



National Planning Authority
Planning for Development



TRANSITION TO PROGRAMME PLANNING AND BUDGETING

NOVEMBER 2020



OUTLINE

1. Background
2. The NDPIII Programme Articulation
3. Changes in programme planning, budgeting, and governance framework
4. Implications to Development Partners



BACKGROUND

- ❑ The Third National Development Plan (NDP III) has adopted a Program Planning Approach (PPA) comprising of eighteen programs that are to be aligned to Program Based Budgeting
- ❑ This means that the NDP III has now become more result oriented in planning and budgeting. The NDPIII programme planning approach is now in line with the PBB concept, which will facilitate full implementation of PBB.
- ❑ The programme approach will have implications to the planning, budgeting, coordination and implementation frameworks.

Goal: Increased household incomes and improved Quality of life

Theme: Sustainable Industrialization for inclusive growth, employment and wealth creation

Objectives	Strategies	Programs
1. Enhance value addition in Key Growth Opportunities	1. Promote agro-industrialization 2. Increase local manufacturing activity 3. Promote mineral-based industrialization 4. Harness the tourism potential 5. Promote export-oriented growth	1. Agro-Industrialization 2. Mineral Development 3. Sustainable Development of Petroleum 4. Tourism Development 5. Natural Resources, Environment, Climate Change, Land and Water Management
2. Strengthen private sector capacity to drive growth and create jobs	6. Provide a suitable fiscal, monetary and regulatory environment for the private sector to invest 7. Increase local content participation	1. Private Sector Development 2. Manufacturing 3. Digital Transformation
3. Consolidate & increase stock and quality of Productive Infrastructure	8. Institutionalise infrastructure maintenance 9. Develop intermodal transport infrastructure 10. Increase access to reliable & affordable energy 11. Leverage urbanization for socio-economic transformation	1. Integrated Transport and Services 2. Sustainable Energy Development 3. Sustainable Urbanisation and Housing
4. Increase productivity, inclusiveness and wellbeing of Popn.	12. Improve access and quality of social services 13. Institutionalise HR planning 14. Enhance skills and vocational Development 15. Increase access to social protection Promote STEI 16. Promote devt. oriented mind-set	1. Human Capital Development 2. Community Mobilization and Mindset Change 3. Innovation, Technology Devt. & Transfer 4. Regional Development
5. Strengthen the role of the State in development	17. Increase govt. participation in strategic sectors 18. Enhance partnerships with non-state actors for effective service delivery 19. Re-engineer Public service to promote invest.	1. Governance and Security Strengthening 2. Public Sector Transformation 3. Development Plan Implementation



PROGRAMME PLANNING

What the programme approach means.

1. Programme Implementation Action Plans (PIAPs) have been introduced.
2. These have replaced the Sector Development Plans. Existing sector plans are being used to inform the PIAPs
3. A PIAP provides details of the activities and resources required to deliver the programme targets. PIAPs are in place for all the 18 programmes.
4. MDAs and LGs will continue to develop strategic and development plans aligned to the PIAPs.



