

# **VOTE: 111 National Curriculum Development Centre (NCDC)**

## **I. VOTE MISSION STATEMENT**

To develop quality, inclusive, holistic curricula and curriculum related materials to Enhance human capital development along the entire life cycle to support learners and to build their employability and livelihood.

## **II. STRATEGIC OBJECTIVE**

1. To develop, review, reform curricula and curriculum support materials that are responsive to individuals and societal needs.
2. To strengthen Curriculum Implementation,
3. To strengthen research, innovation and knowledge management for evidence based curriculum and institutional development.
4. To strengthen institutional capacity for effective and efficient service delivery.

## **III. MAJOR ACHIEVEMENTS IN 2025/26**

1. Supported to early learning by developing 3 Teachers Resource Books to guide the delivery of the National Pre Primary Curriculum for Baby, Middle and Top Classes,
2. Commenced the evaluation of the Lower Secondary Curriculum implementation by developing a proposal and tools as well as roadmap,
3. Concluded nationwide validation of research report on the optimal number of local languages to be used as medium of instruction at lower primary level. The findings will inform the design of the P.1 to 3 thematic curricula as well as future investments in the education sector,
4. The Curriculum Framework and Scope & Sequence for the Revised Primary Curriculum were finalised and subjected to key stakeholder consultations. Feedback from consultations was incorporated in the documents before submission to the Ministry's Taskforce,
5. Consolidated the Alevel curriculum implementation by developing assessment guidelines. This involved reviewing the learning outcomes, developing constructs and scoring rubrics, development and pretesting of sample assessment items for all the 29 Subjects, to guide the end of cycle assessment conducted by UNEB

**VOTE: 111 National Curriculum Development Centre (NCDC)****IV. MEDIUM TERM BUDGET ALLOCATIONS****Table 4.1: Overview of Vote Expenditure (Ushs Billion)**

	2025/26		2026/27	MTEF Budget Projections				
	Approved Budget	Spent by End Dec	Budget Estimates	2027/28	2028/29	2029/30	2030/31	
<b>Recurrent</b>	Wage	9.645	4.458	9.645	10.127	10.634	11.166	11.724
	Non-Wage	28.095	12.930	31.684	36.437	43.724	52.469	62.963
<b>Dev't.</b>	GoU	0.395	0.000	0.195	0.215	0.257	0.309	0.371
	Ext Fin.	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>GoU Total</b>	<b>38.135</b>	<b>17.388</b>	<b>41.524</b>	<b>46.779</b>	<b>54.615</b>	<b>63.943</b>	<b>75.057</b>	
<b>Total GoU+Ext Fin (MTEF)</b>	<b>38.135</b>	<b>17.388</b>	<b>41.524</b>	<b>46.779</b>	<b>54.615</b>	<b>63.943</b>	<b>75.057</b>	
<b>Arrears</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
<b>Total Budget</b>	<b>38.135</b>	<b>17.388</b>	<b>41.524</b>	<b>46.779</b>	<b>54.615</b>	<b>63.943</b>	<b>75.057</b>	
<b>Total Vote Budget Excluding Arrears</b>	<b>38.135</b>	<b>17.388</b>	<b>41.524</b>	<b>46.779</b>	<b>54.615</b>	<b>63.943</b>	<b>75.057</b>	

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Table 4.2: Budget Allocation by Department for Recurrent and Development (Ushs Billion)

<i>Billion Uganda Shillings</i>	Draft Budget Estimates FY 2026/27	
	Recurrent	Development
<b>Programme:12 Human Capital Development</b>	<b>41.329</b>	<b>0.195</b>
<b>Vote Function:01 Curriculum and Instructional Materials Development</b>	<b>18.148</b>	<b>0.000</b>
001 Life skills and Livelihood	1.034	0.000
002 Life skills and Livelihood Curriculum	0.849	0.000
003 Early Childhood Care and Education	3.140	0.000
004 Pedagogy and Innovations	0.357	0.000
005 Primary Education Curriculum	5.203	0.000
006 Secondary Education Curriculum	6.651	0.000
007 Special Needs Education	0.915	0.000
<b>Vote Function:02 General Administration and Support Services</b>	<b>16.126</b>	<b>0.195</b>
001 General Administration and Support Services	16.006	0.195
002 Planning and Development	0.120	0.000
<b>Vote Function:03 Research, Consultancy and Library Services</b>	<b>7.056</b>	<b>0.000</b>
002 Literature Bureau	2.069	0.000
003 Printing and Production	2.133	0.000
004 Quality Assurance and Publishing	0.790	0.000
005 Research and Consultancy	1.333	0.000
006 Science, Technology and Equipment Production	0.669	0.000
007 Documentation and Library Services	0.062	0.000
<b>Total for the Vote</b>	<b>41.329</b>	<b>0.195</b>

