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THE UGANDA GOVERNANCE PROGRAMME OF ACTION

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1.0 INTRODUCTION

The APRM Country Self Assessment Report (CSAR) documents Uganda's governance experience during the last 20 years. The report includes Uganda's achievements as well as the challenges that have been encountered.

Uganda's achievements include the 1995 Constitution which was adopted after several years of designing and widespread consultations. Several presidential and parliamentary elections have been held. A de facto one party state (Movement political system) has been transformed into a multiparty system. Since enactment of the Local Government Act 1997, extensive power and authority has been transferred from the national level to the district and sub county levels through decentralization by devolution. The economy has been well managed and macroeconomic stability has been achieved by controlling inflation and maintaining stable and predictable exchange rates. Through effective fiscal and monetary policy measures, Uganda has sustained a high annual growth rate. Through privatisation and trade liberalization the state has withdrawn from direct business production and elevated the status of the private sector as the engine of growth. Education and health services have been expanded and are continuously improving.

On challenges, gaps and setbacks, the CSAR points out the low capacity to manage intra and interstate conflicts. Internally, there have been armed rebellions which have diverted scarce resources which could have been used to finance socio-economic development. Although the strategy of negotiations and absorbing former rebel groups succeeded with a number of rebel groups, it is yet to see success with the Lord's Resistance Army, which has for the last two decades caused devastating political and socio-economic consequences in Uganda as a whole and in the north in particular.

While Uganda has maintained amicable relations with Kenya, Tanzania, Rwanda, Sudan, Burundi, both Uganda and Rwanda invaded the DRC in the 1990s. A breakdown in relations with Rwanda was reflected in battles between Ugandan and Rwandese forces in Kisangani. Both countries are committed to the principle of not hosting rebel groups against each other, and are relocating suspected rebels to countries further away. Regional mechanisms to monitor peace and security in

the Great Lakes Region has been signed by member states to address this but are facing a number of challenges which must be addressed.

Another challenge noted in the report is widespread corruption, which has undermined effective service delivery. While anti-corruption institutions and measures have been established, the challenge has been lack of effective enforcement.

In order to come up with a feasible and manageable programme of action not all current governance challenges and limitations could be addressed. The priority governance issues are outlined below under each APRM governance pillar. The guiding criterion in prioritisation was the selection of programmes that can be implemented in the next three to five years, with major impacts in consolidating good governance in the country.

The actions are not listed in any order of priority.

2.0 THE GENERAL OBJECTIVE AND THE SPECIFIC OUTCOMES

- 2.1 The programme governance general objective is entrenching and deepening democratic governance in Uganda
- 2.2 The programme specific outcomes are: reduced political conflicts, increased effective management of the economy, attainment of higher and broad based levels of socioeconomic welfare, and the achievement of widespread good corporate governance standards and best practices.

3.0 GOVERNANCE PRIORITIES

3.1 Democracy and Good Political Governance Priorities

- 1. Complete the signing, ratification and domestication of Democratic Governance Principles, codes and conventions
- 2. Prevent intrastate conflicts and promote peaceful relations among neighbouring states
- 3. Educate Ugandans about their constitutional rights and the rule of law to enable them to know their rights and obligations

4. Promote the principle of value for money in equitable resource allocation and utilisation and build capacity for implementation, monitoring and evaluation (including community monitoring systems up to Parish level)
5. Improve accountability systems, punish the culprits including collaborators, recover stolen items as well as improve the sanctions and reward systems to fight corruption
6. Uplift the welfare of lowest income groups and pay special attention to the socio-economic rights of the marginalised groups
7. Reduce and prevent domestic violence against women, abuse of children, discrimination and lack of sensitivity towards people with disabilities.

3.2 Economic Governance and Management Priorities

1. Complete signing, ratification and domestication of economic governance principles, codes and standards.
2. Promote stable macroeconomic policies that support sustainable development, the following two objectives will be pursued: a) Improving revenue collection and b) Developing national policies that govern the financing of agriculture, industrialization, environment protection and land reforms.
3. Three objectives to implement sound, transparent and predictable government policies are: a) Promote public awareness on fiscal policy formulation and feedback; b) Build capacity at lower local government level in planning and budgeting; and c) Strengthen public-private partnerships.
4. Promote sound public finance management: capacity will be built to enforce public finance regulations and public expenditure, and to analyse, coordinate and manage the economy.
5. The legal framework for dealing with corruption, and the formulation and legislation of anti-money laundering laws will be enforced.
6. Accelerate regional integration: Uganda will review and rationalise its membership obligations to regional groups/bodies.
7. Strengthening the Parliamentary Standing Committee on the budget.

3.3 Corporate Governance Priorities

In order to promote an enabling environment for business and an effective regulatory framework for economic activities, the following priorities will guide the design of the programme of action.

1. Update commercial laws and make them relevant to the current business context

2. Register and regulate the large informal sector of the economy
3. Increase public awareness on business policies, procedures, duties and obligations
4. Strengthen commercial law enforcement institutions
5. Harmonize taxation systems and high business incorporation and trading fees
6. Increase Human Resource Development efforts

To promote good corporate actions, the following priorities have been identified:

1. Promote compliance with ILO Labour Standards and domestic labour laws
2. Advance Corporate Social responsibilities (CSR)
3. Enforce compliance to environmental standards

To promote codes of good business ethics the following priority will be implemented:

- Encourage adoption of best business practices/ethics

In order to improve business accountability the following priority will be carried out:

- Promote accountability of corporations, directors and officers

3.4 Socio-economic Development Priorities

To acceralate socio economic development the following priorities are proposed:

1. Increase efforts to sign, ratify and respect socio-economic development principles, standards and codes
2. Develop a coherent land policy and legislation, upgrade land registration and information systems
3. Establish adequate collaboration between public and private actors in innovation and service delivery through private-public partnerships
4. Promote agricultural production and productivity
5. Promote a clean, healthy, productive environment and natural resource base

To enhance socio-economic delivery mechanisms, the following priorities are proposed:

1. Improve access, quality and outcomes of education system at primary, lower secondary, vocational and business education levels
2. Reduce maternal and infant mortality rates
3. Reduce malaria, T.B. and HIV/AIDS prevalence rates

4. Reduce the current population growth rates to sustainable levels

To ensure affordable access to basic needs the following priorities will be pursued:

1. Improve access to basic socio-economic services (water supply and sanitation, energy, microfinance, environment, shelter, ICT)
2. Improve transportation network
3. Improve coordination of service delivery especially in urban areas
4. Ensure proper physical planning
5. Increase energy generation and supply
6. Invest in petroleum exploration and production
7. Expand ICT infrastructure and services, increase skills and improve utilisation

To enhance gender equality the following priorities will be pursued:

1. Registration of family law.
2. Promoting gender based budgeting.

To protect vulnerable groups the following priorities will be pursued:

1. Support youth empowerment.
2. Provide social protection to Orphans, Persons with Disabilities, the Elderly, and other vulnerable groups.

To provide a conducive environment for NGO operations and civic engagement

4.0 PROGRAMME REQUIRED ACTIONS

4.1 Democracy and Good Political Governance Actions

Codes and Standards

- Sign, ratify, accede to, domesticate and popularize democratic principles, codes and standards.

Objective 1: Prevention and reduction of intra and interstate conflict

- Formulate policies and implement measures to prevent intra and interstate conflicts.

- Engage in peace negotiations to end intra- and interstate conflicts and implement measures to promote peaceful living and relations.
- Strengthen the implementation of regional security agreements

Objective 2: Constitutional democracy including periodic competition and opportunity for choice, rule of law, citizens' rights and supremacy of the Constitution

- Produce simplified versions of the Constitution
- Translate the Constitution into major local languages
- Print and disseminate simplified Constitution
- Organize publicity and dissemination campaigns about the Constitution
- Expand the capacity of institutions to handle human rights violation cases
- Strengthen civic education in Uganda's schools
- Develop national code of ethics and values
- Provide political party financing
- Review laws regarding elections
- Review the existing laws regarding press freedom and their implementation
- Professionalise the Media
- Strengthen media regulatory institutions

Objective 3: Promote and protect economic, social and cultural rights and civil and political rights as enshrined in Africa, and other international human rights instruments

- Identify lowest income groups
- Identify the problem of the specially vulnerable groups
- Engage the identified groups in relevant and feasible economic activities
- Introduce special programmes for the specially vulnerable groups
- Promote positive cultural values and norms, and discourage oppressive ones.

Objective 4: Uphold the separation of powers, including the protection of the independence of the judiciary and of an effective legislature.

- Review laws regarding composition and powers of the three arms of government
- Review the budget allocation system to ensure the independence of the three arms of government.

- Review and strengthen the existing checks and balances mechanisms within the three arms of government.

Objective 5: Ensure accountable, efficient and effective public office holders and public servants

- Educate public servants about the principles of value for money, expected standards, criteria for deciding public priorities, develop guidelines on Government priority setting
- Set standards in service delivery as a basis for value for money
- Introduce rewards and sanctions mechanisms as a way to improve public servants productivity
- Improve institutions and people's capacity in monitoring and evaluation

Objective 6: Fight corruption

- Introduce severe punishments to culprits including collaborators from both private and public sectors
- Recover stolen assets
- Strengthen sanctions and reward systems
- Enact and operationalise the whistle blower and Prevention of Corruption Bills

Objective 7 (8&9): Promotion and protection of the rights of vulnerable groups (women, children, people with disabilities, youth, and elderly)

- Identify forms of rights violation among vulnerable groups
- Promote youth and PWDs employment in public and private sector
- Support youth and PWDs self-help projects
- Provide more opportunities for youth and PWDs in decision making organs
- Support government and non-government youth organisations
- Engage CSOs like FIDA and NUDIPU to develop training materials for nationwide community programmes
- Strengthen and enforce rights protection laws
- Ensure support towards the senior citizens of the country (elderly)

4.2 Economic Governance and Management Actions

Codes and standards

- Promote the signing, accession to, ratification and popularisation of economic governance and management principles, codes and standards.

