2.2.4 LEAD MINISTRY RESPONSIBILITY

Each lead Ministry is expected to establish a secretariat within their ministry, supported by the Planning Unit of the Ministry. This secretariat will provide administrative support to the respective PWG. The Minister of the lead Ministry serves as the political lead and is responsible for policy guidance. Whereas, the Permanent Secretary serves as the technical lead for the PWG and is responsible for coordinating the implementation of Programme interventions at the planning, budgeting, execution, and reporting levels. The lead Minister is chair of the PWG comprised of Ministers and the Permanent Secretary will chair the PWG meeting comprised of technical heads from the different institutions.

2.3    Interim Status Updates

To keep the Office of the Prime Minister, MoFPED, and NPA updated on the progress of the PWGs, each PWG will submit a summary report following each meeting held. The summary report will contain key discussion points raised by the members during the meeting, action items, and the status of work. _The report will be submitted to the OPM, NPA and MoFPED no later than five (5) days following each meeting._

## 2.4 Accountability

All PWGs, MDAs, and Local Governments are accountable for the success of the NDPIII. At the programme level, the PWG is accountable. Similarly, at the Vote level, the Accounting Officers of Ministries, Departments, Agencies and Local Government are accountable.

## 2.5 Guiding Cross Cutting Issues

A cross-cutting Technical Working Group (TWG) to provide guidance on the alignment of the NDPIII Program Approach to the PBB has been established. The TWG provides overall advice on cross-cutting issues that emerge as the transition efforts are undertaken and consensus decisions are needed. The composition of this group includes high ranking officials from NPA, MoFPED, Ministry of Public Service (MoPS), Office of the President, (OP) OPM, Operation Wealth Creation (OWC), and Uganda Bureau of Statistics (UBOS).

## 2.6 Local Governments

PWGs should work with Local Governments (LG) to actively engage them. Since the number of LG members are many, each LGs should designate one representative for each of the 18 Programmes. These representatives should be knowledgeable of the respective Programme, the needs of the LG, and be able to convey its priorities. In addition, these representatives will be empowered to contribute to discussions of the PWG and have decision making authority on behalf of the LG. Ideally, the selected representative should be the Accounting Officer from the LGs.

## 3.0 Operating Guidelines for PWGs

The success of Performance Based Budgeting requires dedicated commitment respect, transparency, and collegial communication at all levels throughout the process.

Each PWG lead shall prepare and disseminate agendas and schedule meetings for the PWG. The technical heads are responsible for developing and submitting data supported PIAPs that are on time and that reflect consensus input and agreement of the PWG membership. PWG members are required to participate fully in the PWG process.

**MDAs are required to develop Strategic Plans that include indicators which will roll up to the PIAP.**

### 3.1 MDA Submissions

The PWGs should coordinate the MDAs to provide submissions by a certain due date and in a common format which include but are not limited to the following:

- What the request is for
- Provide costings of the Activities to be implemented by Department as aligned to NDP III interventions
- Description of the methodology, factors considered, and any assumptions made in obtaining the costs.
- Justification for any increase or decrease from the previous year.
- Explanation of why the activity is necessary.
- Past performance of the activity.
- Explanation of the implications of not funding the activity.
- Detail of the number of personnel resources needed to carry out the activity.
- List any sources that can be leveraged such as from development partners.

Requests should be submitted in a thoughtful manner. Prior to submitting to the PWG, institutions should conduct a thorough review of the current activities and make sure they align to the NDPIII goals and objectives. Institutions should either keep, modify, or eliminate activities based on expected success according to the NDPIII. Remember progress will be measured against the goals and objectives of the NDPIII. _Institutions will have to submit requests to each PWG that its subprogrammes contribute to._

### 3.1.1 DETERMINING THE APPROPRIATENESS OF THE CURRENT ACTIVITY

- Is this activity necessary to meet the goals of the NDPIII?
- How does it meet the goals?
- Are the costs justifiable for the benefit received?
- How many people are being served by performing the activity? Is it worth it?
- Is there another institution performing the same or similar activity?
- Can another institution perform the activity at a lower cost?
- How many staff are involved in performing the activity? Is the number reasonable and justifiable in considering the result achieved?  Is it cost beneficial?
- How can the activity be improved to achieve better results?
- What will happen if the activity is not funded?