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## V. PERFORMANCE INDICATORS AND PLANNED OUTPUTS

**Table 5.1: Performance Indicators**

**Programme: 12 Human Capital Development**

**Vote Function: 01 Curriculum and Instructional Materials Development**

**Department: 001 Life skills and Livelihood**

**Key Service Area: 320121 Curriculum Development**

**PIAP Output: Increased Adoption of ICT in Teaching, Learning and decision making through the Digital Agenda Strategy**

**Programme Intervention: 121315 Implement ICT integrated teaching, learning and decision making**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of subjects with digitalised content for primary school	Number	2023/24		4

**PIAP Output: Competence-Based Curricula Developed and implemented**

**Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		10

**Department: 002 Life skills and Livelihood Curriculum**

**Key Service Area: 320121 Curriculum Development**

**PIAP Output: Competence-Based Curricula Developed and implemented**

**Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of instructors/teachers retooled on the revised curriculum	Number	2023/24	240	50

**PIAP Output: A national civic education program aimed at improving the level of awareness of rights, duties and responsibilities of individuals, families, communities and citizens developed and implemented**

**Programme Intervention: 127113 Develop and Implement a national civic education and adult literacy programmes with emphasis on roles and responsibilities of families, communities and citizens**

## VOTE: 111 National Curriculum Development Centre (NCDC)

**Vote Function: 01 Curriculum and Instructional Materials Development**

**Department: 002 Life skills and Livelihood Curriculum**

**Key Service Area: 320121 Curriculum Development**

**PIAP Output: A national civic education program aimed at improving the level of awareness of rights, duties and responsibilities of individuals, families, communities and citizens developed and implemented**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
A national civic education program in place	Number	2023/24	0	1
Number of National Symbols popularised	Number	2023/24	0	2
Number of people participating in the civic education program	Number	2023/24	0	500
Proportion of the population speaking Kiswahili	Percentage	2023/24	20%	5%
Set of National Values for all Ugandans in place	Number	2023/24	0	1

**Department: 003 Early Childhood Care and Education**

**Key Service Area: 320118 Delivery of quality ECCE services**

**PIAP Output: Early Grade Reading (EGR), Early Grade Mathematics (EGM) and remedial learning programmes implemented**

**Programme Intervention: 121312 Enhance proficiency in literacy and numeracy through Early Grade Reading (EGR), Early Grade Mathematics (EGM) and remedial learning**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of teachers trained in Early Grade Braille	Number	2023/24	150	10

**PIAP Output: Improved learning environment for SNE Learners**

**Programme Intervention: 121313 Improve the inclusivity in teaching and learning environments**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of schools provided with Instructional materials for learners with special needs	Number	2023/24	118	100

**PIAP Output: Increased Adoption of ICT in Teaching, Learning and decision making through the Digital Agenda Strategy**

**Programme Intervention: 121315 Implement ICT integrated teaching, learning and decision making**

## **VOTE: 111 National Curriculum Development Centre (NCDC)**

**Vote Function: 01 Curriculum and Instructional Materials Development**

**Department: 003 Early Childhood Care and Education**

**Key Service Area: 320118 Delivery of quality ECCE services**

**PIAP Output: Increased Adoption of ICT in Teaching, Learning and decision making through the Digital Agenda Strategy**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of subjects with digitalised content for primary school	Number	2023/24		4

**PIAP Output: Competence-Based Curricula Developed and implemented**

**Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		5
Number of instructors/teachers retooled on the revised curriculum	Number	2023/24	240	750

**Department: 004 Pedagogy and Innovations**

**Key Service Area: 320043 Teaching and Training**

**PIAP Output: Competence-Based Curricula Developed and implemented**

**Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		3

**Department: 005 Primary Education Curriculum**

**Key Service Area: 320121 Curriculum Development**

**PIAP Output: Competence-Based Curricula Developed and implemented**

**Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

**VOTE: 111 National Curriculum Development Centre (NCDC)****Vote Function: 01 Curriculum and Instructional Materials Development****Department: 005 Primary Education Curriculum****Key Service Area: 320121 Curriculum Development****PIAP Output: Competence-Based Curricula Developed and implemented**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Competence-Based Curriculum for Primary Education developed, piloted and implemented	Number	2023/24		01
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		12
Number of instructors/teachers retooled on the revised curriculum	Number	2023/24	240	1000