Objective 1: Promote macro-economic policies that support sustainable development

- Build capacity within government to collect revenue from the oil industry
- Build capacity within government to monitor volume of oil production
- Conduct technical analysis and develop policies

Objective 2: Implement sound, transparent and predictable government policies

- Train local government planners in planning and budgeting, including gender budgeting.
- Hold joint consultative seminars with the private sector in policy formulation

Objective 3: Promote sound public finance management

- Build capacity of major institutions in economic and financial management in the areas of public finance regulations and public expenditure, analysis, coordination and management

Objective 4: Fighting corruption and money laundering

- Establish and decentralize anti-corruption courts and equip them with the necessary ICT
- Recruit, train and retain anti-corruption personnel
- Establish synergy among collaborating institutions
- Operationalise the Leadership Code tribunals
- Lobby Parliament to enact the anti-money laundering law

Objective 5: Accelerate regional integration by participating in the harmonisation of monetary, trade and investment policies

- Review membership in regional economic blocs to eliminate duplication

4.3 Corporate Governance Actions

Codes and Standards

- Promote signing, accession to, ratification and popularisation of corporate governance principles, codes and standards.

Objective 1: Promotion of an enabling environment for business and effective regulatory framework for economic activities

- Fast track enactment of new proposed laws designed to facilitate business such as the Competition Bill, Insolvency Bill, Consumer Protection Bill, copyright and patent laws.
- Simplify registration process by reducing on procedures
- Computerize registration process
- Establish regulatory framework for unregulated sectors including Pensions, In-house Provident Funds and Tier 4 MFIs
- Provide incentives for small businesses to become formal
- Design and implement an awareness program to educate the public on business procedures, policies, duties regulations, practices and obligations
- Develop and implement clear and transparent incentive policies for business practitioners
- Strengthen Office of the Registrar of Companies, Commercial Courts, Capital Markets Authority, Uganda Securities Exchange and Bank of Uganda
- Improve coordination of enforcement institutions and reduce bureaucracy
- Increase on technical expertise in regulatory bodies
- Digitize court proceedings
- Ensure independence of the commercial courts
- Promote use of alternative dispute resolution (voluntary)
- Enforce quality standards of goods and services
- Review registration fees and trading licences
- Harmonise tax incentives
- Establish a national business skills training institution for providing appropriate skills training for business practitioners
- Establish a forum for interface between training institutions and the business community for identifying and matching skills requirements
- Vocational institutes should encourage apprenticeship

- Review allocation of adequate resources to vocational institutions
- Review syllabi to emphasize skills development and business ethics
- Identify gaps in national capacities

Objective 2: Ensuring corporations act as good corporate citizens

- Sign, ratify, domesticate and adopt all relevant ILO Standards
- Facilitate a fully fledged labour court
- Create public awareness about the rights of workers
- Regulate the registration of labour unions
- Review and strengthen staffing of labour department
- Strengthen enforcement of labour laws
- Promote adoption of the minimum wage(s)
- Promote Corporate Social Responsibilities
- Strengthen the capacity of NEMA to coordinate environmental management
- Strengthen the capacity of lead agencies to enforce environmental laws, policies and standards
- Revise and harmonise laws to enhance sound environmental management
- Strengthen capacity of local government to enact environmental by-laws

Objective 3: Promotion of codes and good business ethics (inclusive of objective 4)

- Encourage private sector to develop codes of ethics
- Promote Private sector enforcement of codes of ethics
- Promote awareness campaign for business stakeholders on productivity and competitiveness

Objective 5: Improve corporate governance accountability

- Review relevant laws on accountability of corporations
- Facilitate enforcement of relevant laws to ensure accountability of corporations

4.4 Socio-economic Development Actions

Codes and Standards

- Sign standards that the country has not yet signed within socio-economic development and ratification of others
- Increase awareness among stakeholders about standards and codes

Objective 2: Accelerate socio-economic development to achieve sustainable development and poverty eradication

- Design, pass and implement the land policies and legislations
- To enhance institutional and HR capacity
- Enhance enabling environment for promoting PPP both for Profit and Not-for-Profit
- Streamline and simplify procedures for business and social enterprises
- Formulate policy on SMEs
- Formulate a comprehensive agricultural policy, avail affordable inputs and increments, enhance capacity, Restore extension services, and mechanise production
- Promote commercialization, agro-processing, marketing and negotiation for markets
- Promote tree planting, sustainable wetland management, restoration of degraded ecosystems, and effective use of weather and climate information, and integrated water resources management

Objective 3: Strengthen policies, delivery mechanisms and outcomes in key social areas including education and combating of HIV/AIDS and other communicable diseases

- Make UPE compulsory and facilitate USE; Enact laws and bi-laws to enforce UPE, provide scholastic materials. Motivate teachers, facilitate UPE, Facilitate USE
- Implement ICT in schools
- Promote vocational and business education
- Establish policy instruments to ensure qualified health workers and appropriate equipment in all health centres II-IV
- Enforce existing policy and strategy on availability of VCT and PMTCT centres at national, district and Health Centre IV Establish
- Establish/ review population policy

Objective 4: Ensure affordable access to water, sanitation, energy, finance (including micro-finance), markets, ICT, shelter and land to all citizens, especially the rural poor

- Review policies and strategy to ensure increase of water supply and sanitation coverage as well as water for production
- Review the National Housing Policy and pass appropriate laws
- Develop and implement a slum upgrading strategy
- Develop and implement an urbanization policy and strategic plan
- Strengthen policy and strategy for enhanced investment in national roads, railways and water transport
- Mobilise additional resources on community and feeder roads.
- Coordinate development and maintenance of urban infrastructure
- Invest in physical planning
- Establish energy policies and strategy and mobilise resources
- Ensure petroleum resources are utilised properly and equitably
- Monitor and regulate the work of oil companies
- Strengthen policy and strategy for investment in ICT infrastructure, services, increase skills and promote utilization

Objective 5: Progress towards gender equality in all critical areas of concern, including equal access to education for girls at all levels

- Enact Family Law
- Review policy and strategy on employment opportunities for the youth (wage and self employment)
- Draft Labour Expatriation Policy
- Develop/ review strategy on civic education and training youth on reproductive health issues
- Fully implement Equal Opportunities Act
- Review NGO Act

5.0 PROGRAMME MANAGEMENT

5.1 Standards and Codes

The key implementing agency for governance codes and standards is Ministry of Foreign Affairs. However, the codes and standards concerning the four pillars of governance fall under specific sector ministries. MoFPED is responsible for economic governance and management. MoGLSD is responsible for socio-economic development and specific ministries are responsible for access to basics needs. Thus MoFA will play a role to coordinate the signing, ratifying, adoption and popularisation of the codes and standards.

5.2 Policy Formulation

A significant number of required actions involve reviews of existing policies and implementing the measures to achieve the governance objectives. The relevant ministries will lead the processes and present proposed policies to Cabinet.

5.3 Law Reviews and Constitutional Reform

The implementation of new governance policies involving creation of new institutions may require new legislation and the amendment and repeal of existing legislation. In some cases existing constitutional provisions may have to be revised.

5.4 Strengthening Institutions and Capacity Building

The most important governance institutions have been established: the Uganda Human Rights Commission, the Electoral Commission, the Inspector General of Government, to name but a few. There is need to strengthen them and build their capacity.

5.5 Enforcement of Laws and Measures

One of the recurrent findings of the County Self Assessment Report was that most required laws for good governance have been passed but their enforcement is poor. Thus one of the key required actions is to boost enforcement of laws and regulatory measures.

5.6 Mainstreaming and Coordination Mechanisms

Most of the required activities will be implemented (mainstreamed) by ministries. What will be required is a common coordination, monitoring and evaluation framework.

5.7 Monitoring and Evaluation

This POA identifies specific governance gaps and priorities. The next step is to identify specific projects designed in terms of; the baseline indicators, the target outcomes, the annual activities (milestones) and output target, These will facilitate results-based planning, management, monitoring and evaluation system.

5.8 Costing of the POA

The estimated cost to implement the action plan of the next five years is USD 286 million. This is distributed among the four governance pillars as follows:-

THEMATIC AREA	ESTIMATED MILLION US\$
Democracy and Political Governance	90
Economic Governance and Management	59
Corporate Governance	21
Socio-Economic Development	116
TOTAL	286

The projects are distributed in ministries and would be integrated in the National and Local government budgets. Spending levels and patterns would have to conform to the need to maintain macro-economic stability.

7.0 CONCLUSION

During the last 20 years, the Uganda history of autocracy and military rule has been reversed. A democratic (1995) Constitution was formulated and promulgated. Since then presidential and parliamentary elections have been regularly conducted. The notion that the mandate to rule shall be based on the vote and not on the gun has been established.

Democratic institutions have been established: Parliament, the Judiciary and a multi-party democratic system. However their capacity to perform remains limited. The CSAR has revealed limitations and challenges that need to be addressed in order to consolidate and deepen democratic governance in Uganda.

The above sections are a brief summary of the key elements of the Programme of Action. The details are presented in the Annexes.