Make sure the justification is concise and thorough. Remember that decision makers may not have a lot of time and will have only the submission to evaluate the requests. Keep in mind, if proper justification is not provided, the requests will not be reviewed properly. Provide performance data and underlying data sources to make your case.

### 3.2 Resource Allocation

The NDPIII states that activities supporting the Programs will have first call on government resources, thus it is imperative that activities align to the NDPIII to support effective resource allocation. The principle of providing quality services through the most cost-efficient use should underly every decision made.

The ceilings established in the Medium-Term Expenditure Framework (MTEF) are at Programme level. The respective PWGs will allocate the resources to the Votes in accordance with the PIAP.

## 3.3    Projects

Projects not in the right programmess should be aligned to the correct Programmes.

Under the current arrangements, projects are approved by Project Preparation Committees (PPCs) of individual MDAs. This approval process will change so that projects are now approved by the respective Programme Working Group (PWG).

In addition, PWGs should jointly work with the Development Committee to clear projects for inclusion in the Public Investment Plan (PIP). PWGs should work with the Development Committee to coordinate timelines and submissions.

## 3.4    Criteria

PWGs have latitude in determining the allocations for Votes. Nevertheless, aligning to the 18 programmes and achieving positive results against NDPIII goals should always be at the forefront of making decisions. Regardless, a PWG may not exceed the budget ceiling set forth in the Budget Call Circular released by MoFPED. Resource allocation and identifying indicators should be done in a team approach. All PWGs contribute to the success of the NDPIII, as such there should be conversation, collaboration, and coordination among PWGs.

## 3.5    First Step of the Review

- Examine where the financial resources reside currently.
- Determine if the resources are in the appropriate place to achieve results of the NDPIII.
- Determine if the resources requested will achieve the intended outcomes. If not, consider moving all or partial funding to another Vote where the outcomes can be achieved.
- Determine if there are cross-cutting issues that impact another PWG. If so, there should dialogue and collaboration between the impacted PWGs to coordinate the allocations.

## 3.5.1    Determine Urgency

- Is the activity an emergency or urgency? Is there an impending emergency (e.g. response to a natural disaster)? If it is an emergency, it is likely a request should be made to MoFPED for immediate consideration for funding, instead of waiting for the annual budget process.

- Is the activity related to life, health, or safety? Determine the implications of not funding the activity, such as providing funds for the repair of a building that has been determined to be unsafe.

### 3.5.2 Determine APPROPRIATENESS OF COSTS

- Review the unit costs. Are they reasonable, or is there a mark-up?
- Are the costs justifiable and will they achieve the intended results?
- Are all the costs included? If not, determine what is missing and how much it will cost.
- Is the activity cost effective and efficient?
- What is the relative cost and benefit compared to other possible approaches?
- Are inflationary costs included (utilities, contracts, rent, etc.)?
- Identify one-time costs. For example, are there costs for purchase of equipment, vehicles, and other costs that are only necessary for one fiscal year
- What are the implications for the activity and funding in the future? Is the activity sustainable in future budgets or will the costs become cost prohibitive in the long run?

### 3.5.3 REGULATORY IMPACT

- Is the activity statutorily mandated - is it required by the law or statute to be provided?
- Is the activity required to fulfil a contract obligation?
- Is the activity for a service or item that was only partially funded in previous fiscal years?
- Is the activity a result of a presidential or parliamentary mandate?
- Is the activity being supported by funds other than Government of Uganda sources and the requested funding is required to meet the terms of an agreement.
- Is the activity related to operating costs needed from the completion of a capital project? For example, the completion of a new health centre will require additional medical staff. Is the request for the on-going costs associated with opening the building?