PROGRAMME BUDGETING

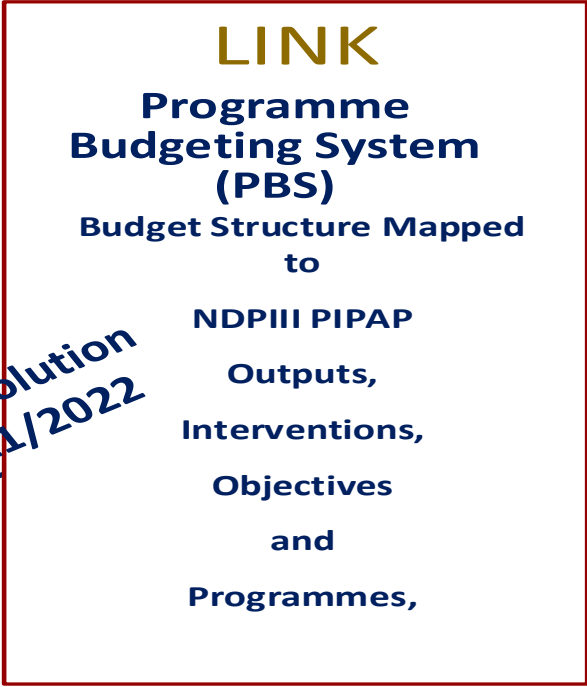
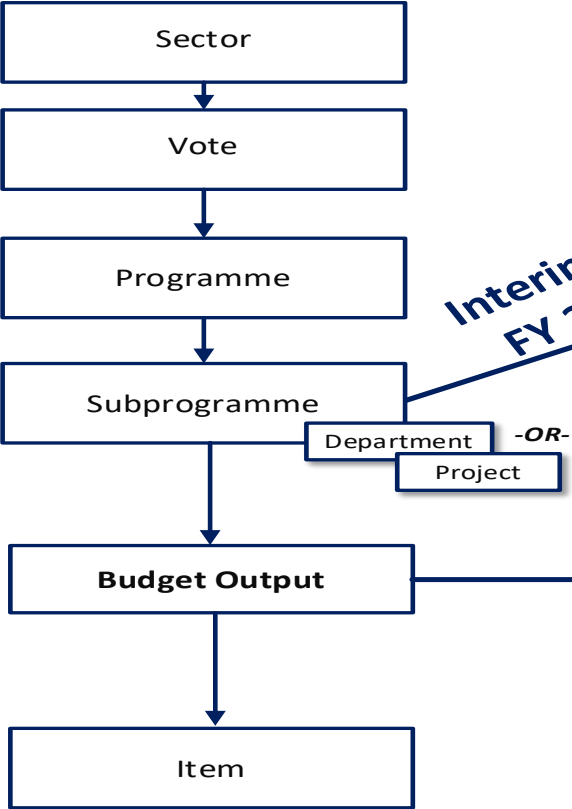
What the programme approach Means:

- ❑ The Programme budgeting systems will have to be reconfigured. (PBS, IFMS, CoA etc)
- ❑ **MTEF ceilings will now be set at Programme level since sectors are no more.** The Programme Working Groups will be required to convene to agree on how to allocate resources to the different votes.
- ❑ Programme BFPs are to be produced. Vote BFPs will be aligned to Programme BFPs
- ❑ **Programmes and sup-programmes will be appearing above Votes** in the Proposed PBb Structure unlike before where they were below Votes.
- ❑ **The Projects will be under the Departments unlike before** where they were at the same level as Departments.