ANNEXES: GOVERNANCE PRIORITIES AND PROGRAMMES OF ACTION

1: Democracy and Good Political Governance Priorities

Major problems or issues to be addressed	Results to be achieved
Governance Codes and Standards	
Meets requirements for democratic governance codes and standards	Requirements for democratic governance codes and standards met
Objective 1: Prevention and Reduction of intra and interstate Conflicts	
Prevent intra and intrastate conflicts and reduce intra and interstate conflicts	Intra and intrastate conflicts prevented and reduced
Objective 2: Constitutional Democracy including periodic competition and opportunity for choice, Rule of law, citizens' rights and supremacy of the constitution	
Educate Ugandans about their constitutional rights and the Rule of law.	Ugandans are educated aware of their constitutional rights and the rule of law
Strengthen the democratization processes in the multiparty dispensation	Democratisation processes in multiparty dispensation strengthened
Promote freedom of expression and media	Freedom of expression and media increased
Objective 3: Promote and protect Economic, Social and cultural rights, civil and political rights as enshrined in Africa and other international human rights instruments	
Uplift the welfare of lowest income groups and pay special attention to the socio-economic rights of specially vulnerable groups	Welfare of the lowest income groups especially vulnerable groups improved
Objective 4: Uphold the separation of powers, including the protection of the independence of the judiciary and of an effective legislature	
Ensure independent functioning of the three organs of government	Three arms of government operating independently and harmoniously
Objective 5: Ensure Accountable, efficient and effective public office holders and public servants	
Promote the principle of value for money in resource allocation and utilisation and build capacity for implementation, monitoring and evaluation (including community monitoring systems up to Parish level)	Principle of value for money in resource allocation and utilisation promoted Capacity built for implementation, monitoring and evaluation
Objective 6: Fight Corruption	
Strengthen accountability systems	Accountability systems strengthened
Objective 7(8&9): Promotion and protection of the rights of Vulnerable Groups (women, children, PWDs, youth)	
Reduce rights violation against vulnerable groups	Rights violation against vulnerable groups reduced
Empower the youth and promote meaningful participation in national development	Youth empowerment and meaningful participation in national development promoted
Sub Total for the Thematic Area: USD 89.645 million	

Programme of Action

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
Principles, Codes and standards										
Meets requirements for democratic governance codes and standards	Sign, ratify , domesticate and popularize	Number of codes and standards Signed, ratified, domesticated and popularized	Signing and ratifying is an ongoing activity	Ministry of Foreign Affairs and all relevant Ministries	NEPAD/APR M, CSO's International agencies 'governments in the region	2008-2012	Codes and standards signed, ratified, domesticated and popularized	Requirements for democratic governance codes and standards met	0.15	NEPAD/AP RM NIMES (PMO)
Objective 1: Prevention and reduction of intra and interstate conflict										
Prevent intra and intrastate conflicts and reduce intra and interstate conflicts	Formulate policies and implement measures to prevent intra and interstate conflicts	Number of policies formulated and measures implemented to prevent intra and interstate conflicts	Nairobi regional accord and set up of regional secretariat in Bujumbura	Ministry of Foreign Affairs Ministry of internal Affairs Judiciary	Governments , states, CSOs	2008-2012	Policies formulated and measures implemented to prevent intra and interstate conflicts	Intra and intrastate conflicts prevented and reduced	0.3	NEPAD/AP RM Parliament , Judiciary, Presidency, PMO
	Engage in peace Negotiations to end intra and interstate conflicts and implement measures promote peaceful relations	Number of agreements and treaties signed and being implemented	Juba Peace talks	Ministry of Foreign Affairs Ministry of internal Affairs Judiciary			peace Negotiations to end intra and interstate conflicts completed and measures promote peaceful relations implemented			

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
	Strengthen the implementation of regional security agreements	Setup of Secretariat Number of staff employed	Secretariat being setup in Bujumbura	Ministries of Foreign Affairs in the region	Regional governments and people, Ministries of Defense	2008-2012	Reduced regional conflicts	Implementation of regional security agreements strengthened	0.5	Ministries of Foreign Affairs in the region
Objective 2: Constitutional Democracy including periodic competition and opportunity for choice, Rule of law, citizens' rights and supremacy of the constitution										
Educate Ugandans about their constitutional rights and the Rule of law.	Produce simplified versions of the Constitution	Number of printed simplified versions Numbers of Ugandans who have received	None	JLOS, MoLG, Private Sector	Media, Private Sector, MoES, CSOs, JLOS	2008/9-2009/10	Simplified versions of the Constitution printed Numbers of Ugandans who have received	Ugandans are educated aware of their constitutional rights and the rule of law	0.025	NEPAD/APRM, OPM, OP, CSOs, UBOS, JLOS
	Translate the Constitution into major local languages	Number of copies translated into major local languages	None	JLOS	JLOS, Education Institutions, Media	2010-20012	Constitution translated into major local languages		0.125	NEPAD/APRM, OPM, OP, CSOs, UBOS, JLOS
	Print and Disseminate simplified Constitution	Number of disseminated simplified constitution		JLOS, Ministry of Information, the National Guidance	JLOS, Media, Parliament,	2008 - 2009	Simplified constitution disseminated		1.2	NEPAD/APRM, OPM, OP, CSOs, UBOS, JLOS

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
	Organize publicity and dissemination campaigns	Number of dissemination channels e.g. mobile cinema shows, fliers etc (using community radio stations)	None	CSOs, Media, MPs, LG	CSOs, Media, MPs, LG	2009-2012	Sensitised Ugandans		0.7	NEPAD/APRM, OPM, OP, CSOs, UBOS, JLOS
	Expand the capacity of institutions to handle human rights violation cases	Number of cases handled Level of resource support to the institutions	JLOS, Investment Plan	Police, IGG, FIDA, Judiciary, Prisons, CSOs, UHRC	Police, IGG, FIDA, Judiciary, Prisons, CSOs, UHRC	2008/9-2013/14	Capacity of institutions expanded		2.5	NEPAD/APRM, OPM, OP, CSOs, UBOS, JLOS, UHRC
	Strengthen civic education in Uganda's schools	Production of an examinable curricular Number of children examined Number of schools offering the civic education Increased level of participation of young people	Teaching of Social Studies in education institutions Singing of the National Anthem Teaching of political education Raising of the National flag	Ethics and Integrity, OP, Education institutions, Media, MoES	MoES,	2008/9-2013/14	Civic education in Uganda's schools strengthened		0.35	NEPAD/APRM, OPM, OP, CSOs, UBOS, JLOS, UHRC, Media, MoES

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
		in National Development								
	Develop National code of ethics and values	Number of copies of the National code of ethics produced and distributed	Production of the Draft code	Ethics and Integrity, OP	CSOs, IGG, DPP, CID, DEI,	2008/9-2009/10	National Code of ethics and values developed		0.025	DEI, OP, OPM, CSOs, NEPAD/APRM, Media
Strengthen the democratization processes in the multiparty dispensation	Provide party financing	Number of political parties financed Mechanism for party financing	Support to Presidential Candidates	JLOS, EC, MoFPED, Parliament	Political parties, MoFPED, Parliament, JLOS, EC,	2008/9-2013/14	Political party financing provided	Democratisation processes in multiparty dispensation strengthened	4	DEI, OP, OPM, CSOs, NEPAD/APRM, Media, MoFPED, Parliament
	Review laws regarding elections	Number of electoral laws reviewed	Some electoral laws are being reviewed	JLOS, Parliament	Political parties, MoFPED, Parliament, JLOS, EC,	2008/9-2013/14	Laws regarding elections reviewed		0.025	DEI, OP, OPM, CSOs, NEPAD/APRM, Media, MoFPED, Parliament, JLOS
Promote freedom of expression and	Review the existing laws regarding press	Number of laws reviewed and implemented	Access to information Act	Parliament, Ministry of Information,	Media Council, Uganda	2008/9-2013/14	Conducive laws	Freedom of expression and media	0.025	Parliament, Executive, Ministry of

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
media	freedom and their implementation	Reduced cases of court actions regarding media		Judiciary, DEI, private sector, Ethics and Integrity	Broadcasting Council, CSOs, Media and Media organisations (UJA, UMU, UMWA, CJA)			increased		Information , Judiciary, Media Council, Uganda Broadcasting Council, CSOs, Media and media organisations
	Professionalise media	<p>Reduced cases of court actions regarding media</p> <p>Increased number of media practitioners trained</p> <p>Improved public opinion about media</p> <p>Increased media sales/ listenership/ viewership</p>	<p>Legal requirement for professional qualifications</p> <p>Existing training institutions</p> <p>Efforts to implement laws on media professionalism</p>	Ministry of Information, private sector, Ethics and Integrity, Media regulatory bodies, Media houses and organisations	Media Council, Uganda Broadcasting Council, CSOs, Media and Media organisations (UJA, UMU, UMWA, CJA)	2008/9-2013/14	Professionalized media	Improved and quality media coverage	0.3	Media Council, Uganda Broadcasting Council, CSOs, Media and Media organisations (UJA, UMU, UMWA, CJA), NEPAD/APRM

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
	Strengthen media regulatory institutions	Reduced cases of violation of the press code Periodical review and change of Board Increased cases of arbitration between media and public Number of media complaints addressed	Existence of Access to Information Act Capacity building programmes by the Uganda Broadcasting Council Existence of regulatory bodies Media membership	Ministry of Information	Media Council, Uganda Broadcasting Council, CSOs, Media and Media organisations (UJA, UMU, UMWA, CJA)	2008/9-2013/14	Strong and vibrant media regulatory institutions Responsible press		0.15	Parliament, Executive, Ministry of Information, Judiciary, Media Council, Uganda Broadcasting Council, CSOs, Media, Media Regulatory bodies, NEPAD/APRM
Objective 3: Promote and protect Economic, Social and Cultural rights and Civil and Political rights as enshrined in Africa and other international human rights instruments										
Uplift the welfare of lowest income groups and pay special attention to the socio-economic rights of	Identify lowest income groups	Available quantitative and qualitative data	Household Surveys	OPM, PMA, UBOS, NPA	OP, PMA, UBOS, NPA, All Ministries, CSOs, Media, private sector	2008/9-2013/14	Lowest income groups identified	Welfare of the lowest income groups especially vulnerable groups improved	0.5	OP, PMA, UBOS, NPA, All Ministries, CSOs, Media, private sector

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
specially vulnerable groups	Identify the problem of the specially vulnerable groups	Number of identified problems	Accenting to the Dar es Salaam Declaration	MoGLSD, Parliament, MoLG,	MoGLSD, Parliament, MoLG, CSOs,	2008/9-2009/10	The problems of the specially vulnerable groups identified		0.025	OP, PMA, UBOS, NPA, All Ministries, CSOs, Media, private sector
	Engage the identified groups in relevant and feasible economic activities	Number of people engaged	Prosperity for All SACCOs, PMA, NAADS, RDP, UPE, USE	MoFPED, OP, OPM, NPA, All Ministries	MoFPED, OP, OPM, NPA, All Ministries, private sector, CSOs	2009/10-2013/14	Identified groups engaged in relevant and feasible economic activities		10	OP, PMA, UBOS, NPA, All Ministries, CSOs, Media, private sector
	Introduce special programmes for the specially vulnerable groups	Number of special programmes introduced		MoGLSD, MoLG	All Ministries, CSOs	2009/1-2013/14	Special programmes for the specially vulnerable groups introduced		20	OP, PMA, UBOS, NPA, All Ministries, CSOs, Media, private sector
	Promote positive cultural values and norms	Number of cultural values and norms identified, promoted and	Institutionalisation of cultural establishments Drama	MoGLSD, DEI, MoES, MoLG	Cultural Institutions, National Theatre, National	2008/9-2013/14	Cultural values promoted and respected		2	Cultural Institutions, National Theatre, National