### 3.5.4 Criteria for Evaluating Programme Indicators

- Does the indicator contribute to the NDPIII programme, strategy, or objective?
- What other institutions, subprogrammes also contribute to this programme measurement? PWGs should collaborate to identify all contributing institutions.
- Is the indicator set on a fiscal year or annual year? The NDPIII measures performance on a fiscal year (July 1 to June 30). Make sure all indicators can be measured within this timeframe.
- Timeliness: Can this be done within the fiscal year, or is it a multiyear commitment?
- What is a realistic measurable impact of the activity and what impact will it have on the Programme? For example, it will impact the benchmark by reducing the incidence by 50 percent.
- What is the likelihood of accomplishment/risk: is the proposal realistic given available talent and resources and are there other external factors to consider?
- Impacts on the current budget: will there be ancillary costs, or potential savings associated that will impact either the current or future years budgets? Are these impacts quantifiable and significant?
- Is this cost worth the benefit?
- How many staff does it take to accomplish this goal? Is it a realistic and justifiable amount?
- Can the costs and impacts of the activity be accurately measured and is there a process in place for doing so?

### 3.6 Underlying Factors to Consider When Allocating Resources

PWGs should consider the capacity of the institution requesting the funds. Past performance of the institution to absorb the funds, achieve programme targets, and efficiency in providing services should be examined. There should be confidence in the institution to achieve the results, if not the PWG should consider moving funds to where results can be achieved. **Remember, it is the responsibility of the PWG to show progress on the performance indicators and move the goals of the NDPIII forward.**

## 4.0 Program Implementation Action Plans (PIAPs)

### 4.1 Correlating the PIAP to Other Plans

Performance measurements contained in any MDA Strategic plan should roll up into the PIAP. The PIAP is the overarching document that will capture performance on a national level. The PIAP in turn provides for the tracking of progress of the NDPIII goals.

| Linking NDP III Programmes, Objectives and Interventions to PIAPs & MDA Plans | |
|---|---|
| **PIAP** | **MDA Strategic Plans** |
| Programme Goal: | MDA Sub-programme Goals |
| Programme Objectives: | MDA Sub-Programme Objectives |
| NDP III Programme Outcomes | MDA Sub-Programme Outcomes |
| PIAP Interventions | MDA Sub-Programme Interventions |
| Activities | Activities |

### 4.2 Submitting the PIAP

The PIAP should be submitted to the Office of the Prime Minister for approval, with copies to MoFPED and NPA no later than November 30, 2020.

### 4.3 Transfer of Resources after the Fiscal Year has Started

Should an MDA or PWG want to transfer funds within the Programme, MDA, or between activities, a formal request should be made to MoFPED. The transfer request must consider the Public Finance Management Act 2015 (PFMA 2015) and the rules governing virements or reallocations and should include a justification of why the transfer is needed and what targets will be impacted. PWGs will need to formally approve the transfer and a formal notification sent to MoFPED for consideration. An updated PIAP should also be submitted to OPM, MoFPED, and NPA.

### 4.4 Sample Agenda for the First PWG meeting

*The following provides items to consider and discuss at the first meeting of the Program Working Group. It is the responsibility of the PWG to set the agenda, as such items below can be edited as needed.*

1. Welcome and introductions
2. Review and understand the charge of the Program Working Group
3. Discuss and understand the deliverable products of the PWG
    a. PIAP
    b. Setting of priorities
    c. Reviewing budgets and targets
    d. Reallocating resources for results
    e. Performance reports
    f. Summary status reports after each meeting
4. Review of PIAP (PIAP should be reviewed by all members prior to the meeting. Members should come prepared for discussion).
    a. Discussion of areas that need to be refined
    b. Assign responsibility for refinement by area and due dates
5. Review of indicators
    a. Discuss indicators that need to be refined
    b. Assign responsibility for refinement
6. Develop schedule of tasks with timeline
7. Create calendar of meetings
8. All other business

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5.0     Reporting

| Anticipated Reporting Schedule (alphabetical order) | | | | | |
|---|---|---|---|---|---|
| Item | Due | Precedent Report | Dependent Report | Responsibility | Submitted To |
| Annual Program Progress | Within 30 days after the end of the fiscal year | PIAP | Program Review | PWG | OPM and MoFPED |
| Annual Work Plan | March 15, 2020 | PIAP | Program Review | MDA | MoFPED |
| Government Annual NDPIII Programme Performance Report (GAPPR) | September | PIAP | ABPR | OPM | Parliament |
| Local Government Development Plans | October 15, 2020 | None | PIAP | LGs | PWG and NPA |
| MDA Strategic Plan | October 15, 2020 | None | PIAP | MDA | PWG and NPA |