Establishing the Link Between the Financial Hierarchy and NDP III

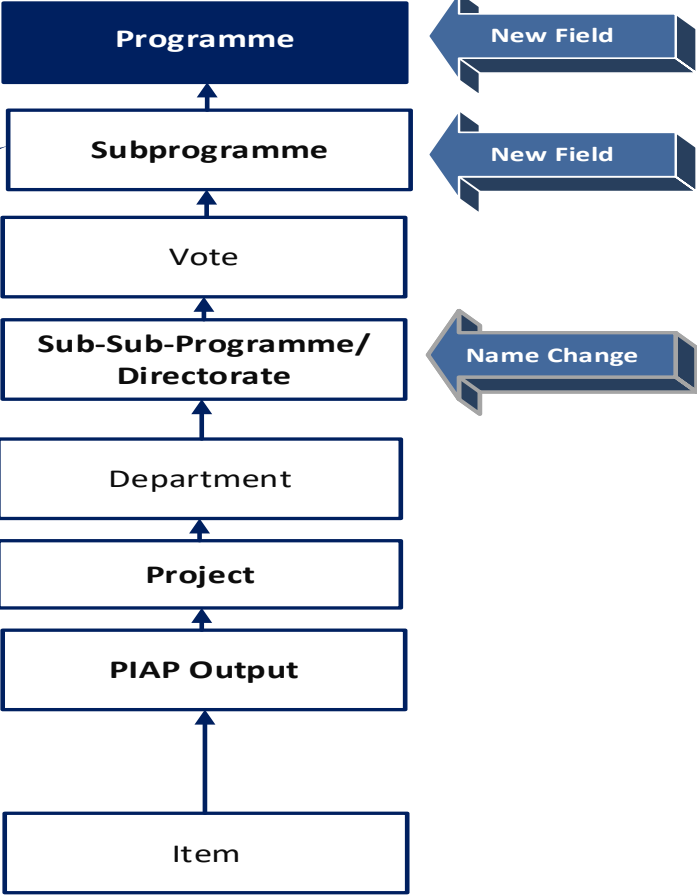
Financial Hierarchy

Budgeting and Execution Structure



Measuring Results

NDP III Reporting Structure



Name Change →

*Interim Solution
 FY 2021/2022*

**Full Implementation
 FY 2022/2023**

New Field ←

New Field ←

Name Change ←



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PROGRAMME GOVERNANCE FRAMEWORK



NATIONAL COORDINATION FRAMEWORK

To address the gap in coordination, Cabinet under minute No. 257 (CT 2003) approved the Institutional Framework for Coordination of Policy and Programme Implementation in Government (IFCPPI).

IFCPPI is composed of :

- The **Policy Coordination Committee (PCC)** which is a Cabinet Committee chaired by the Prime Minister and responsible for policy coordination and monitoring progress on the implementation of government programmes.
- The **Implementation Coordination Steering Committee (ICSC)** which consists of Permanent Secretaries and is chaired by Head of Public Service and Secretary to Cabinet and it directs implementation of activities.
- The multi-sectoral/programmatic **Technical Implementation Coordination Committee (TIIC)**, chaired by the Permanent Secretary (OPM) coordinates and monitors program implementation across Ministries and Sectors/Programmes.