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
		preserved	competitions in education institutions Theatrical performances based on traditional culture		Museum, private sector					Museum, private sector, MoGLSD, DEI, MoES, MoLG, Media, Education Institutions
Objective 4: Uphold the separation of powers, including the protection of the independence of the judiciary and of an effective legislature.										
Ensure independent functioning of the three organs of government	To review laws regarding composition and powers of the three arms of government	Number of legislations reviewed	None	Executive, Parliament Judiciary, Electorate	Executive, Parliament Judiciary, Electorate,	2008/9-2009/10	Improved independence of the three arms of government	Three arms of government operating independently and harmoniously	0.26	CSOs, APRM, UBOS, Electorate, Media
	Need for a review of the budget allocation system to ensure the independence of the 3 organs	Number of reviews and individual budgets for the 3 organs	None	Parliament, Executive, Judiciary,	Executive, Parliament Judiciary, Electorate, CSOs		Increased participation in budgeting and resource allocation process		0.025	CSOs, APRM, UBOS, Electorate, Media

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
	Need to review and strengthen the existing checks and balances mechanisms within the 3 organs (who checks who)	Number of checks and balances reviewed and enhanced	Constitutional provisions to regulate the checks and balances Parliament's oversight function over executive Judiciary issuing restraining order against the executive	Parliament, Executive, Judiciary	Executive, Parliament Judiciary, Electorate, CSOs		Strengthened checks and balances within the 3 arms of government		0.26	CSOs, APRM, UBOS, Electorate, Media
Objective 5: Ensure Accountable, Efficient and Effective public office holders and public servants										
Promote the principle of value for money in resource allocation and utilisation and build capacity for implementation, monitoring and evaluation (including	Educate public servants about the principles of value for money, expected standards, criteria for deciding public priorities, develop guidelines on Government priority setting	Number of manuals on value for money guidelines and service delivery standards, Government priority settings produced Number of civil servants educated	Institutionalisation of IGG and Auditor General Accountability Committees of Parliament in place	Anti-corruption agencies and accountability sector institutions	CSOs, IGG, Auditor Generals, Parliament	2008/9-2013/14	Principle of value for money in resource allocation and utilisation promoted	Principle of value for money in resource allocation and utilisation promoted Capacity built for implementation, monitoring and	0.5	MoFPED, MoLG, MPS, PPDA, Auditor General, IGG, Media, DEI, UBOS,

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
community monitoring systems up to Parish level)	Set standards in service delivery as a basis for value for money	People's opinion on service delivery	Citizen and client charters	All Line Ministries	All Ministries, CSOs	2008/9-2013/14	Standards in service delivery as a basis for value for money set	evaluation	0.1	All Ministries
	Introduce rewards and sanctions mechanisms as a way improving public servants productivity	Number of rewards established Number of sanctions established Number of rewards issued Number of people sanctioned	Presidential awards Best tax payer awards Investor of the year Export promotion Accelerated promotions	OP, All Ministries and Local Governments	All Ministries, CSOs, Media	2008/9-2013/14			10	All Ministries, CSO
	Improve institutions and people's capacity in M&E	Number of M&E reports Quality of M&E reports		All Ministries	All Ministries, CSOs	2008/9-2013/14	Capacity for M&E systems improved		0.4	All Ministries, Media, CSOs
Objective 6: Fight Corruption										

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
Strengthen accountability systems	Introduce severe punishments to culprit including collaborators from both private and public sectors	Number of culprits prosecuted % of reported cases successfully prosecuted Reduced instances of corruption	Data base on corruption cases being established Number of anti-corruption bills lined up for Parliamentary debate Review of anti-corruption laws Media exposure of the corrupt Establishing of the accountability sector Establishment and support for anti-corruption agencies	Directorate of Ethics and Integrity- OP Parliament, IGG, Auditor General, DPP, Judiciary	Directorate of Ethics and Integrity- OP Parliament, IGG, Auditor General, DPP, Judiciary, CSOs, Media, MoFPED,	2008/9-2013/14	Accountability systems strengthened, culprits punished, sanctions and rewards improved Increased salaries	Accountability systems improved	5	Directorate of Ethics and Integrity- OP Parliament, IGG, Auditor General, DPP, Judiciary, CSOs, Media, MoFPED
	Recover stolen assets	Amount of assets recovered from convicted corrupt	Court processes on corruption Recovery of some funds	Directorate of Ethics and Integrity- OP Parliament, IGG, Auditor General, DPP, Judiciary	Directorate of Ethics and Integrity- OP Parliament, IGG, Auditor General, DPP,	2008/9-2013/14	Stolen assets recovered		2	Directorate of Ethics and Integrity- OP Parliament, IGG,

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
					Judiciary, CSOs, Media, MoFPED, Private sector					Auditor General, DPP, Judiciary, CSOs, Media, MoFPED
	Strengthen sanctions and reward systems	Number of rewards to whistle blowers and prosecutors Number of people punished	Rewarding of whistle blowers under the URA Act	Parliament and Anti-corruption agencies	OP Parliament, IGG, Auditor General, DPP, Judiciary, CSOs, Media, MoFPED, Private sector	2008/9-2013/14	Sanctions and reward systems strengthened		10	OP Parliament, IGG, Auditor General, DPP, Judiciary, CSOs, Media, MoFPED
	Enact and operationalise the whistle blower and Prevention of Corruption Bills	Number of whistle blowers Court cases	Whistle blower Bill	Parliament and Anti-corruption agencies	OP Parliament, IGG, Auditor General, DPP, Judiciary, CSOs, Media, MoFPED, Private sector	2008/9-2013/14	Whistle blowers and prevention of corruption bills enacted and operationalised		2.5	OP Parliament, IGG, Auditor General, DPP, Judiciary, CSOs, Media, MoFPED
Objective 7 (8&9): Promotion and protection of the rights of Vulnerable Groups (Women, Children, People with Disabilities, Youth, Elderly)										

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
Reduce rights violation against vulnerable groups	Identify forms of rights violation among vulnerable groups	Reduction in violence and rights abuse against vulnerable groups	Affirmative action Domestic Relation Bill under discussion Orphans and street children are being resettled Beijing platform of Action being implemented Disability policies and laws being implemented	MoGLSD, Ministry of Internal Affairs, Judiciary	CSOs, All line Ministries, Religious Institutions, private sector	2008/9-2013/14	Rights of vulnerable groups promoted and protected	Rights violation against vulnerable groups reduced		UHRC, IGG, APRM, All Ministries, CSOs, Media, Parliament
Youth empowerment and meaningful participation in national development	Promote youth employment in public and private sector Support youth self help projects Provide more opportunities for youth in decision making organs	Number of youth employed Number of youth participating in decision making Number of youth self-help support projects established Number of youth	Affirmative action Existence of a National Youth policy Existence of the National Youth Council Youth representation at all levels of decision making	MoGLSD	NYC, All line Ministries, CSOs	2008/9-2013/14	Increased Government support to institutions handling issues of the youth	Youth empowerment and meaningful participation in national development promoted	10	All line Ministries, NYC, NPA, CSOs, Media, private sector

Specific objectives	Required Action	Monitorable Indicators	Ongoing activities including current projects in Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD) (Exchange Rate 1750)	Monitoring and Evaluation Agencies
	Support youth government and non government organisations	groups in formal and informal sectors supported	Existence of a Minister in charge of youth affairs within MoGLSD							
	Engage CSOs like FIDA to develop training materials for nationwide community programmes	Number of CSOs engaged Quantity and quality of materials developed		OPM, MoLG	All line Ministries, CSOs, MoLG, Civil Society, UNBS, UBOS	2008/9-2013/14	Increased participation of CSOs in community development programmes		0.2	APRM, All Ministries, CSOs, Civil Society, Parliament, Private Sector, Media, Parliament
	Strengthen and enforce rights protection laws	Reduction in cases of rights violation	Existence of rights protection laws e.g. Child Neglect Laws Family Courts established	MoGLSD, Ministry of Internal Affairs, Judiciary	CSOs, All line Ministries, Religious Institutions, private sector	2008/9-2013/14	Enforcement of rights protection laws		0.5	All line Ministries, NYC, NPA, CSOs, Media, private sector
	Ensure sensitivity towards the senior citizens of the country (elderly)	Number of schemes for the elderly set up (health, insurance, pension)	A policy on elderly being developed	MoGLSD	CSOs, All line Ministries	2008/9-2013/14	Sensitivity towards the elderly promoted and strengthened		5	All line Ministries, NYC, NPA, CSOs, Media, private sector
GRAND TOTAL									USD 89.645	

2: Economic Governance and Management Priorities

Major problems or issues to be addressed	Results to be achieved
Principles, Codes and Standards	
Meets requirements for economic governance codes and standards	Requirements for economic governance codes and standards met
Objective one: PROMOTE MACROECONOMIC POLICIES THAT SUPPORT SUSTAINABLE DEVELOPMENT	
Improve revenue collection	Revenue collection improved
Develop national policies that govern the financing of the following: - agriculture, industrialization, environment protection and land reforms	National policies for governing the financing of housing, urban, industrial, physical planning, climate and land developed
Objective two: IMPLEMENT SOUND, TRANSPARENT, AND PREDICTABLE GOVERNMENT POLICIES	
Build capacity at lower local government level in planning and budgeting	Capacity at lower local government level planning, budgeting, monitoring and evaluation of programmes built
Strengthen public private partnership	Public private partnerships strengthened
Objective three: PROMOTE SOUND PUBLIC FINANCE MANAGEMENT	
Build capacity in enforcement of public finance regulations and public expenditure, analysis, coordination and management	Capacity in enforcement of public finance regulations and public expenditure, analysis, coordination and management built
Objective four: FIGHTING CORRUPTION AND MONEY LAUNDERING	
Strengthen the legal framework for dealing with corruption which hampers prosecution of corruption cases	Legal framework for dealing with corruption strengthened
Expedite the formulation and legislation of anti-money laundering bill	Formulation and legislation of anti-money laundering law
Objective five: ACCELERATE REGIONAL INTEGRATION BY PARTICIPATING IN THE HARMONIZATION OF MONETARY, TRADE, AND INVESTMENT POLICIES	
Rationalize Uganda's membership in regional economic blocs	Uganda's membership in regional economic blocs rationalised
Sub-Total for the Thematic Area: USD 58.75 Million	