| Anticipated Reporting Schedule (alphabetical order) | | | | | |
|---|---|---|---|---|---|
| Item | Due | Precedent Report | Dependent Report | Responsibility | Submitted To |
| MDA Performance Reports | Within 30 days after the end of the quarter | PIAP | None | MDA | MoFPED |
| PWG Periodic Program Reports | Semi-Annual and Annual | PIAP | MDA Quarterly Budget Performance Reports | PWGs | MoFPED |
| Program Implementation Action Plan (PIAP) | November 30, 2020 | MDA Strategic Plans | Annual Program Report, PIAP | PWGs | NPA, MoFPED, OPM |
| Surveys | | | PIAP | All | PWG/NPA/UBOS |

| Roles and Responsibility (alphabetical order) | | | | |
|---|---|---|---|---|
| Group/Individual | Lead | Role | Responsibilities | Reporting Requirements |
| **Lead Ministry** | Minister for political leadership and Permanent secretary for technical leadership | 1. Coordinating body for the Programme. 2. Convene meeting of stakeholders | 1. Implement the Programme Objectives 2. Set priorities for implementation 3. Identify the key policy and project requirements 4. Identify key implementation bottlenecks to be resolved, among others. | 1. Quarterly, semi-annual, and annual programme reports on the progress of the results of the programme and 2. Submit to the programme coordinator at OPM, both semi-annual and annual stage. |
| **Ministry of Finance, Planning and Economic Development** | Minister of Finance | 1. Serves as the policy and financial guiding entity for resource allocation and performance measures. 2. Develop monetary policy that promotes achieving the NDPIII goal. | 1. Monitor PWGs, MDAs, LGs on the progress on the programmes of the NDPIII. 2. Provide technical guidance for project implementation and to PWGs regularly. 3. Be a resource for questions, comments, and concerns. | 1. High Level Annual Budget Development Performance |
| **Ministries, Departments, and Agencies (MDAs)** | Permanent Secretaries, Department Heads, and Agency Heads | 1. Implement activities and subprograms that deliver services. 2. Monitor performance. | 1. Provide impactful service delivery 2. Monitor performance and adjust activities as necessary. | 1. MDA Strategic Plans 2. Quarterly, semi-annual and annual performance reports |
| **National Panning Authority** | Executive Director of the Planning Authority | 1. Serve as the guiding entity for the implementation of the NDPIII. 2. Act as the visionary for the | 3. Monitor progress of PWGs, MDAs, LGs on the progress on the programmes of the NDPIII. 4. Provide technical guidance for project | 1. Support integrated web-based Monitoring and Evaluation (M&E) system |

| Roles and Responsibility (alphabetical order) | | | | |
|---|---|---|---|---|
| Group/Individual | Lead | Role | Responsibilities | Reporting Requirements |
| | | country and measure progress of its strategic objectives. | implementation and to PWGs regularly.<br>5. Be a resource for questions, comments, and concerns on the NDP III. | 2. High Level NDP III Results Report |
| Office of the President | His Excellency the President | 1. Serves as the visionary leader of the country. | 1. Convene the Annual, Update, Learning, and Decision-Making Platform<br>2. Secretariat for the Platform meeting. | 1. High Level Independent Oversight Results Synthesized Report<br>2. Annual Learning and Decision-Making Forum |
| Office of the Prime Minister | Rt. Honourable Prime Minister | 1.Leader of Government Business and the overall coordinator | 1.Overall coordination of implementation of the NDPIII programmes.<br>2.House a secretariat to consolidate progress reports from Ministries leading the implementation of individual programmes.<br>3.Utilize APEX to submit the Government Annual NDPIII Programme Performance Report (GAPPR) to H.E. the President | 1.Government Annual Government NDPIII Programme Performance Report (GAPPR) |
| Political Head of Programme Working Group | Minister of the Lead Ministry of the PWG | 1. Provide political leadership | 1. Provide policy guidance and hold the technical leadership accountable for implementation of the programme. | |