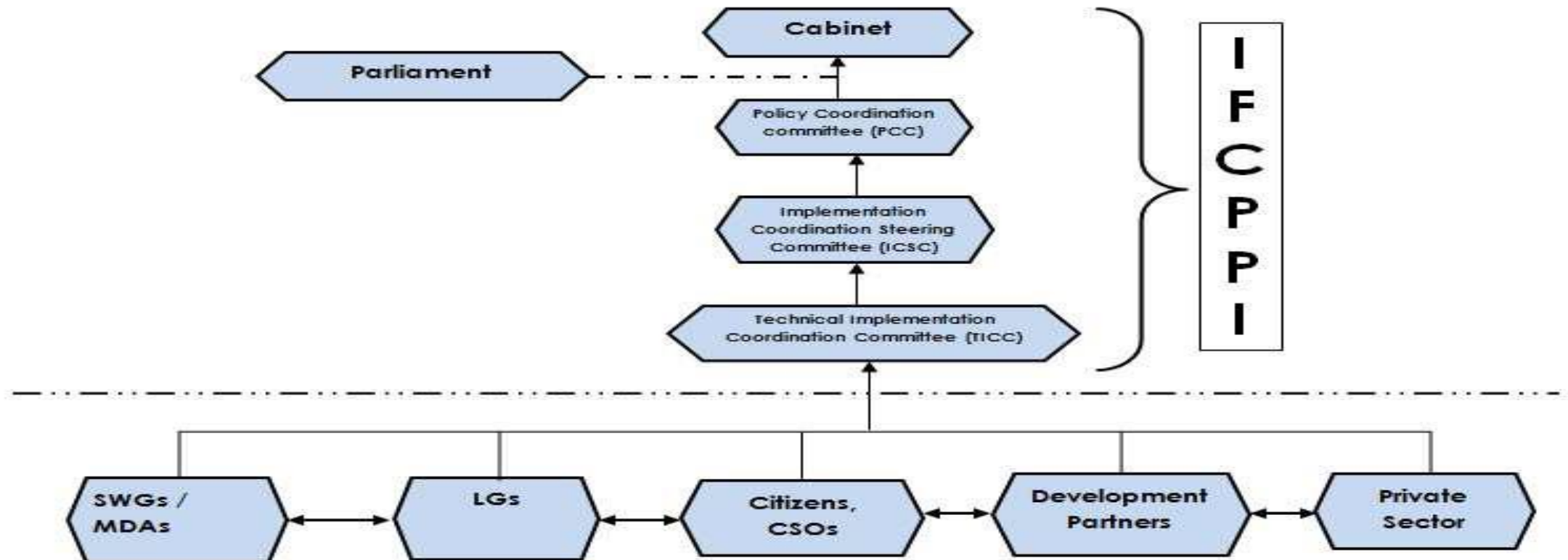


NATIONAL COORDINATION FRAMEWORK CT'D

- Before NDP3 the ICPPI has been supported by the sector working groups responsible for implementation of the National Development Plan and delivery at sector level. (These will be customized to the new Programmatic approach).
- In addition to the Sector Working Groups there has already been in existence a number of thematic and adhoc coordination groups, committees and platforms. (These will be streamlined and harmonized across the 18 programmes)



INSTITUTIONAL FRAMEWORK FOR COORDINATION OF POLICIES AND GOVERNMENT PROGRAMME





PROGRAMME INSTITUTIONAL STRUCTURE





PROGRAMME LEADERSHIP COMMITTEE (NAMING)

- Each programme shall have a leadership committee to provide oversight function over the programme implementation enabling policy level coordination and monitoring progress towards target programme outcomes.
- It's functions will be to:
- Provide political and policy guidance and advocacy
- Monitor implementation of programme based policies and support the PWGs in resolution of impediments to implement of such policies
- Monitor programme implementation based on programme outcome targets
- Advocate for mobilisation of resources of programme implementation



LEADERSHIP COMMITTEE FREQUENCY OF MEETINGS & MEMBERSHIP

- To meet 2 times a year
- Annual Programme Review (Annual Performance Report)
- February (Half Annual performance report)
- Leadership Committee Membership: This will be comprised of Ministers/Board or Council Chairs for the respective institutions under the Programme.



PROGRAMME WORKING GROUP

- This will be the Technical Steering Body for each Programme and will be chaired by the Permanent Secretary of the Programme Lead Ministry. It will be supported by Technical Working Groups under the Programme.
- The membership will be the Permanent Secretaries, CEOs of the institutions under the Programme, Representatives of Development Partners, Private Sector and Civil Society Organizations.



FUNCTIONS OF THE PROGRAMME WORKING GROUPS

- Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions
- Formulate Programme Implementation Plans in line with the National Development Plan and the Manifesto of the ruling government;
- Joint clearance of projects for inclusion in the Public Investment Plan
- Ensure alignment of PIAPs, PBFPs with the NDP III;
- Determine programme priorities
- Coordinating inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability, and alignment with Programme priorities.
- Provide a platform for consultation and dialogue between programme MDAs and external partners (DPs) on strategic and policy matters related to the programme;



FUNCTIONS OF THE PROGRAMME WORKING GROUPS (CONT'D)

- Examine and review of programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures;
- Identify key outputs and programme performance targets both annually and in the medium term;
- Undertake monitoring and assessment of programme implementation examining progress based programme outcomes and interventions-
- Resolving Strategic emerging and cross –institutional issues impeding program implementation
- Prepare semi-annual and annual programme reviews and reports.
- Review and approve programme mid-term review report
- Receive and consider reports of technical working groups



MEETINGS FOR THE PROGRAMME WORKING GROUPS (AT LEAST 4)

- **Sept:** at least 2 weeks prior to the annual programme review to consider + approve the Programme APR and clear budget allocations
- **Oct / Nov:** to consider the Programme BFPs and clear new projects
- **Feb:** to consider and clear the programme half annual performance Report
- **Jun:** to take stock of programme implementation for the previous year and final allocations for the new FY



TECHNICAL WORKING GROUPS (TWGS)

- Each programme will agree and form technical working groups based on key thematic areas that cover technical areas within the Programme.
- The TWGs and their composition/membership shall be communicated to all Programme Member institutions and Office of the Prime Minister.