Programme of Action

Specific Objectives	Required Actions	Monitorable Indicator	Ongoing Initiatives	Implementing Agencies	Key Stakeholders	Timeframe	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
Principles, Codes and Standards										
Meets requirements for economic governance codes and standards	Sign, ratify , domesticate and popularize	Number of codes and standards Signed, ratified, domesticated and popularized	Signing and ratifying is an ongoing activity	Ministry of Foreign Affairs and all relevant Ministries	NEPAD/APRM, CSO's International agencies 'governments in the region	5 years	Codes and standards signed, ratified, domesticated and popularized	Requirements for economic governance codes and standards met	0.15	NEPAD/APRM NIMES (PMO)
Objective one: PROMOTE MACROECONOMIC POLICIES THAT SUPPORT SUSTAINABLE DEVELOPMENT										
To improve revenue collection	Build capacity within government to collect revenue from the oil industry	50 personnel trained	None	MoFPED, URA	MoFPED MEMD, MoJCA, MoES, URA,	2008/09-2012/13	Revenue collection improved	Revenue collection improved	2.5	MoFPED, URA
	Build capacity within government to monitor volume of oil production	20 personnel trained	Oil exploration Oil and gas policy	MoFPED, MEMD, URA	MoFPED MEMD, MoJCA, MoES, BoU, URA	2008/09-2012/13			1.6	MoFPED MEMD, URA
To develop national policies that govern the financing of the following: - housing, urban, industrial, physical planning, climate and land	Conduct technical analysis and develop policies	6 sectoral policies developed	Draft land use policy out Consultation on land policy Environmental policy available	MoFPED, MoLHUD, MoAAIF, MoWE, MoTTI,	MoFPED, MoLHUD, MoAAIF, MoWE, MoTTI, MoLG, Development partners UNFFE, Private sector, CSOs	2008/09-2012/13	National policies developed for governing the financing of housing, urban, industrial, physical planning, climate and	National policies for governing the financing of housing, urban, industrial, physical planning, climate and land	0.6	MoFPED, MoLHUD, MoAAIF, MoWE, MoTTI

Specific Objectives	Required Actions	Monitorable Indicator	Ongoing Initiatives	Implementing Agencies	Key Stakeholders	Timeframe	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
							land	developed		
Objective two: IMPLEMENT SOUND, TRANSPARENT, AND PREDICTABLE GOVERNMENT POLICIES										
To build capacity at lower local government level in planning, budgeting, monitoring and evaluation of programmes	Train local government planners in planning and budgeting	# of local government planners trained	Capacity building	MoFPED MoLG, NPA,	MoFPED MoLG, NPA, LGs	2008/09-2012/13	Improved Local Government capacity in planning, budgeting, monitoring and evaluation of programmes	Capacity at lower local government level planning, budgeting, monitoring and evaluation of programmes built	24.1	MoFPED MoLG, NPA,
To strengthen public private partnership	Hold joint consultative seminars with the private sector in policy formulation	# of joint consultative seminars held Seminar reports in place		Line ministries, UMA, PSF, CSOs	Line ministries, UMA, PSF, CSOs	2008/09-2012/13	Improved cooperation between the public and private sectors in the development process	Public private partnerships strengthened	0.8	Line ministries, UMA, PSF, CSOs
Objective three: PROMOTE SOUND PUBLIC FINANCE MANAGEMENT										
To build capacity in enforcement of public finance regulations and public expenditure, analysis, coordination and management	Capacity building for major institutions in the economic and financial management in the areas of public finance regulations and public expenditure,	A predictable budget in place Budget analytical reports	Budget conferences Reviews of finance and planning communication plan	MoFPED, PPDA, MoLG, NPA, Local governments	MoFPED, PPDA, MoLG, NPA, Local governments	2008/09-2012/13	Improved enforcement of public finance regulations and increased efficiency in public expenditure, analysis, coordination	Capacity in enforcement of public finance regulations and public expenditure, analysis, coordination and management built	25.2	MoFPED, PPDA, MoLG, NPA, Local governments

Specific Objectives	Required Actions	Monitorable Indicator	Ongoing Initiatives	Implementing Agencies	Key Stakeholders	Timeframe	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
	analysis, coordination and management						and management			
Objective four: FIGHTING CORRUPTION AND MONEY LAUNDERING										
To strengthen the legal framework for dealing with corruption	Establish and decentralize anti-corruption court as well as equipping them with the necessary ICT	# of anti-corruption court established and decentralized # of equipment bought	Debate on rationale	The Executive MoJCA, Parliament Judiciary, Judicial service commission IGG, LGs, CSOs	The Executive MoJCA, Parliament Judiciary, IGG, LGs, CSOs	2008/09 – 2010/13	Strengthened legal framework for fighting corruption and effective prosecution of cases	Legal framework for dealing with corruption strengthened	2.5	The Executive MoJCA, Parliament Judiciary, IGG, LGs, CSOs
	Recruit, train and retain anti-corruption personnel	# of personnel recruited, trained and retained	Dialogue	MoPS, Judicial Service Commission Auditor General's Office, IGG, PPDA, Uganda Police	MoPS, Judicial Service Commission, IGG, CSOs IGG, PPDA, Uganda Police	2008/09 – 2012/13			1.3	MoPS, Judicial Service Commission, IGG, IGG, PPDA, Uganda Police Auditor General's Office
	Establish synergy among collaborating institutions	# of joint awareness seminars		The Executive MoJCA, Parliament Judiciary, Judicial service commission IGG, MoLG, Auditor General's Office, CSOs	The Executive MoJCA, Parliament Judiciary, Judicial service commission IGG, LGs, CSOs	2008/09 – 2012/13				The Executive MoJCA, Parliament Judiciary, Judicial service commission IGG, LGs, CSOs
	Operationalise the Leadership	# of cases reported and		IGG , Parliament,	The Executive MoJCA,	2008/09 – 2010/11				On going

Specific Objectives	Required Actions	Monitorable Indicator	Ongoing Initiatives	Implementing Agencies	Key Stakeholders	Timeframe	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
	code tribunals	prosecuted			Parliament Judiciary, Judicial service commission IGG, LGs, CSOs					
To expedite the formulation and legislation of anti-money laundering bill	Lobby parliament to enact the anti-money laundering law	Anti-Money Laundering Law enacted	Anti-Money Laundering Bill	Parliament, MoFPED, BoU, IGG, Commercial court	Parliament, MoFPED, BoU, IGG, Commercial court	2008/09	Anti-money laundering law enacted	Formulation and legislation of anti-money laundering law	On-going	Parliament, MoFPED, BoU, IGG, Commercial court
Objective five: ACCELERATE REGIONAL INTEGRATION BY PARTICIPATING IN THE HARMONIZATION OF MONETARY, TRADE, AND INVESTMENT POLICIES										
To rationalize Uganda's membership in regional economic blocs	Review membership in regional economic blocs to eliminate duplication	# of regional blocs exited	Fiscal and policy harmonization (EAC)	MoFA, MoEAA, Parliament	Executive MoFA, MoEAA, Parliament, Private sector	2008/09 – 2010/11	Uganda's membership in regional economic blocs rationalized	Uganda's membership in regional economic blocs rationalised	On going	MoFA, MoEAA, Parliament
									USD 58.75 Million	

3: Corporate Governance Priorities

Major Problems or Issues to be addressed	Results to be Achieved
PRINCIPLES, CODES AND STANDARDS	
Meets requirements for corporate governance codes and standards	Requirements for corporate governance codes and standards met
OBJECTIVE 1: PROMOTION OF AN ENABLING ENVIRONMENT FOR BUSINESS AND EFFECTIVE REGULATORY FRAMEWORK FOR ECONOMIC ACTIVITIES	
To update outdated Commercial and business laws	Commercial and business laws updated
Register and regulate the Informal Sector	Informal sector registered and regulated
Increase public awareness on business policies, procedures, duties and obligations	Public awareness on business policies, procedures, duties and obligations increased
Strengthen Institutions to enforce commercial laws	Institutions to enforce commercial laws strengthened
Harmonise taxation system and set proportional business incorporation and trading fees	Taxation system harmonised and proportional business incorporation and trading fees set
Develop adequate Human Resource for business and entrepreneurship	Adequate Human Resource for business and entrepreneurship developed
OBJECTIVE 2: PROMOTING GOOD CORPORATE ACTIONS	
Promote compliance with ILO Labour Standards and domestic Labour laws	Compliance with ILO labour standards and domestic labour laws promoted
Advance Corporate Social responsibilities (CSR)	Corporate social responsibilities advanced
Compliance to environmental laws policies and standards	Environmental laws, policies and standards complied with.
OBJECTIVE 3: PROMOTION OF CODES OF GOOD BUSINESS ETHICS	
Encourage adoption of best business practices/ethics	Adoption of best business practices/ethics encouraged
OBJECTIVE 5: IMPROVE CORPORATE ACCOUNTABILITY	
Promote accountability of corporations, directors and officers	Accountability of corporations, directors and officers promoted
Sub Total for the Thematic Area: 21.1 million	

Programme of Action

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
Principles, Standards and Codes										
Meets requirements for corporate governance codes and standards	Sign, ratify, domesticate and popularize principles, codes and standards	Number of codes and standards Signed, ratified, domesticated and popularized	Signing and ratifying is an ongoing activity	Ministry of Foreign Affairs and all relevant Ministries	NEPAD/APRM, CSO's International agencies 'governments in the region	5 years	Codes and standards signed, ratified, domesticated and popularized	Requirements for corporate governance codes and standards met	0.2	NEPAD/APRM NIMES (PMO)
OBJECTIVE 1: PROMOTION OF AN ENABLING ENVIRONMENT FOR BUSINESS AND EFFECTIVE REGULATORY FRAMEWORK FOR ECONOMIC ACTIVITIES										
Update outdated commercial and business laws	Fast track enactment of new proposed laws designed to facilitate business such as the Competition Bill, Insolvency Bill, Consumer Protection Bill Copy right & Patent laws	The number of laws revised and enacted	Reform of Commercial Laws under the Justice Law and Order Sector (JLOS) Ministries and key Government agencies have identified laws for revision	JLOS MoJCA) Uganda Law Reform Commission Parliament Registrar of Companies Land Registry NGO Board Local Governments MOJCA Ministry of Lands and Environment Judiciary Judicial Service Commission	JLOS/ MoJCA Line Ministries and Government Agencies Registrar of Companies Uganda Law Reform Commission Lawyers Parliament Business Community UIA MTTI UNBS	2008/2009 - 2010/2011	Commercial and business laws updated	Commercial and business laws updated	0.2	JLOS/MoJCA

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
	Simplify registration process by reducing on procedures Computerize registration process	Number of days it takes to register a business	Uganda Law Reform Commission has revised some laws and proposed new laws Harmonization of laws and standards within EAC	Registration Services Bureau			Quicker and Simpler registration process		0.4	
Register and regulate the Informal Sector	Establish regulatory framework for unregulated sectors including Pensions, In-house Provident Funds and Tier 4 MFIs Provide incentives for small businesses to become formal	A regulatory framework for unregulated sectors	Ongoing policy discussions on regulating pensions, MFIs and the informal sector Establishment of the Uganda Registration Services Bureau Restructuring the land and company registries; to make them more efficient	MFPED Parliament MTTI MoJCA NSSF	MFPED NSSF Corporations Business Associations Uganda Investment Authority URA Regulators Corporations Registrar of Companies NGO Board MOJCA MFPED Ministry of Lands and Environment	2008/2009 - 2010/2011	Informal Sector registered and regulated	Informal sector registered and regulated	3	MFPED Business Associations JLOS MoJCA UIA

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
			Decentralization of registration services Computerizing the Registrar of Companies Database							
Increase public awareness on business policies, procedures, duties and obligations	Design and implement an awareness program to educate the public on business procedures, Policies, duties Regulations, Practices and obligations	Level of public participation especially at grass root level Level of public awareness about policies	Public education and awareness campaigns	Line Ministries Government agencies Local Governments Civil Society (NGOs and CBOs) Enterprise Uganda	Regulatory Agencies Corporations Local Governments Line Ministries Business Associations (PSFU, UMA, UNCCI)	2009/2010	Public awareness on business practices increased	Public awareness on business policies, procedures, duties and obligations increased	2	Civil Society All Business Associations MTTI Regulatory Agencies
	Develop and implement Clear and transparent Incentive Policies for business practitioners	Number of companies competing for the Productivity and Competitive Awards	Policies and programmes on productivity and competitiveness				Clear and transparent Incentive Policies developed and implemented		0.15	

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY	
Strengthen Institutions to enforce commercial laws	Strengthen Office of the Registrar of Companies, Commercial Courts, Capital Markets Authority, Uganda Securities and Bank of Uganda	Reduced Case Backlog More commercial Court judges appointed Efficiency in handling cases	Increased Compliance with laws Recruitment of more judges Measures to reduce case backlog	Line Ministries Regulatory Agencies Uganda Law Reform Commission Parliament Courts	Line Ministries Regulatory Agencies The Uganda Consumer Protection Association Registrar of Companies	2008/2009-2013/2014	Well equipped and resourced enforcement institutions	Institutions to enforce commercial laws strengthened	0.15	JLOS MoJCA The Executive Courts Media Law Society	
	Improve coordination of enforcement institutions and reduce red tape	Increased compliance with laws	Dialogue meetings between judiciary and the Executive held	Uganda Bureau of Standards	Uganda Securities Exchange Uganda Investment Authority		Coordination of enforcement institutions improved and red tape reduced				0.2
	Increase on technical expertise in regulatory bodies	Efficiency of Regulatory Bodies	Establishment of CADER and promoting use of ADR		Corporations Business Associations UNCCI		Technical expertise in regulatory bodies increased				0.15
	Digitise court proceedings	Number of courts with computerised systems Reduced backlog			Judicial Service Commission Courts		Court proceedings digitised				0.5

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
	Ensure independence of the commercial courts	Reduced complaints of interference					Reduced incidents of complaints, conflicts and interference		0.2	
	Promote use of Alternative Dispute Resolutions (Voluntary)	Increased use of Alternative Dispute Resolution					Use of Alternative Dispute Resolutions increased		0.5	
	Enforce quality standards of goods and services	Number of companies inspected, substandard products seized, culprit companies exposed and closed, and compliant companies rewarded					Quality standards of goods and services enforced		0.5	
Harmonise taxation system and set proportional business incorporation and trading fees	Review registration fees and Trading Licences	Reduced cases with tax tribunals	Ongoing policy discussions on broadening the tax base	Ministry of finance Uganda Revenue Authority Uganda Investment Authority	Ministry of Finance Uganda Revenue Authority Corporations Business Associations UIA	2009/10	Proportional rates according to business sizes developed and implemented	Taxation system harmonised and proportional business incorporation and trading fees set	0.2	MoFPED URA

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
	Harmonise tax incentives	Increased tax revenues and reduced tax appeals					Tax incentives harmonised		0.2	
Develop adequate Human Resource for business and entrepreneurship	Establish a National Business Skills Training Institution for providing appropriate skills training for business practitioners	Increase in skilled business oriented human resource Improved Quality of business education	Ongoing Curriculum review Consultations with higher institutions of learning on new courses	Ministry of Education Curriculum Development Centre National Council of Higher Education	Ministry of Education Higher Institutions (Universities, Vocational Institutes) Curriculum Development Centre	2008/09-2014/15	Strong vocational training institutions Business practitioners empowered in appropriate business skills	Adequate Human Resource for business and entrepreneurship developed	0.2	Ministry of Education Higher Institutions (Universities, Vocational Institutes) Curriculum Development Centre
	Establish a forum for interface between training institution and the business community for identifying and matching skills requirements	Number of fora held	Training institutions present but not up to standard PEAP revision National Development Plan being developed	National Planning Authority	National Council of Higher Education Uganda Federation of Employers Uganda National Chamber of Commerce and Industry		Fora between training institutions and business community for identifying and matching skills requirements established		0.2	National Council of Higher Education
	Vocational institutes should encourage apprenticeship	Increase number of skilled Ugandans in sectors currently dominated by foreigners and reduce	Draft Vision 2005		Private Sector Foundation of Uganda Uganda Manufacturers Association		Number of skilled Ugandans in sectors currently dominated by foreigners increased and		0.5	

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
		dominance of foreign employees in enterprises			MDAs		dominance of foreign employees in enterprises reduced			
	Review allocation of adequate resources to Vocational Institutions	Increase in budget allocations					Allocation of adequate resources to vocational institutions increased		0.15	
	Review syllabi to emphasize skills development and business ethics	Numbers of training institutions adopting new syllabi emphasising skills development and business ethics					Syllabi emphasis on skills development and business ethics		0.2	
	Identify gaps in national capacities	Number of skills gaps identified and measures taken to meet shortages					Human Resources needs determined and met		0.2	
OBJECTIVE 2: ENSURING CORPORATIONS ACT AS GOOD CORPORATE CITIZENS										
Promote compliance with ILO Labour Standards and domestic Labour laws	Sign, Ratify, Domesticate and adopt all relevant ILO Standards	Increased compliance with labour laws Number of cases reported	The processes of establishing an Industrial and labour relations court	MoGLSD Industrial and Labour Relations Court	Corporations Employees MoGLSD	2008-2009-2010/11	Labour rights observed	Compliance with ILO labour standards and domestic labour laws promoted	0.6	Ministry of Gender, Labour and Social Development

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
		and prosecuted	has started but lacks facilitation	Labour Unions	Federation of Uganda Employers Trade Unions		Fully fledged labour court(s) facilitated		0.5	Federation of Uganda Employers
	Facilitate a fully fledged labour court	Number of cases resolved								
	Create public awareness about the rights and obligations of workers and employers	Number of participants exposed to rights and obligations of workers and employers	Labour Officers given more powers by legislation Labour unions conducting workshops but scope of coverage is limited		Business Associations Uganda National Chamber of Commerce and Industry Private Sector Foundation of Uganda Uganda Manufacturers Association		Public awareness about the rights and obligations of workers and employers created		0.5	Trade Unions
	Regulate the registration of labour unions	Number of labour unions registered according to law	Minister's promise to streamline Reported disputes between unions presented to the Minister				Registration of labour unions regulated		0.3	
	Review and strengthen staffing of labour department	Increased staffing and inspection					Labour Department strengthened		0.2	
	Strengthen enforcement of Labour Laws	Increased staffing and inspection					Enforcement of labour laws strengthened		0.5	
	Promote adoption of the minimum wage(s)	Minimum wage(s) established and promulgated	Labour laws enacted in 2006 i.e. Employment Act, Labour Unions Act,				Adoption of the minimum wage(s) promoted		0.2	

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
			occupational & Safety Act, Labour Disputes Arbitration & Settlement Act 2006 Dialogue and debate on the need for Minimum Wage(s)							
Advance Corporate Social responsibilities (CSR)	Promote Corporate Social Responsibilities	Number of corporations engaging in CSR	Corporations involved in various community projects A small number of companies and SMEs have CSR initiatives	Corporations Business Associations such as Uganda Manufacturers Association, Private Sector Foundation Uganda, Association of Micro-finance Institutions of Uganda, Uganda National Chamber of Commerce and Industry	Corporations Civil Society Organizations Business Associations National Planning Authority	2008/09-2014/15	Corporations/ companies involved in community development initiatives	Corporate social responsibilities advanced	0.5	Business Associations such as UMA, AMFIU, PSFU
Compliance to environmental laws policies and standards	Strengthen the capacity of NEMA to coordinate	Number of compliance cases handled and enforced by	Ongoing capacity and Institutional building of	NEMA Business Associations	Corporations The Community	2008/2009 - 2010/2011	Capacity of NEMA to coordinate environmental	Environmental laws, policies and standards complied with.	0.2	NEMA CSOs

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY	
	environmental management	NEMA	NEMA	Local Governments	NEMA		management strengthened				
	Strengthen the capacity of lead agencies to enforce environmental laws, policies and standards	Increased compliance with environmental standards	Ongoing proposals on laws to be revised	Ministry of Local Governments	CSOs		Capacity of lead agencies to enforce environmental laws, policies and standards strengthened				0.3
	Revise and harmonise laws to enhance sound environmental management	Number of laws to enhance sound environment management revised and harmonised	Awareness campaigns by NEMA	MDAs	Municipalities		Laws to enhance sound environmental management revised and harmonised				0.2
	Strengthen capacity of local government to enact environmental by-laws	Number of environmental by-laws enacted by local governments					Capacity of local government to enact environmental by-laws strengthened				0.5
OBJECTIVE 3: PROMOTION OF CODES AND GOOD BUSINESS ETHICS (Inclusive of Objective 4)											

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
Encourage adoption of best business practices/ethics	Encourage private sector to develop codes of ethics	Private sector codes on ethics Better ethical behaviour Business ethics in curriculum of business schools	Competitiveness Investment Climate Strategy (CICS) – MoFPED Corporate Governance training Government and non-government institutions are actively involved in promoting good business ethics Many business associations have developed codes of ethics and incorporated it in their curriculum Commercial	Business Associations	Corporations Regulatory Bodies	Ongoing 2008/2009-2010/11	Increased business competitiveness	Adoption of best business practices/ethics encouraged	0.5	Directorate of Ethics and Integrity IGG Business Associations Registrar of Companies JLOS/ MOJCA Business Associations Consumer Protection Associations Office of the Prime Minister
	Promote Private sector enforcement of codes of ethics	Number of private sector enterprises complying to codes of ethics		Registrar of Companies JLOS/MOJCA ICGU Business Schools	Business Associations Trade Unions		Private sector enforcement of codes of ethics promoted		0.6	
	Promote awareness campaign for business stakeholders on productivity and competitiveness	Productivity measured and compared among enterprises		ICGU Business Schools Directorate of Ethics and Integrity	Consumer Protection Association Law enforcement agencies and regulators ICGU Business Schools		Awareness campaign for business stakeholders on productivity and competitiveness promoted		3	

SPECIFIC OBJECTIVES	REQUIRED ACTIONS	MONITORABLE INDICATOR	ONGOING INITIATIVE	IMPLEMENTING AGENCY	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	EXPECTED OUTCOME	ESTIMATED COST (Million USD)	M&E AGENCY
			law reform initiatives Consumer Education							
OBJECTIVE 5: IMPROVE CORPORATE GOVERNANCE ACCOUNTABILITY										
Promote accountability of corporations, directors and officers	Review relevant laws on accountability of corporations	Accountability standards in the law Revised laws	Proposals have been made to revise the Companies Act	Registrar of companies Regulators Capital Markets Authority Uganda Securities Exchange	Corporations Registrar of Companies JLOS Uganda Law Reform Commission	2008/2009 /2014/15	Improved accountability of corporations, directors and officers	Accountability of corporations, directors and officers promoted	0.5	Registrar of Companies Regulatory agencies
	Facilitate enforcement of relevant laws to ensure accountability of corporations	Number of regular, timely and audited accounts and reports of directors submitted to Registrar of Companies Number of up-to-date regular and timely reports made by Registrar of Companies Complete, accurate and up-to-date register of companies	Initiatives to strengthen the Companies Registry		Enforcement of relevant laws to ensure accountability of corporations facilitated		2			

4: Socio-Economic Development Priorities

MAJOR ISSUES	RESULTS TO ACHIEVE
Principles, codes and Standards	
Increasing efforts to sign, ratify and respect international standards and codes	Efforts to sign, ratify and respect international standards and codes increased
OBJECTIVE 2: Accelerate socio-economic development to achieve sustainable development and poverty eradication	
Develop a coherent land policy and legislations	Coherent land policy and legislation developed
Upgrade land registration and information systems	Effective and efficient land registration and information systems established
Establish adequate collaboration between public and private actors in innovation and service delivery	Adequate collaboration between public and private actors in innovation and service delivery established
Promote agricultural production and productivity	Agricultural production and productivity promoted
Promote a clean, healthy, productive environment and natural resource base	A clean, healthy, productive environment and natural resource base
OBJECTIVE 3: Strengthen policies, delivery mechanisms and outcomes in key social areas including education and combating of HIV/AIDS and other communicable diseases	
Improve access, quality and outcomes of education system at primary, lower secondary, vocational and business education levels	Access, quality and outcomes of education system at primary, lower secondary, vocational and business education levels improved
Reduce maternal and infant mortality rates	Maternal and infant mortality rates reduced
Manage population growth rates to sustainable levels	Current population growth rates reduced to sustainable levels
OBJECTIVE 4: Ensuring affordable access to water, sanitation, energy, finance (including micro-finance), markets, ICT, shelter and land to all citizens, especially the rural poor	
Improve access to Basic Socio-Economic Services (water supply and sanitation, energy, microfinance, environment, shelter, ICT)	Access to basic socio-economic services improved
Improve the transportation network	Transportation network improved
Improve coordination of service delivery especially in urban areas	Coordination of service delivery especially in urban areas improved
Ensure proper physical planning	Proper physical planning ensured
Strengthen policy and strategy on increase of energy generation and supply	Energy supply and generation increased
Invest in petroleum exploration and production	Petroleum exploration and production investment promoted
Expand ICT infrastructure and services, increase skills and improve utilisation	ICT infrastructure and services expanded, skills increased and utilisation improved
OBJECTIVE 5: Progress towards gender equality in all critical areas of concern, including equal access to education for girls at all levels	
Protect women rights through legislation and gender based budgeting	Women rights protected through legislation
Support youth empowerment	Youth empowerment supported
Review policy and strategy on social protection to Orphans, Persons with Disabilities, elderly and other vulnerable groups including	Social protection to orphans and other vulnerable groups such as persons with disabilities and the elderly provided/ promoted
Create conducive environment for operations of NGOs and civic engagement	Policy to create conducive environment for NGOs and civic engagement passed
Sub Total for the Thematic Area: USD 116 million	

Programme of Action

Activities By APM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
Principles, Codes and Standards										
Increasing efforts to sign, ratify and respect international standards and codes	Sign, ratify, domesticate & populise codes & standards codes	Accession of the country to standards and codes; Ratification of standards and codes	The country is a signatory to many international instruments including the CEDAW, CRC, UDHR, ICESCR; ICCPR; Maputo Protocol, Education for all, etc. the country is also carrying out consultations on a number of other standards	MOFA Line Ministries (MGLSD)	National planning authority; Private sector Parliament Communities	3 years	Uganda has signed and ratified all the key socio-economic standards and codes Increased awareness about standards and codes in the population	Efforts to sign, ratify and respect international standards and codes increased	0.2	MOFA
OBJECTIVE 2: Accelerate socio-economic development to achieve sustainable development and poverty eradication										
Develop a coherent land policy and legislation	Design, pass land policies & laws	Government has approved the two policies Budget allocated for policy implementation	National land use policy approved by Cabinet Consultations on national land policy ongoing	MLHUD	Private Sector, Local Governments and other MDAs, Communities/ Leaders	5 years	A coherent national land policy and laws developed	Coherent land policy developed	0.2	MLHUD
Upgrade land registration and information	Review policy and strategy to revitalize land	District land tribunals operational	Tribunals exist but were stayed	MLHUD, LGs,	JLOS, LGs, Communities/ Leaders,	5 years	Land registration and information systems	Effective and efficient land registration and	0.5	MLHUD

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
systems	tribunals				CSOs,		upgraded	information systems established		
	To enhance institutional and HR capacity									
	To enhance institutional and HR capacity									
	Land tribunals and boards								2	
Establish adequate collaboration between public and private actors in innovation and service delivery	Enhance enabling environment for promoting PPP both for Profit and Not-for-Profit	Number of business and social enterprises collaborating with the public sector	Investment Authority, BUDS,	MDAs	Private Sector Foundation Uganda, UMA, Uganda National Chamber of Commerce and Industry, UIA, Institute of Corporate Governance	5 years	Private public partnerships promoted	Adequate collaboration between public and private actors in innovation and service delivery established	0.5	MoFPED
	Streamline and simplify procedures for business and social enterprises	Procedures in place and time spent on setting up business and social enterprises	Legislative Best Practice	MDAs, Parliament	MoFPED, MJCA, MTTI, UIA	5 years	Procedures for business and social enterprises simplified and streamlined			MoFPED

Activities By APM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
	Formulate policy on SMEs	Policy in place	Nil	MDAs	SMEs, PSFU, CSOs,	5 years	Private actors mobilised and facilitated			MoFPED
Promote agricultural production & productivity	Formulate a comprehensive agricultural policy Avail affordable inputs and increments Enhance capacity Restore extension services Mechanise production Promote commercialization, agro-processing, marketing and negotiation for markets	Percentage increase in yield per unit area and number of agro-processing commercial enterprises Improvement in provision of market information	Agricultural census, PMA, Agriculture Act, CAADP, MTCS, Export Promotion Board, Provision of Water for Production Infrastructure	MAAIF, MTTI, PMA Secretariat, NAADS, Private Sector, Farmers' Associations, Uganda Cooperative Alliance, NEPAD, MoFPED	Communities, MLHUD, NEPAD(CAADP), World Bank, MoWE, CSOs, MoFPED, MTTI, NARO, Bank of Uganda, Private Sector	5 years	Commercialisation, agro-processing and marketing promoted	Agricultural productivity promoted	20	MAAIF, MoFPED