| Roles and Responsibility (alphabetical order) | | | | |
|---|---|---|---|---|
| Group/Individual | Lead | Role | Responsibilities | Reporting Requirements |
| **Programme Secretariat** | Permanent Secretary of the Lead Ministry | 1. Technical Head of the PWG<br>1. Supported by the Planning Department/Unit | 1. Housed at the Ministry leading the Programme.<br>2. Secretary of the lead institution<br>1. Supported by the Planning Department/Unit.<br>2. Day to day running of the Programme and produce periodic programme performance reports | |
| **Programme Technical Leader of Programme Working Group** | Permanent Secretary of the Lead Ministry | 1. Provide technical and administrative support<br>2. Housed at the Ministry leading the Programme.<br>3. Supported by the Planning Department/Unit | 1. Coordinate the implementation of Programme interventions at the Planning, Budget, Execution; and Reporting.<br>2. Day to day running of the Programme.<br>3. Steer strategic and technical engagements with all Ministers in charge of implementing programmes interventions for the NDP III results.<br>4. Report to the Prime Minister on progress of Programme Implementation. | Periodic Programme Reports |
| **Programme Working Group** | Permanent Secretary of the Lead Ministry | 1. Convene meetings<br>2. Lead group discussions<br>3. Strive to achieve consensus among members | 1. Review and finalize Program Implementation Action Plans (PIAP)<br>2. Propose resource allocations for Votes<br>3. Review the subprogrammes under the MDAs including Local | 1.PIAP<br>2.Annual Program Progress<br>3.Program Reviews |

| Roles and Responsibility (alphabetical order) | | | | |
|---|---|---|---|---|
| Group/Individual | Lead | Role | Responsibilities | Reporting Requirements |
| | | | Government subprogrammes contributing to the PWG<br>4. Develop program performance indicators<br>5. Develop plans on a inter and intra agency level<br>6. Monitor the delivery of services<br>7. Compile and submit required reports<br>8. Meet at least once a quarter | |

# Annex

**Annex 1: Programme Working Group Membership and Lead Ministry**

| Number Programme | NDPIII Programme | Members | Lead Ministry | # of Members |
|---|---|---|---|---|
| 1. | Agro-Industrialization | BOU, CDO, DDA, ERA, FREE ZONES, IRA, LRC, MAAIF, MEMD, MoES, MoFPED, MOGLSD, MoICT&NG, MoLGm, MoLHUD, MoWE, MOWT, MTIC, NAADS, NAGRCDB, NARO, NDA, NFA, NITA, NPA, PSFU, PUBLIC UNIVERSITIES, UCC, UCE, UDB, UDC, UEDCL, UEPB, UIA, UMSC, UNBS, UNMA, UNRA, URC, USE, UWRSA, ULC | MAAIF | 42 |
| 2. | Mineral Development | DEVT PARTNERS, DIREC OF INDUSTRIAL TRAIN, MEMD, MOES, MOFA, MoFPED, MOGLSD, MOIA, MOJCA, MOLG, MOPS, MoSTI, MoTIC, MOWE, NCHE, NEMA, NPA, PSFU, PUBLIC UNIVERSITIES, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UNCST, UNRA, UPF, URA, USSIA | MEMD | 31 |
| 3. | Sustainable Development of Petroleum Resources | BOU, ICT, MAAIF, MEMD, MODVA, MOES, MoFPED, MOGLSD, MOH, MOIA, MoICT&NG, MoJCA, MOLG, MOLHUD, MoWE, MoWT, NCHE, NEMA, NITA, NPA, PAU, PSFU, PUBLIC UNIVERSITIES, UCAA, UDB, UNBS, UNOC, UNRA, URA, UWA | MEMD | 30 |
| 4. | Tourism Development | CAA, ENTERPRISE UGANDA, ICT, IRA, KCCA, MAAIF, MODVA, MOES, MOFA, MoFPED, MOGLSD, MOH, MOIA, MOLG, MoTWA, MOWE, MoWT, MTIC, NCDC, NCS, NPA, UBC, UCAA, UCDA, UEPB, UG AIRLINES, UIA, UNRA, UPDF, UPF, UTB, UWA, UWEC, UHTTI, UWRTI | MoTWA | 35 |
| 5. | Natural Resources, Environment, Climate Change, Land and Water Management Development | CAA, DEVT PARTNERS, KCCA, MAAIF, MEMD, MGLSD, MODVA, MOES, MOFA, MOTWA, MoFPED, MOH, MOIA, MOICT, MOJCA, MOLG, MoLHUD, MOSTI, MOITC, MoWE, MOWT, NEMA, NFA. ACADEMIA, NITA, NPA, PAU, PSFU, PUBLIC UNIVERSITIES, UBOS, UDB, UEDCL, UETCL, UIA, ULC, UNBS, UNCST, UNMA,UNOC, UNRA, UPDF, UPF,URC, URF, UWA | MoWE | 44 |
| 6. | Private Sector Development | BOU, CMA, DEVT PARTNERS, ENTERPRISE UGANDA, EPRC FREE ZONES, IRA, MEMD, MOFA, MoFPED, MOGLSD, MOJCA, MOLG, MOSTI, MOTIC, MOWE, MOWT, MSC, NPA, NSSF, PPDPA, PSFU, PUBLIC UNIVERSITIES, UBOS, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UNCST, URBRA, URSB, USE, USSIA | MoFPED | 36 |