**Department: 006 Secondary Education Curriculum****Key Service Area: 320121 Curriculum Development****PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Competence-Based Curriculum for Upper Secondary Education developed, piloted and implemented	Number	2023/24		1
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		34

**Department: 007 Special Needs Education****Key Service Area: 320121 Curriculum Development****PIAP Output: Improved learning environment for SNE Learners****Programme Intervention: 121313 Improve the inclusivity in teaching and learning environments**

**VOTE: 111 National Curriculum Development Centre (NCDC)****Vote Function: 01 Curriculum and Instructional Materials Development****Department: 007 Special Needs Education****Key Service Area: 320121 Curriculum Development****PIAP Output: Improved learning environment for SNE Learners**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of schools provided with Instructional materials for learners with special needs	Number	2023/24	118	150

**PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Competence-Based Curriculum for Primary Education developed, piloted and implemented	Number	2023/24		02
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		04

**Vote Function: 02 General Administration and Support Services****Department: 001 General Administration and Support Services****Key Service Area: 320121 Curriculum Development****PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Competence-Based Curriculum for Primary Education developed, piloted and implemented	Number	2023/24		01
Competence-Based Curriculum for Upper Secondary Education developed, piloted and implemented	Number	2023/24		01

**VOTE: 111 National Curriculum Development Centre (NCDC)****Vote Function: 02 General Administration and Support Services****Department: 002 Planning and Development****Key Service Area: 560045 Strategic Planning and Development****PIAP Output: Enhanced workforce planning and management****Programme Intervention: 122111 Institutionalize Manpower Planning**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of workforce assessments conducted	Number	2023/24	0	4

**Project: 1974 Institutional Development of National Curriculum Development Centre****Key Service Area: 560045 Strategic Planning and Development****PIAP Output: Improved Institutional capacity for HCD****Programme Intervention: 129112 Capacitate institutions to deliver Human Capital Development Programme**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
% availability of Office furniture	Percentage	2023/24	32%	80%
Number of Budget reports produced	Number	2023/24	0	04

**Vote Function: 03 Research, Consultancy and Library Services****Department: 002 Literature Bureau****Key Service Area: 000076 Promotion of Indigenous languages****PIAP Output: Early Grade Reading (EGR), Early Grade Mathematics (EGM) and remedial learning programmes implemented****Programme Intervention: 121312 Enhance proficiency in literacy and numeracy through Early Grade Reading (EGR), Early Grade Mathematics (EGM) and remedial learning**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
No. of Local governments supported in EGRA	Number	2023/24	151	3

**Department: 003 Printing and Production****Key Service Area: 000056 Data Management****PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

**VOTE: 111 National Curriculum Development Centre (NCDC)****Vote Function: 03 Research, Consultancy and Library Services****Department: 003 Printing and Production****Key Service Area: 000056 Data Management****PIAP Output: Competence-Based Curricula Developed and implemented**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		12

**Department: 004 Quality Assurance and Publishing****Key Service Area: 320035 Quality, Standard and Accreditation****PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Learning Materials and Resources aligned with Competence-Based Curricula	Number	2023/24		30

**Department: 005 Research and Consultancy****Key Service Area: 000022 Research and Development****PIAP Output: Improved regulatory, assessment and quality assurance system for primary and secondary****Programme Intervention: 121316 Enforce the regulatory, quality assurance and assessment system of primary and secondary schools**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of Policy / Evaluation Study Conducted to improve quality and access of Secondary Educ	Number	2023/24		1

**Department: 006 Science, Technology and Equipment Production****Key Service Area: 320117 Delivery of Instructional Materials****PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

**VOTE: 111 National Curriculum Development Centre (NCDC)****Vote Function: 03 Research, Consultancy and Library Services****Department: 006 Science, Technology and Equipment Production****Key Service Area: 320117 Delivery of Instructional Materials****PIAP Output: Competence-Based Curricula Developed and implemented**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Number of instructors/teachers retooled on the revised curriculum	Number	2023/24	240	300

**Department: 007 Documentation and Library Services****Key Service Area: 320121 Curriculum Development****PIAP Output: Competence-Based Curricula Developed and implemented****Programme Intervention: 122215 Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels.**

Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2026/27
Competence-Based Curriculum for Primary Education developed, piloted and implemented	Number	2023/24		04
Competence-Based Curriculum for Upper Secondary Education developed, piloted and implemented	Number	2023/24		01

# **VOTE: 111 National Curriculum Development Centre (NCDC)**

## **VI. VOTE NARRATIVE**

### **Vote Challenges**

1. Inadequate Staffing: Out of the approved structure of 236, the Centre has only 135 (57%) with a staffing gap of 101 (43%).
2. Limited Office Space: The increasing staffing levels require more space. The Centre requires additional space for staff and the printery.
3. Accumulated Domestic Arrears: Over the years the Centre has accumulated arrears amounting to UGX 1.9 billion. Most of these arrears relate to staff entitlements and statutory obligations that arose from shortages in budget releases. The Centre has received legal intentions to sue

### **Plans to improve Vote Performance**

1. Reviewed its strategic plan to align with the NDPIV and NRM Manifesto
2. Planned for staff training in technical areas as well as ICT to improve productivity
3. Invested in equipment and conducive work environment

## **VII. Off Budget Support and NTR Projections**

### **Table 7.1: Off Budget Support by Project and Department**

N/A

**VOTE: 111 National Curriculum Development Centre (NCDC)****Table 7.2: NTR Projections(Uganda Shillings Billions)**

Revenue Code	Revenue Name	FY2025/26	Projection FY2026/27
142212	Educational/Instruction related levies	0.000	0.200
<b>Total</b>		<b>0.000</b>	<b>0.200</b>

## **VOTE: 111 National Curriculum Development Centre (NCDC)**

### **VIII. PERSONNEL INFORMATION**

**Table 8.1: Staff Establishment Analysis**

<b>Title</b>	<b>Salary Scale</b>	<b>Number of Approved Positions</b>	<b>Number of filled Positions</b>
Assistant Curriculum Specialist	CD6	1	0
Assistant Curriculum Specialist, Technical	CD6	1	0
Asst. Curriculum Specialist, Kiswahili Secondary	CD6	1	0
Asst. Curriculum Specialist, Music Secondary	CD6	1	0
Curriculum Specialist, Agriculture Secondary	CD5	1	0
Curriculum Specialist, Business Education Secondary	CD5	1	0
Curriculum Specialist, English Primary	CD5	4	1
Curriculum Specialist, Home Economics	CD5	2	0
Curriculum Specialist, ICT	CD5	1	0
Curriculum Specialist, Local Languages, Secondary	CD5	1	0
Curriculum Specialist, Physical Education Primary	CD5	1	0
Curriculum Specialist, Science Primary	CD5	1	0

**NOTE: 111 National Curriculum Development Centre (NCDC)****Table 8.2: Staff Recruitment Plan**

Post Title	Salary Scale	No. Of Approved Posts	No. Of Filled Posts	No. Of Vacant Posts	No. Of Posts Cleared for Filling FY2026/27	Gross Salary Per Month (UGX)	Total Annual Salary (UGX)
Assistant Curriculum Specialist	CD6	1	0	1	1	3,345,000	40,140,000
Assistant Curriculum Specialist, Technical	CD6	1	0	1	1	3,345,000	40,140,000
Asst. Curriculum Specialist, Kiswahili Secondary	CD6	1	0	1	1	3,345,000	40,140,000
Asst. Curriculum Specialist, Music Secondary	CD6	1	0	1	1	3,345,000	40,140,000
Curriculum Specialist, Agriculture Secondary	CD5	1	0	1	1	3,987,000	47,844,000
Curriculum Specialist, Business Education Secondary	CD5	1	0	1	1	3,987,000	47,844,000
Curriculum Specialist, Home Economics	CD5	2	0	2	2	3,987,000	95,688,000
Curriculum Specialist, Local Languages, Secondary	CD5	1	0	1	1	3,987,000	47,844,000
Curriculum Specialist, Physical Education Primary	CD5	1	0	1	1	3,987,000	47,844,000
Curriculum Specialist, Science Primary	CD5	1	0	1	1	3,987,000	47,844,000
<b>Total</b>					<b>11</b>	<b>37,302,000</b>	<b>495,468,000</b>