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
Promote a clean, healthy, productive environment and natural resource base	Promote tree planting, sustainable wetland management, restoration of degraded ecosystems, and effective use of weather and climate information, and integrated water resources management	Percentage contribution of natural resources to the household income Functional meteorological agency in place	Empowerment of communities to harness natural resources in a sustainable manner National Adaption Plan of Action (NAPA) put in place	MoWE	NEMA, LGs, CSOs,	5 years	Tree planting, sustainable wetland management, restoration of degraded ecosystems, and effective use of weather and climate information, and integrated water resources management promoted	Clean, healthy, productive environment and natural resource base promoted	0.5	MoWE
OBJECTIVE 3: Strengthen policies, delivery mechanisms and outcomes in key social areas including education and combating of HIV/AIDS and other communicable diseases										
Improve access, quality and outcomes of education system at primary, lower secondary, vocational and business education levels	Enact laws and bi-laws to enforce UPE, provide scholastic materials. Motivate teachers, facilitate UPE, Facilitate USE	Increased number of students and teachers	UPE and USE under implementation	MoES, LGs, Private Sector, CSOs	Educational institutions, MoLG, other MDAs	5 years	A coherent, comprehensive HR policy framework that produces skills for the current and future labour market requirements established – UPE enforcement law enacted –	Access, quality and outcomes of education system at primary, lower secondary, education levels improved	30	MoES

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
	Implement ICT in schools	Increased rollout of e-schools in 100 schools	Pilot e-schools	MoES, NEPAD, Private Sector	Ministry of ICT, educational institutions	5years	ICT in 100 schools implemented		10	MoES, NEPAD, Private Sector
	Promote vocational and business education	Number vocational and business institutions	A Number of polytechnics in place	BTVET	Vocational institutions, LGs,	5 years	A coherent, comprehensive HR policy framework that produces skills for the current and future labour market requirements established – Vocational and business education promoted		10.00	MoES
Reduce maternal and infant mortality rates	Establish policy instruments to ensure qualified health workers and appropriate equipment in all health centres II- Prevent,	Reduced MMR/IMR, Number of units qualified staff deployed in health centres, No. of ambulances, instruments, constructed and equipped	Construction and equipping ongoing	MoH, LGs	LGs, Communities, CSOs, OPM, Development Partners	5 years	Policy instruments to ensure qualified health workers and appropriate equipment in all health centres II- IV established	Maternal and infant mortality rates reduced	5	MoH, LGs and Communities

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
Malaria prevention and control	control and treat malaria	Reduced mortality	Mosquito spraying, Distribution of mosquito nets						5	
	Enforce existing policy on availability of VCT and PMTCT centres at national, district and health centre IV	Number of VCT and PMTCT centres	Ongoing	MoH, LGs, CSOs, Development Partners, Communities	MoH, LGs, CSOs, Development Partners, Communities	5 years	Existing policy on availability of VCT and PMTCT centres at national, district and health centre IV enforced		0.5	MoH, LGs, CSOs, Development Partners, Communities
Manage the current population growth rates to sustainable levels	Establish/ review population policy	Awareness of family planning services	Unresolved debate on the optimal population and its implications	Population Secretariat, MoFPED	Communities, LGs, MoH, President's Office, Development Partners, CSOs	5 years	Population policy established	Current population growth rates reduced to sustainable levels	0.2	Population Secretariat

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
OBJECTIVE 4: Ensuring affordable access to water, sanitation, energy, finance (including micro-finance), markets, ICT, shelter and land to all citizens, especially the rural poor										
Improve access to Basic Socio-Economic Services (water supply and sanitation, energy, microfinance, environment, shelter, ICT)	Review policies to ensure increase of water supply and sanitation coverage as well as water for production	Annual coverage growth of 3% Functional Sanitation agency	Water supply and sanitation infrastructure development ongoing – rural and urban	MoWE	LGs, NGOs, Private Sector, CBOs	5 years	Policies to ensure increase of water supply and sanitation coverage as well as water for production reviewed	Access to basic socio-economic services improved	3	MoWE
	Review the National Housing Policy and amend laws appropriately	National Housing Policy reviewed	Ongoing	MLHUD	MDAs, Private Sector	2 years	A policy that will take care of equitable access to decent and affordable housing		0.2	MLHUD
	Develop and implement a slum upgrading strategy	Strategy developed and implemented	Nil	MLHUD, Private Sector	MDAs, Private Sector	5 years	Slum upgrading strategy developed and implemented		0.2	MLHUD
	Develop and implement an urbanization policy and strategic plan	Urbanization policy and strategic plan	Nil	MLHUD, Private Sector and MDAs	MDAs, Private Sector	5 years	Urbanisation policy and strategic plan developed and implemented		0.2	MLHUD, OPM, MoLG
Improve the transportation network	Strengthen policy and strategy for enhanced investment in national roads,	Number of kilometres of feeder roads upgrades	Local governments have community and municipal roads	MoWT, LGs, Private Sector	NEPAD, EAC	5 years	Increased time savings Lower vehicle operating costs	Transportation network improved	0.5	MoWT, Private Sector and MDAs NEPAD

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
	railways and water transport Mobilise additional resources on community and feeder roads		NUSAF constructing roads in Northern Uganda Roads Agency Formation Unit (RAFU) in place				Improved accessibility to markets and to the sea			
Improve coordination of service delivery especially in urban areas	Coordinate development and maintenance of urban infrastructure	Level/number of urban infrastructure	Nil	MLHUD, MoLG	MDAs, Private Sector, Communities, LGs	5 years	A well developed and maintained urban infrastructure	Coordination of service delivery especially in urban areas improved	0.5	MLHUD, MoLG, all other sectors
Ensure proper physical planning	Invest in physical planning	Number of physical planners in the country	Ongoing	MLHUD, MoLG, LGs, MoES	MDAs, Private Sector, MoPS	5 years	Investment in physical and urban/housing planning provided	Proper physical planning ensured	0.5	MLHUD, MoLG, MoPS
Strengthen policy and strategy on increase of energy generation and supply	Establish energy policies and strategy and mobilise resources Build strategic oil reserves	Amount of megawatts generated	Some tenders awarded	MEMD, Private Sector	Development Partners, ERA, REA	5 years	Hydro and mini-hydro dams constructed	Energy supply and generation increased	10	MEMD, Development Partners
		Number of feasibility studies	Studies ongoing	MEMD, Private Sector	Development Partners, ERA, REA	5 years	Feasibility studies			MEMD, Development Partners

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
Invest in petroleum exploration and production	Ensure petroleum resources are utilised properly and equitably	Increase in investment in mineral exploration and production	ongoing	MEMD, Private Sector	Ministries, Departments and Agencies (MDAs), Development Partners	5 years	investment in petroleum and other mineral exploration and production promoted	Petroleum exploration and production investment promoted	1	MEMD, Development Partners
	Monitor and regulate the work of oil companies	Number of activities monitored	ongoing	MEMD, Private Sector	Ministries, Departments and Agencies (MDAs), Development Partners	5 years	Work of oil companies monitored and regulated		0.5	MEMD, Development Partners
Expand ICT infrastructure and services, increase skills and improve utilisation	Strengthen policy and strategy for investment in ICT infrastructure, services, increase skills and promote utilization	Level of investment and utilization	Ministry of ICT created and operational National ICT/ e-Government backbone Infrastructure installed in the country	ICT ministry	ICT ministry, MDAs, Private Sector, CSOs	5 years	Investment in and promotion of ICT enhanced	ICT infrastructure and services expanded, skills increased and utilisation improved	1	ICT ministry
OBJECTIVE 5: Progress towards gender equality in all critical areas of concern, including equal access to education for girls at all levels										
Protect women rights through legislation	Enact Family Law Build capacity on gender based budgeting	Family Law Number of gendered budgets	Draft legislation	MoGLSD, Parliament, MDAs	MDAs, CSOs, Women CSOs, Gender Activists, Religious Institutions, Development	5 years	Family Law enacted	Women rights protected through legislation	0.3	MoGLSD, CSOs,

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
					Partners					
Support youth empowerment	Review policy and strategy on employment opportunities for the youth (wage and self employment)	Percentage increase in youth employed in self employment and public employment	Youth mobilization by National Youth Council Formation of youth groups	National Youth Council, MoGLSD	National Youth Council, MoGLSD	2 years	Employment, self-help projects for the youth supported Access to microfinance increased	Youth empowerment supported	10	National Youth Council, MoGLSD, CSOs
	Draft Labour Expatriation Policy	Labour Expatriation policy approved and implemented Number of labour exported	Nil	MoGLSD	MoGLSD, NYC	3 years	Number of labour exported			MoGLSD
	Develop/review strategy on civic education and training youth on reproductive health issues	Number of youth trained	Donor funded training by NYC for Youth Leaders	National Youth Council, MoGLSD	Youth, Educational Institutions	5 years	Youth trained in reproductive health issues			NYC, MoGLSD, CSOs
Review policy and strategy on social protection to Orphans and other vulnerable	Fully implement Equal Opportunities Act	Operational Equal Opportunities Commission	Pilot of socio cash transfer in a number of districts	MoGLSD, MoPS	Public Service Commission, MoFPED, MDAs, CSOs,	5 years	Social protection programmes enhanced	Social protection to orphans and other vulnerable groups such as persons with	3	MoGLSD, Parliament

Activities By APRM Objectives	Required Action	Monitorable Indicator	Ongoing Initiatives Including Current Projects In Government POA	Implementing Agencies	Key Stakeholders	Time Frame	Expected Output	Expected Outcome	Estimated Cost (Million USD)	M & E Agency
groups including Persons with Disabilities and the Elderly			Education and health sectors cater for the Vulnerable groups Existing disability councils		Private Sector, LGs		Equal Opportunities Commission established	disabilities and the elderly provided/ promoted		
Policy on conducive environment for NGOs and civic engagement	Review NGO Act	NGO legislation completed	Dialogue on NGO legislation	MolA, Ministry Responsible for Social Affairs	NGOs, CBOs	3 years	NGOs Act Institutional location of NGOs monitoring	Policy to create conducive environment for NGOs and civic engagement passed	0.3	PMO, MolA
SUB TOTAL									USD 115.8 million	