| Number Programme | NDPIII Programme | Members | Lead Ministry | # of Members |
|---|---|---|---|---|
| 7. | Manufacturing | ENTERPRISE UGANDA, FREE ZONES, MAAIF, MEMD, MOFA, MoFPED, MoGLSD, MOH, MOIA, MOICT, MOJCA, MOLG, MOSTI, MOTIC, MOWE, MOWT, NEMA, NPA, PSFU, PUBLIC UNIVERSITIES, UBOS, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UNRA, UPF, URA | MoTIC | 31 |
| 8. | Integrated Transport Infrastructure and Services | AIDS COMM, CAA, MEMD, MoFPED, MOGLSD, MOICT, MOJCA, MOLG, MoLHUD, MoWT, NITA, NPA, PAU, PPDPA, UEDCL, UETCL, UNOC, UNRA, UPF, URA, URC, URF | MoWT | 22 |
| 9. | Sustainable Energy Development | DEVT PARTNERS, ERA, FREE ZONES, MAAIF, MEMD, MOFA, MoFPED, MOGLSD, MOH, MOICT, MOLG, MOLHUD, MOSTI, MoWE, MoWT, NEMA, NPA, PSFU, REA, UECCCL, UEDCL, UEGCL, UETCL, UIA, UMA, UNBS, UNOC, UNRA | MEMD | 28 |
| 10. | Digital Transformation | KCCA, MEMD, MOES, MoFPED, MoICT&NG, MOLG, MOPS, MoSTI, MOWE, MOWT, NCDC, NCHE, NEMA, NITAU, NPA, PSFU, PUBLIC UNIVERSITIES, UBC, UCC, UEDCL, UETCL, UICT, UNRA, UTL, | MoICT& NG | 24 |
| 11. | Sustainable Urbanization and Housing | DEVT PARTNERS, FREE ZONES, KCCA, MAAIF, MEMD, MOES, MoFPED, MOGLSD, MOH, MOLG, MoLHUD, MOTIC, MOWE, MOWT, NEMA, NPA, NPA, NWSC, OPM, PSFU, UIA, UNHCC, UNRA, URA | MoLHUD | 24 |
| 12. | Human Capital Development | DEVT PARTNERS, DIT, EOC, MAAIF, MEMD, MoDVA, MoES, MoFA, MoFPED, MoH, MoIA, MoICT&NG, MoJCA, MoLG, MoLGSD, MoPS, MoSTI, MoW&T, MoWE, MSTI, MTIC, NCDC, NCHE, NCS, NDA, NEMA, NITA, NMS, NPA, NPC, PSFU, PUBLIC UNIVERSITIES, UAC, UBOS, UCI, UHI, UMA, UNMA, UPF, URBRA, URSB | MoES | 41 |
| 13. | Innovation, Technology Development and Transfer | DEVT PARTNERS, EPRC, MAAIF, MEMD, MOES, MOFA, MoFPED, MOGLSD, MOH, MOIA, MOICT, MOJCA, MOLG, MOLHUD, MOTIC, MOWT, NAGRCD, NARO, NCDC, NCHE, NITA, NPA, PUBLIC UNIVERSITIES, UBOS, UIRI, UMA, UNBS, UNCS&T, URSB, UVRI | MoSTI | 30 |
| 14. | Community Mobilization and Mindset Change | DEVT PARTNERS, EC, JLOS, JSC, MoDVA, MoES, MoFA, MoFPED, MoH, MoICT&NG, MoJCA, MoLG, MoLGSD, MoPS, MoWE, NPA, NPC, NWC, OP, UBC, UHRC, UPF | MoGLSG | 22 |