FUNCTIONS OF TWGS

- Monitoring the implementation of the thematic sections of the PIAP and raising issues for PWGs consideration,
- Reviewing and clearing thematic section of the Annual and semi-annual programme performance reports before consideration by the PWGs.
- Ensuring harmony between PIAPs in implementation with other broad strategies within the Programme.
- Developing positions papers on policy and strategic issues in the thematic area for consideration by PWG'
- Reviewing new project concept notes and make recommendations to PWG for clearance.



ESTABLISHMENT OF FUNCTIONAL SECRETARIATES

- Establish Secretariates for each Programme Working Group and send membership/Composition to OPM
- Develop capacity for coordination in the Secretariates across the Programme Working Groups to provide comprehensive and current coordination information on specific identifiable coordination activities and challenges including interdependent functions, policies and mandates that will add value to all stakeholders.



SECRETARIAT FUNCTIONS

- Coordinating the preparation of PIAPs and Programme BFPs and ensuring alignment with NDP III.
- Organizing and guiding meetings and activities for PWGs and TWGs and keeping safe custody of the proceedings of these meetings and activities.
- Coordinating the preparation of quarterly programme implementation reports and annual programme performance reports.
- Organizing programme monitoring, inspection and other activities to enable collection of physical data to facilitate evidence based reporting.
- Promoting cooperation, learning and synergies within and outside the programme.



SECRETARIAT FUNCTIONS (CONT'D)

- Ensure timely sharing and dissemination of key information to PWGs and programme institutions to facilitate implementation of programme activities.
- Facilitating dialogue with partners (DPs, CSOs etc) around each programme on emerging policy and technical issues aimed at increasing impact on programme outcomes.
- Coordinating policy analytical work and studies aimed at improving impact of the various programme reforms, interventions and services.
- Coordinating any other programme activities.



IMPLICATION TO DEVELOPMENT PARTNERS

- Support from Development Partners & CSOs will have to be channeled through the NDPIII Programmes.
 - The United Nations Sustainable Development Cooperation Framework (UNSDCF) will guide the United Nations system programming cycle and drive planning, implementation, monitoring, reporting and evaluation of collective United Nations system support for achieving the NDPIII results. JWG
 - Need to involve more actors in the dialogue mechanisms eg China, India etc can be included in the LDPG to improve coordination and reduce duplication of efforts
- Development Partner agencies & CSOs will also have to strengthen their engagement/participation in their respective Programme Working Groups to ensure that activities financed through off-budget support are clearly specified and captured in the Votes' annual work plans, Budget Framework Paper and Preliminary Budget estimates and subsequently in their Ministerial Policy Statements. This too should apply with local governments.
- Identification of focal persons for each PWG and TWG
- Support to the operationalization of secretariates



ADDITIONAL SUPPORT AREAS

- Operationalization and Strengthening of PWG Secretariates
- Bridge gaps in Financing the plan; unfunded priorities of the PIAPs
- Capacity building in programme approach across MDAs in: planning, budgeting, results and reporting etc
- Strengthening statistical capacity for results
- Popularization of the NDPIII



ANNEX

- Composition of Programme Working Groups (PWGs)