| Number Programme | NDPIII Programme | Members | Lead Ministry | # of Members |
|---|---|---|---|---|
| 15. | Governance and Security | DCIC, DEI, DEVT PARTNERS, EC, IG, ISO, LDC, MoDVA, MoFPED, MOGLSD, MOH, MoIA, MoJCA, MoLG, MOSTI, NIRA, NITA, NPA, OAG, OP, OPM, PDPAA, UHRC, ULR, UPF, UPS, URA, URSB | OP | 28 |
| 16. | Public Sector Transformation | DEVT PARTNERS, ESC, HSC, IG, JSC, LGFC, MoDVA, MoES, MoFPED, MoGLSD, MoH, MoICT&NG, MoJCA, MoLG, MoPS, NCHE, NIRA, NPA, PSC, PSFU, PUBLIC UNIVERSITIES, UBC, UCC, URA DEVT PARTNERS, ESC, HSC, IG, JSC, LGFC, MoDVA, MoES, MoFPED, MoGLSD, MoH, MoICT&NG, MoJCA, MoLG, MoPS, NCHE, NIRA, NPA, PSC, PSFU, PUBLIC UNIVERSITIES, UBC, UCC, URA | MoPS | 24 |
| 17. | Regional Development | MOFA, DEVT PARTNERS, MAAIF, MEACA, MEMD, MoFPED, MOGLSD, MOICT, MOLG, MoTIC, MoTWA, MOWE, MoWT, NARO, NEMA, NITA, NPA, REA, UNRA, UTB | MoLG | 20 |
| 18. | Development Plan Implementation | LGFC, MoFPED, MoGLSD, MOICT, MoLG, MoLHUD, MoPS, MOSTI, MOWT, NIRA, NITA, NPA, NPC, OAG, PDPAA, PUBLIC UNIVERSITIES, UBOS, URA, URSB | MoFPED | 19 |

# PROPOSED STRUCTURE OF THE PROGRAMME BFP

## Annex 1

Budget Framework Paper FY 2021/22

[PROGRAMME Name]

PROGRAMME: (e.g Agro-Industrialization)

FOREWORD

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

[ELCTRONIC SIGNATURE]
[NAME AND TITLE_ TECHNICAL HEAD-PWG]

| ACRONYM | ACRONYM NAME |
|---------|--------------|
| VVV | VVVVVV |
| ZZZZZ | ZZZZZZZZ |

Snapshot of Medium Term Budget Allocations

Table P1.1 Overview of Programme Expenditure (Ush Billion)

| | | Approved Budget | MTEF Budget Projections | | | | |
|---|---|---|---|---|---|---|---|
| | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Recurrent | Wage | | | | | | |
| | Non-wage | | | | | | |
| Devt. | GoU | | | | | | |
| | Ext Fin. | | | | | | |
| GoU Total | | | | | | | |
| Total GoU+Ext Fin (MTEF) | | | | | | | |
| Grand Total | | | | | | | |

**PROGRAMME Strategy and linkage to the National Development Plan III** (*restrict to one page about 1,700 characters*)

Xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx (*Type*)

# Table P1.2 PROGRAMME OUTCOMES AND OUTCOME INDICATORS

**Programme Outcome 1:** (*e.g*: *Increased production volumes of agro-enterprises*)

**Programme Objectives contributed to by the Programme Outcome**

1.  Xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx(*Type*)

Xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

| Programme Outcome Indicators (*Type below*) | Performance Targets | | | | | | |
|---|---|---|---|---|---|---|---|
| | Base year | Baseline | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Agricultural Real GDP growth rate (%) | | | | | | | |
| % change in production volumes in priority agricultural commodities | | | | | | | |
| Export value of priority agricultural commodities (USD Billion) | | | | | | | |

Repeat for all Programme Outcomes

**P2: INTERMEDIATE OUTCOMES, OUTCOME INDICATORS AND PROPOSED BUDGET ALLOCATIONS ALIGNED TO THE NDP**

Table P2.1: Intermediate Outcomes and Outcome Indicators Aligned to the NDP

Vote 010: Ministry of Agriculture, Animal Industry & Fisheries

Sub-programme 04: Crop Resources

Sub-Programme Objectives(*Type*)