COMPOSITION OF PROGRAMME WORKING GROUPS

NDPIII PROGRAMME	PWG: KEY INSTITUTIONS	LEAD AGENCY
• Agro-Industrialization Programme	MAAIF, MEMD, MoICT&NG, MoFPED, MoLHUD, MTIC, MoWE, NAADS, CDO, DDA, ERA, FREE ZONES, LRC, BOU, MoES, MoLG, MOWT, NAGRCDB, NARO, NDA, NFA, NITA, PSFU, UCC, UCE, UDB, UDC, UEDCL, UEPB, UIA, IRA, ULC, UMSC, UNBS, PUBLIC UNIVERSITIES, UNMA, URC, USE, UWRSA, UNRA, MOGLSD, NPA, DPS, PS	MAAIF
• Mineral Development Programme	MoFPED, MEMD, MOJCA, MoSTI, MoTIC, NEMA, UNCST, PUBLIC UNIVERSITIES, DEV'T PARTNERS, DIRECTORATE OF INDUSTRIAL TRAINING, MOLG, MOES, MOFA, MOGLSD, MOIA, MOPS, NCHE, MOWE, PSFU, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UPF, URA, USSIA, NPA, UNRA	MEMD
• Sustainable Development of Petroleum Resources Programme	MoFPED, MEMD, MoICT&NG, MoJCA, MoWE, MoWT, NITA, NEMA, PAU, PUBLIC UNIVERSITIES, BOU, ICT, MOLG, MAAIF, MOIA, MODVA, MOES, MOGLSD, MOH, MOLHUD, NCHE, PSFU, UCAA, UDB, UNBS, UNOC, UNRA, URA, UWA, UNRA, NPA. DPS, PS	MEMD
• Tourism Development Programme	MoFPED, MoWT, MTIC, MoTWA, UTB, UWA, CAA, ENTERPRISE UG, ICT, IRA, KCCA, MOLG, MAAIF, UBC, MODVA, MOES, MOFA, MOGLSD, MOH, MOIA, MOWE, NCDC, NCS, UCAA, UCDA, UEPB, UG AIRLINES, UPF, UHTTI, UIA, UNRA, UPDF, UTB, UWEC, UWRTI, UNRA, NPA	MoTWA
• Natural Resources, Environment, Climate Change, Land and Water Management Development Programme	MoFPED, MEMD, MoLHUD, MoWE, NEMA, NFA. ACADEMIA, CAA, DEVT PARTNERS, KCCA, MAAIF, MOICT, MODVA, MOES MOTWA, ,MOFA, MOH, MOIA, MOJCA, MOLG, MOSTI, MOTIC, MOWT, PUBLIC UNIVERSITIES, NITA, PAU, PSFU, UBOS, UDB, UEDCL, UETCL, UIA, ULC, UNBS, UNCST, UNMA, UNOC, UNRA, UPDF, UPF, URC, URF, UWA, NPA, MGLSD, DPs	MoWE
• Private Sector Development Programme	MoFPED, Enterprise Uganda, PSFU, UBOS, UDB, UDC, UIRI, UMA, UNBS, PUBLIC UNIVERSITIES, BOU, DEVT PARTNERS, CMA, EPRC, IRA, MEMD, MSC, MOFA, MOGLSD, MOJCA, MOLG, MOSTI, MOTIC, MOWT, MOWE, NSSF, PPDPA, UEPB, FREE ZONES, UIA, UNCST, URBRA, URSB, USE, USSIA, NPA, DPS, Private Sector	MoFPED



NDPIII PROGRAMME	PWG: KEY INSTITUTIONS	LEAD AGENCY
• Manufacturing Programme	MoFPED, Enterprise Uganda, PSFU, UBOS, UDB, UDC, UIRI, UMA, UNBS, PUBLIC UNIVERSITIES, MAAIF, MEMD, MOICT, MOFA, MOH, MOIA, MOJCA, MOLG, MOSTI, MOWE, MOWT, MOTIC, NEMA, UEPB, FREE ZONES, UIA, UPF, URA, UNRA, NPA, DPS, PS	MoTIC
• Integrated Transport Infrastructure and Services	MoFPED, MoWT, MoLHUD, URC, URF, CAA, MEMD, MOGLSD, MOICT, MOJCA, MOLG, NITA, PAU, PPDPA, AIDS COMM, UEDCL, UETCL, UNOC, UNRA, UPF, URA, URC, URF, NPA, DPS, PS	MoWT
• Sustainable Energy Development Programme	MoFPED, MEMD, MoWT, MoWE, PSFU, REA, UECCCL, UEDCL, UIA, UMA, UNBS, UNOC, DEVT PARTNERS, ERA, MAAIF, MOFA, MOH, MOICT, MOLG, MOLHUD, MOSTI, NEMA, UEGCL, UETCL, FREE ZONES, MOGLSD, NPA, UNRA, DPS, PS	MEMD
• Digital Transformation Programme	MoFPED, MoICT&NG, MoSTI, NITAU, UBC, UCC, UICT, UTL, PUBLIC UNIVERSITIES, KCCA, MEMD, MOES, MOLG, MOPS, MOWE, MOWT, NCDC, NCHE, NEMA, PSFU, UEDCL, UETCL, UNRA, NPA, DPS, PS	MoICT&NG
• Sustainable Urbanization and Housing	MoFPED, MoLHUD, NEMA, NPA, NWSC, UNHCC, DEVT PARTNERS, KCCA, MAAIF, MOGLSD, MEMD, MOES, MOH, MOLG, MOTIC, MOWE, MOWT, OPM, PSFU, FREE ZONES, UIA, URA, UNRA, NPA, DPS, PS	MoLHUD
• Human Capital Development Programme	MoFPED, MEMD, MAAIF, MoDVA, MoES, MoFA, MoLGSD, MoH, MoIA, MoICT&NG, MoJCA, MoLG, MoPS, MoSTI, MoWE, MoW&T, MSTI, MTIC, DEVT PARTNERS, DIT, EOC, NCDC, NCHE, NCS, NDA, NEMA, NITA, NMS, NPC, PSFU, PUBLIC UNIVERSITIES, RRHs, UAC, UBOS, UCI, UHI, UMA, UNMA, UPF, URBRA, URSB, NPA, DPS, PS	MoES



NDPIII PROGRAMME	PWG: KEY INSTITUTIONS	LEAD AGENCY
<ul style="list-style-type: none"> Innovation, Technology Development and Transfer Programme 	MoFPED, UNCS&T, URSB, UVRI, DEVT PARTNERS, EPRC, MAAIF, MEMD, MOICT, MOLHUD, MOES, MOFA, MOH, MOIA, MOJCA, MOLG, MOWT, MOTIC, NAGRCD, NARO, NCDC, NCHE, NITA, PUBLIC UNIVERSITIES, UBOS, UIRI, UMA, UNBS, MOGLSD, NPA, DPS, PS	MoSTI
<ul style="list-style-type: none"> Community Mobilization and Mindset Change Programme 	MoFPED, MoDVA, MoES, MoFA, MoLGSD, MoH, MoICT&NG, MoJCA, MoLG, MoPS, MoWE, OP, DEVT PARTNERS, EC, JLOS, JSC, NWC, NPC, UBC, UHRC, UPF, NPA, DPS, PS	MoGLSG
<ul style="list-style-type: none"> Governance and Security Programme 	MoFPED, MoDVA, MoIA, MoJCA, MoJCA, MoLG, UPF, UPS, OP, DCIC, DEI, DEVT PARTNERS, EC, IG, ISO, LDC, MOGLSD, MOH, MOSTI, NIRA, NITA, OAG, PDPAA, UHRC, ULR, NPA, URA, URSB, DPS, PS	OP
<ul style="list-style-type: none"> Public Sector Transformation Programme 	MoFPED, MoDVA, MoES, MoH, MoICT&NG, MoJCA, MoLG, MoPS, DEVT PARTNERS, IG, LGFC, NCHE, NIRA, PSFU, PUBLIC UNIVERSITIES, UBC, UCC, URA, , PSC, ESC, JSC, HSC, NPA, DPS, PS	MoPS
<ul style="list-style-type: none"> Regional Development Programme 	MoFPED, MoWT, MoTIC, MoTWA, MEACA, MOFA, MOLG, DEVT PARTNERS, MAAIF, MEMD, MOGLSD, MOICT, MOWE, NARO, NEMA, NITA, REA, UNRA, UTB, NPA	MoLG
<ul style="list-style-type: none"> Development Plan Implementation Programme 	LGFC, MoGLSD, MoLG, MoLHUD, MoPS, NPA, MoFPED, MOICT, MOSTI, MOWT, NIRA, NITA, NPC, OAG, PDPAA, PUBLIC UNIVERSITIES, UBOS, URA, URSB, DPS, PS	MoFPED



Thank you!