Intermediate Outcome (*Type*):

| Intermediate Outcome Indicators (*Type them below*) | Performance Targets | | | | | | |
|---|---|---|---|---|---|---|---|
| | Base Year | Baseline | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Repeat for all Sub-Programmes

Table P2.2: Medium Term Projections by Sub-Programme

*Billion Uganda Shillings*

| Sub-Programme Service | | Medium Term Projections | | | | |
|---|---|---|---|---|---|---|
| Sub-Programme (Name) | Approved Budget 2020/21 | 2021/22- Proposed Budget | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | |
| Total for the Vote | | | | | | |
| Total for the PROGRAMME | | | | | | |

P3: PROGRAMME INTERVENTIONS FOR 2021/22

Programme Challenges in addressing gender and equity issues for FY 2021/22

xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

# PROPOSED STRUCTURE OF THE VOTE BFP

*Vote Budget Framework Paper FY 2021/22*

*VOTE:[008] MINISTRY OF FINANCE PLANNING AND ECONOMIC DEVELOPMENT*

## V1: VOTE OVERVIEW

Snapshot of Medium Term Budget Allocations

Table V1.1 Overview of Vote Expenditure (Ush Billion)

| | | 2020/21 | | 2021/22 | MTEF Budget Projections | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Approved Budget | Spent By End Q1 | Proposed Budget | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Recurrent | Wage | | | | | | | | |
| | Non-wage | | | | | | | | |
| Devt. | GoU | | | | | | | | |
| | Ext Fin. | | | | | | | | |
| GoU Total | | | | | | | | | |
| Total GoU+ Ext Fin (MTEF) | | | | | | | | | |
| A.I.A | | | | | | | | | |
| Grand Total | | | | | | | | | |

# V2: PROPOSED BUDGET ALLOCATIONS BY SUBPROGRAMME

Table V2.1: Budget Allocation and Medium Term Projections by SubProgramme

| Billion Uganda Shillings | 2020/21 Approved Budget | 2021/22 Proposed Budget | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---|---|---|---|---|---|---|
| Programme | | | | | | |
| [SubProgramme Name] | | | | | | |
| [SubProgramme Name] | | | | | | |
| Total for the Programme | | | | | | |
| Repeat for all Programmes | | | | | | |

# V3: PAST VOTE PERFORMANCE AND MEDIUM TERM PLANS

Performance for Previous Year FY2019/20 (Y-1)

Performance as of BFP FY2020/21 (Y0)

Planned Outputs for FY 2021/22 (Y1)

Medium Term Plans

Efficiency of Vote Budget Allocations

# V4: SUB PROGRAMME INTERMEDIATE OUTCOMES, OUTCOME INDICATORS AND PROPOSED BUDGET ALLOCATION

Table V4.1: Sub Programme Intermediate Outcome and Outcome Indicators

Sub Programme :       xxxxxxxxxxxxxxxxxxxxxxxxxxx (bold)

Sub Programme Objectives: xxxxxxxxxxxxxxxxxxxxxxxxxxxxx

Intermediate Outcome: xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx (bold)

Programme Outcomes contributed to by the Intermediate Outcome

1.  Xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

2.  xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

| Intermediate Outcome Indicators | | Performance Targets | | | | | |
|---|---|---|---|---|---|---|---|
| | Base year | Baseline | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Repeat for all Sub Programmes in the Vote | | | | | | | |

# V5: VOTE CROSS CUTTING ISSUES

### i) Gender and Equity

| | |
|---|---|
| **Issue of Concern :** XXXXXX | |
| Planned Interventions | |
| XXXXXXXX | |
| Budget Allocation (Billion) : xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx | |

### ii) HIV/AIDS

| | |
|---|---|
| **Issue of Concern :** XXXXXX | |
| Planned Interventions | |
| XXXXXXXX | |
| Budget Allocation (Billion) : xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx | |

### iii) Environment

| | |
|---|---|
| **Issue of Concern :** XXXXXX | |
| Planned Interventions | |
| XXXXXXXX | |
| Budget Allocation (Billion) : xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx | |