



THE REPUBLIC OF UGANDA
Ministry of Local Government

MINISTRY OF LOCAL GOVERNMENT STRATEGIC PLAN

FY 2025/26 – FY 2029/30



JUNE 2025



THE REPUBLIC OF UGANDA

MINISTRY OF LOCAL GOVERNMENT



VISION

An effective and efficient Local Government system that provides quality, equitable and sustainable services to the population of Uganda.



MISSION

To coordinate and support Local Governments in a bid to provide efficient and sustainable services, improve the welfare of all the people and eradicate poverty in Uganda."

Theme: "Strengthening Decentralization for Inclusive Local Economic Growth and Effective Service Delivery."



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FOREWORD



Since 1992, the Government of Uganda has implemented a robust, dynamic, and homegrown Decentralized system of governance. Under this framework, Legislative, Political, Administrative, Planning, Budgeting, Financial, and Service Delivery responsibilities were transferred from the Central Government to Local Governments. This shift aligned with a broader continental recognition that highly centralized models, adopted after independence, had not delivered the promise of good governance, participatory democracy, or effective service delivery. Uganda's Decentralisation Policy was, therefore, both timely and necessary.

To further strengthen Decentralisation and align with national priorities, the Government adopted a Comprehensive National Development Planning Framework in 2010, culminating in the Uganda Vision 2040. This vision is implemented through a series of five-year development plans. Our Fourth current Strategic Plan aligns with the Fourth National Development Plan (NDP IV).

This Strategic Plan responds to the evolving socio-economic and political context in which Local Governments operate. It outlines key priorities, policy interventions, and resource mobilisation strategies to support inclusive and sustainable development.

Over the next five years, the Ministry's interventions will be anchored on four strategic objectives:

1. To deepen Decentralization by strengthening Local Government Systems, Leadership, and Autonomy.
2. To enhance and sustain local economic development.
3. To increase local revenue contributions to Local Government budgets.
4. To strengthen institutional and policy coordination for effective governance.

At the heart of this Plan is a commitment for capacity building, institutional strengthening, and effective policy coordination to ensure transparent, accountable, and responsive Local Governance. The Ministry will continue to promote innovation, harness digital solutions, and reinforce partnerships that drive impact at all levels of Local Government. Special emphasis will be placed on the successful implementation of the Parish Development Model as a transformative pathway for inclusive service delivery, financial inclusion, and grassroots economic empowerment.

Realising the targets of this ambition Plan will require strong collaboration among all stakeholders—Local Governments, Development Partners, the Private Sector, and Communities. Together, we can transform Local Governments into engines of economic growth, service excellence, and improved livelihoods for all Ugandans.

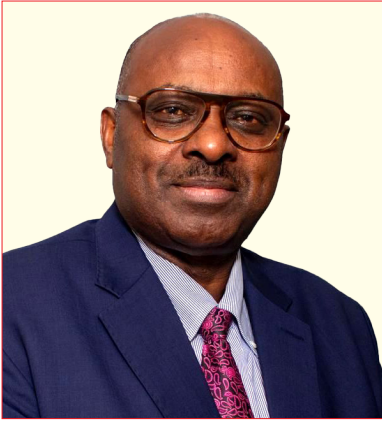
In conclusion, this Strategic Plan serves as a guiding framework for the Ministry's work over the NDP IV period. It reaffirms our commitment to deepening Decentralisation, strengthening Local Institutions, and ensuring that every Ugandan benefits from improved public services and inclusive development.

I extend my sincere appreciation to all those who contributed to the development of this Strategic Plan. Your insights and dedication have been instrumental in crafting a forward-looking framework that aligns with Uganda's national development aspirations.



Raphael Magyezi
Hon. Minister of Local Government

ACKNOWLEDGEMENT



This Strategic Plan represents a Strategic Framework designed to address Critical Governance and Service Delivery Challenges through targeted Interventions grounded in Evidence-Based Analysis and Stakeholder Engagement. The Development Process involved Rigorous Consultations with Local Government Entities, Development Partners, Sector Experts, and Internal Technical Teams, resulting in a Comprehensive Roadmap to advance Decentralisation, Local Economic Development, and Revenue Mobilisation.

In line with the Ministry's Statutory Mandate to Guide, Inspect, Monitor, and Advocate for all Local Governments as provided for under Section 105 of the Local Governments Act, Cap 138, this Strategic Plan operationalises the Principles of: Participatory Governance, Political and Fiscal Decentralization, and Inclusive Service Delivery. The Interventions are anchored in Key Policy Frameworks, including the Public Finance Management Act, Cap 171, The Local Government Act, Cap 138, the National Development Plan IV (NDP IV), the Regional Development Programme (RDP) and Line Programmes Implementation Action Plans (PIAPs). Also, the Plan sets ambitious yet achievable Targets, including; Increasing the Local Revenue Base from 18% to 45% of total LG Revenue, expanding Household Participation in the Money Economy from 67% to 87%, and formalising Local Enterprises to grow from 530,000 to over 784,000 by FY 2029/30.

In addition, the Plan outlines Milestones over the last Five Years, including increasing Community Access Roads from 1,616 km to 4,378 km and constructing 169 Agro-Processing Facilities to enhance Value Addition. These Infrastructural Developments will Improve Service Delivery, Foster Sustainable Economic Empowerment, and strengthen Institutional Capacity across all Tiers of Government.

I commend the dedication of the Ministry's Technical Departments, and the Invaluable Contributions from all Stakeholders who ensured alignment of this Plan with the National Development Goals and the Regional Development Programme. As we proceed with the implementation, the Ministry remains Committed and robust in Guiding, Inspecting, Monitoring, Mentoring, and Advocating for all Local Governments to ensure Accountability, Transparency, and Continuous Improvement in Service Delivery.

It is through the collaborative approach, a Strengthened and Effective Decentralisation, Inclusive Local Governance and Participatory Democracy that we shall realise the Ten-Fold Economic Growth, Uganda Vision 2040 and the anticipated Socio and Economic Transformation of the Country.

Ben Kumumanya

Permanent Secretary
Ministry of Local Government

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Acronyms and Abbreviations

CARS	Community Access Roads
DDEG	Discretionary Development Equalization Grant
DLGs	District Local Governments
DSCs	District Service Commissions
EOC	Equal Opportunities Commission
GoU	Government of Uganda
IGG	Inspectorate of Government
IEC	Information, Education and Communication
KIDP	Karamoja Integrated Development Plan
LED	Local Economic Development
LEGS	Local Economic Growth Support
LGFC	Local Government Finance Commission
LGs	Local Governments
LGSP	Local Government Strategic Plan
LLGs	Lower Local Governments
LoCAL	Local Climate Adaptive Living
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MEAL	Monitoring, Evaluation, Accountability, and Learning
MGLSD	Ministry of Gender, Labour, and Social Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing and Urban Development
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
MTEF	Medium-Term Expenditure Framework
MTIC	Ministry of Trade, Industry and Cooperatives
NDP	National Development Plan
NEMA	National Environment Management Authority
NITA-U	National Information Technology Authority Uganda
NOS	National Oil Seed Project.
NUDEIL	Northern Uganda Development of Enhanced Infrastructure and Livelihood.
NUSAF	Northern Uganda Social Action Fund
OPM	Office of the Prime Minister
OWC	Operation Wealth Creation

PDM	Parish Development Model
PIAP	Programme Implementation Action Plan
PIP	Performance Improvement Plan
PRELNOR	Project for Restoration of Livelihoods in the Northern Region
RDP	Regional Development Programme
REA	Rural Electrification Agency
RUDSEC	Rural Development and Food Security in Northern Uganda
SACCO	Savings and Credit Cooperative
SDGs	Sustainable Development Goals
UBOS	Uganda Bureau of Statistics
ULGs	Urban Local Governments
UNRA	Uganda National Roads Authority
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau

MAP OF UGANDA SHOWING SUB-REGIONS



Executive Summary

1.0 INTRODUCTION

The Ministry of Local Government (MoLG) is mandated to guide, inspect, monitor, and advocate for Local Governments (LGs) in alignment with Uganda's Vision 2040, which seeks socio-economic transformation and targets middle-income status. In pursuit of this Vision, MoLG plays a central role in implementing the decentralisation policy, strengthening LG institutions, and promoting good governance and service delivery.

Rooted in the 1995 Constitution and the Local Governments Act (Cap 243), decentralisation devolves political, administrative, and fiscal authority to LGs to deepen democracy, enhance service delivery, and spur Local Economic Development (LED). This Strategic Plan, aligned with the Fourth National Development Plan (NDP IV, FY2025/26–FY2029/30) and the Regional Development Programme (RDP) for which MoLG is the lead implementer, provides the framework to strengthen decentralisation, improve LG governance and financing, and foster partnerships with development partners, civil society, the private sector, and communities.

SITUATIONAL ANALYSIS

The MoLG undertook its previous strategic plan during the period FY 2020/21 to FY 2024/25, with a focus on accelerating socio-economic transformation through strengthened decentralisation and local development. The plan was closely aligned with the Regional Development Programme (RDP) under the National Development Plan III (NDP III) and centred on stimulating sub-regional growth through agribusiness-led LED, closing critical regional infrastructure gaps, strengthening regional value chains, and improving performance management systems within LGs.

The period saw the launch of the Parish Development Model (PDM), which devolved planning, resource allocation, and service delivery to the parish level. MoLG led national coordination through a dedicated PDM Secretariat.

The review of the **FY 2020/21– FY 2024/25** period highlighted substantial progress across the targeted areas and across key areas of MoLG's mandate. In the realm of decentralisation, achievements spanned the three pillars of political, administrative and fiscal decentralisation. These included:

- **Political Decentralisation:** Inducted over 32,000 local leaders across 121 LGs; distributed 2,100 motorcycles and 77,000 bicycles; amended the Local Governments Act; and supported conflict resolution between political and technical leaders.
- **Administrative Decentralisation:** Operationalised 10 new cities, upgraded 100 rural growth centres, supported 448 new sub-counties, rolled out the Administrative Units Management System, facilitated the recruitment and induction of fifty Deputy Chief Administrative Officers, and institutionalised Balanced Scorecards in 71 LGs (12 as centres of excellence).
- **Fiscal Decentralisation:** Local revenue rose from UGX 247.2 billion (FY2018/19) to UGX 287.1 billion (FY2023/24). Technical support on revenue enhancement was provided to 10 LGs, supported 50 LGs to enact pro-investment bylaws, and standardised the use of Discretionary Development Equalization Grants (DDEG) across the country.

Other notable achievements included:

- **LED and Value Chain Support:** Rehabilitated 33 agro-processing facilities; commissioned new agroprocessing plants; established high-value addition centres in Arua, Busia, and Soroti; and delivered equipment like tractors, coolers,

and market infrastructure.

- **Water and Climate Resilience:** Invested in five gravity flow and piped water schemes serving more than 14,500 people, three major earth dams with a combined capacity exceeding 600 million litres for livestock, and the drilling or rehabilitation of 181 boreholes. The Ministry also advanced climate resilience initiatives, implementing the Local Climate Adaptive Living (LoCAL) Facility in eight Local Governments with investments totalling UGX 1.3 billion, training 1,800 farmer groups in climate-resilient production, restoring 15 kilometres of riverbanks, rehabilitating 50 kilometres of climate-affected roads, and introducing community nurseries and institutional energy-saving cookstoves.
- **Infrastructure Development:** Rehabilitated/constructed over 1,500 km of Community Access Roads; built 39 box culverts and 19 bridges; and constructed 15 modern markets under MATIP II.
- **PDM:** The PDM notably disbursed UGX 2.7 trillion to 2.1 million households, reducing subsistence levels from 39% (2020) to 34% (2024).

Despite these achievements, MoLG faced persistent challenges that have shaped the new strategic direction. Regional disparities remained stark, with some regions experiencing rising poverty despite national interventions. The absence of comprehensive regional and district development plans exacerbated these inequalities, with only seven of 135 districts having physical development plans as of FY 2024/25. Infrastructure development was hindered by procurement delays, contractor performance issues, weak climate-resilient designs, and governance capacity gaps in managing new facilities, especially agro-processing plants and markets.

Institutional capacity was constrained by limited budgets, ICT gaps, weak compliance in revenue mobilisation, unconstituted District Service Commissions, dilution of the Ministry's mandate and fragmented monitoring and evaluation systems across projects and Local Governments. The rollout of the PDM also faced hurdles, including delayed disbursements, weak parish-level governance, fragmented value chain support, and inconsistent monitoring and follow-up mechanisms.

Putting these together, a SWOT analysis showed the Ministry's strong decentralisation framework, political backing, and growing digital systems as key strengths. However, weaknesses such as fiscal dependence, institutional gaps, weak regulatory enforcement, and low local revenue generation undermine performance. Opportunities lie in expanding digital governance, leveraging Public-Private Partnerships, promoting agro-industrialisation, and capitalising on urbanisation reforms, while external threats such as regional inequalities, climate shocks, donor funding declines and the erosion of MoLG's mandate in championing decentralization agenda pose significant risks and require the most urgent and coordinated response. The analysis therefore underscored the need for a resilient, adaptive strategy to address internal inefficiencies and external risks.

STRATEGIC DIRECTION OF THE MINISTRY

The MoLG strategic direction for FY 2025/26 – FY 2029/30 is anchored on its role as lead implementer of the RDP under the NDP IV; the need to address institutional weaknesses as seen in the situation analysis; external challenges; and the need to deepen decentralisation and LED.

The plan is guided by MoLG's vision of "an effective and efficient Local Government system that provides quality, equitable,

and sustainable services to the population of Uganda” and its mission to “coordinate and support Local Governments to provide efficient and sustainable services, improve welfare, and eradicate poverty.”

MoLG will pursue the following strategic objectives and targets over the planning period:

1. Deepen decentralisation by strengthening LG systems, leadership, and autonomy.

- Target: Community satisfaction with local governance to rise from 80% (FY 2025/26) to 90% (FY 2029/30); gender and equity-compliant LGs from 55% to 77%.

2. Enhance and sustain Local Economic Development (LED).

- Target: Local revenue contribution to rise from 18% (FY2025/26) to 45% (FY2029/30); households engaged in economic activities from 65% to 86%.

3. Enhance the contribution of local revenue to LG budgets.

- Target: Local revenue share in LG budgets to increase from 4.2% (FY2025/26) to 10% (FY2029/30); discretionary funding from 0.06% to 0.10%.

4. Strengthen institutional and policy coordination for effective governance.

FINANCING FRAMEWORK AND STRATEGY

Budget Requirements

The ideal (unconstrained) budget for the plan is UGX 2,261.011 billion, spread across the four strategic objectives as follows:

- Decentralisation and LG systems: UGX 728.412 billion
- Local Economic Development (LED): UGX 1,119.441 billion
- Local Government financing: UGX 80.271 billion
- Institutional and policy coordination: UGX 332.886 billion

Objective/Financial Year	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Deepen decentralisation by strengthening LG systems, leadership and autonomy	171.113	161.040	117.006	136.149	143.105	728.412
Enhance and Sustain Local Economic Development	94.893	164.092	164.675	397.361	298.420	1,119.441
Enhance the contribution of Local Revenue to Local Government budget	7.846	16.680	9.030	17.317	29.398	80.271
Strengthen institutional and policy coordination to support effective governance	30.234	31.627	48.396	108.049	114.579	332.886
Grand Total	304.086	373.439	339.107	658.876	585.503	2,261.011

The Medium-Term Expenditure Framework (MTEF) allocation from the Ministry of Finance, Planning and Economic Development is projected at UGX 530.66 billion, leaving a funding gap of UGX 1,730.35 billion to be mobilised from other sources. To bridge this gap, MoLG will pursue a multi-pronged resource mobilisation strategy. It will advocate for increased government funding, engage development partners such as AfDB, EU, World Bank, and UN agencies for on- and off-budget support, and promote Public-Private Partnerships (PPPs) to leverage private capital for markets, roads, and waste management systems. Collaboration with financial institutions, including development finance bodies and commercial banks, will further support financing for local enterprises and PPP-driven projects.

To ensure financial sustainability, MoLG will conduct mid-year financial reviews, strengthen project appraisal and readiness, and reinforce internal financial controls to improve absorption and efficiency. By combining diversified funding sources with strong oversight, the Ministry will secure resources necessary to deliver its strategic objectives and strengthen Local Governments as key drivers of Uganda's socio-economic transformation.

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

The MoLG will spearhead implementation of the Strategic Plan by coordinating efforts across central government entities, Local Governments, development partners, and the private sector to advance decentralisation, governance, and service delivery. MoLG will oversee policy formulation, technical guidance, monitoring, and financial oversight to ensure alignment with national priorities, while Local Governments will drive on-the-ground programme delivery, revenue mobilisation, and performance reporting.

MoFPED will provide funding and financial oversight, while the Ministry of Public Service will lead on human resource policies and capacity building for Local Governments. Development partners and the private sector will supplement financing, technical support, and Public-Private Partnerships (PPPs) for infrastructure and service delivery.

Other Ministries, Departments, and Agencies (MDAs) will play supporting roles to ensure integrated service delivery and policy coherence. The Ministry of Works and Transport (MoWT) will collaborate on road and transport infrastructure, while the Ministry of Water and Environment (MoWE) will support water-for-production initiatives and climate resilience measures. The Ministry of Trade, Industry and Cooperatives (MTIC) will partner on market development and local enterprise growth, and the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) will contribute to agribusiness value chains and farmer support systems. National agencies such as NITA-U will bolster ICT systems for revenue automation and e-governance, and the Equal Opportunities Commission (EOC) will ensure compliance with gender and equity standards.

MoLG will maintain coordination through structured mechanisms, including quarterly stakeholder meetings, joint monitoring visits, and annual programme reviews.

MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING (MEAL) FRAMEWORK

MoLG's Monitoring, Evaluation, Accountability, and Learning (MEAL) framework will track Strategic Plan implementation, ensure accountability, and promote evidence-based decision-making. Aligned with Uganda's National M&E Policy, it links outputs, outcomes, and impacts to strategic objectives.

Monitoring will combine process tracking and results measurement, with quarterly supervision, bi-annual performance reporting, and field verification missions. Baseline, mid-term, and end-term evaluations will assess cumulative progress and inform adjustments, while joint annual reviews will align findings with planning and budgeting cycles. Routine internal and external audits, value-for-money reviews, and performance reports will ensure financial and operational integrity.

At least 3% of MoLG's recurrent budget and 2% of project budgets will fund MEAL activities, including staff training, data collection, and dissemination. By embedding adaptive learning and knowledge-sharing mechanisms, MoLG will strengthen service delivery and ensure continuous improvement across all levels of decentralised governance.

CONCLUSION

The Strategic Plan for FY 2025/26 – FY 2029/30 positions the Ministry of Local Government (MoLG) as a central driver of Uganda's decentralisation and development agenda. By focusing on four strategic objectives, namely; deepening decentralisation, enhancing Local Economic Development

(LED), strengthening local revenue generation, and improving institutional and policy coordination; the Plan provides a clear pathway for empowering Local Governments to deliver quality services, promote inclusive economic growth, and contribute meaningfully to Uganda's Vision 2040 and the Fourth National Development Plan (NDP IV).

Successful implementation of this Plan will require sustained commitment from MoLG, Local Governments, development partners, the private sector, and communities, as well as robust coordination and accountability mechanisms. Through its financing strategy, institutional arrangements, risk management framework, communication approach, and results-based MEAL system, the Plan ensures that resources are mobilised efficiently, risks are mitigated, and performance is continuously tracked and adapted.

By executing this strategy, MoLG seeks not only to strengthen governance and service delivery systems but also to transform Local Governments into engines of economic empowerment and resilience, ensuring that all citizens benefit equitably from Uganda's growth and development over the next five years and beyond.

CHAPTER ONE: Introduction

1.1. Background

The Ministry of Local Government (MoLG) is responsible for “Guiding, Inspecting, Monitoring and Advocating for all Local Governments”; in support of Government’s Vision 2040 objective to bring about socio-economic transformation in Uganda by turning it into a middle-income country. The Ministry plays a central role in overseeing the implementation of the decentralization policy, promoting good governance, and strengthening Local Government institutions to enhance sustainable socio-economic development across the country.

The Vision 2040 is implemented through a series of 5-year National Development Plans (NDPs). These are further disaggregated into Programme Implementation Action Plans (PIAPs) spanning various sectors of the economy, which are then operationalised through Strategic Plans developed by various Ministries, Departments and Agencies (MDAs) and Local Governments. Government’s philosophy therefore follows a top-down approach to development planning.

Furthermore, Uganda’s decentralization policy, established under the 1995 Constitution and operationalized through the Local Governments Act Cap 138, aims to transfer political, administrative, and financial authority to Local Governments to enhance participatory democracy, improve Public Service Delivery, and accelerate Local Economic Development (LED). Over the years, the policy has contributed significantly to grassroots development by empowering communities and promoting local ownership of development initiatives like Operation Wealth Creation, the

Youth Livelihood Programme, Emyooga Program and Parish Development Model among others. However, despite these achievements, various challenges to Local Economic Development still persist.

The planning period for the NDP III came to an end in June 2025. Consequently, Government developed the NDP IV FY 2025/26 – FY 2029/30 and its programmes, including the Regional Development Programme (RDP). MoLG is the lead implementer of the RDP, but shall also contribute to Actions within other programmes of the NDP IV. This Strategic Plan has been developed by MoLG to provide a comprehensive framework for implementation of the responsibilities of MoLG under the NDP IV programme framework. The Plan is also responsive to existing challenges and opportunities to strengthen Local Government Administration, improve financial sustainability, and enhance service delivery in Local Governments.

MoLG recognizes the dynamic socio-economic and political environment within which Local Governments operate. This Plan outlines key priorities, policy interventions, and resource mobilization strategies that will enable the Ministry to coordinate and support Local Governments in achieving inclusive and sustainable development.

Furthermore, the Plan emphasizes the importance of multi-stakeholder collaboration, including partnerships with Development Partners, Civil Society Organizations, Private Sector actors, and Local Communities. By fostering an inclusive approach to governance, the Ministry aims to build resilient Local Government systems that can efficiently respond to emerging challenges and contribute to Uganda’s overall development agenda.

In conclusion, this Strategic Plan serves as a guiding document that will steer the MoLG in fulfilling its mandate over the planning period of the NDP IV. It provides a clear vision, mission, and strategic objectives aimed at enhancing Decentralisation, Governance, Local Economic Development and Service Delivery. Through its implementation, the Ministry reaffirms its commitment to strengthening Local Government institutions and ensuring that all citizens benefit from improved public services and sustainable development initiatives.

1.2. Legal Framework of the Ministry of Local Government

The Ministry operates under a legal and institutional framework that governs the Decentralization System, ensuring effective Local Governance and Service Delivery. Below is an overview of the Legislative provisions and Acts that govern the Ministry's capability to achieve this mandate.

1.2.1. The Constitution of the Republic of Uganda

- a. Article 176 of the constitution establishes the decentralization policy which grants Local Governments autonomy in decision-making and service delivery.
- b. Article 190 assigns specific responsibilities to Local Governments, including taxation, development planning, and social services.
- c. Subsequently, Article 191 allows Local Governments to levy, collect, and appropriate taxes.

1.2.2. The Local Governments Act (Cap 138)

The Local Governments Act is the legal backbone for the Ministry of Local Government, guiding its policy implementation, supervision, and governance role. It provides for decentralisation and devolution of Government functions as a means to ensure good governance and

democratic participation. It ensures that Local Governments function efficiently under the decentralization framework, promoting accountability, financial management, and service delivery. The Act ensures effective governance and service delivery by;

a. Establishment and Structure of Local Government

The Act provides for the establishment of Districts, Cities, Municipalities, Town Councils, Sub-Counties, and Village Councils, outlining their roles and responsibilities. Specifically, the MoLG is responsible for:

- i. Overseeing the formation and functioning of efficient Local Governments.
- ii. Streamlining and ensuring coherent and proper coordination between Local Governments and the central government.
- iii. Monitoring, Inspecting and guiding Local Governments to improve performance in Service Delivery.

b. Decentralization Framework and Autonomy

The Act operationalizes Uganda's decentralization policy established by the constitution and grants Local Governments:

- i. Political, administrative, and financial autonomy.
- ii. Powers to levy and collect taxes for local revenue generation.
- iii. Authority to plan and implement development projects based on local priorities.

c. Financial Management and Revenue Generation

The Act empowers Local Governments to:

- i. Collect and manage local revenue (e.g., taxes, fees, and licenses).
- ii. Receive grants and funding from the Central Government.

- iii. Prepare budgets and financial reports for transparency.

The MoLG conducts inspection to ensure compliance with the laws, regulations, policies, guidelines and directives issued to LG to guide financial management and revenue generation.

d. Human Resource and Administrative Oversight

- i. The Act establishes City/District Service Commissions (C/DSCs) to recruit, manage, and discipline Local Government employees.
- ii. The MoLG ensures that Local Governments follow proper recruitment process and procedures, training, and capacity-building for their employees.

1.2.3. The Physical Planning Act, 2010

This Act Regulates land use planning and development at Local Government Levels and empowers Local Governments to enforce land use plans and zoning regulations autonomously.

1.2.4. The Land Act, Cap 227 (as amended)

This legislation governs land ownership, tenure, and management, which falls under Local Government jurisdictions. It also grants Local Governments authority over land allocation and dispute resolution at the local level.

1.3. Governance and Organisations Structure

The Ministry's organizational structure consists of Departments, Divisions and Units, each with specific responsibilities. Below is an overview of the structure:

1.3.1. Political leadership

The Political Leadership of the Ministry is comprised of:

- a. The Minister of Local Government, who is the overall Political head of the Ministry, responsible for policy direction, implementation and oversight
- b. The Minister of State for Local Government, who assists the Minister in policy direction, implementation and oversight.

1.3.2. Technical and Administrative Leadership

The Technical Head and Accounting Officer responsible for the day-to-day operations of the Ministry is the Permanent Secretary (PS). The PS is deputised by the Undersecretary.

1.3.3. Departments and Units

The Ministry executes its mandate through specialized and Technical departments that oversee decentralization, urban governance, planning, inspection, human capital, and implementation of flagship programs.

a. Department of Finance and Administration

The department manages the Ministry's Finances, Human Resource, Procurement, Audit, Communications, ICT, Coordinates Policy Development, Planning, Budgeting and reporting These are instrumental in efficient running of the Ministry's administration and implementation of policies.

b. Department of Local Economic Development

The department is responsible for creation of local and national governance mechanisms, which promote a conducive, economic and political environment for private sector investment, employment creation in local areas for improved household incomes and service delivery. Additionally, the department supports development and implementation of community-based projects and infrastructure development.

c. Department of Urban Administration

Urban Administration Department is responsible for overseeing formulation and reviewing of urban policies, laws, and guidelines; oversees and supports urban Local Governments in governance and service delivery including effective solid waste management systems, strengthening institutional capacity through training and technical backstopping; guiding urban planning, zoning, and infrastructure development; coordinating and monitoring government and donor-funded urban projects; enhancing urban revenue mobilization and financial management; supporting the establishment and functionality of urban governance structures; facilitating the implementation of national urbanization strategies and reforms; resolving urban administrative conflicts; and managing urban data and research to support evidence-based planning and decision-making.

d. Department of District Administration

The department coordinates governance and service delivery at the District level and provides guidance on leadership and management of district councils.

e. Department of District Inspection

The department ensures that Rural/District Local Governments operate in compliance with national policies, standards, and regulations. Key functions include Inspecting Compliance with laws, regulations, and service delivery standards in sectors such as health, education, works, and water.

Additionally, the department prepares Inspection Reports for Leadership and relevant accountability institutions and coordinates support supervision to ensure follow-up on inspection findings by line ministries.

f. Urban Inspection

The department focuses on Urban Local Governments (ULGs) such as Cities, Municipalities, and Town Councils. Its functions include Inspecting Urban Councils to assess their compliance to the laws, regulations, policies, guidelines and directives issued to LGs. The compliance inspection focuses on urban planning laws and regulations, financial management regulations and guidelines, and service delivery targets. Furthermore, the department oversees the implementation of Urban Development Plans, including infrastructure projects, waste management and automation of LG revenue systems.

g. Local Councils Development Department

The Local Councils Development Department plays a central role in strengthening the capacity, functionality, and accountability of local councils at all levels, in line with the country's decentralization policy. The department provides policy guidance, capacity building, and oversight to ensure that councils effectively fulfil their mandates. It supports participatory governance by promoting transparency, community engagement, and the formulation of local legislation. Additionally, the department addresses governance challenges through training in conflict resolution and leadership, thereby enhancing service delivery and responsive local governance across Uganda.

h. Procurement Inspection and Coordination Department

The department ensures that the Procurement and Disposal Processes in Local Governments adhere to National Public Procurement Laws and best practices. Key responsibilities include inspecting procurement activities in districts, municipalities, and Lower Local Governments to ensure transparency, competitiveness, and value for money. Coordinating procurement audits in collaboration with the Public Procurement

and Disposal of Public Assets Authority (PPDA) and developing and disseminating procurement guidelines tailored for Local Governments.

i. DM Secretariat

The Secretariat is mandated to provide strategic leadership, coordination, and technical oversight for the implementation of the PDM across all Local Governments. Its primary role is to ensure that the PDM—Government’s flagship approach for transitioning subsistence households into the money economy—is fully institutionalized within the Local Government planning and service delivery frameworks. The Secretariat guides the integration of the PDM pillars into Local Government plans and budgets, coordinates capacity building initiatives at parish and district levels, and ensures effective stakeholder engagement across MDAs, development partners, and community structures. Additionally, it oversees the operationalization of the Parish-Based Management Information System, enabling real-time monitoring, data-driven planning, and accountability for results.

j. Project Support Team (PST)

The PST serves as the technical delivery arm for project formulation and implementation within the Ministry, particularly under the Regional Development Programme (RDP) and other externally financed initiatives.

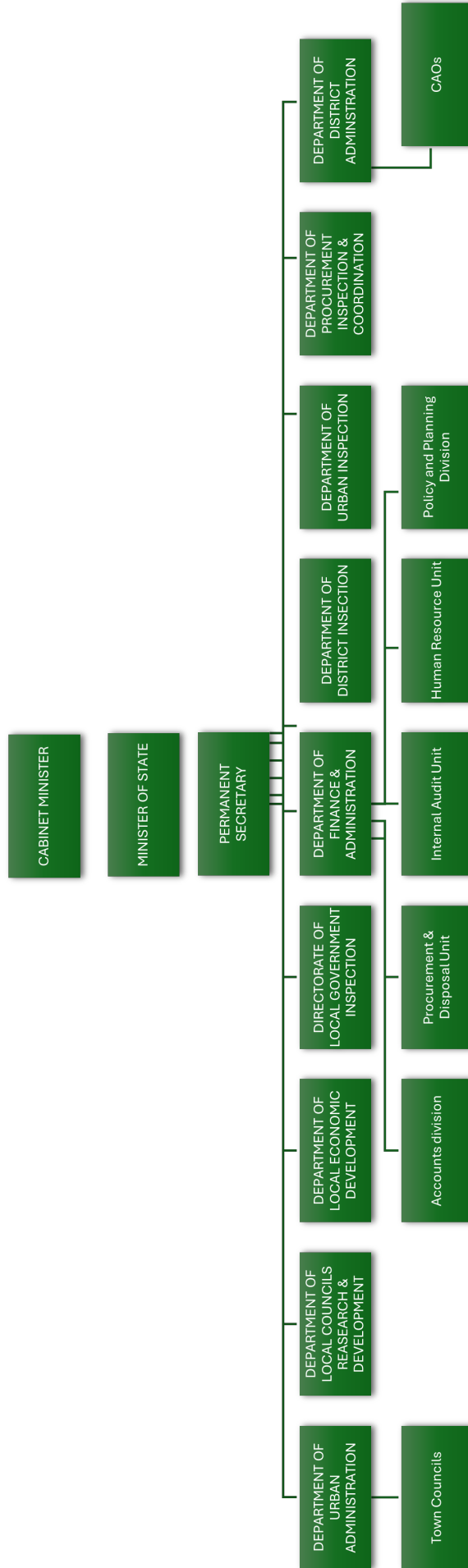
The PST provides specialized and technical support in Project Planning, Financial Management, and Monitoring, ensuring compliance with both Government of Uganda and Development Partner fiduciary and operational standards. It functions as a coordination hub, facilitating effective collaboration among implementing Departments, Local Governments, and Funding Agencies. The PST also contributes to institutional capacity strengthening by providing hands-on technical backstopping and documenting lessons learned to inform continuous improvement in project delivery and accountability.

1.3.4. Line Commissions, Authorities and Associations under MoLG

The Line Commissions, Authorities and Associations under MoLG include:

- a. Local Government Finance Commission (LGFC) – Advise and Advocate for Local Government financing.
- b. Urban Authorities Association of Uganda (UAAU) – Advocate for interests of Urban Authorities.
- c. Uganda Local Governments Association (ULGA) - Advocates for District Local Governments interests
- d. Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa – AMICAAL Uganda
- e. East African Local Governments Association Forum (Confirm placement with LCD).

Figure 1. MoLG organogram



1.4. The National Legal and Policy Context

Uganda Vision 2040 is the Long-Term Planning framework and has the primary aim of transforming Uganda into a middle-income country by 2040. To achieve this Vision, the Government of Uganda (GoU) develops 5-Year National Development Plans and Strategies for the different Programmes through which a number of Programme Implementation Action Plans (PIAPs), policies and strategies, aligned to the National Development Plans are developed.

The Fourth National Development Plan (NDP IV) will focus on Programmes as the guiding framework for implementation of the priority interventions. In total, 18 Programmes have been identified, and these integrate the efforts of the various MDAs. The Ministry of Local Government is leading the Regional Development Programme (RDP). Through this programme, the Ministry will contribute to achieving the NDP IV and also derive support from other Programmes led by other MDAs. Indeed, MoLG, in collaboration with all relevant stakeholders including

MDAs, Civil Society, Development Partners and Local Governments developed the RDP PIAP following the approved NDP IV Strategic Direction by the Cabinet.

- a. The Ministry will implement the Regional Development Program Implementation Action Plan (RDP PIAP) through three broad objectives namely:
- b. Enhance and Sustain Local Economic Development;
- c. Enhance Local Government Financing; Enhance institutional efficiency and effectiveness to Strengthen Policy, Legal and Institutional Framework.

The RDP advances global and regional agendas by minimising regional imbalances, deepening decentralisation for full monetisation, broadening local tax bases, and improving delivery of decentralized services—directly reinforcing SDG 1 and 10, Agenda 2063 Goal 1, EAC 2050's economic empowerment focus, and Vision 2040's balanced development pathway. A detailed account on the alignment of RDP to these agendas is shown in the table below.

Table 1. Alignment of the RDP and MoLG plan to Development Agendas

Framework	Core Aim	Key Levers / Strategic Means	Alignment with MoLG plan and RDP
SDG 1 – No Poverty	End extreme poverty and reduce all forms of poverty for everyone, everywhere.	Social protection systems, access to basic services, resilient livelihoods, inclusive growth.	Strengthen Local Economic Development (LED), market infrastructure, and last-mile service delivery; target vulnerable households through decentralized planning and Parish Development Model (PDM) to lift incomes and reduce deprivation.
SDG 10 – Reduced Inequalities	Reduce inequality within and among countries.	Equitable fiscal policy, inclusive institutions, safe migration, anti-discrimination, territorial cohesion.	Address regional disparities through formula-based fiscal transfers, local revenue reforms, service access standards, and data-driven targeting of underserved districts.
Africa Agenda 2063 – Goal 1(A High Standard of Living, Quality of Life and Well-Being for All)	Achieve prosperity through jobs, incomes, decent housing, health, education, water/sanitation, and social protection.	Productive employment, value addition, urban services, social safety nets, affordable basic services.	Use LED and urban systems upgrades to create local jobs, expand WASH and community facilities, and embed social inclusion in district plans and budgets.

Framework	Core Aim	Key Levers / Strategic Means	Alignment with MoLG plan and RDP
EAC Vision 2050 – Economic Empowerment Focus	Achieve inclusive, competitive regional economies where citizens and MSMEs are empowered to participate and benefit.	Skills and entrepreneurship, access to finance, formalization, market access/standards, trade facilitation.	Formalize local enterprises, improve business environments (permits, marketplaces, standards), and connect producers to EAC/AfCFTA markets through better local infrastructure.
Uganda Vision 2040 – Balanced Development Pathway	Transform Uganda into a modern, prosperous country through balanced and regionally equitable development.	Decentralization, strategic infrastructure, urbanization management, human capital development, efficient institutions.	Reduce inter-regional gaps by strengthening LG capacity, planning, and M&E; align LG investments with national priorities; manage urban growth (especially GKMA and secondary towns) to lower service and logistics costs.

This Strategic Plan has been developed in line with the approved PIAPs of RDP, Governance and Security; Agro-Industrialisation; Development Plan Implementation; Public Sector Transformation; Legislation, Oversight and Representation; Sustainable Urbanisation, Digital Transformation and Administration of Justice.

1.5. Purpose of the Strategic Plan

The purpose of the Strategic Plan is to guide the Ministry of Local Government and its line Agencies to implement its core mandate and functions in line with the overall Government Strategic Policy Direction as articulated in the NDP IV, SDGs, NRM Manifesto, and Uganda Vision 2040.

1.6. The Process of Developing the Strategic Development Plan

The development of this Strategic Plan was led by the MoLG and followed a process anchored on the need to ensure strategic continuity, alignment with national priorities under NDP IV, and operational coherence with the RDP Implementation Action Plan, which provides the overarching framework for regional transformation and equitable local development.

Underlying this Strategic Plan, therefore, was a comprehensive review of policy and programmatic literature, particularly the RDP PIAP, which was developed through an extensive consultative process involving Local Governments, regional stakeholders, development partners, and relevant central government Ministries, Departments, and Agencies (MDAs). Given MoLG's leading role in the RDP, the stakeholder inputs captured during its formulation were considered sufficient and representative in providing overall guidance for the Strategic Plan.

Internally, the Ministry's technical leadership coordinated the adaptation of RDP-aligned priorities to MoLG's institutional structure, sector mandate, and functional responsibilities. The Strategic Plan Taskforce, under the guidance of the Policy and Planning Division of the MoLG and a process consultant, provided input and validation on thematic focus areas, strategic objectives, and performance targets.

Additional desk reviews were conducted to ensure consistency with MoLG's legal and policy framework, including the Local Governments Act, the Decentralization Policy, and other sector-relevant strategies such as the Local Economic Development Strategy and the Parish Development Model.

This approach ensured that the Strategic Plan is not only responsive to MoLG's institutional realities but also fully synchronized with the broader regional development agenda and national planning frameworks.

1.7. The Structure of the Strategic Plan

This Strategic Plan is structured into eight chapters.

Chapter One introduces the legal framework under which MoLG operates and the purpose of the strategic plan.

Chapter Two offers a situational analysis showcasing the performance, challenges and opportunities faced by MoLG during the previous plan period, in order to guide strategic planning.

Chapter Three outlines the Ministry's strategic direction, including its vision, mission, objectives, priority intervention and actions.

Chapter Four presents the financing strategy, detailing financial requirements, revenue sources, and strategies to finance the plan.

Chapter Five discusses institutional arrangements, defining roles of key actors and emphasizing coordination, stakeholder collaboration, and capacity-building for effective plan implementation.

Chapter Six introduces a communication and feedback strategy to keep stakeholders informed and engaged on MoLG priorities and interventions, through traditional and digital channels.

Chapter Seven addresses risk management by identifying potential risks and proposing mitigation and contingency plans to ensure continuity in service delivery.

Chapter Eight provides a Monitoring, Evaluation, Accountability, and Learning (MEAL) framework to track performance, promote accountability, and adapt strategies through periodic reviews and assessments.

Chapter Nine provides detailed profiles of key projects to be implemented during the strategic plan period.

CHAPTER TWO: Situational Analysis

This chapter presents an assessment of the performance of Ministry of Local Government over the previous planning cycle, FY 2020/21 to FY 2024/25. The analysis is structured along areas central to the Decentralisation mandate, Local Economic Development, Financing and Governance. It underscores the Ministry's achievements in operationalizing national development priorities as laid out in the previous Ministry Strategic Plan, the Programme Plan and development initiatives like the Parish Development Model. Furthermore, it showcases the challenges faced during the review period, and emerging opportunities to further the mandate of the Ministry.

2.1. Strategic Focus of the Previous Plan

The previous MoLG strategic plan ran from FY 2020/21 to FY 2024/25. The plan was mainly aligned to the Regional Development Programme under the National Development Plan III. The objectives of the plan were as follows:

- a. Stimulate the growth potential of the sub-regions through area-based agribusiness LED initiatives.
- b. Close regional infrastructure gaps for exploitation of local economic potential.
- c. Strengthen and develop regional based value chains for LED
- d. Strengthen the performance measurement and management frameworks for local leadership and public sector management

Furthermore, during the plan period, Government of Uganda launched an initiative to accelerate socio-economic transformation at the grassroots level dubbed the '**Parish Development Model (PDM)**'. The

initiative's intention was to transition 39% of households from the subsistence economy to the money economy, by decentralizing planning and service delivery to the parish level, the lowest administrative unit.

Strategically, PDM was aligned to the plan objectives as it would promote Local Economic Development, financial empowerment and improved service delivery through strong coordination between Central and Local Governments, with the MoLG as the lead MDA. Resultantly, the PDM Secretariat was created in the MoLG to coordinate and administer the initiative.

2.2. Performance of the Previous Plan

The achievements from the previous 5-year period were segmented into the following areas aligned to the Ministry's mandate and the previous plan objectives:

- a. Decentralisation and Institutional capacity
- b. Area-based agribusiness LED initiatives
- c. Closing infrastructure gaps
- d. Parish Development Model (PDM) Implementation.

2.2.1. Institutional Capacity Strengthening for Decentralisation

During the review period, the Ministry registered progress in strengthening institutional capacity to implement Uganda's decentralisation policy. Anchored in the principles of devolution, the Ministry's efforts were aimed at empowering LGs to exercise greater authority, deliver quality services, and foster inclusive LED. These achievements reflected targeted interventions/actions across the core pillars of decentralisation—political, administrative, and financial—

while recognising the critical role of human resource development and strategic planning as enablers of administrative autonomy.

This subsection presents a summary of these achievements, categorised under the key pillars of decentralisation.

a. Political Decentralisation Achievements

Political decentralisation involves the transfer of decision-making authority to elected Local Government Councils, thus promoting democratic governance and citizen participation at the grassroots. The Ministry strengthened local political leadership and representation through various institutional support mechanisms, enabling elected leaders to perform their mandates more effectively and engage communities in local governance processes. These included the following:

- i. Legal review: Coordinated review and amendment of the Local Governments Act, to address inadequacies in Local Government management.
- ii. Induction of Elected Leaders: Inducted over 32,000 newly elected leaders across 121 LG Councils, strengthening their capacity to represent constituents and oversee local development.
- iii. Support to Lower Local Council Functionality: Distributed 2,165 motorcycles to LCIII Chairpersons and 77,831 bicycles to LCI and LCII leaders. Official stamps were issued to all village and parish chairpersons to formalise administrative communication.
- iv. Training on Legislative Processes: Conducted training for LG Councils on legislative processes, including ordinance and bylaw formulation.
- v. Conflict Resolution and Political Harmony: Undertook special assignments to address conflicts among political and technical leaders, as well as border and land disputes, leading to a reduction in

reported governance-related conflicts.

b. Administrative Decentralisation Achievements

Administrative decentralisation entails devolving authority for planning, implementation, and service delivery to LGs. It focuses on building institutional systems, structures, and capacities at both central and local levels to ensure effective and efficient public service delivery. The Ministry made strides in operational strengthening, human resource empowerment, and strategic planning to bolster administrative autonomy and responsiveness.

i. Institutional and Operational Strengthening

This sub-pillar reflects efforts to enhance the functionality, oversight, and performance of local government institutions through supervision, systems development, and coordination frameworks. The following achievements were undertaken in this regard:

- Local Administrative Expansion: Operationalized 10 of the 15 newly approved cities, Upgraded over 100 rural growth centres to town councils and supported 448 newly created sub-counties and town councils with start-up funds for administrative infrastructure and office furniture and equipment..
- Systems Development: Developed and operationalised the Administrative Units Management System to improve oversight and coordination.
- Performance Oversight: Conducted support supervision to District Technical Planning Committees and coordinated the development of Performance Improvement Plans (PIPs) for 125 least-performing LGs. Additionally, 176 LGs received

technical support across 10 thematic areas annually while 54 Higher LGs were supported to develop PIPs for Lower LGs.

- **Balanced Scorecard Institutionalisation:** Rolled out the Balanced Scorecard approach in 71 LGs, with 12 recognised as Centres of Excellence.
- **Support to Local Government Structures:** Supported 21 District Service Commissions in recruitment and chaired the 8th East African Local Governments Forum where the Hon. Minister of Local Government assumed the Chairmanship of the East African Community Countries and Local Governments Association (EACLGA), reaffirming Uganda's leadership in regional decentralisation. The Ministry also supported the creation of Local Economic Development and Investment Committees in all LGs, to improve economic governance and enhance the implementation and attainment of LED.

ii. Human Resource Empowerment

A capable and well-managed workforce is fundamental to decentralised service delivery. The Ministry undertook actions in recruitment, capacity building, and welfare aimed at improving performance and professionalism within local government structures as follows:

- **Recruitment and Deployment:** Facilitated the recruitment and induction of 50 Deputy Chief Administrative Officers (CAOs) and other senior officials.
- **Human Capital Systems:** Operationalised the Human Capital Management System (HCMS) for managing payroll, pensions, and staff transitions, and processed over 2,100 staff records.

- **Capacity Building:** Supported staff professional development through institutions such as UMI, ESAMI, and LDC, and trained 35,000 LC Court members to enhance local justice systems.
- **Staff Welfare:** Partnered with health institutions to offer services including COVID-19 and Hepatitis B vaccinations, cancer screening, HIV/AIDS testing, and eye checkups.

iii. Strengthened Planning, Budgeting and Policy Alignment

Effective administrative autonomy also depends on the ability of LGs to plan, budget, and align with national development frameworks. The Ministry supported LGs in strategic planning, resource mobilisation, and monitoring systems to enhance evidence-based local development as follows:

- **Strategic Planning:** Developed and coordinated implementation of the Regional Development Programme (RDP) Action Plan, expanding its scope to all LGs.
- **Budgeting and Reporting:** Prepared Budget Framework Papers (BFPs) and Ministerial Policy Statements (MPSs) for five fiscal years and ensured timely reporting on RDP outcomes.
- **Capacity Building in Planning:** Conducted training for Ministry and LG budget officers and planners on planning and budgeting processes.
- **Resource Mobilisation:** Mobilised additional development financing through partnerships with AfDB, EU, and KOICA.
- **Data and Knowledge Products:** Prepared annual statistical abstracts to support data-driven policy and planning at the local level.

c. Fiscal Decentralisation Achievements

Fiscal decentralisation is essential for LGs to function independently and sustainably. It involves empowering LGs to generate their own revenue, manage expenditures, and make financial decisions. MoLG focused on actions to strengthen local revenue mobilisation systems, provide equitable fiscal transfers, and build capacity for financial governance. The following was achieved:

- i. **Increased Local Revenue:** Boosted total local revenue from UGX 247.2 billion in FY2018/19 to UGX 287.1 billion in FY2023/24 through improved tax administration and automation of Local Revenue collection.
- ii. **Revenue Enhancement Support:** Provided technical assistance to 10 LGs for revenue enhancement and supported 50 LGs to enact bylaws promoting investment and governance.
- iii. **Equitable Financing Mechanisms:** Advocated for Discretionary Development Equalisation Grants (DDEG) and developed implementation guidelines to standardise application of DDEG across LGs.
- iv. **Promotion of Local Economic Development (LED):** Established LED and Investment Committees in all LGs to foster economic growth and financial self-reliance.

d. Social Services and Infrastructure Support

While not a standalone pillar of decentralisation, investments in social services and infrastructure are critical to the realisation of decentralised development outcomes. MoLG provided targeted support to improve education facilities and strengthen household resilience, especially in underserved and newly created administrative units as below:

- i. **Education Infrastructure:** Through NUDIEL, the Ministry supported

construction of 237 school facilities and distributed 1,236 desks, 129 tables, 238 chairs, and 115 cupboards in 24 schools across selected districts.

- ii. **Household Livelihoods:** Through PRELNOR, the Ministry mentored 10,000 households and provided USD 120 food security grants per household to enhance resilience.

2.2.2. Area-based agribusiness LED initiatives

The Ministry implemented a number of targeted agribusiness initiatives aimed at stimulating Local Economic Development. The interventions focused on processing infrastructure, water for production and climate adaptability. More specifically, the following were done during the review period:

a. Agro-Industrialization

MoLG rehabilitated and commissioned agro-processing and value addition facilities during the review period. More specifically, the following were undertaken:

- i. Rehabilitated 33 non-functional agro-processing facilities across key agricultural districts, revitalizing rural value chains.
- ii. Commissioned new processing facilities including:
 - Rwimi Rice Mill – Bunyangabu,
 - Itojo Maize Mill – Ntoroko,
 - Apaala Oilseed Facility – Alebtong.
- iii. Constructed and operationalised 3 high value addition facilities in Arua, Busia and Soroti under the MATIP project.
- iv. Distributed 9 tractors and 4 trucks to cooperatives in Alebtong, Kyenjojo, and Bunyangabu, enhancing mechanized production and logistics.
- v. Catalyzed agro-LED initiatives such as distribution of milk coolers, establishment of bulking centers, and rehabilitation of market facilities in Bundibugyo, Kyegegwa, Kitagwenda, and Kasese.

- vi. Integrated agro-processing projects with PDM and Presidential Industrial Hubs to support a holistic farm-to-market ecosystem.

b. Water for Production and Consumption

MoLG constructed the following water for production and consumption infrastructure during the period under review:

- i. Constructed and operationalized 5 Gravity Flow and Piped Water Schemes, providing safe water to over 14,500 people in Orungo (Katakwi), Tisai (Kumi), Mugusu (Kabarole) and Nyakatooke (Ntoroko).
- ii. Constructed three major earth dams with capacities ranging from 40 million to 600 million litres, targeting over 110,000 livestock heads across Gomba, Kumi, and Nakaseke.
- iii. Drilled and rehabilitated 181 boreholes in the districts of Lamwo (8), Nwoya (34), Omoro (49), Amuru (57) and Gulu (33) under the NUDIEL program.
- iv. Finalized technical designs for Kimara Valley Tank and Kinoni Pipeline Extension to scale irrigation and livestock watering infrastructure.

c. Climate change adaptation and resilience

During the review period, the Ministry undertook initiatives to increase the resilience of households' livelihoods to the impact of climate change. More specifically, some of the initiatives undertaken included the following:

- a. Implemented the Local Climate Adaptive Living Facility (LoCAL) in 8 LGs namely Kasese, Mwoya, Zombo, Nebbi, Bulambuli, Nakapiripirit, Nabilatuk and Kitgum, channelling UGX 1.3 billion into community-level resilience infrastructure.
- b. Through the PRELNOR project, the Ministry was able to build the capacity of 1,800 Farmer Groups in climate resilient crop production systems to increase agricultural production.

- c. Executed diverse interventions including:
 - i. Restoration of 15 km of riverbanks.
 - ii. Rehabilitation of 50 km of climate-affected roads.
 - iii. Installation of institutional energy-saving cookstoves
 - iv. Establishment of community nurseries and irrigation schemes.

2.2.3. Infrastructure development

In support of Local Economic Development, MoLG undertook significant investment in infrastructure over the review period. These investments were undertaken across various projects and across different parts of the country. More specifically, investments were undertaken in Community Access Roads and Markets. The achievements in this area are as highlighted below.

a. Community Access Roads (CARs)

During the review period, MoLG rehabilitated and constructed CARs as a strategic enabler for agricultural commercialization and rural transformation. More specifically, the Ministry successfully achieved the following.

- i. Rehabilitated over 1,500 km of CARs under the projects of NOSP, LEGS I and NUDIEL, improving rural connectivity and market access for over an estimated 5 million residents in underserved areas. Under NUDIEL, roads rehabilitated were in the districts of Lamwo, Amuru, Gulu and Kitgum (bridge).
- ii. Completed the designs, full Environmental and Social Impact Assessments (ESIAs) and Geospatial Mapping for 1,034 km of CARs in 11 sub-regions, ensuring compliance with NEMA standards.
- iii. Through the PRELNOR project, the ministry completed the construction of about 884 km of CARs. As at FY 2024/25, about 234 km were under construction at different phases. 39 box culverts and 19 bridges were also completed with all drainage works and protections.

b. Market Infrastructure

During the review period, the MoLG constructed markets in support of the Local Economic Development strategy for job creation and enterprise formalisation, and to support mobilisation of local taxes through market dues. More specifically, the Ministry achieved the following;

- i. Constructed market sheds in Gomba, Alebtong, Nakaseke, and Kibuuku to stimulate micro-enterprise development and improve hygiene and food handling standards.
- ii. Built and operationalised 15 new Urban markets, with 3 in Arua, Soroti, and Busia incorporating value addition facilities for agricultural products. 12 of these markets were constructed to completion under MATIP II Project. These included: Arua, Busia, Kasese, Kitooro-Entebbe, Lopeduru-Moroto, Lugazi, Soroti, Tororo, Mbarara, Kabale, Masaka and Kitgum.
- iii. Procured and delivered 12 garbage trucks to the MATIP II beneficiary Urban Councils to support in waste management.
- iv. Under the PRELNOR project, constructed 2 satellite markets in Omoro and Agago.
- v. Undertook inspection visits to ensure operational compliance with the Markets Act 2023 and MoLG's Urban Markets Operational Guidelines.

2.2.4. Parish Development Model (PDM) Implementation

Implementation of the PDM was started in the planning period under review, during the FY 2022/23. MoLG, as the lead MDA in the coordination and oversight of Local Governments, played a pivotal role in conceptualising, guiding, supporting, and ensuring the fidelity of PDM implementation across all 10,594 parishes in Uganda. In the period between FY 2022/23 to FY 2024/25, the following was achieved;

a. Economic Transformation

2.1 million households accessed Parish Revolving Funds, with about UGX 2.7 trillion disbursed during this period. Indeed, subsistence levels reduced from 39 percent in 2020 to 34 percent in 2024.

b. Institutional Coordination and Oversight

MoLG successfully coordinated implementation of activities of all PDM Pillars at National and Sub-National Levels, Coordinated and supported the recruitment of 10,594 Parish Chiefs across the country, conducted compliance inspections and monitoring and political supervision in across all the LGs and organized coordination meetings with Local Government Accounting Officers (LGAOs) and other key stakeholders, focusing on real-time problem-solving, and performance review of the PDM.

c. Transparency and Financial Accountability

MoLG audited PDM operations in 75 LGs, to validate fund utilization and compliance with operational guidelines. Furthermore, the Ministry undertook rapid assessments in 10 LGs to evaluate measures adopted by Accounting Officers to strengthen fiduciary assurance mechanisms. The MoLG also launched PDMIS and WENDI systems for direct digital fund transfers.

d. Field Monitoring and Stakeholder Engagement

MoLG undertook critical follow-up actions in 18 LGs based on findings from the Inspectorate of Government and the Office of the President's RDC Secretariat, ensuring effective redress of flagged issues.

The Ministry organized Regional engagements with different Stakeholders across the country to ensure effective implementation of PDM.

Additionally, the Ministry participated in PDM presidential tours to multiple regions, underscoring the high-level political commitment to the success of the program and enhancing stakeholder trust.

e. Capacity Building and Induction

MoLG trained over 20 District Executive Committees (DECs) on PDM delivery and supervision roles.

The ministry also successfully inducted newly recruited Local Government staff (10 CAOs, 49 Deputy CAOs, 9 Deputy Town Clerks, 15 Town Clerks) to enhance institutional capacity and improve technical backstopping.

Parish Chiefs were institutionalised as focal points for mobilisation, data collection and service delivery support. These were supported through the retooling of 177 LGs with electronic gadgets for data entry and reporting.

f. Policy and Communication Infrastructure

MoLG developed inspection guidelines and monitoring tools to standardize PDM oversight across Local Governments. It also disseminated new policy directives on PDM through holding national radio and television talk shows, enhancing public awareness and feedback loops.

Furthermore, the Ministry produced and distributed over 60,000 IEC materials, success stories, and operational manuals to

LGs, SACCO leaders, and extension staff to support communication of the program.

g. Parish SACCO Mobilization and Financial Inclusion

MoLG supported the formation and regularization of Parish Development Model SACCOs (PDM SACCOs), ensuring their registration, compliance, and alignment with PDM financing protocols. The Ministry also facilitated inspections in a total of 15 LGs to verify the legality and functionality of SACCO structures.

h. Skilling and Enterprise Promotion

In partnership with the Office of the President, MoLG enrolled 4,560 youth in Presidential Industrial Hubs linked to SACCOs; for skilling and business start-up financing under PDM.

The Ministry also developed a roadmap for integrating vocational training, agribusiness extension, and enterprise registration at the parish level.

2.3. Institutional Capacity of the Ministry

2.3.1. Financial Resources

The Ministry is mainly funded through the Central Government Budget. Over the period FY 2020/21 to FY 2024/25, the total approved budget for the MoLG was UGX 1,149 billion. During this period, the annual budget allocations fluctuated, starting at UGX 374.21 billion in FY2020/21, reducing to UGX 166.19 billion in FY2023/24, and rising again to UGX 226.06 billion in FY2024/25.

Table 2. Financial performance of MoLG as at 30th June 2025 (UGX billions).

Financial Year	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/2025	Total
Approved Budget	374.214	188.973	193.562	166.190	226.063	1149.002
Wage	9.615	23.728	23.865	10.093	10.489	77.790
Non-Wage	11.300	11.766	29.127	30.614	21.231	104.038
GOU Development	102.463	21.614	14.834	22.560	10.885	172.356
External financing	246.019	129.574	123.852	102.816	181.321	783.582
Arrears	2.817	2.291	1.884	0.107	0.237	7.336
Released Budget	284.397	239.351	162.834	162.823	293.396	1142.801
Wage	9.615	23.728	17.920	10.093	10.489	71.845
Non-Wage	13.069	40.490	26.098	34.140	23.131	136.928
GOU Development	99.736	40.244	11.303	22.560	46.085	219.928
External financing	159.111	132.600	103.629	95.923	213.454	704.717
Arrears	2.866	2.289	1.884	0.107	0.237	7.383
Expenditure	267.135	213.555	142.331	137.201	132.790	893.012
Wage	8.825	8.549	9.423	9.360	10.079	46.236
Non-Wage	11.707	29.713	25.941	32.744	23.097	123.202
GOU Development	97.952	40.116	12.923	21.963	45.537	218.491
External financing	145.786	132.896	92.211	73.027	53.840	497.760
Arrears	2.865	2.281	1.833	0.107	0.237	7.323
Proportion Released	76.00%	126.66%	84.12%	97.97%	129.79%	99.46%
Absorption Rate	93.93%	89.22%	87.41%	84.26%	13.62%	70.02%

Budget releases largely tracked the approved budgets. Cumulatively, the total releases across the five years amounted to UGX 1,142.80 billion reflecting 99.46% of the total budget. In FY2021/22 and FY 2024/25, releases exceeded the approved budget, following supplementary financing related to the launch of PDM activities and project activities respectively.

Expenditure performance also mirrored release trends, with high absorption in earlier years but a notable drop in FY2024/25. Cumulative expenditure over the review period totalled UGX 893.01 billion, reflecting an overall absorption rate of approximately 70%.

Budget Subcategory Performance

a. Wage

Wage allocations were the most stable and predictable over the period. The total approved wage budget was UGX 77.79 billion, with UGX 71.85 billion released and UGX 46.24 billion spent.

b. Non-Wage

The Non-Wage budget exhibited some volatility, especially in FY2021/22, where releases (UGX 40.49 billion) significantly exceeded the approved allocation (UGX 11.77 billion) due to PDM implementation. Overall, UGX 104.04 billion was approved and UGX 136.93 billion was released over the five years. A total of UGX 123.20 billion was spent, resulting in absorption of 90%.

c. GoU Development

GoU Development allocations were modest but steady, totalling UGX 172.36 billion over the period. Actual releases amounted to UGX 219.93 billion, slightly exceeding approvals due to adjustments in FY2021/22, while expenditure was UGX 138.87 billion.

d. External Financing

External financing dominated the portfolio, representing nearly 68% of the cumulative approved budget (UGX 783.58 billion). Releases over the period amounted to UGX 704.72 billion, while actual expenditures stood at UGX 497.76 billion, indicating an overall absorption rate of 71%. This low absorption reflected persistent bottlenecks in donor-financed project execution.

Implications and Recommendations

The observed trends pointed to a well-performing budget execution framework, with challenges in a few areas. To ensure the continuity of Public Service Delivery and achievement of strategic objectives

within this Plan, the following actions will be enforced:

- Enhanced project preparation and appraisal: Persistent under-absorption in GoU Development and External Financing pointed to systemic issues in procurement planning, project readiness, and implementation capacity. Stronger project preparation and appraisal mechanisms will be institutionalised over the next planning period.
- Mid-year reviews: Conduct robust mid-year assessments to realign spending plans with performance realities and adjust implementation strategies accordingly.

2.3.2. Human Resources

The Ministry oversees 135 districts, 10 Cities, and 31 Municipalities. The Ministry's staff composition is as shown in Table 2, showing the detail on approved positions, filled position and vacant positions across the Departmental structures.

Table 3. Human Resource summary.

Department	Approved Positions	Filled Positions	Vacant Positions	Male	Female
Office of the Permanent Secretary	5	5	0	2	3
Dept. of Finance & Administration	37	31	6	17	14
Accounts Unit	11	10	1	6	4
Procurement Unit	6	6	0	4	2
Internal Audit	4	4	0	4	0
HR Management	10	10	0	5	5
Records Management	7	7	0	4	3
Policy and Planning Division	11	11	0	6	5
Policy Analysis Unit	3	3	0	2	1
Dept. of District Administration	21	17	4	13	4
CAOs	135	130	5	107	23
Dept. of Urban Administration	19	16	3	9	7
Town/City Councils	71	68	3	58	10
Dept. of Local Councils R&D	20	16	4	12	4
Dept. of Local Economic Development	12	9	3	8.0	1.0
Dept. of District Inspection	30	22	8	14	8
Dept. of Urban Inspection	24	18	6	12	6
Dept. of Procurement Inspection & Coord.	7	5	2	3	2

2.3.3. Monitoring and Evaluation

During the previous plan period, MoLG did not have a fully established M&E function. Performance tracking was undertaken in a fragmented manner across departments, which limited the Ministry's capacity to systematically assess progress and generate timely evidence for decision-making in the implementation of decentralization and service delivery interventions.

In 2024, the Ministry of Public Service approved the creation of an M&E Unit within the MoLG structure. The Ministry has since initiated the process of operationalising this unit by submitting nominations of officers willing to transition into M&E roles to the Office of the Prime Minister (OPM), which has an oversight mandate on government-wide monitoring functions.

In line with the above, the Ministry did not operate a fully functional Management Information System (MIS) to support M&E. This constrained the ability to consolidate data from Local Governments, track key performance indicators, and align reporting with national frameworks such as the National Development Plan.

Recognizing this gap, this Strategic Plan prioritizes the establishment and strengthening of the M&E function. This includes setting up a functional unit, recruiting and training qualified staff, and developing a digital information management system to integrate data flows from Local Governments. Strengthening this function is essential for evidence-based planning, resource allocation, performance accountability, and continuous learning during implementation of the Strategic Plan.

2.4. Key Challenges from the Previous Plan

In pursuing actions to achieve the planned objectives, the Ministry experienced several challenges which have informed development of this strategic plan. The

major challenges are as detailed below:

2.4.1. Persistent Regional Disparities

GoU made strides in implementing programs to reduce regional poverty, including the Northern Uganda Social Action Fund (NUSAF), Operation Wealth Creation (OWC), and the Karamoja Integrated Development Plan (KIDP).

While some regions (Bugisu, West Nile, Busoga, Bukedi, and Teso) experienced a reduction in poverty levels, others (Kigezi, Lango, Acholi, and Karamoja) saw an increase in poverty during the period FY 2020/21 - FY2024/25.

Of the regions lagging below the national average poverty rates, only the Karamoja Region Development Plan had been developed as at FY 2024/25. Absence of Regional Development Plans poses significant challenges to balanced economic growth, service delivery, and equitable resource distribution. At the district level, only 7 of 135 districts have physical development plans. The development of these regional and district plans shall be prioritised in the planning period FY2025/26 – FY2029/30.

2.4.2. Infrastructure Development Challenges

These challenges varied as follows, based on the infrastructure in focus:

a. Community Access Roads (CARs)

- i. Delayed procurement and contractor performance, compounded by inefficiencies in coordination at LG levels.
- ii. Inadequate climate resilience features in CARs construction, risking sustainability amidst increasing climate shocks.
- iii. Inadequate funds at Local Government to maintain the Constructed and rehabilitated Community Access Roads across LGs.

b. Market Infrastructure

- i. Delays in operationalization of some markets due to capacity challenges in market governance.
- ii. Higher than planned costs, attributed to implementation delays and exchange rate fluctuations among other factors.
- iii. Insufficient integration of waste management and hygiene systems, affecting market sustainability.

c. Agro-Industrialization Infrastructure

- i. Power supply constraints and limited technical capacity in cooperative management, hindering optimal functionality of agro-processing plants.
- ii. Weak market systems integration, limiting economies of scale and post-harvest value optimization.

d. Water for Production and Consumption

- i. Delayed implementation due to procurement challenges and underfunding.
- ii. Absence of integrated catchment management approaches, limiting sustainability of water sources.

Going forward, infrastructure project design will incorporate sustainability aspects particularly climate resilient features for CARs and capacity development of infrastructure operators particularly cooperative societies for agro-processing infrastructure. In addition, the Ministry will continue to advocate for increased funding to LGs for Road maintenance and strategies for enhanced Local Revenue. Furthermore, project appraisal and development will be prioritised to reduce risks associated with project management.

2.4.3. Institutional Capacity Challenges

Implementation of actions to strengthen institutional capacity was affected by challenges spanning both financial and

human resource capacity. These included the following:

- a. Inadequate budgetary allocations for departments undertaking the core mandate of decentralisation and continuous professional development.
- b. Limited private sector engagement and participation, particularly in low income and remote districts.
- c. Inadequate ICT infrastructure and skills gaps, limiting optimal utilization of automated systems.
- d. Weak compliance and limited taxpayer education, affecting efficiencies in revenue mobilisation.
- e. Fragmented M&E systems across projects and LGs, affecting coordinated monitoring of LED outcomes, quality assurance and data-informed decision making.
- f. Un-constituted District Service Commissions, affecting timely recruitment and performance oversight.

Investment in institutional capacity development will continue to be prioritised going forward. Objectives targeting the enhancement of capacity for LGs to mobilise local revenue and enhancement of human resource capacity for the ministry and LGs will be emphasised. The latter will particularly support decentralisation policies for delivery of services, improved resource management and good sustainable practices.

2.4.4. Parish Development Model Implementation Challenges

Implementation of the PDM in its first 3 years was mainly affected by a spillover of challenges related to institutional capacity as discussed above. The main challenges included the following:

- a. Delayed disbursements, capacity constraints at parish level, and governance lapses affected rollout consistency.
- b. Fragmented value chain support arising from disjointed linkages between funding, extension services, inputs and markets.
- c. Weak follow up on productivity guidance ("Kibalo") and mindset change initiatives.
- d. Inadequate oversight and irregular monitoring led to disparities in program performance across LGs.

PDM shall continue to be critical to GoU efforts for socio economic transformation in Local Governments. Resources to improve capacity for implementation and monitoring of PDM will be prioritised as part of the strategic direction of the MoLG.

2.5. Stakeholder Analysis

The effective implementation of the Ministry of this Strategic Plan requires close collaboration with a wide range of stakeholders. These actors differ in terms of their power (ability to influence the strategic plan and its outcomes) and their interest (level of support or stake in the successful execution of the plan). Understanding their positioning enables the Ministry to design appropriate engagement strategies, ranging from regular dialogue and joint planning with high-power/high-interest stakeholders, to maintaining information flows with stakeholders whose interest or power is comparatively lower.

The table below summarises the stakeholder analysis for this plan.

Table 4. MoLG stakeholder analysis

Stakeholder	Power Category	Interest/Influence	Engagement Strategy
Cabinet and Parliament	High Power, High Interest	Provide policy direction, approve budgets, and ensure alignment with national priorities.	Regular dialogue and reporting to inform legislative and policy oversight.
Office of the Prime Minister	High Power, High Interest	Coordinates government-wide M&E, oversees implementation of NDP IV programmes including RDP.	Active collaboration, joint reporting, and participation in monitoring missions.
Ministry of Finance, Planning and Economic Development	High Power, High Interest	Provides funding ceilings, allocates resources, and supports programme-based budgeting.	Continuous engagement on resource mobilization and financial accountability.
National Planning Authority	High Power, High Interest	Provides policy guidance, ensures alignment with NDP IV and Vision 2040.	Technical coordination and regular consultations on strategic direction.
Local Governments (Districts, Cities, Municipalities, Sub-counties)	High Power, High Interest	Primary implementers of decentralization and service delivery.	Continuous capacity building, joint planning, and performance monitoring.
Development Partners (e.g., World Bank, UN Agencies, Bilateral Donors)	Medium Power, High Interest	Provide financial and technical support for decentralization and local development projects.	Partnership frameworks, joint reviews, and information sharing.

Civil Society Organizations and Community-Based Organizations	Medium Power, High Interest	Advocate for citizen participation, accountability, and inclusion in local governance.	Stakeholder forums, feedback mechanisms, and joint monitoring.
Private Sector & Industry Associations	Medium Power, Medium Interest	Partner in Local Economic Development (LED), job creation, and service delivery.	Engagement through PPPs, policy dialogue, and LED forums.
Uganda Bureau of Statistics	Medium Power, Medium Interest	Provides data to inform planning, monitoring, and evaluation.	Technical coordination for data integration and capacity building.
Citizens and Communities	Low Power, High Interest	End-users and beneficiaries of decentralization and service delivery reforms.	Community sensitization, participatory planning, and feedback platforms.
Media	Medium Power, Low Interest	Shapes public opinion and disseminates information.	Information sharing, press releases, and public awareness campaigns.

This stakeholder analysis highlights the need for differentiated engagement strategies. High-power actors must be fully integrated into decision-making and oversight processes to secure political and financial support. Medium-power but high-interest actors will be engaged as partners in technical and financial delivery mechanisms, while citizens and communities will be at the centre of participatory monitoring and accountability frameworks. The Ministry will embed these approaches into its implementation arrangements and communication strategy to ensure inclusive ownership, reduce risks of resistance, and strengthen the legitimacy and sustainability of the Strategic Plan.

2.6. SWOT Analysis

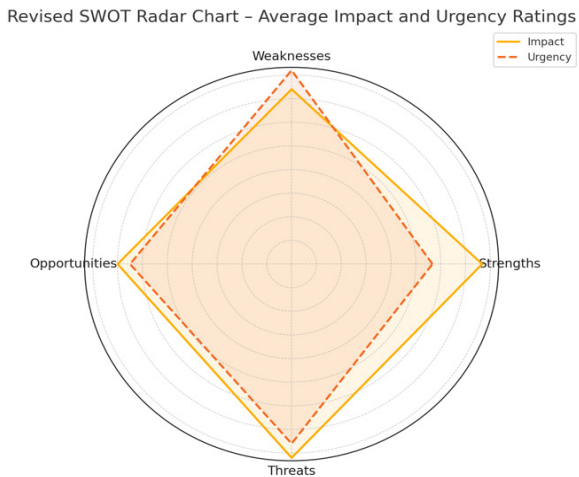
This section presents a comprehensive SWOT analysis of the MoLG, combining narrative insight with an analytical approach to bring together the internal institutional and external environmental conditions as reflected upon in the previous sections. Each SWOT dimension—Strengths, Weaknesses, Opportunities, and Threats—was rated based on two key criteria: the level of impact on the Ministry's mandate, and the urgency with which the issue requires action.

This dual-assessment approach supported evidence-based prioritisation and set the foundation for the Ministry's strategic direction.

Table 5. SWOT scoring matrix.

Dimension	SWOT Element	Impact (1–10)	Urgency (1–10)	Remarks
Strengths	Strong decentralization framework	9	6	Key foundation for MoLG's mandate.
	Political and policy support	8	5	Facilitates program legitimacy and funding.
	Digital revenue systems	7	7	Improves efficiency and tax administration.
	Infrastructure implementation record	8	4	Supports credibility and reach.
	Planning frameworks (e.g., PDM)	7	6	Provides structured reform direction.
	Growing staffing levels and HR institutionalization	7	6	Increased HR deployment and training across LGs.
Average		7.7	5.7	
Weaknesses	Overdependence on Central Government funding	9	9	Limits fiscal autonomy and responsiveness.
	Institutional capacity gaps	8	8	Affects all service delivery dimensions.
	Weak enforcement of regulations	7	8	Undermines control over LG operations.
	Fragmented coordination	6	7	Hinders inter-agency delivery.
	Low local revenue generation	7	9	Constricts service delivery and planning.
Average		7.4	8.2	
Opportunities	Digital governance expansion	8	7	Opportunity for innovation and accountability.
	Public-Private Partnerships (PPPs)	7	6	Can expand financing sources.
	Climate adaptation funding	6	5	Still in early adoption stages.
	Urbanization and planning reform	8	8	Urgent for structured growth.
	Agro-industrialisation investment	7	7	Enables rural transformation and value addition.
	Regional economic frameworks	6	6	Supports long-term integration.
Average		7.0	6.5	
Threats	Regional inequalities	9	8	Undermines national development.
	Climate change impacts	8	9	Threatens sustainability of services.
	Declining donor support	7	8	Reduces support to vulnerable areas.
	Political interference	8	6	Can derail priorities.
	Dilution of the decentralization mandate	9	7	Overlap with other MDAs threatens MoLG authority and impacts efficiency. Low prioritization of the mandate
Average		8.2	7.6	

Figure 2. *SWOT impact urgency radar*



The radar chart above aggregates average impact and urgency ratings across each SWOT category. The most prominent area of concern is the 'Threats' quadrant, indicating that external risks—such as regional disparities, climate shocks, and diminishing donor support—pose the most immediate and significant risks to MoLG's effectiveness. This is closely followed by 'Weaknesses', pointing to persistent internal bottlenecks including limited institutional capacity, low local revenue generation, and fragmented coordination structures.

While 'Strengths' such as a robust legal framework and growing digital infrastructure offer a solid foundation, their lower urgency implies that they are not at immediate risk but require steady reinforcement. 'Opportunities', though moderately ranked, remain in nascent stages but underutilized—especially those linked to digital innovation, PPPs, and urban economic planning.

The analysis indicates that external threats require the most urgent and coordinated response, particularly in the areas of dilution of the decentralisation mandate, climate resilience, regional equity, and donor transitions which are likely to impact Local Economic Development. However, without addressing internal weaknesses—such as the Ministry's fiscal dependence and coordination challenges—MoLG may be unable to adequately seize available opportunities or mitigate looming threats.

2.7. Emerging Issues

The Ministry operates within a dynamic environment shaped by political, socio-economic, technological, and environmental changes. These emerging issues present both opportunities and challenges for the effective implementation of decentralization, service delivery, urban and rural development, and governance reforms. This chapter highlights these key emerging issues.

2.7.1 Dilution of the Ministry's decentralization mandate

Overlapping objectives between the Ministry and other sister Ministries and authorities poses an emerging issue of diluting the decentralization mandate of the Ministry. Furthermore, the mandate has been deprioritised in terms of resource allocation. This dilution poses a serious risk to effective local governance, community participation, and sustainable development. The strategic plan therefore prioritises support to activities

2.7.2. Urbanization and Infrastructure Strain

- Rapid urbanization has outpaced infrastructure development, leading to congested roads, inadequate housing, and poor service delivery.
- Cities require proper zoning and planning to accommodate growth.

2.7.3. Climate Change Impact

- Deforestation and land degradation, particularly in refugee-hosting areas, are accelerating environmental vulnerability.
- Agricultural productivity is declining due to erratic weather patterns and soil degradation.

2.7.4. Digital Transformation Needs

- Investment in ICT infrastructure is needed to support automated revenue collection, e-governance, and data-driven decision-making.

- b. Training and equipping Local Governments with modern technological tools is essential.

2.7.5. Public Sector Reforms

- a. Addressing inefficiency through enhanced accountability mechanisms is critical.
- b. Strengthening financial autonomy will allow Local Governments to be more self-sufficient.

These findings underscore the need for an adaptive and resilient strategic direction that addresses both structural and contextual realities. The next chapter therefore outlines a forward-looking strategy, shaped by this diagnostic, that aims to support Local Economic Development, expand local economic governance and financing, enhance institutional capacity and build responsive systems for equitable service delivery.

CHAPTER THREE: Strategic Direction of the Ministry

This chapter presents the strategic direction that will guide the MoLG over the planning period FY2025/26–FY2029/30. Building on the comprehensive situational analysis in the preceding chapter, the strategic direction reiterates the Ministry's Values, Vision and Mission, whilst setting the Goal and strategic objectives for the next 5 years.

3.1. Core Values

The Ministry's values are grounded in consistently providing services of the highest quality and being accountable to the Public for all decisions and actions. Client satisfaction is very important to the Ministry and the following principles and values guide its institutional performance.

Fairness: We shall demonstrate respect, fairness, and courtesy in our dealings with all people; both the Public and Private Sector, irrespective of gender and religion.

Responsiveness: We shall support and accept shared and collective responsibility with pride for the common good of the Public.

Integrity: We shall at all-times act with Integrity so as to uphold Public Trust and Confidence.

Exemplary: We shall serve all persons with dignity, moral worth and entitlement to equal respect and consideration regardless of their social or economic status, gender, ethnicity, age, ability, or other attributes or characteristics.

Professionalism: We shall be honest, and efficient in performing our duties with skill, care and fairness.

Efficiency and Effectiveness: We shall use resources effectively and efficiently to ensure quality.

3.2. Mission and Vision

The Vision is ***"an effective and efficient Local Government system that provides quality, equitable and sustainable services to the population of Uganda."***

The Mission is ***"to coordinate and support Local Governments in a bid to provide efficient and sustainable services, improve the welfare of all the people and eradicate poverty in Uganda."***

The mandate is ***"to guide, inspect, monitor, mentor and advocate for all Local Governments in support of the overall vision of Government to bring about socio-economic transformation of the country."***

3.3. Goal and Strategic Objectives

The Goal is ***"to strengthen decentralised service delivery systems and transform Local Governments into engines of economic empowerment, ensuring that all citizens benefit equitably from Uganda's growth and development"***.

The strategic objectives that will anchor the Ministry's interventions to achieve the above goal over the planning cycle are as follows:

- a. To deepen decentralisation by strengthening Local Government systems, leadership and autonomy.
- b. To enhance and sustain Local Economic Development.
- c. To enhance the contribution of local revenue to Local Government budgets.
- d. To strengthen institutional and policy coordination to support effective governance.

The above goal and objectives are aligned to the Regional Development Program of the NDP IV, and are a response to the dual imperative of addressing both internal institutional weaknesses and rising external pressures as seen in the situation analysis.

Each objective directly contributes to one or more intermediate outcomes within the RDP PIAP. The table below summarises the linkage between the Ministry's strategic objectives and programme outcomes.

The strategic framework articulated herein therefore seeks to reposition the Ministry as a more agile, responsive, and performance-driven institution, committed to deepening decentralisation, strengthening local governance, and accelerating Local Economic Development.

Table 6. Strategic objectives and their outcomes

Goal/Objectives	Outcomes
Strengthen decentralised service delivery systems and transform Local Governments into engines of economic empowerment, ensuring that all citizens benefit equitably from Uganda's growth and development"	Increased community satisfaction in local and economic governance
Deepen Decentralisation by Strengthening Local Government Systems, Leadership and Autonomy	Improved performance of LGs.
	Enhanced LG capacity for utilising statistics
Enhance and Sustain Local Economic Development (LED)	Improved Business Environment and Access to Business Development Services at LG level
	Increased productivity of the PDM SACCOs
Enhance Contribution of Local Revenue to Local Government Budget	Enhanced Contribution of Local Revenue to Local Government budgets
Strengthen Institutional and Policy Coordination to Support Effective Governance	Improved policy coherence and institutional capacity for implementation of the decentralisation agenda

3.4. Objective 1: Deepen Decentralisation by Strengthening Local Government Systems, Leadership and Autonomy

This objective will focus on empowering LGs to function autonomously, effectively, and accountably through reforms aligned with political, administrative, and fiscal decentralisation. This will be crucial in ensuring that LGs can deliver quality services and implement development programs effectively. MoLG will undertake interventions and actions to strengthen LG structures, enhance human resource systems, improve local planning and performance management capacities, and support financial oversight and revenue mobilisation at the LG level. These will directly reinforce the LGs' ability to deliver on devolved functions in line with the decentralisation policy.

Under this objective, therefore, MoLG will undertake the following interventions;

- Strengthen the Functionality of Local Government Structures
- Build LG Capacity for Generation and Use of Statistical Data to inform Planning in LGs.
- Strengthen Performance and Human Resource Function in Local Governments
- Enhance Fiscal Transfer Systems, Accountability and Sustainability

These efforts will lead to increased community satisfaction with local governance, improved compliance with national development priorities, and enhanced transparency in service delivery. The above interventions are directly aligned to those under the RDP Programme Objective to Strengthen policy, legal, institutional coordination and regulatory frameworks; specifically functionalising of LG structures, strengthening capacity of LG leaders and Undertaking administrative and oversight functions.

The key implementing departments and projects will be those under the Local Government Administration, and Local Government Inspections clusters namely; District Administration Department, Urban Administration Department, Urban Inspection Department, District Inspection Department, Planning and Policy Division, Local Council Research and Development Department, Uganda Local Governments Association (ULGA), Urban Authorities Association of Uganda (UAAU), Alliance of Mayors and Municipal Leaders (AMICAL).

Outcomes

This objective will have 2 major outcomes. The first outcome will be improved performance of LGs. The second outcome under this objective will be enhanced LG capacity for utilising statistics. As part of this, the coverage of LGs accessing data analytics systems will increase from 0 percent to 100 percent by the end of the planning period. Cross cutting issues will also be key, as the percentage of LGs awarding procurement contracts to vulnerable groups will increase from 2 percent to 10 percent.

Strategic Interventions

In order to successfully achieve the above outcomes, MoLG will implement a series of strategic interventions and actions under the 3 pillars of decentralisation namely, political, administrative and financial. Details of the interventions and actions are illustrated below.

Political Decentralisation

Interventions and actions under this pillar will empower elected local leaders, strengthen the functionality of political structures at all levels, and improve their capacity to represent citizens, legislate, and provide oversight in a devolved governance system.

Intervention 1.1: Strengthen the Functionality of Local Government Structures

Strengthening the functionality of LG structures will ensure efficient and quality service delivery and leadership from Lower Local Governments (LLGs) to Higher Local Government (HLGs). The Ministry will implement the following actions to undertake this intervention.

- a. Induct LG Elected Leaders at HLG Levels
- b. Induct LG Elected Leaders at LLG Levels
- c. Train LG Elected Leaders at HLG and LLG Levels.
- d. Train LC I and II Executive Committee Members.
- e. Train LG Technical Staff in Performance Management.
- f. Conduct Peer-to-Peer Learning Events.
- g. Revise, Print, and Disseminate Legal and Regulatory Reference Materials.
- h. Support establishment and operationalization of ULGs structures.
- i. Conduct Mediation Engagements between Political Leaders and Technical Staff in LGs
- j. Monitor constitution and functionality of Statutory Bodies (District / City Land Boards, LGPACs, District / City Service Commissions, District / City Executive Committees and Contracts Committees)
- k. Monitor Performance and provide technical support to LG Councils
- l. Monitor Performance and provide technical Support to Council Standing Committee

Action 1.1.1: Induct LG Elected Leaders at HLG Levels

To orient newly elected Local Government (LG) Leaders at the Higher Local Government (HLG) level to their roles, responsibilities, and legal obligations, MoLG shall organize induction workshops that cover the governance framework, strategic priorities, and functions of LGs. This shall provide hands-on guidance on the legal framework and effective service delivery which will produce empowered leaders who understand their mandate, governance processes, and local development priorities.

Action 1.1.2: Induct LG Elected Leaders at LLG Levels

To familiarize newly elected leaders at Lower Local Government (LLG) levels with their roles and statutory duties, MoLG will conduct workshops focused on service delivery, financial management, and local governance practices, resulting into LLG leaders equipped to effectively govern and manage local resources and implement national policies.

Action 1.1.3: Train LG Elected Leaders at HLG and LLG Levels

Training shall take place to enhance the leadership skills of elected LG officials across both HLG and LLG levels.

This shall be achieved by; conducting continuous specialized training programs in leadership, governance, and conflict resolution, and organizing sector-specific sessions focused on education, health, and infrastructure management in a bid to improve governance and decision-making processes in LGs.

Action 1.1.4: Train LC I and II Executive Committee Members

The training shall build the capacity of Local Council (LC) I and II members to manage

grassroots governance effectively. MoLG will; design targeted training on community engagement, local service delivery, and conflict mediation and, introduce them to the mechanisms of local administrative and financial management. This will lead to strengthened local leadership and more efficient grassroots governance.

Action 1.1.5: Conduct Peer-to-Peer Learning Events

Peer-to-peer learning will create a platform for LG Leaders and staff to share best practices and learn from one another the ministry will therefore facilitate peer learning sessions where successful strategies and case studies are shared and encourage cross-county or district collaboration to tackle common local challenges. This will foster a culture of shared learning and collaboration that enhances local governance and service delivery.

Action 1.1.6: Revise, Print, and Disseminate Legal and Regulatory Reference Materials for Local Councils

To ensure that LG officials have up-to-date and accurate legal and regulatory documents, the Ministry shall regularly update manuals, handbooks, and guidelines based on new laws and regulations. Additionally, it will print and distribute copies to LG officials, ensuring that they are readily accessible for reference. This will ensure legal compliance and informed decision-making in LG operations.

Action 1.1.7: Conduct Mediation Engagements between Political Leaders and Technical Staff in LGs

To resolve conflicts and improve collaboration between political and technical staff within LGs, the Ministry will hold or facilitate for mediation sessions to address misunderstandings and establish

collaborative working relationships. It shall also provide facilitation services to ensure that the concerns of both political leaders and technical staff are addressed. This will lead to improved communication and cooperation between political and technical leadership, resulting in more efficient local governance.

Action 1.1.8: Monitor constitution and functionality of Statutory Bodies (District / City Land Boards, LGPACs, District / City Service Commissions, District / City Executive Committees and Contracts Committees)

To ensure that all required statutory bodies (e.g., City/District Land Boards, Local Government Public Accounts Committees) are functional and compliant with regulations. The Ministry will conduct periodic assessments of the legislative and operational effectiveness of each statutory body which will be done by; providing feedback to bodies on areas for improvement, corrective actions, and also consult with specialists on any other guidance. These steps will ensure that the ministry will operate with statutory bodies that operate efficiently, ensuring proper oversight and accountability.

Action 1.1.9: Monitor Performance and Provide Technical Support to LG Councils and Committees

The Ministry will carry out performance audits of LG Councils and identify areas for improvement, whilst offering technical support and advice on governance, financial management, and service delivery. This will ensure that LG Councils are functioning effectively and achieving their strategic objectives leading to more effective and accountable councils driving local development and service delivery.

Action 1.1.10: Monitor Performance and provide technical Support to Council Standing Committee

In order to support standing committees in executing their mandates and achieving desired outcomes, the Ministry will monitor the performance of standing committees and provide feedback for improvement. On the other hand, the ministry will also offer specialized technical support to committees in areas like budget approval, policy development, and service delivery. This will lead to enhanced functioning of standing committees, which ensures better local governance.

Key implementing ministry/department/agency/project

Local Council Department, LGs, LGFC.

Administrative Decentralisation

Under this pillar, interventions and actions will focus on building the technical and institutional capacity of LGs to independently manage planning, human resources, performance oversight, and operational structures for effective service delivery. Details of the interventions and actions are illustrated below.

Intervention 1.2: Build LG Capacity for Generation and Use of Statistical Data to inform Planning in LGs

MoLG shall do the following to ensure that the LG capacity for generation and use of statistical data is built to allow informed decision making.

- a. Build Capacity of LG Staff in Data Analytics.
- b. Develop LGs Statistical Plans
- c. Build capacity of LG Planning Units

Action 1.2.1: Build Capacity of LG Staff in Data Analytics

Building the capacity of (LG) staff in data analytics is crucial for enhancing evidence-based planning, resource allocation, and service delivery. This initiative will focus

on developing the data analytics system and rolling it out to all LGs, equipping LG officials with skills in data collection, processing, visualization, and interpretation to support informed decision-making at all administrative levels. The MoLG shall develop tailored training programs, integrating both theoretical knowledge and hands-on practical sessions using real-time Local Government data. Additionally, establishing a continuous learning framework, including refresher courses and peer knowledge-sharing platforms, will ensure sustainable skill enhancement. MoLG will foster a data-driven governance culture, improving efficiency, transparency, and responsiveness in Local Government operations.

Action 1.2.2: Develop LGs Statistical Plans

Developing Statistical Plans is essential for ensuring systematic data collection, management, and utilization in decision-making and service delivery. MoLG shall collaborate with relevant agencies, such as the Uganda Bureau of Statistics (UBOS), to design comprehensive statistical frameworks aligned with national development priorities. These plans will outline key performance indicators, data sources, collection methodologies, and reporting structures to enhance consistency and accuracy in statistical reporting. MoLG shall provide technical guidance and training to LG statistical officers, ensuring they have the necessary skills to implement and maintain these plans effectively. Additionally, periodic reviews and updates should be conducted to align statistical plans with emerging governance and development needs.

Action 1.2.3: Build Capacity of LG Planning Units

Targeted training programs focused on strategic planning, data analysis, performance monitoring, and results-based management. Additionally, MoLG will equip

LG Planning Units with modern planning tools. To ensure continuous capacity development, mentorship programs and peer-learning platforms should be established, allowing planning officers to share best practices and innovative approaches.

Regular performance assessments and technical backstopping should also be conducted to identify gaps and provide tailored support. Furthermore, MoLG shall strengthen collaboration between LG Planning Units and national agencies, such as Ministry of Finance, Planning and Economic Development (MoFPED), National Planning Authority (NPA) and Uganda Bureau of Statistics (UBOS), to align local planning efforts with national development frameworks. By implementing these interventions, LG Planning Units will be better positioned to drive sustainable development, improve service delivery, and foster economic growth at the local level.

Key implementing Ministry/Department/Agency/project

Policy and Planning Division, LGs, MoFPED, LGFC, UBOS, NPA.

Intervention 1.3: Strengthen the Performance and Human Resource Function in Local Governments

In order to enhance institutional efficiency and ensure that the LGs are operating smoothly, the MoLG will undertake a series of actions that will strengthen Performance and the Human Resource function in LGs. These include;

- a. Develop LG Performance Improvement Plans
- b. Inspect LGs' Compliance to Laws, Regulations, and Guidelines
- c. Support LGs to Develop LG Development Plans Aligned to NDP
- d. Fill Approved LG Staff Positions
- e. Monitor LG Staff Performance Appraisal

- f. Build Capacity of LG staff
- g. Build Capacity of MoLG Staff
- h. Pay Salaries for MoLG Staff

Action 1.3.1: Develop LG Performance Improvement Plans

The Ministry will collaborate with LG Leaders to develop and implement performance improvement strategies and set clear performance targets and monitoring mechanisms to create structured plans aimed at improving the performance of Local Governments which will lead to continuous improvement in service delivery and local governance.

Action 1.3.2: Inspect LGs' Compliance to Laws, Regulations, and Guidelines

To ensure LGs comply with national policies, laws, and regulations, the Ministry will conduct routine inspections and audits to assess adherence to legal and regulatory frameworks and provide recommendations and action plans to address compliance gaps in order to ensure Legal compliance and improved local governance practices.

Action 1.1.3: Support LGs to Develop LG Development Plans Aligned to NDP

To ensure that LGs develop local development plans in alignment with the National Development Plan (NDP) the Ministry will offer technical support in the preparation of development plans that align with the broader national vision alongside providing tools and frameworks for integrating NDP priorities into LG development plans that contribute effectively to national development goals.

Action 1.3.4: Fill Approved LG Staff Positions

The Ministry will work with LGs to fill vacant positions based on approved staffing structures and facilitate the recruitment process and ensure compliance with

employment regulations to ensure that LGs have the necessary human resources in place to operate effectively and lead to adequate staffing, improving the capacity of LGs to provide services.

Action 1.3.5: Monitor LG Staff Performance Appraisal

In order to assess and improve the performance of LG staff, MoLG shall implement regular performance appraisals in line with established criteria and frameworks and offer technical support and training to managers overseeing performance reviews. This will lead to more effective and motivated LG staff, with a focus on continuous performance improvement.

Action 1.3.6: Build Capacity of LG Staff

To improve the skills and capabilities of LG staff in their specific roles, the MoLG will provide training programs and workshops for LG staff in various areas of governance and service delivery. Additionally, it shall facilitate professional development and continuous learning opportunities leading to a highly skilled LG workforce capable of delivering quality public services.

Key implementing Ministry/Department/Agency/project

Finance and Administration (Human Resource Unit), District Administration Department, Urban Inspection Department, District Inspection Department, Policy and Planning Division, LGs, LGFC

Fiscal Decentralisation

Under this pillar, MoLG will aim to enhance availability of fiscal transfers, improve financial accountability, and ensure that Local Governments are empowered to manage public funds effectively in accordance with legal and policy frameworks. Details of interventions and actions to be undertaken are illustrated below.

Intervention 1.4: Enhance Fiscal Transfer Systems, Accountability and Sustainability

Under this intervention, MoLG will aim to strengthen legal and operational mechanisms for fiscal transfers, accountability and sustainability across LGs. The latter will particularly entail incorporation of cross cutting issues into LG planning. In order to achieve this, the following actions will be undertaken:

- a. Review and harmonise the LG Act with PFMA
- b. Transfer grants to LGs (excluding DDEG Grants)
- c. Enhance financial management and accountability
- d. Gender and HIV/AIDS mainstreaming in budgeting
- e. Build LG Capacity on Local Climate Adaptive Living (LoCAL) initiatives for climate adaptation
- f. Coordinate Nutrition Programming and Implementation in all LGs
- g. Promote participation of vulnerable groups (youth, women and persons with disabilities) through the reservation scheme for procurement.

Action 1.4.1: Review and Harmonise the LG Act with PFMA

To enhance fiscal decentralization and financial accountability, the MoLG will review and harmonize the Local Government Act with the Public Finance Management Act (PFMA). This initiative will streamline financial management practices within Local Governments, eliminate legal ambiguities, and strengthen budget execution at the local level.

Additionally, the Ministry will collaborate with legal experts to harmonize conflicting provisions and ensure legal compliance and coherence in public financial management.

Action 1.4.2: Transfer grants to LGs (excluding DDEG Grants)

Will oversee the timely transfer of grants to Local Governments to support service delivery, infrastructure development, and community-driven initiatives, ensuring effective fiscal decentralization.

Action 1.4.3: Enhance financial management and accountability

The MoLG will enforce strict financial management practices to enhance transparency, accountability, and prudent utilization of public funds in Local Government operations.

Cross-cutting issues

Action 1.4.4: Gender and HIV/AIDS Mainstreaming in Budgeting

Mainstreaming gender and HIV/AIDS considerations across Local Government policies and programs remains a key priority. The MoLG will integrate gender-responsive budgeting and HIV/AIDS awareness into planning frameworks to ensure inclusive service delivery and improved community health outcomes. The Ministry will also integrate gender and HIV/AIDS considerations into LG programs and monitor and evaluate the effectiveness of these mainstreaming efforts.

Action 1.4.5: Build LG Capacity on Local Climate Adaptive Living Facility (LoCAL) initiatives for climate adaptation

The MoLG will strengthen the capacity of Local Governments to implement climate adaptation initiatives under the Local Climate Adaptive Living Facility (LoCAL) framework. This includes training personnel, facilitating access to climate financing, advocacy and promoting climate-resilient infrastructure development at the grassroots level.

The Ministry will also develop training modules on climate adaptation for LGs and implement pilot projects showcasing LoCAL initiatives.

Action 1.4.6: Coordinate Nutrition Programming and Implementation in all LGs

MoLG will collaborate with the Ministry of Health and Office of the Prime Minister (OPM) to align nutrition programs across all Local Governments, with an aim of addressing malnutrition and food insecurity. This will involve capacity-building for LGs, establishing multi-sectoral coordination mechanisms, and integrating nutrition-sensitive interventions into development planning whilst monitoring and reporting on the impact of nutrition programs.

Action 1.4.7: Promote participation of vulnerable groups (youth, women and persons with disabilities) through the reservation scheme for procurement

MoLG will advocate and support the implementation of a reservation scheme to promote the participation of vulnerable groups in public procurement. This will enhance economic empowerment and inclusion by ensuring preferential access to government contracts for youth, women, and persons with disabilities. Additionally, the ministry shall monitor and report on the impact of affirmative action initiatives.

Key implementing ministry/department/agency/project

Policy and Planning Division, Finance and Administration Department, Local Council Research and Development Department, District Administration Department, Urban Administration Department, Procurement Inspection and Coordination Department, LGs, LGFC.

Other Programme actions

A number of actions under other Programmes are expected to contribute to this objective. These actions fall under the Programmes of Administration of Justice, Development Plan Implementation, Governance and Security, Legislation, Oversight and Representation, Public Sector Transformation, and Sustainable Housing and Urbanisation. The planned actions include the following:

- a. Dispose all cases in the Local Council courts
- b. Distribute copies of the Local Council Courts Act and Regulations
- c. Conduct special backlog reduction sessions
- d. Train LCIII court duty bearers in handling cases
- e. Undertake training of Local council courts to handle cases
- f. Ensure compliance of LG's and lower LG's with relevant laws
- g. Build Capacity of LGs in the processes, methods and technologies in drafting and reviewing legislations.
- h. Inspection of Local Council courts
- i. Review and verify administrative units
- j. Coordinate, guide and inspect Local Governments for adherence to accountability standards and legal frameworks
- k. Train Local Councils in budget scrutiny
- l. Develop a catalogue of ordinances and bylaws to be enacted
- m. Develop a tracking system for ordinances and bylaws
- n. Train Local Government Clerks to Councils on usage of the tracking system (MOLG)
- o. Cascade BSC to Tiers II, III and IV in LGs
- p. Undertake change management of BSC
- q. Support the recruitment process in LGs
- r. Monitor the implementation of LG structures
- s. Densify waste collection in urban areas

- t. Maintain Urban Roads
- u. Maintain primary and secondary drainages in urban areas

Action 1.5.1: Dispose all Cases in the Local Council Courts.

As part of the Administration of Justice Programme, the Ministry will implement structured schedules and assign dedicated personnel to expedite the handling and resolution of cases at LCIII courts. Special attention will be paid to older cases to improve access to justice and reduce community grievances. MoLG can consider introducing basic digitization of case records for efficient tracking.

Action 1.5.2: Distribute copies of the Local Council Courts Act and Regulations

In order to improve legal literacy among local leaders and the public, the MoLG will ensure wide dissemination of simplified versions of the Act and its regulations as part of the Administration of Justice Programme. This will be accompanied by sensitization sessions to foster better understanding and compliance across all Local Government levels. This will ensure that duty bearers and community members understand their legal rights and obligations.

Action 1.5.3: Conduct special backlog reduction sessions

The Ministry will facilitate and support special court sessions targeting long-standing and pending cases. These sessions will be aimed at decongesting LCIII court dockets and restoring efficiency in the local justice system. Working in collaboration with judiciary stakeholders, and as part of the Administration of Justice Programme, this action will include deploying experienced legal professionals to mentor and support LCIII court officials during the sessions.

Action 1.5.4: Train LCIII court duty bearers in handling cases

Capacity building for court officials is a key priority in the Administration of Justice Programme. As a result, The Ministry will deliver structured training modules focused on procedural fairness, dispute resolution, and legal ethics. Post-training evaluations and refresher courses will be scheduled annually to sustain competence and professionalism.

Action 1.5.5: Undertake training of Local council courts to handle cases

The Ministry will provide comprehensive training for Local Council Court members to build their competencies in conflict resolution, legal interpretation, and case adjudication. This will be rolled out with the help of regional facilitators and supported with learning materials, case handling templates, and mentorship schemes whilst tailoring justice to suit the Local needs. This action is under the governance and security programme.

Action 1.5.6: Ensure compliance of LG's and lower LGs with relevant laws

Strengthening oversight mechanisms to ensure that all Local Governments comply with existing laws, regulations, and policy guidelines is a key action under the Governance and Security programme which needs MoLG input. Compliance audits and corrective action plans will be implemented where necessary to ensure adherence to legal, financial, and policy standards. LGs will receive individualized compliance reports, and persistent defaulters will be supported through capacity building or subject to corrective sanctions.

Action 1.5.7: Build Capacity of LGs in the processes, methods and technologies in drafting and reviewing legislations

The Ministry will support LGs in the legislative process by providing training in legal drafting techniques, use of technology in legal processes, and reviewing ordinances to align with national standards. Collaboration with relevant stakeholders will be key in capacity building workshops and trainings.

Action 1.5.8: Inspection of Local Council courts

Periodic inspections of LC courts will be conducted to assess functionality, case management efficiency, and compliance with legal standards. Recommendations from inspections will guide improvements in court operations therefore enhancing Quality assurance which is an important goal under the Governance and Security Programme.

Action 1.5.9: Review and verify administrative units

To support effective governance, the MoLG will review and verify existing administrative units, ensuring that their establishment and boundaries align with legal and operational requirements.

Action 1.5.10: Coordinate, guide and inspect Local Governments for adherence to accountability standards and legal frameworks

The Ministry will roll out an accountability inspection model, starting with high-risk LGs. Capacity building will follow inspections, and reports will be made to maintain a strong inspection and guidance framework to uphold financial accountability, transparency, and legal compliance across all LGs

Action 1.5.11: Train Local Councils in budget scrutiny

To strengthen financial governance, the MoLG will train local councils in budget analysis, oversight functions, and effective engagement in budget approval and monitoring processes. Trainings will be hands-on and scenario-based, equipping councilors with tools to interrogate budget documents, track allocations, and oversee expenditure through participatory budgeting platforms. This action is key under the Legislation Oversight and Representation programme.

Action 1.5.12: Develop a catalogue of ordinances and bylaws to be enacted

The MoLG will compile a catalogue of ordinances and bylaws proposed or passed by LGs. This catalogue will facilitate tracking, harmonization, and knowledge sharing. This initiative will ensure that Local Governments have access to a central repository of proposed and enacted local laws, promoting peer learning and reducing duplication. The catalogue will be regularly updated and can be shared via the Ministry's portal.

Action 1.5.13: Develop a tracking system for ordinances and bylaws

The Ministry will develop and implement an ICT-based tracking system to monitor the lifecycle of local legislation, from drafting to enactment, ensuring consistency and legal conformity. The digital system will increase transparency and help identify delays or lapses in the legislative process.

Action 1.5.14: Train Local Government Clerks to Councils on usage of the tracking system (MoLG)

The MoLG will provide specialized training to Clerks to Councils to effectively utilize the ordinance and bylaw tracking system, enhancing legislative coordination and reporting.

Action 1.5.15: Cascade BSC to Tiers II, III and IV in LGs

To deepen results-based management, the Ministry will roll out the Balanced Scorecard (BSC) framework to all tiers of Local Government, supporting performance planning, monitoring, and evaluation.

Action 1.5.16: Build Capacity of supervisors to implement BSC

Training and mentorship will be provided to supervisors at various LG levels to effectively implement and oversee the use of the Balanced Scorecard as a performance management tool. Training will be delivered in phases, with a focus on real-time data entry, updating of legislative statuses, and generating analytical reports for oversight bodies.

Action 1.5.17: Undertake change management of BSC

The MoLG will lead change management initiatives to promote acceptance and institutionalization of the BSC approach across LGs, including awareness campaigns, stakeholder engagement, and continuous learning.

Action 1.5.18: Support the recruitment process in LGs

MoLG will provide technical and logistical support to Local Governments in recruiting qualified personnel in line with approved structures and service delivery needs which aligns with the interventions in the Public Sector Transformation Programme.

Action 1.5.19: Monitor the implementation of LG structures

Lastly, under the Public Sector Transformation programme actions to be completed, MoLG will monitor LG staffing structures to ensure optimal deployment, role clarity, and alignment with service delivery priorities.

Action 1.5.20: Densify waste collection in urban areas

To improve urban sanitation and public health, the MoLG will support the expansion and efficiency of waste collection systems through investment in infrastructure and coordination with urban authorities. Additionally, technical planning, equipment, and partnership facilitation with private service providers to extend waste collection coverage will be supported by MoLG under the Sustainable Housing and Urbanisation Programme. Urban Local Governments will also be provided with technical guidelines and capacity building for integrated waste management.

Action:1.5.21 Ensure all Urban Council have structural, detailed and local physical development plans.

The MoLG will provide technical oversight in the development review of plans.

Action: 1.5.22 Urban reclassification and upgrading.

The MoLG will Support reclassification of Town councils into Municipalities, and Municipalities into cities based on legal, demographic and infrastructural criteria. The Ministry will also guide transitional arrangements; including staff restructuring, financial planning and administrative set ups.

Key Implementing Department

Policy and Planning Division, Local Council Department, District Inspection Department, Urban Inspection Department, Finance and Administration, Urban Administration Department.

3.5. Objective 2: Enhance and Sustain Local Economic Development (LED)

LED is a fundamental pillar for sustainable growth and economic transformation at the Local Government level. Enhancing and Sustaining LED involves improving the enabling environment for businesses in Local Governments and enhancing the productivity of economic groups such as Farmer Organisations and Savings and Credit Cooperative Organizations (SACCOs). MoLG shall undertake the following interventions to facilitate economic empowerment, increase financial inclusion, and create sustainable employment opportunities:

- a. Increase awareness about LED and enhance the implementation of the National Strategy for LED.
- b. Link Enterprises to Local, Regional, and International Markets
- c. Strengthen Implementation of PDM Pillars.

By implementing these interventions, MoLG will aim to boost household incomes, enhance local business formalisation, and create a robust environment for local enterprises to thrive. The above interventions are directly aligned to those under the RDP Programme Objective to Enhance and Sustain Local Economic Development. The key implementing departments and Projects will be those under the Local Economic Development cluster namely; Local Economic Development Department, Finance and Administration department (PDM Secretariat), National Oil Seed Projects (NOSP), Local Economic Growth Support (LEGS), Markets and Agricultural Trade Improvement Programme (MATIP), Rural Development and Food Security in Northern Uganda (RUDSEC).

Outcomes

This objective will have two major outcomes.

The first outcome will be an improved business environment and access to business development services at LG level. Efforts will be directed towards ensuring that an increasing number of businesses register with the Uganda Registration Services Bureau (URSB), with a target of formalization levels rising from 530,000 in FY 2025/26 to 784,465 in FY 2029/30. Similarly, access to online business support services is targeted to grow from 2.5% in FY 2025/26 to 20% by FY 2029/30, enabling entrepreneurs to leverage digital platforms for financial services, market linkages, and business advisory support.

The second outcome will be increased productivity of the PDM SACCOs. Interventions will target to increase financial portfolio growth from about 6% in FY 2025/26 to 30% by FY 2029/30. This will ensure that SACCOs become more resilient and capable of providing crucial financial services to their members, fostering local economic resilience and entrepreneurship growth.

Strategic Interventions

By implementing a series of targeted interventions, the Ministry will ensure the effective realization of the above LED outcomes and targets. These interventions include the development and execution of the National LED Strategy; strengthening market access for local enterprises; and reinforcing the implementation of PDM pillars.

By fostering partnerships, investing in infrastructure, and ensuring the alignment of Local Government initiatives with national economic priorities, these interventions will lay a solid foundation for sustained economic growth at the local level. Detailed actions under each of the interventions are as illustrated below.

Intervention 2.1: Increase awareness about LED and enhance the implementation of the National Strategy for LED.

This intervention will seek to develop and rollout a National Strategy for LED (NSLED) to provide a structured approach to economic development at various levels.

The following actions will be undertaken by MoLG:

1. Review and Implement the NSLED, FY 2025/26 - FY 2029/30
2. Support the development of regional LED strategies
3. Support the development of LG LED specific strategies
4. Conduct Mid Term Review of the National Strategy for LED
5. Develop a Monitoring and Evaluation Strategy for LED Implementation

Action 2.1.1: Review and Implement the NSLED, FY 2025/26 - FY 2029/30

The NSLED serves as the foundation for all local economic initiatives and requires review and refinement to address emerging challenges.

The review process will involve;

- a. Stakeholder consultations,
- b. Assessment of previous LED programs, and
- c. Integration of best practices from successful case studies.

Implementation will be driven by a phased approach, starting with awareness creation and capacity building for Local Governments. This will ensure that all stakeholders are aligned with the strategic goals and have the necessary resources to implement LED activities effectively.

Action 2.1.2: Support development of regional LED strategies

To ensure localized implementation of LED initiatives, MoLG will support the

development of Regional Strategies aligned with the NSLED. By FY 2027/28, at least 50% of regional LED strategies will be completed, with full coverage achieved by FY 2029/30. These strategies will focus on leveraging Regional Economic Strengths, Fostering Inter-District collaborations, and promoting investments in high-potential sectors. The development process will involve consultations with Regional Economic Councils, Private Sector Representatives, and Development Partners to create Inclusive and Sustainable Economic Growth Models.

Action 2.1.3: Support development of LG LED specific strategies

Each Local Government will be required to formulate LED-specific strategies tailored to their local economic environment. By FY 2027/28, at least 50% of Local Governments will have completed their strategies. These strategies will focus on identifying Priority Sectors, addressing regulatory barriers, and enhancing Local Business environments. Capacity-building programs will be rolled out to ensure that local authorities have the skills and knowledge required to develop and implement their LED strategies effectively.

Action 2.1.4: Conduct Mid Term Review of the National Strategy for LED

A mid-term review will be conducted to evaluate the progress of the National LED Strategy and identify areas that require adjustments. This review, scheduled for FY 2027/28, will assess key performance indicators such as business formalization rates, local revenue growth, and the effectiveness of implemented programs. Recommendations from the review will inform policy adjustments, resource allocation, and strategic realignments to enhance the overall impact of LED initiatives.

Action 2.1.5: Develop Monitoring and Evaluation Strategy for LED Implementation

To ensure continuous tracking of LED interventions, a robust Monitoring and Evaluation (M&E) framework will be developed. This strategy will outline key performance indicators, reporting mechanisms, and assessment tools for measuring progress. The M&E framework will facilitate data-driven decision-making, promote accountability, and ensure that LED interventions remain responsive to emerging economic trends.

Key implementing Ministry/Department/ Agency/project:

Local Economic Development Department.,
URSB, MTIC, LGFC.

Intervention 2.2: Link Enterprises to Local, Regional, and International Markets

To promote economic growth and increase market access for local enterprises, the MoLG will implement various initiatives through key National Development Programmes/ Projects. These actions will focus on improving infrastructure, enhancing market linkages, and supporting value addition for locally produced goods and these will be achieved through the following actions.

- a. Increase the number of local markets established.
- b. Increase the Number of KMs of Community Access Roads constructed/ rehabilitated.
- c. Increase the Number of Agro-Processing facilities constructed.

Action 2.2.1: Increase the number of local markets established

Strengthening market access for Local Enterprises is critical. To achieve this, MoLG will spearhead the establishment of new local markets and re-construction of existing dilapidated markets, ensuring that entrepreneurs have structured platforms for trading goods and services. By FY 2025/26, four new markets will be established, with

the total increasing to 61 by FY 2029/30.

Action 2.2.2: Increase the Number of KMs of Community Access Roads constructed/ rehabilitated

Efforts will be made to improve infrastructure, including the construction and rehabilitation of community access roads, with 1,616 km expected by FY 2025/26, progressively reaching 4,378 km by FY 2029/30. This infrastructure shall be developed under the NOSP, RUDSEC and LEGS II projects.

Action 2.2.3: Increase the Number of Agroprocessing facilities constructed/ rehabilitated

Investments in agro-processing facilities will be prioritized to enhance value addition and improve the competitiveness of locally produced agricultural products. By FY 2029/30, 169 facilities (14 under MATIP and 155 under LEGS II) will be constructed/ rehabilitated.

Action 2.2.3: Increase the number of Water for Production Infrastructure

To enhance agricultural productivity, support Local industrial activities, and promote climate resilience, the strategy will prioritize the expansion of Water for Production infrastructure across the country. This will involve the construction and rehabilitation of multi-purpose water reservoirs, valley tanks, and irrigation schemes to ensure year-round water availability for farming, livestock, and small-scale industries. Partnerships with Local Governments, sister Ministries, private sector players, and Development Partners will be leveraged to mobilize resources and technology. The initiative aims to reduce dependence on rain-fed agriculture and improve livelihoods, particularly in water-stressed and drought-prone regions.

Key implementing ministry/department/agency/project:

Local Economic Growth Support Project (LEGS II), the Rural Development and Food Security in Northern Uganda Project (RUDSEC), the National Oil Seed Project (NOSP), and the Markets and Agricultural Trade Improvements Programme (MATIP) III, MAAIF, MTIC, LGFC.

Intervention 2.3: Strengthen Implementation of PDM Pillars

To ensure the successful implementation of the PDM and its contribution to Local Economic Development, the MoLG will strengthen various aspects of the model, particularly at the grassroots level. These efforts will focus on capacity building, structured monitoring, coordination at multiple levels of government, and ensuring that Parish Action Plans are effectively developed and executed by carrying out the following actions;

- a. Build the Capacity of Local Government PDM Structures.
- b. Conduct Parish to Parish Monitoring.
- c. Coordinate Implementation of PDM at Central and Local Government Level.
- d. Support Development of Parish Action Plans.

Action 2.3.1: Build the Capacity of Local Government PDM Structures

A critical aspect of PDM success lies in the capacity of Local Government Structures to implement and oversee program initiatives effectively. To enhance this capacity, training programs will be developed for Local Government officials, community development officers, and PDM focal persons. These programs will cover financial management, enterprise development and program monitoring to ensure that the PDM framework is effectively operationalized at all levels. Additionally, continuous

mentorship and peer-learning forums will be established to share best practices and address implementation challenges.

Action 2.3.2: Conduct Parish to Parish Monitoring

Regular and systematic monitoring is essential to ensure that PDM initiatives are being implemented effectively at the parish level. A structured monitoring framework will be developed to facilitate field assessments, data collection, and performance evaluations across all parishes. Monitoring teams comprising representatives from the MoLG, district governments, and community stakeholders will conduct periodic visits to track progress, identify bottlenecks, and provide timely recommendations for improving program implementation. This approach will enhance accountability and ensure that resources allocated to the PDM are utilized efficiently.

Action 2.3.3: Coordinate Implementation of PDM at Central and Local Government Level

The successful execution of the PDM requires seamless coordination between central and Local Government authorities. The MoLG will establish a coordination mechanism that fosters collaboration between Central Government Ministries, Local Governments, and development partners. This mechanism will include periodic joint review meetings and Pillar meetings, inter-agency task forces, and a dedicated digital platform for real-time information sharing. By aligning efforts at all levels of governance, this approach will improve efficiency in resource allocation, policy implementation, and impact assessment of the PDM.

Action 2.3.4: Support Development of Parish Action Plans

Parish Action Plans are instrumental in guiding local economic activities and

ensuring that development initiatives align with community needs. The MoLG will provide technical support to parishes in designing and implementing these plans by offering expertise in strategic planning, resource mobilization, and performance tracking. Additionally, digital tools will be introduced to facilitate data collection and reporting, ensuring that Parish Action Plans remain responsive to emerging economic trends and community aspirations. By strengthening these plans, Local Governments will be better equipped to drive sustainable economic development at the grassroots level.

Key implementing ministry/department/agency/project:

Finance and Administration (PDM Secretariat, Policy and Planning Division), LGs, MTIC, LGFC.

Other Programme Actions

In line with its objective to enhance Local Economic Development, the Ministry shall implement the following actions under the Agro Industrialization Programme and the Public Sector Transformation Programme.

- a. Coordinate LGs capacity enhancement in Agro-Industrialization.
- b. Train Parish Development Committees (PDCs) and SACCO Executive Leaders in Parishes on PDM.
- c. Train LGs on the operationalisation of the Local Economic Development Investment Committees (LEDICs).

Action 2.4.1: Coordinate LGs Capacity enhancement in Agro-Industrialization

The MoLG will work closely with relevant Ministries and private sector actors to

enhance the capacity of LGs in supporting agro industrialization. This will include training, knowledge exchange, and facilitation of value chain development aligned with the Parish Development Model. This action is under the Agro Industrialization Programme.

Action 2.4.2: Train Parish Development Committees and SACCO Executive Leaders in Parishes on PDM

The Ministry will ensure that all PDCs and SACCO executive members receive comprehensive training on the objectives, pillars, and implementation guidelines of the PDM to enhance effective local-level execution and ownership.

Action 2.4.3: Train LGs on the operationalisation of the Local Economic Development Investment Committees (LEDICs).

The MoLG will conduct targeted orientation sessions for Local Economic Development Investment Committees across Local Governments. These sessions will cover the creation of the LEDICs structure and the implementation of its functions. The aim is to ensure creation of effective LED structures, enhance coordination and promotion of local investments that support community development and economic growth. Committees will also be guided on their roles in identifying investment opportunities, supporting public-private partnerships, and engaging local stakeholders in economic initiatives.

Key Implementing Department

Local Economic Development, Finance and Administration (PDM Secretariat).

3.6. Objective 3: Enhance Contribution of Local Revenue to Local Government Budget

Enhancing the contribution of local revenue to Local Government budgets will be critical in ensuring that Local Governments have the necessary resources to effectively deliver services and implement development initiatives. In the next 5 years, the MoLG shall undertake the following interventions to enhance the contribution of local revenue:

- a. Implement the Local Government Revenue Mobilisation Strategy.
- b. Strengthen the implementation of the legal frameworks for Local Government funding

By increasing both local revenue contributions, and discretionary funding, Local Governments will have greater flexibility in planning and executing various development projects. These interventions will ensure the sustainability of local governance and service delivery, ultimately contributing to economic growth and improved livelihoods. The above interventions are directly aligned to those under the RDP Programme Objective to Enhance Local Government Financing.

The key implementing departments and Projects will be those under the Local Government Inspection, and Support Services clusters namely; District Inspection Department, Urban Inspection Department and the Policy and Planning Division.

Outcome

The main outcome of this objective will be enhanced contribution of local revenue to Local Government budgets. Interventions will target to increase the share of local revenue in total Local Government budgets from 4.2% in FY 2025/26 to 10% by FY 2029/30.

Strategic Interventions

In order to achieve the above outcomes and targets, MoLG will undertake actions to implement the Local Government Revenue Mobilisation Strategy; and strengthen the implementation of the legal frameworks for Local Government funding. Details of the actions under these 2 interventions are as below.

Intervention 3.1: Implement the Local Government Revenue Mobilisation Strategy

To ensure effective Local Government Revenue Mobilisation, the Ministry will undertake the following actions;

- a. Conduct Community Tax Education and Awareness Campaigns.
- b. Develop Local Government Revenue Enhancement Plans.
- c. Develop a Five-Year Own Source Revenue Strategy (FY 2028/29 - FY 2032/33)

Action 3.1.1: Conduct Community Tax Education and Awareness Campaigns

Increasing taxpayer awareness through education campaigns will promote voluntary tax compliance. These campaigns will leverage community meetings, media channels, and digital platforms to enhance understanding of tax obligations and benefits.

Action 3.1.2: Develop Local Government Revenue Enhancement Plans

Each Local Government will develop customized revenue enhancement strategies, ensuring systematic and efficient revenue collection. These plans will identify key revenue streams, set collection targets, and outline implementation measures.

Action 3.1.3: Integrate Automated Local Government Tax Systems with National Tax Databases

Automation will improve efficiency and transparency in tax administration.

By integrating Local Government tax systems with national databases, revenue leakages will be minimized, and data-driven decision-making will be enhanced.

Action 3.1.4: Develop a Five-Year Own Source Revenue Strategy (FY 2028/29 - FY 2032/33)

A comprehensive long-term revenue strategy will guide sustainable revenue growth and financial planning at the local level. This strategy will set out actionable steps to expand and optimize revenue collection over a five-year period.

Key implementing ministry/department/agency/project:

District Inspection Department, Urban Inspection Department, Project, LGs, LGFC.

Intervention 3.2: Strengthen the Implementation of the Legal Frameworks for Local Government Funding

The Ministry will undertake a series of actions to implement the Legal Frameworks for Local Government funding to enhance financing. These will include the following:

- a. Conduct Stakeholder Engagement on Discretionary Funding
- b. Conduct Regular Financial Checks to Ensure Accountability and Transparency of Resource Allocations
- c. Review Guidelines for Discretionary Funding to Local Governments

Action 3.2.1: Conduct Stakeholder Engagement on Discretionary Funding

Holding discussions with key stakeholders, including government agencies, local leaders, and civil society, will foster transparency and inclusivity in the decision-making process regarding discretionary funding allocations.

Action 3.2.2: Conduct Regular Financial Checks to Ensure Accountability and Transparency of Resource Allocations

Regular financial audits and performance evaluations will be conducted to track the use of discretionary funds, ensuring they are utilized effectively for their intended purposes.

Action 3.2.3. Review Guidelines for Discretionary Funding to Local Governments

Updating and refining the guidelines for discretionary funding will improve clarity and ensure that they address the critical local development needs in LGs and proper alignment with national financial regulations, enhancing the efficiency of fund utilization.

Key implementing Ministry/Department/Agency/project:

Policy and Planning Division, LGs, LGFC.

3.7. Objective 4: Strengthen Institutional and Policy Coordination to Support Effective Governance

To ensure efficient policy implementation, coordinated planning and robust institutional support for decentralisation, the Ministry will strengthen its internal capacity to coordinate and lead the decentralisation agenda. The Ministry shall improve governance structures in line with the decentralisation policy of Government, enhance human resource capacities, and ensure effective policy coordination, and monitoring of the RDP and Ministry Strategic Plan. Accordingly, MoLG will undertake the following interventions;

- a. Enhance Institutional Performance and Support Services
- b. Coordinate Policy, Planning, Implementation, and Reporting

These efforts will lead to improved institutional efficiency and coordination within MoLG, providing an enabling environment for implementation of the RDP and Ministry Strategy Plan. The above interventions are directly aligned to those

under the RDP Programme Objective to Strengthen policy, legal, institutional coordination and regulatory frameworks; related to MoLG and coordination of the RDP.

The key implementing departments and Projects will be those under the Support Services clusters namely; Finance and Administration Department, Policy and Planning Division, Human Resource Unit, Retooling Project.

Outcomes

Main Outcome

Under this objective, the outcome will be improved policy coherence and institutional capacity for implementation of the decentralisation agenda. More specifically, MoLG will target to fully implement the strategic plan; and increase performance of the Ministry in budgeting for cross cutting issues from 70 percent to 90 percent.

Strategic Interventions

In order to successfully achieve the above outcomes, MoLG will implement a series of strategic interventions to: build the capacity of LG staff for generation and use of statistical data to inform planning; strengthen the functionality of LG structures; strengthen the performance and human resource function in LGs; and coordinate policy, planning, implementation and reporting. Details of the interventions and actions are illustrated below.

Intervention 4.1: Enhance Institutional Performance and Support Services

In order to enhance institutional efficiency and ensure that the LGs are operating smoothly, the MoLG will undertake a series of actions that will strengthen Performance and the Human Resource function in LGs. These include;

- a. Build Capacity of MoLG Staff
- b. Pay Salaries for MoLG Staff

Action 4.1.1: Build Capacity of MoLG Staff

The Ministry shall organize professional development sessions tailored to MoLG staff needs and provide specialized training in areas like policy development, governance, and project management in order to enhance the capacity of Ministry of Local Government (MoLG) staff to carry out their duties effectively. Therefore, the MoLG staff will be better equipped to support Local Governments and improve national-local relations.

Action 4.1.2: Pay Salaries for MoLG Staff

MoLG will streamline payroll processes to ensure timely salary disbursement and regularly review and update salary structures in line with national standards and budget allocations resulting to satisfied and motivated MoLG staff, contributing to improved ministry performance.

Key implementing ministry/department/agency/project

Finance and Administration (Human Resource Unit)

Intervention 4.2: Coordinate Policy, Planning, Implementation, and Reporting

Under this intervention, the Ministry will aim to ensure that Policy, Planning and reporting are coordinated across the entire MoLG and in LGs in addition to coordinating the RDP Programme. Actions to be undertaken will include the following;

- a. Hold Coordination Engagements with Key Stakeholders
- b. Review and disseminate the Decentralisation Policy
- c. Review and harmonize LG Act with PFMA
- d. Retool Ministry of Local Government Project
- e. Construction of Lower Local Government Administration Offices
- f. Purchase of Bicycles, Motorcycles & Motor vehicles.

- g. Purchase of official stamps
- h. Monitor implementation of MoLG programmes and projects
- i. Develop and review the MoLG Strategic Plan
- j. Prepare Cabinet Papers and Research Papers
- k. Pay rent for MoLG Offices
- l. Coordinate MoLG Administrative and Support services
- m. Review the RDP PIAP
- n. Joint monitoring of implementation of Programmes and Projects under RDP
- o. Convene RDP Leadership, PWG and TWG meetings
- p. Recruit and retool RDP Secretariat
- q. Hold RDP Annual reviews.

Action 4.2.1: Hold Coordination Engagements with Key Stakeholders

The Ministry shall organize regular coordination meetings (11 per financial year) with government agencies, NGOs, and development partners in order to ensure efficient implementation. Additionally, this shall foster multi-stakeholder collaboration for program synergy.

As a result of these engagements, detailed documentation shall be kept, and this will guide the Ministry to disseminate best practices from these coordination engagements.

Action 4.2.2: Review and Disseminate the Decentralisation Policy

The MoLG will undertake a comprehensive review of the Decentralisation Policy to address emerging governance challenges and align it with national development priorities. This will involve stakeholder consultations, policy impact assessments, and the dissemination of updated guidelines to all Local Governments. Capacity-building initiatives will be rolled out to ensure effective implementation of the revised policy.

Action 4.2.3: Retool Ministry of Local Government Project

The Ministry shall retool its workforce, and infrastructure to improve service delivery. This will include upgrading office equipment, enhancing ICT systems, and providing specialized training for staff to enhance efficiency and effectiveness in project implementation.

Additionally, the Ministry shall do the following; upgrade office equipment and digital systems to enhance productivity, train staff on the use of modern tools and technology, monitor and evaluate the impact of retooling on operational efficiency.

Action 4.2.4: Construction of Lower Local Government Administration Offices

The MoLG will facilitate and support the construction and equipping of administrative offices for lower Local Governments to enhance service delivery, improve working conditions for local officials, and provide better access to government services for communities.

Action 4.2.5: Purchase of Bicycles, Motorcycles and Motor vehicles

To enhance mobility and operational efficiency, the MoLG will procure bicycles, motorcycles, and motor vehicles for Local Government officials and Leaders. This will improve service delivery in remote areas and support effective monitoring and supervision of government programs and ensure transparency and efficiency in procurement processes.

Action 4.2.6: Purchase of official stamps

MoLG will procure and distribute official stamps to all Local Governments to enhance administrative efficiency and authenticity in government documentation and transactions.

Action 4.2.7: Monitor Implementation of MoLG Programmes and Projects

To ensure accountability and impact, the MoLG will establish a robust monitoring and evaluation framework to track the implementation of government programs and projects at the Local Government level.

Action 4.2.8: Develop and Review MoLG Strategic Plan

The MoLG will periodically develop and review its strategic plan to align with national development goals and emerging governance challenges, ensuring effective planning and resource allocation.

Action 4.2.9: Prepare Cabinet Papers and Research Papers

The MoLG will prepare evidence-based cabinet and research papers to support policy formulation, inform decision-making, and drive legislative reforms aimed at improving local governance.

Action 4.2.10: Coordinate MoLG Administrative and Support Services

To enhance operational efficiency, the MoLG will strengthen administrative and support services, ensuring smooth coordination of ministry functions and resource management.

MoLG will allocate resources for the timely payment of office rent to ensure a conducive working environment for staff and stakeholders.

Action 4.2.11: Review the RDP PIAP

The MoLG will review the Regional Development Programme (RDP) Programme Implementation Action Plan (PIAP) to align it with national development objectives and improve implementation effectiveness.

Action 4.2.12: Joint monitoring of implementation of Programmes and Projects under RDP

The MoLG will conduct joint monitoring exercises with relevant stakeholders to assess the implementation progress of projects under the RDP, ensuring effective resource utilization and impact realization.

Action 4.2.13: Convene RDP Leadership, PWG and TWG meetings

Regular meetings of the RDP Leadership, Programme Working Groups (PWG), and Technical Working Groups (TWG) will be held to enhance coordination, review progress, and address implementation challenges.

Action 4.2.14: Recruit and retool RDP Secretariat

To strengthen the Programme Working Group and the capacity of the RDP Secretariat, the MoLG will recruit and retool personnel, ensuring they have the necessary skills and resources to support effective programme implementation.

Action 4.2.15: Hold RDP Annual review

The MoLG will convene an annual review of the RDP to evaluate progress, document lessons learned and identify areas for improvement in programme implementation.

Key implementing ministry/department/agency/project

Policy and Planning Division, Finance and Administration Department, Local Council Research and Development Department, District Administration Department, Urban Administration Department, LGs, LGFC.

Other Programme actions

A number of actions under other Programmes are expected to contribute to this objective. These actions fall under the Programmes of Development Plan Implementation, and Public Sector Transformation. The planned actions include the following:

- a. Follow up implementation of Government Programmes and Projects in all LGs
- b. Manage MoLG human resource (Build capacity of staff, monitor attendance to duty, develop and manage the human resource plan, develop the client charter, implement performance management of staff)

Action 4.3.1: Follow up implementation of Government Programmes and Projects in all LGs

MoLG will carry out regular follow-up visits and assessments to ensure that government programmes and projects are effectively implemented and delivering intended results at the Local Government level. This action is under Development Plan Implementation Programme and the ministry must generate reports on the Implementation

of Government programmes for example, PDM.

Action 4.4.2: Manage MoLG human resource (Build capacity of staff, monitor attendance to duty, develop and manage the human resource plan, develop the client charter, implement performance management of staff)

The Ministry will enhance human resource management by implementing a comprehensive HR plan, monitoring attendance, building capacity, updating the client charter, and enforcing performance management systems.

Key Implementing Department

Policy and Planning Division, Finance and Administration Department

CHAPTER FOUR: **Financing Framework and Strategy**

This chapter outlines the financing approach that will support the implementation of the actions in the Strategic Direction. It provides a summary of the ideal unconstrained budget requirements across the identified Objectives, highlights the constrained Medium-Term Expenditure Framework (MTEF) allocated by MoFPED, and proposes a resource mobilization strategy to ensure the sustainability of planned interventions.

Given the Ministry's central role in implementing the Regional Development Programme (RDP) and championing the implementation of the Parish Development Model (PDM), this chapter emphasises the need for predictable, equitable, and flexible financing. It also identifies avenues for leveraging domestic revenues, conditional grants, and development partner support, while strengthening Local Governments' fiscal autonomy and capacity for resource absorption.

4.1. Strategic Plan Ideal and Constrained Budgets

The ideal budget for the strategic plan over the 5-year period is estimated at UGX 2,261.011 billion. A summarised budget by objective is shown below while a detailed cost implementation matrix and budget is attached as Annex I.

In contrast, the Medium-Term Expenditure Framework (MTEF) projections estimate a constrained resource allocation of about UGX 530.66 billion, providing a funding gap of 1,730.35 billion. A summary of the breakdown per year is also shown in the table below. The MTEF projections show a year-on-year decline for external financing. Increased efforts shall therefore be required to enhance revenue mobilisation from external financiers, but also from GoU in order to finance the plan's priorities.

Table 7. Summary of ideal budget by Objective (UGX billions)

Objective/Financial Year	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Deepen decentralisation by strengthening LG systems, leadership and autonomy	171.113	161.040	117.006	136.149	143.105	728.412
Enhance and Sustain Local Economic Development	94.893	164.092	164.675	397.361	298.420	1,119.441
Enhance the contribution of Local Revenue to Local Government budget	7.846	16.680	9.030	17.317	29.398	80.271
Strengthen institutional and policy coordination to support effective governance	30.234	31.627	48.396	108.049	114.579	332.886
Grand Total	304.086	373.439	339.107	658.876	585.503	2,261.011

Table 8. Ideal budget by budget categories (UGX billions)

Budget Category	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Wage	10.489	11.014	11.564	12.143	12.750	57.960
Non Wage	120.156	159.397	184.906	144.340	122.845	731.645
Development	208.462	488.464	389.033	216.956	168.490	1,471.406
Grand Total	339.107	658.876	585.503	373.439	304.086	2,261.011

Table 9. MTEF projections (UGX billions)

Budget Category	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Wage	10.489	11.014	11.564	12.143	12.75	57.96
Non Wage	37.892	44.334	50.984	55.716	66.859	255.785
GOU Development	6.225	7.159	7.875	9.45	11.34	42.049
Ext Fin. Development	118.886	41.423	14.558	-	-	174.867
Total	174.292	103.93	84.981	77.309	90.949	530.661

Table 10. Funding gaps (UGX billions)

Budget Category	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Wage	-	-	-	-	-	-
Non Wage	82.264	115.063	133.922	88.624	55.986	475.860
Development	83.351	439.882	366.600	207.506	157.150	1254.490
Total	165.615	554.946	500.522	296.130	213.137	1730.350

Table 11. Ideal budget by source of funding (UGX billions)

Budget Category	FY2025/26		FY2026/27		FY2027/28		FY2028/29		FY2029/30		Total
	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	
Wage	12.750		12.143		10.489		11.014		11.564		57.960
Non Wage	122.845		144.340		120.156		159.397		184.906		731.645
Development	4.040	164.450	9.680	207.276	24.040	184.422	80.357	408.108	77.640	311.392	1,471.406
Grand Total	139.635	164.450	166.163	207.276	154.685	184.422	250.768	408.108	274.110	311.392	2,261.011
% of source	46%	54%	44%	56%	46%	54%	38%	62%	47%	53%	

4.2. Resource Mobilization Strategy

Funding required for implementing the strategic plan will mainly be provided through the Central Government Budget. However, given the limited funding available, additional resources will be mobilised from Development Partners and the Private Sector. The resource mobilisation strategies to be adopted will include:

- a. Determination of resource gaps and identification of appropriate strategies for mobilisation of resources to fill the gaps.
- b. Negotiation with potential donors on funding contributions through direct budget support or through specific project or programme funding.
- c. Entering into Public Private Partnership (PPP) arrangements to undertake specific projects.

4.2.1. Support from development partners

Projects and programmes to be implemented will require substantial allocations from the national budget. To this end, and in the spirit of continuing and reinforcing past and present collaboration, development partners shall be engaged as potential financiers over the plan period. These include the African Development Bank (AfDB), Danish International Development Agency (DANIDA), European Union (EU), French

Development Agency, GIZ/KfW, International Fund for Agricultural Development (IFAD), Islamic Development Bank (IsDB), Japan International Cooperation Agency (JICA), Korean International Cooperation Agency (KOICA), People's Republic of China, Swedish International Development Cooperation Agency (SIDA), The Royal Dutch Embassy, United Nations Organisations (United Nations Development Programme, Food & Agriculture Organisation and World Food Programme), and the World Bank among others.

Development partners shall be engaged to provide both on budget and off budget financing. The latter will be a major source for deficits in the ideal budget.

4.2.2. Support from private sector

Given the size of the ideal budget, the private sector shall be a critical source of financing. In particular, the plan will look to leverage financial resources of Local Development Finance Institutes, Commercial banks and other micro-lenders to support private sector entrepreneurs. The plan therefore presents various opportunities for private financial institutions to fund innovative private sector activities or for the private sector to get involved in PPPs that promote market-driven initiatives.

CHAPTER FIVE: Institutional Arrangements for Implementing the Plan

This chapter presents the institutional framework that will guide the implementation of the Ministry of Local Government's Strategic Plan. It defines the coordination mechanisms, roles, and responsibilities of key actors within the Ministry and across other government institutions, development partners, and Local Governments.

Given the Ministry's mandate to lead decentralization and local development, effective execution of this Plan requires well-defined structures for oversight, inter-agency collaboration, and accountability. The chapter also outlines sustainability considerations, ensuring that the gains achieved through implementation are maintained beyond the plan period.

5.1. Coordination of the Implementation Process

Successful implementation of the plan will require a well-structured institutional framework to ensure effective coordination, accountability, and sustainability. The Plan will be implemented under the supervision of the Ministry whose mandate is to promote decentralization, good governance, and efficient service delivery at the Local Government level, and this mandate will be achieved by monitoring, and evaluating the execution of this plan whilst working in collaboration with various stakeholders.

5.1.1. Roles and Responsibilities of the MoLG

The Ministry of Local Government will be responsible for:

- a. Policy formulation and oversight to ensure alignment with national development goals.
- b. Providing technical guidance and

capacity building to Local Governments for effective service delivery.

- c. Monitoring and evaluation (M&E) to assess progress and address implementation challenges.
- d. Ensuring financial accountability through budget allocation and expenditure tracking.
- e. Strengthening local governance structures and promoting public participation in decision-making.
- f. Facilitating coordination between Local Governments, Central Government ministries, and development partners.

5.1.2. Roles and Responsibilities of other Stakeholders

The Ministry will collaborate with multiple stakeholders, each with Distinct responsibilities:

- a. Local Governments
 - i. Implement policies and programs in line with the Strategic Plan.
 - ii. Generate and manage local revenue efficiently.
 - iii. Ensure citizen participation in local governance and decision-making.
 - iv. Monitor and report on service delivery progress.
- b. Ministry of Finance, Planning, and Economic Development (MoFPED)
 - i. Allocate funds and provide financial oversight for Local Government activities.
 - ii. Support resource mobilization and sustainable financing strategies.
- c. Ministry of Public Service
 - i. Develop and implement policies related to human resource management in Local Governments.

- ii. Oversee capacity-building initiatives to improve local governance efficiency.
- d. Development Partners and Donor Agencies.
 - i. Provide technical and financial support for Local Government projects.
 - ii. Offer expertise in areas such as decentralization, governance, and capacity building.
- e. The Private Sector
 - i. Advocate for transparency, accountability, and inclusiveness in governance.
 - ii. Support community-driven development programs and Public Service Delivery.
 - iii. Invest in local infrastructure and services through public-private partnerships (PPPs).

5.2. Sustainability Plans

To ensure the long-term success of the Strategic Plan, the Ministry will implement sustainability measures focused on governance, financing, and capacity building:

- a. Institutionalizing best practices in governance and service delivery at local levels.
- b. Strengthening financial autonomy for Local Governments by enhancing revenue collection.
- c. Integrating environmental sustainability into Local Government development plans.
- d. Enhancing knowledge management and learning systems to promote continuous improvement in governance.

5.3. Partnerships and Collaborations

Partnerships and collaborations are essential for leveraging resources, technical expertise,

and innovative solutions to strengthen local governance and service delivery. The Ministry of Local Government (MoLG) will actively engage various stakeholders to enhance the implementation of this Strategic Plan.

5.3.1. Inter-Governmental Coordination

The Ministry will foster strong collaboration between Local Governments and national Government institutions to ensure effective policy implementation and service delivery. Key initiatives include:

- a. Regular policy dialogues between MoLG, the Ministry of Finance, Planning and Economic Development (MoFPED), and the Ministry of Public Service to align priorities and resources.
- b. Joint planning and budgeting sessions to streamline financial allocations and minimize duplication of efforts.
- c. Enhanced legislative collaboration with Parliament and Local Government associations to support laws and policies that promote decentralization.

5.3.2. Public-Private Partnerships (PPPs)

The Ministry will promote PPP initiatives to mobilize private sector investment in infrastructure and service delivery. This will involve:

- a. Incentives for private sector investment in local infrastructure, such as markets, roads, and waste management systems.
- b. Capacity-building for Local Governments to negotiate and manage PPP contracts effectively.
- c. Collaboration with financial institutions to facilitate Local Government access to credit and financing options.

5.3.3. Engagement with Development Partners and Donor Agencies

International development partners and donor agencies play a crucial role in funding, technical assistance, and policy development. The Ministry will:

- a. Develop partnership frameworks to guide engagement with agencies such as the World Bank, UNDP, EU, and bilateral partners.
- b. Seek funding for capacity-building programs, infrastructure projects, and ICT modernization in Local Governments.
- c. Enhance knowledge exchange by participating in regional and international forums on local governance.

5.3.4. Collaboration with Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs)

CSOs and CBOs are vital in promoting citizen participation, social accountability, and community-driven development. The Ministry will:

- a. Establish formal engagement mechanisms such as policy consultation platforms and joint monitoring initiatives.
- b. Partner with CSOs on awareness campaigns related to governance, service delivery, and civic responsibilities.
- c. Encourage CSOs to support capacity-building for local leaders and administrators.

5.3.5. Academic Research Institutions

Research and data-driven policymaking are critical for effective governance. The Ministry will:

- a. Collaborate with universities and think tanks to conduct studies on decentralization and Local Government performance.
- b. Utilize research findings to improve policy formulation and decision-making.
- c. Encourage internships and training programs for students to build future capacity in Local Governance.

By fostering these multi-sectoral partnerships, the Ministry will enhance financial sustainability, innovation, and efficiency in Local Government operations.

5.4. Human Resource Plan

A well-trained and adequately staffed workforce is fundamental to achieving the objectives of the Strategic Plan. The Human Resource Plan focuses on recruitment, capacity building, performance management, and staff welfare.

5.4.1. Human Resource Capacity Assessment

To determine staffing needs, the Ministry will:

- a. Conduct periodic Human Resource audits to assess workforce gaps and competency requirements.
- b. Develop a staffing plan aligned with the Ministry's strategic priorities.
- c. Strengthen the Local Government Human Resource Information System (LGHRIS) to improve personnel management.

5.4.2. Recruitment and Deployment Strategies

The Ministry aims to streamline recruitment and deployment to ensure all Local Governments have skilled personnel. This will include:

- a. Decentralized recruitment mechanisms to enhance efficiency in hiring Local Government staff.
- b. Competitive and merit-based hiring practices to attract highly qualified professionals.
- c. Targeted recruitment of technical specialists, such as urban planners, financial managers, and ICT experts, to fill critical gaps in Local Governments.

5.4.3. Capacity-Building and Training Programs

To enhance the competency of Local Government personnel, the Ministry will:

- a. Develop a National Capacity Development Program (NCDP) for continuous professional training.

- b. Partner with the Uganda Management Institute (UMI) and other institutions to offer specialized training in governance, financial management, and service delivery.
- c. Establish e-learning platforms and on-the-job mentorship programs to improve knowledge transfer.

5.4.4. Performance Management and Accountability

A robust performance management system will be established to improve efficiency and service delivery. This will include:

- a. Regular staff appraisals based on key performance indicators (KPIs).
- b. Introduction of performance-based incentives and recognition programs.
- c. Strengthening monitoring and disciplinary frameworks to ensure accountability.

5.4.5. Staff Welfare and Motivation

To enhance productivity and job satisfaction, the Ministry will:

- a. Advocate for competitive remuneration and benefits for Local Government staff.
- b. Implement staff wellness programs, including mental health support and work-life balance initiatives.
- c. Develop a succession planning strategy to ensure leadership continuity in Local Government administration.

By investing in human capital development, the Ministry will enhance the efficiency, professionalism, and effectiveness of local governance structures.

The institutional framework outlined in this chapter will ensure effective coordination, accountability, and sustainability in the implementation of the Strategic Plan. By defining clear roles, fostering partnerships, and strengthening human resource capacity, the Ministry shall enhance governance, service delivery, and Local Economic Development across Uganda.

CHAPTER SIX: **Communication and Feedback Strategy**

This chapter outlines the communication and feedback mechanisms that will support the implementation of the Strategic Plan. It defines how the Ministry will engage with internal and external stakeholders to promote transparency, enhance accountability, and facilitate continuous learning.

Effective communication is essential to ensure that the Strategic Plan's objectives, interventions, and results are clearly understood and supported across all levels of government and the public. The chapter further highlights priority messages, target audiences, and channels to be used throughout the implementation period.

6.1. Rationale and Objectives of the Communication Strategy

The Ministry of Local Government (MoLG) is mandated to oversee the creation, supervision, and coordination of sustainable, efficient, and effective service delivery within Uganda's decentralized governance system. Achieving these objectives requires a robust communication strategy that enhances transparency, strengthens service delivery, and fosters community engagement.

The MoLG Communication Unit, led by a Principal Officer, operates under the Chief Administrative Officer (CAO) and collaborates closely with the Coordination Unit, the Directorate of Information & National Guidance, and the Office of the Prime Minister. This unit plays a critical role in ensuring that government policies, programs, and initiatives are effectively communicated to all stakeholders, thereby fostering a well-informed citizenry.

Under the Local Governments Act of 1997, the Chief Administrative Officer (CAO) and the District Information Officer are legally

mandated to communicate government policies and programs at the District level. This institutional framework ensures a seamless flow of communication between the government and citizens, reinforcing public trust and active participation in governance.

Goal of the Communication Strategy

The overarching goal of this communication strategy is to develop a well-coordinated, effective, and proactive system that strengthens engagement between the Government and the public, ensuring transparency and improved service delivery.

Strategic Objectives

- a. Enhance coordination and discipline in Government communication by establishing standardized guidelines and protocols for information dissemination, strengthening intergovernmental collaboration, and implementing a centralized communication management system.
- b. Establish structured communication channels to address the growing information needs of the Ministry by leveraging digital platforms, traditional media, and community-based engagement mechanisms to ensure accessibility and efficiency.
- c. Promote a positive image of the Local Government sector through strategic public relations campaigns, community outreach initiatives, and proactive crisis communication mechanisms.
- d. Ensure timely, accurate, and objective dissemination of Government policies and services by strengthening partnerships with media houses,

implementing verification processes to counter misinformation, and utilizing multiple communication channels to reach diverse audiences.

- e. Improve coordination and management of communication within the Local Government sector by defining clear roles for communication officers, establishing feedback loops, and implementing monitoring and evaluation systems.
- f. Equip public servants with the necessary skills and resources to effectively communicate policies and initiatives by conducting training workshops, providing modern communication tools, and fostering a culture of proactive engagement.

6.2. Communication Strategy Priorities

To achieve the outlined objectives, the communication strategy will prioritize the following areas:

- a. Enhancing the visibility of the Ministry of Local Government by ensuring that Government programs, policies, and success stories are effectively communicated to the public.
- b. Positioning the Ministry as a credible and authoritative source of government information through consistent messaging, strategic partnerships with media outlets, and engagement with stakeholders at all levels.
- c. Strengthening communication capacity by ensuring the availability of adequate human, financial, and technical resources to support seamless information dissemination.
- d. Improving internal and external coordination by aligning communication policies with national laws, inter-ministerial strategies, and public sector reforms.
- e. Leveraging existing and emerging media platforms to maximize outreach and promote government programs through

traditional and digital communication channels.

- f. Establishing structured communication and accountability mechanisms that enhance information flow, responsiveness, and public service efficiency.
- g. Engaging rural communities through non-conventional media such as town hall meetings, grassroots organizations, and community-based participatory initiatives to ensure inclusivity and equitable access to government information.

6.3. Implementation of the Communication Strategy

To operationalize the communication strategy, MoLG will adopt a structured approach that strengthens engagement with key stakeholders, enhances transparency, and ensures effective information dissemination. The implementation plan will be guided by clearly defined objectives, key messages, appropriate communication channels, and a phased execution framework.

The strategy will primarily address Local Government officials, policymakers, and ministry staff while also engaging the public, civil society organizations, development partners, and the media. Effective communication with these groups is essential for strengthening governance and service delivery.

The communication strategy will emphasize critical themes such as decentralization policies, government initiatives in local governance, budget allocations, accountability measures, and community participation in decision-making. Additionally, it will highlight efforts to improve Public Service Delivery and combat corruption within Local Government structures.

A multi-platform approach will be used to ensure broad outreach and engagement.

This will include:

- a. Traditional Media: National and local radio stations, television broadcasts, and print publications to reach diverse audiences, including those in rural areas.
- b. Digital Media: The Ministry's website, social media platforms, and mobile applications to facilitate real-time updates and direct interaction with the public.
- c. Community Engagement: Town hall meetings, sensitization forums, and roadshows to enhance grassroots participation and feedback collection.
- d. Printed Materials: Flyers, brochures, newsletters, and reports to supplement digital and media outreach, ensuring accessibility for all citizens.

The rollout of the communication strategy will follow a structured timeline to ensure efficiency and effectiveness:

Phase 1: Planning and Capacity Building (0–3 months)

- a. Establish a dedicated Communication and Public Relations Unit within the Ministry.
- b. Develop a comprehensive communication policy aligned with national guidelines.
- c. Train Local Government officials in effective communication, digital literacy, and crisis management.

Phase 2: Content Development and Media Engagement (4–9 months)

- a. Develop and disseminate press releases, official statements, and public service announcements.
- b. Enhance digital content, including videos, infographics, and interactive reports.
- c. Strengthen partnerships with media houses and journalists for credible information dissemination.

Phase 3: Public Outreach and Community Involvement (10–18 months)

- a. Organize Nationwide public engagement forums and sensitization campaigns.
- b. Launch awareness programs on decentralization, budgeting, and service delivery improvements.
- c. Utilize SMS alerts and community influencers to reach a broader audience.

Phase 4: Monitoring, Evaluation and Sustainability (Ongoing after 18 months)

- a. Conduct periodic assessments of communication effectiveness using public feedback, media analytics, and stakeholder consultations.
- b. Adjust strategies based on emerging trends, public perception, and policy shifts.
- c. Institutionalize best practices to ensure long-term sustainability of the communication strategy.

Stakeholder Engagement & Partnerships Collaboration with key stakeholders will be vital to the success of this strategy. The MoLG shall work closely with government institutions, media entities, civil society organizations, and development partners to amplify outreach efforts and reinforce transparency. Additionally, engagement with Local Government leaders will ensure alignment with community needs and priorities.

To measure the impact of the communication strategy, the Ministry will establish a performance tracking system that includes:

- a. Regular media monitoring and sentiment analysis.
- b. Stakeholder feedback through surveys and public consultations.
- c. Quarterly reviews to assess progress and refine communication approaches.

Recognizing possible obstacles, the Ministry will adopt proactive measures, such as leveraging community-based communication in areas with limited internet access, implementing fact-checking mechanisms to counter misinformation, and securing partnerships to address budgetary constraints.

By implementing this structured communication approach, the Ministry of Local Government aims to enhance transparency, strengthen public trust, and facilitate effective governance. The strategy will ensure that critical Government information reaches stakeholders in a timely and accessible manner, ultimately contributing to improved service delivery and participatory governance.

CHAPTER SEVEN: Risk Management

This chapter identifies the key risks that may affect the successful implementation of the Strategic Plan and outlines the Ministry's approach to managing them. Risks are categorized based on their origin—external, strategic, and operational—and assessed in terms of their potential impact on the Ministry's objectives.

Effective risk management is critical to maintaining implementation momentum and ensuring resilience in the face of political, fiscal, institutional, and environmental uncertainties. This chapter presents mitigation strategies to reduce risk exposure and enhance the Ministry's capacity to adapt to changing circumstances.

7.1. Risk Management Strategy

The Ministry of Local Government is exposed to various risks that may hinder the

fulfilment of its strategic objectives. Effective risk management is essential to ensure the Ministry achieves its reporting and service delivery goals.

This plan identifies, analyses, and prescribes mitigation measures for potential risks while integrating continuous monitoring and management mechanisms. These risk management strategies will be embedded in all strategic, operational, and implementation plans throughout the plan period.

7.2. Risk Categorization

Risks facing the MoLG are broadly classified into three categories: External, Strategic, and Operational Risks. Each category requires different mitigation strategies based on its nature and potential impact.

Table 12. Risk Categorization and Control Strategies.

Risk Type	Description	Risk Mitigation Objective	Control Model/Strategy
External Risks	Risks arising from uncertain and uncontrollable external events, such as economic instability, political unrest, natural disasters, and cyber threats.	Reduce cost of impact if the risk event occurs.	<ul style="list-style-type: none"> - Business Continuity Planning - Disaster Response Mechanisms - Cybersecurity Enhancements - Crisis Management Plans - Scenario Planning
Strategic Risks	Risks the Ministry accepts as part of its strategic execution to Generate long-term benefits. These include policy reforms, urbanization challenges, and fiscal constraints.	Reduce likelihood and occurrence in a cost-effective manner.	<ul style="list-style-type: none"> - National and Local Investment Plans - Presidential Investment Round Table (PIRT) - Annual Economic Growth Forum - Public-Private Partnerships (PPPs)
Operational Risks	Risks arising within the Ministry's internal operations, including human resource gaps, ICT failures, corruption, and governance weaknesses.	Avoid or eliminate occurrences in a cost-effective manner.	<ul style="list-style-type: none"> - Legal and Regulatory Framework - Documented Policies and Procedures - Standard Operating Procedures (SoPs) - Strengthened Internal Controls

7.3. Risk Assessment and Analysis

To effectively analyze risks, a risk assessment framework will be adopted based on Impact and Likelihood ratings. These ratings will follow the Government of Uganda Risk Management Strategy (RMS), using a three-band rating scale as shown below:

Table 13. Risk Impact and Likelihood Rating.

Number	Impact	Likelihood
3	High (H) / Catastrophic	High (H) / Almost Certain
2	Moderate (M) / Medium	Moderate (M) / Possible
1	Low (L) / Minor	Low (L) / Unlikely

The combination of Impact and Likelihood scores determines the overall risk rating, which categorizes risks as Low, Moderate, or High.

Table 14. Overall Risk Rating and Response Strategy.

Overall Rating (Impact × Likelihood)	Response Strategy
LOW (1 – 2)	Occasional monitoring. Tolerate; continue with existing measures and review annually.
MODERATE (3 – 5)	Continuous monitoring and steady improvements. Perform periodic reviews.
HIGH (6 – 9)	Highest priority; immediate action required and regular review.

7.4. Risk Compilation and Risk Matrix

A Risk Matrix will be used to systematically document all identified risks, their impact, likelihood, and potential mitigation measures.

Table 15. Key Envisaged Risks (Low 1, Moderate 2, High 3; Minor 1, Moderate 2, Significant 3)

SN	Identified Risk	Risk Category	Causes	Likelihood	Impact	Risk Rating	Mitigation	Lead Actor
1	Budget shortfalls disrupting service delivery.	Financial Risk	<ul style="list-style-type: none"> - Insufficient government funding - Economic downturn 	High (3)	Significant (3)	High (9)	<ul style="list-style-type: none"> - Advocate for increased budget allocation - Explore alternative funding (PPPs) 	MoLG, Ministry of Finance
2	Weak policy enforcement.	Governance Risk	<ul style="list-style-type: none"> - Weak internal controls - Lack of accountability 	High (3)	Significant (3)	High (9)	<ul style="list-style-type: none"> - Strengthen anti-corruption policies - Implement audit mechanisms 	MoLG, IGG
3	Inadequate staffing and skill gaps.	Operational Risk	<ul style="list-style-type: none"> - Limited recruitment - Brain drain 	Moderate (2)	Significant (3)	High (6)	<ul style="list-style-type: none"> - Implement capacity-building programs - Improve staff retention strategies 	MoLG, Public Service
4	Cybersecurity threats disrupting Local Government operations.	ICT Risk	<ul style="list-style-type: none"> - Weak cybersecurity frameworks - Increased cyber-attacks 	High (3)	Significant (3)	High (9)	<ul style="list-style-type: none"> - Strengthen IT security measures - Conduct regular security audits 	MoLG, NITA-U
5	Climate change and disasters affecting infrastructure.	Environmental Risk	<ul style="list-style-type: none"> - Extreme weather conditions - Poor urban planning 	High (3)	Significant (3)	High (9)	<ul style="list-style-type: none"> - Implement climate resilience policies - Strengthen disaster preparedness 	MoLG, NEMA
6	Political interference in Local Government operations.	Political Risk	<ul style="list-style-type: none"> - Inconsistent policies - Unstable governance environment 	High (3)	Moderate (2)	High (6)	<ul style="list-style-type: none"> - Strengthen governance structures - Enforce legal frameworks 	MoLG, Parliament
7	Resistance to policy reforms from communities.	Social Risk	<ul style="list-style-type: none"> - Misinformation - Lack of stakeholder engagement 	Moderate (2)	Moderate (2)	Moderate (4)	<ul style="list-style-type: none"> - Increase stakeholder sensitization - Conduct public consultations 	MoLG, Local Authorities

7.5. Risk Mitigation and Monitoring Framework

The Ministry will implement structured risk mitigation strategies, which will be continuously monitored and updated throughout the Strategic Plan period.

7.5.1. Risk Mitigation Strategies

- a. Financial Risks: Strengthen financial controls, ensure transparent budget allocation, and explore alternative revenue sources.
- b. Governance Risks: Enhance policy implementation, and strengthen internal audit processes.
- c. Operational Risks: Invest in human resource capacity-building, upgrade ICT systems, and streamline service delivery processes.
- d. Environmental Risks: Implement sustainable urban planning policies and develop climate adaptation strategies.
- e. Security Risks: Strengthen cybersecurity frameworks, enhance physical security measures, and develop emergency response plans.

7.5.2. Risk Monitoring and Review Mechanisms

To ensure the effectiveness of risk management measures, the Ministry will:

- a. Conduct quarterly risk assessments to track emerging risks and update mitigation measures.
- b. Establish a Risk Management Committee responsible for coordinating and reviewing risk mitigation actions.
- c. Integrate risk reporting mechanisms into the Ministry's Monitoring and Evaluation (M&E) Framework.
- d. Ensure compliance with the Government of Uganda Risk Management Strategy (RMS) in all planning and implementation processes.

7.6. Compliance Assessment and Performance Measurement

The effectiveness of risk management strategies will be evaluated through:

- a. Annual risk audits to assess compliance with risk mitigation frameworks.
- b. Key Performance Indicators (KPIs) aligned with risk mitigation objectives.
- c. Stakeholder feedback mechanisms to ensure public and private sector involvement in the risk management process.

CHAPTER EIGHT: **Monitoring, Evaluation, Accountability and Learning (Meal) Framework**

This chapter outlines the framework for monitoring and evaluating the implementation of the Strategic Plan. It defines the institutional arrangements, reporting mechanisms, and performance tracking tools that the Ministry will use to assess progress toward achieving its objectives.

The framework is designed to promote results-based management, ensure accountability, and support timely decision-making. It also facilitates feedback loops for learning and continuous improvement across all levels of implementation.

8.1. M&E framework and process

The Ministry of Local Government shall implement a comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) framework to support implementation of its Strategic Plan (2025/26–2029/30). This framework is fully aligned with the National M&E Policy. This MEAL Framework will provide a comprehensive structure for tracking implementation, measuring progress, promoting evidence-based decision making and fostering accountability in the execution of the Ministry's Strategic Plan.

The framework is grounded in a clear results chain that includes outputs, intermediate outcomes, and outcomes, supported by measurable performance indicators. These indicators are derived from the MoLG's Results Matrix, capturing key targets across output, outcome, and impact levels. Through its effective operationalization, MoLG will ensure that development interventions are responsive, inclusive, and results-

driven, thereby advancing the goals of decentralized governance and sustainable local development.

8.1.1. Monitoring

As per the National M&E policy, monitoring is a continuous process of systematic data collection to inform managers and key stakeholders on progress in relation to planned inputs, activities and results, as well as the use of allocated resources.

Monitoring will be both process- and results-based:

- a. Process Monitoring will ensure adherence to physical implementation plans and financial implementation (budgets), leveraging data collection tools and quarterly supervision reports.
- b. Results Monitoring will track performance indicators across all level's outputs, intermediate outcomes, and outcomes as presented in MoLG's results matrix. This shall be assessed bi-annually and reported to the Office of the Prime Minister in line with the National M&E policy.

Monitoring shall take place at project, Local Government, Ministry and Programme level. Information from the above monitoring process shall inform evaluation.

8.1.2. Evaluation

Evaluations shall provide an independent assessment of the Ministry strategic plans and projects; and their contribution to global objectives. They will focus on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack

thereof. The framework in this strategy document provides for a baseline, mid-term, and end-term evaluations for the strategic plan. In line with the national M&E policy, all projects will be required to undertake these three evaluations at a minimum:

- a. **Baseline Evaluation** – will provide for baseline values of indicators for outputs, intermediate outcomes and outcomes of the strategic plan and respective projects.
- b. **Mid-Term Evaluation** – will assess implementation effectiveness and progress toward outputs, intermediate outcomes and outcomes as per the results matrix of the strategic plan and respective projects.
- c. **End-Term Evaluation** – will assess achievement of outputs, intermediate outcomes, outcomes and strategic objectives under the plan and respective projects. This will guide the next strategic cycle.

8.1.3. Accountability, Learning and Knowledge Management

The framework will emphasize the centrality of accountability, learning and knowledge management. In line with the National M&E policy, these shall be undertaken through the following critical processes within the framework:

- a. Quarterly and Annual Physical and Financial Reporting in line with the Budgeting and Reporting Cycle of the Public Finance Management Act, 2015.

- b. Annual Joint Programme Reviews, undertaken by the middle of October each year to ensure that the findings feed into the planning and budgeting cycle of the next financial year.
- c. Quarterly and Annual Internal Audits.
- d. Annual External Audits by the Office of the Auditor General.
- e. Value for Money Audits.

8.2. Logical framework

The MEAL framework is underpinned by a results-based logical framework. Indicators at each level of the results chain have been defined to track progress towards the three strategic objectives of the Ministry: enhancing Local Economic Development, improving Local Government financing, and strengthening institutional efficiency.

Key outcome indicators include an improvement in community satisfaction with Local Governance from 79% to 90%, increased coverage of LGs accessing data analytics to 100 percent, expanded business services at Local Government level, growth in discretionary funding, increased data usage for planning, and improved gender equity in budgeting. These are complemented by output-level indicators such as the number of regional and Local Economic Development strategies developed, kilometres of community access roads constructed, and the percentage of Local Governments producing statistical abstracts.

The tables below show detailed outcome, intermediate outcome and output results matrices.

Table 16. Outcome Results

Goal/Objective	Outcomes	Indicator	Target						Data Source
			Baseline FY2023/24	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	
Goal: Strengthen decentralised service delivery systems and transform Local Governments into engines of economic empowerment, ensuring that all citizens benefit equitably from Uganda's growth and development	Increased satisfaction in local and economic governance	Level of community satisfaction in local governance	79%	80%	83%	85%	87%	90%	UBOS
Objective 1: Deepen decentralisation by strengthening LG systems, leadership and autonomy	Enhanced LG capacity for utilising statistics	Percentage coverage of LGs accessing the Data Analytics Systems		0%	60%	85%	100%	100%	LGs
	Improved performance of LGs	Percentage of LGs that have awarded procurement contracts to vulnerable groups.	0%	2%	4%	6%	8%	10%	LG Reports
Objective 2: Enhance and Sustain Local Economic Development	Improved Access to Business Development Services at LG level	Number of Local Businesses formalised with URSB	530,000	580,893	631,786	682,679	733,572	784,465	URSB database/LG reports
		Percentage of Local Businesses accessing business services online	0.4%	2.5%	7.5%	10%	15%	20%	URSB
	Increased productivity of the PDM SACCOs	Percentage change in PDM SACCO portfolio	0%	6%	12%	18%	24%	30%	LG Reports
Objective 3: Enhance Local Government Financing	Enhanced Contribution of Local Revenue to Local Government budgets	Percentage of the Local revenue contribution to the LG budget	3.0%	4.2%	5.4%	6.6%	7.8%	10.0%	MoFPED
Objective 4: Strengthen institutional and policy coordination to support effective governance	Improved performance of MoLG	Level of implementation of MoLG Strategic Plan (%)	80%	15%	40%	60%	80%	100%	MoLG Reports
		Performance of MoLG in budgeting for Gender and Equity	49%	70%	75%	80%	85%	90%	EOC Assessment

Table 17. Output Results

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
Build LG Capacity for Generation and use of statistical data to inform Planning in LGs	LG Data Analytics Systems rolled out to facilitate Analysis and Modelling for Planning	Percentage of LGs using Data Analytics for planning	0%	10%	60%	85%	100%	MoLG Annual Reports	Reliable ICT infrastructure and internet connectivity; sustained funding for data systems; UBOS and NPA provide technical backstopping; trained staff retained in LGs.	Finance and Administration	
			77%	80%	100%	100%	100%	LG Reports			Full staffing of planning units; timely release of operational funds; continued support from MoFPED and NPA.
			88	90	106	150	176	MoLG Annual Reports			

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department	
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30				
Strengthen the functionality of Local Government structures	Capacity of Local Government Leaders built	Number of LG Elected Leaders inducted	13,000	5,000	330,000	320,000	150,000	50,000	MoLG Statistical Abstract	building and access to data systems. Availability of training funds; commitment of LG leaders to attend induction; collaboration with UMI and NPA sustained.	Local Council Department	
		Number of LG technical leaders trained in performance management	176	405	405	405	405	405	Quarterly reports	Performance management frameworks rolled out; MoPS support sustained		
		Number of peer to peer learning events conducted	10	50	100	200	300	20	MoLG Statistical Abstract	Willingness of LGs to share lessons; coordination support from MoLG and development partners.		
		Percentage of LG Councils with functional Committees,	70%	70%	75%	80%	85%	90%	MoLG Statistical Abstract	Functional DSCs and PACs		

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Statutory bodies and lawful resolutions								established; political-technical collaboration maintained.	
		Percentage of LG Councils receiving and scrutinising reports of Statutory Bodies	50%	70%	75%	80%	85%	90%	MoLG Statistical Abstract	Continuous mentorship and oversight by MoLG; adequate resources for meetings and reporting.	
	Statutory Bodies in Local Governments (Land Boards, LGPAC) strengthened	Percentage of fully constituted District / City Land Boards	51%	80%	90%	95%	100%	100%	MoLG Annual Statistical Abstract	Timely appointments and approvals by District Councils; availability of qualified personnel.	Local Council Department
		Percentage of fully constituted LGPACs	68%	80%	90%	95%	100%	100%	MoLG Annual Statistical Abstract	Adequate facilitation for recruitment; effective supervision from MoLG and OPM.	District Inspection Department

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
Strengthen the performance and human resource function in Local Governments	Percentage of fully constituted District / City Executive Committees	71%	90%	100%	100%	100%	100%	MoLG Annual Statistical Abstract	Political stability; adherence to LG Act provisions; regular council sessions held	Local Council Department	
			82%	84%	86%	88%	91%	MoLG Annual Statistical Abstract	Compliance with PPDA guidelines; timely renewal of members' terms.	Procurement Inspection and Coordination Department	
	No. of LGs supported to develop performance improvement plans	176	176	176	176	176	PIP reports	Consistent funding for supervision and follow-up; cooperation from CAOs and LG staff.	District Administration Department		
Employee Productivity in Local Governments improved	No. of LGs inspected for compliance to laws, regulations and guidelines	176	176	176	176	176	MoLG Reports	Availability of inspection tools and funds; cooperation from local leaders	District Inspection Department		
	Percentage of approved LG staff positions filled.	55%	62%	65%	68%	70%	MoLG/LGs Annual/Quarterly recruitment reports	MoPS approvals granted in time; adequate	Finance and Administration		

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
Enhance Fiscal Transfer Systems, Accountability and Sustainability	Service delivery in Local Governments coordinated	Percentage of LG staff meeting performance rating of at least 70 percent.	8%	10%	30%	50%	80%	100%	MoLG/ LGs Annual/ Quarterly BSC performance reports	wage provisions; reduced staff attrition. Effective performance appraisal tools; motivated workforce; stable supervision.	District Administration Department
			15%	30%	50%	70%	80%	100%	MoLG/ LGs Annual/ Quarterly Capacity Building performance reports	Training budgets protected; coordination with NPA and UMI sustained.	
			9	11	11	11	11	11	MoLG Quarterly Reports	Regular budget releases; cooperation among LGs, DPs, and MoLG directorates	
		Number of Policy and Legal Frameworks developed and reviewed	0	2	2	2	2	3	MoLG Quarterly Reports	Cabinet and Parliament support; effective inter-ministerial	Local Council Department

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Percentage of LGs implementing Local Climate Adaptive Living (LoCAL) initiatives	2%	5%	12%	20%	28%	35%	MoLG Quarterly Reports	Donor funding sustained; LGs integrate climate actions in plans.	Local Council Department
		Number of LGs with functional HIV/AIDS committees	81	88	97	106	141	176	MoLG/UAC Quarterly DAC reports	Continuous funding from UAC; political support at LG level.	Finance and Administration
		Percentage of LGs with functional Nutrition Committees	68%	30%	40%	60%	80%	100%	MoLG Quarterly Reports	Coordination with MoH and OPM; LG commitment to mainstream nutrition	Finance and Administration
		Number of Local Governments with vulnerable groups trained to use the reservation scheme for procurement	5	45	45	86	88	88	MoLG Quarterly Reports	PPDA enforcement; availability of training resources; inclusion policies sustained	Procurement Inspection and Coordination Department
Objective 2: Enhance and Sustain Local Economic Development											

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
Increase awareness about LED and enhance the implementation of the National Strategy for LED.	LED Strategies developed and implemented	Percentage of Regional LED strategies developed	17%	30%	40%	50%	80%	100%	MoLG - LED Secretariat, LGs	Approval of the National LED Strategy; cooperation from regional bodies; sufficient facilitation for regional consultation; Technical capacity of LGs enhanced	Local Economic Development
		Percentage of LG LED strategies developed	11%	20%	40%	50%	80%	100%	MoLG - LED Secretariat, LGs		
Link Enterprises to Local, Regional and International markets	Increased access to markets	Number of local markets established	11	4	29	17	14	1	MoLG Quarterly reports	Timely land acquisition and compensation; budget releases are consistent; private sector and DP's co-finance market infrastructure; community acceptance and security maintained.	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Number of KMs of Community Access Roads constructed/rehabilitated	171	1,616	2,162	500	100	-	MoLG Quarterly reports	Funds for road works released as planned; good weather and security conditions; coordination with MoWT and UNRA effective.	
		Number of Agro-processing facilities constructed	6	20	16	18			MoLG Quarterly reports	Partnership with MAAIF and MTIC sustained; private investors interested; utilities (power, water) available in targeted districts.	
Strengthen implementation of PDM Pillars	PDM implementation on coordination strengthened	% of PDM households accessing PRF	40%	75%	100%	60%	55%	55%	LG Reports	Regular PRF fund releases; SACCO governance structures functional; monitoring data	Finance and Administration

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		% of Parishes with Parish Action Plans		50%	100%				LG Reports	Technical support from OPM and MoFPED available; parishes have functioning PDCs; adequate facilitation for planning processes.	
Objective 3: Enhance Local Government Financing											
Implementation of Local Government Revenue Mobilisation Strategy	Local revenue mobilized and generated	Amount of local revenue collected (UGX Billions)	287.1	333.3	431.6	600.5	805.1	1,165.6	The Annual Budget Performance Report	Macroeconomic stability maintained; MoFPED supports fiscal decentralisation; taxpayers' compliance increases; automated systems remain functional; political leaders back enforcement.	
										District Inspection Department	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
Strengthen the implementation of the legal frameworks for Local Government funding	Improved utilisation of discretionary funds to LGs	Number of LG workplans adhering to the DDEG guidelines	60	176	176	176	176	176	MoLG Quarterly Reports	DDEG guidelines disseminated in time; MoFPED maintains timely transfers; LG technical capacity to plan and report retained; minimal political interference.	Finance and Administration
Objective 4: Strengthen institutional and policy coordination to support effective governance											
Enhance Institutional Performance and Support Services	Employee Productivity in MoLG improved	Number of MoLG staff trained in use of ICT equipment, user applications and e-systems	47%	60%	70%	80%	90%	100%	ICT Quarterly reports	ICT budget maintained; trainers available; stable power and connectivity; staff retention ensured.	Finance and Administration
			48	35	35	35	35	36	ICT Quarterly reports	LG ICT focal persons active; collaboration with NITA-U and PPDA sustained;	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Percentage of technical MOLG staff benefitting from capacity building trainings/ mentorship that lasted at least one week	47%	60%	70%	80%	90%	100%	F&A reports	stable internet connectivity. Continuous funding for training; commitment from management to release staff; availability of partner support (NPA, UMI).	
		Percentage of approved MOLG staff positions filled.		70%	80%	85%	100%	100%	F&A reports	MoPS recruitment clearances timely; adequate wage budget; competitive remuneration sustains retention.	
Coordinate policy, planning, implementation and reporting	Finance and administration coordinated	Number of Internal Audit reports prepared and submitted to MoLG Management	4	4	4	4	4	4	Quarterly Internal Audit Reports	Audit teams fully staffed; access to all departments and LGs; management implements audit	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Updated asset register	1	1	1	1	1	1	MoLG Audited report	recommendations. Accurate asset verification records available; timely budget for verification exercises.	
		No. of financial reports prepared and submitted to relevant authorities	3	3	3	3	3	3	MoLG Financial Reports	Compliance with PFM regulations; timely submission of returns by LGs.	
		Percentage of consolidated MoLG procurement plan value executed	80%	90%	90%	90%	90%	90%	PPDA Compliance Report	Procurement processes completed on time; funds released as scheduled; PPDA guidelines followed.	
		No. of events covered by the communication unit	40	40	50	55	60	60	MoLG Quarterly Communication report	Availability of facilitation for field coverage; functional communication	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		No. of Management meetings held	31	40	40	40	40	40	MoLG Performance report	on equipment; staff retained. Regular availability of leadership team; prompt scheduling and documentation.	
		Proportion of audit and Parliament recommendations implemented	80%	90%	100%	100%	100%	100%	Management Response Report	Commitment by accounting officers; coordination with Auditor General and Parliament maintained.	
	Service delivery in Local Governments coordinated	Number of Lower Local Government Administration Offices constructed	8	100	150	88			LG Quarterly reports	Funds and land secured; construction contracts managed effectively; security and weather conditions favourable.	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Number of vehicles procured for MoLG and LGs	0	88	88	88			LG Quarterly reports	Timely procurement approvals; adequate funding; favourable exchange rates.	
		Number of Motorcycles procured for LGs	39	1,000	1000				MoLG Quarterly Reports	Timely release of funds; functional procurement committees; quality control ensured.	
		Number of Bicycles procured for LGs	0	38,915	38,916				MoLG Quarterly Reports	Adequate funding and supplier reliability; distribution logistics in place.	
		Number of Local Councils equipped with official stamps	176	176					MoLG Quarterly Reports	Stamps produced and distributed efficiently; full inventory control maintained.	
		Percentage of MoLG departments retooled	50%	100%	100%	100%	100%	100%	MoLG Quarterly Reports	Procurement and delivery systems	

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department										
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30													
	Policy, planning and reporting coordinated	No. of Quarterly and annual performance reports prepared and submitted	5	5	5	5	5	5	5	5	MoLG Quarterly Reports	Departments submit reports timely; reliable data from LGs; M&E unit adequately staffed.									
		No. of Cabinet Memoranda developed	3	2	2	2	2	2	2	2	MoLG Quarterly Reports	Political environment stable; access to research and technical expertise.									
		Number of Joint Monitoring visits undertaken	0	2	2	2	2	2	2	2	RDP Quarterly Reports	Joint scheduling across MDAs effective; facilitation available for field missions.									
	RDP Programme Coordinated	Number of RDP Leadership, PWG and TWG meetings convened	15	20	20	20	20	20	20	20	RDP Quarterly Reports	Cooperation of participating MDAs; MoFPED and									

Intervention	Output	Output Indicator	Base Year FY 2024/25	Output Target					Means of verification	Assumptions	Department
				FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
		Performance of Programme in budgeting for Gender and Equity	31%	65%	70%	72%	75%	80%	EOC Assessment	OPM sustain funding; active participation from LGs. Continued enforcement by EOC; LGs and MoLG incorporate gender and equity in plans; political commitment sustained.	

8.3. Implementation Plan

The Ministry will adhere to a structured implementation calendar for MEAL activities. Data will be collected and analysed on a monthly basis as part of process monitoring. Field verification missions will be conducted quarterly as part of results monitoring. Quarterly review meetings will analyze progress and identify areas for adjustment. Annual performance reviews will evaluate strategic results and guide planning for the subsequent year. Mid-term and end-term evaluations will assess cumulative achievements and inform the next strategic planning cycle. The table below shows the M&E implementation schedule.

Table 18. M&E implementation schedule

Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MONITORING																				
Monitoring Visits	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Support Supervision	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Quarterly Reports	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Semi-Annual Reports			■				■				■				■				■	
Annual Report				■				■				■				■				■
EVALUATION																				
Baseline Survey	■																			
Annual reviews			■				■				■				■				■	
Mid-term review											■									
End of Plan Review																				■

8.4. Roles and responsibilities

The Ministry’s Policy and Planning Division shall oversee the M&E of the strategic plan and shall be responsible for the following:

- a. Ensure that a system is in place for data collection and reporting.
- b. Plan and budget for monitoring and statistics annually.
- c. Hold quarterly performance review meetings to determine progress towards output targets.
- d. Provide, on a quarterly basis, data and explanatory information on progress against performance indicators to the Ministry of Finance, Planning and Economic Development and the Office of the Prime Minister.
- e. Ensure proper coordination and oversight of M&E activities in the Ministry and Local Governments.
- f. Plan and budget for evaluations of all projects and programmes in line with the rolling 5-year evaluation plan. 3% of each project budget will be allocated to evaluation.
- g. Utilize M&E findings to inform programme, policy, and resource allocation decisions;
- h. Maintain a Recommendation Implementation Tracking Plan which will keep track of review and evaluation recommendations, agreed follow-up actions, and status of these actions.
- i. Ensure that complete and approved M&E reports are made easily available to the public in a timely manner, while ensuring

that the sharing of reports respects the Access to Information Act.

8.5. Budget and Resource Allocation

In line with the National M&E policy, budgeting for M&E will be at three levels namely project level, Ministry level and Programme level.

- a. At project level, all projects will incorporate a minimum of 2% of the total budget for M&E activities.
- b. At Ministry level, specific budgetary provisions for MEAL activities shall be included under the annual recurrent budgets (minimum of 3%), within the Vote Function for Statistics, Monitoring and Evaluation. These resources will support development and maintenance of monitoring and evaluation tools, capacity building for staff, data collection and validation, evaluation studies, and dissemination of findings.

- c. Given the Ministry is a lead implementer of the Rural Development Programme, the annual M&E budget under the Ministry shall incorporate funds for programme level M&E. This budget will include collating and validating monitoring data from Ministries and Local Governments, analysis and producing performance reports and financing of the annual joint programme review.

8.6. Risk Management and Mitigation

The Ministry recognizes potential risks to effective MEAL implementation, including limited capacity at the local level, delays in data submission, and inadequate integration of learning into decision-making. To mitigate these risks, the Ministry will invest in staff training, enforce compliance with reporting timelines, and institutionalize mechanisms for knowledge sharing and adaptive management.

CHAPTER NINE: Project Profiles

This chapter presents detailed profiles of key projects to be implemented during the strategic plan period. The profiles provide a structured overview of each project, highlighting the project title, objectives, scope, financing, implementation arrangements, and expected outputs. By systematically documenting project information, the chapter ensures alignment with the NDPIII, clarifies institutional responsibilities, and enhances transparency in resource allocation and service delivery.

Each profile begins with a brief background and justification of the project, followed by a description of interventions, coverage, and financing structure. This format not only facilitates effective monitoring and evaluation but also serves as a reference point for stakeholders, Government, development partners, and local communities in understanding how planned investments will contribute to improved governance, infrastructure, and socio-economic transformation across Uganda.

Table 19. Summary information for the Institutional Development for Ministry of Local Government Project

PROJECT NAME	
PROJECT SUMMARY	
Project Title	Institutional Development for Ministry of Local Government
NDPIII Programme	Regional Development Programme
Implementing Agency	Ministry of Local Government
NDP PIP Code	
Project Status (stage of preparation/financing)	Project profile
MFPED PIP Code	
Location	Ministry of Local Government
Estimated Project Cost	121,963,290,000 UGX
Duration/Life span (Financial Years)	Start Date:2025/26 End Date: 2029/30
Project Financier	GOU
Officer Responsible (Title)	Permanent Secretary

PROJECT INTRODUCTION

Project Brief	<p>The Ministry of Local Government (MoLG), Uganda oversees local governments, ensuring service delivery, policy guidance, monitoring, inter-governmental coordination, and citizen participation. Uganda's local governance is evolving amid urbanization, population growth, rising service expectations, decentralization reforms, and calls for greater accountability.</p> <p>The country has 135 districts, 10 cities, 31 municipalities, and 2,180 sub-counties/divisions/town councils. Despite this expansion, local governments face challenges such as weak institutional capacity, inadequate funding, limited implementation of reforms, lack of ownership of projects, and weak accountability mechanisms.</p> <p>Within MoLG, capacity gaps exist in strategic planning, leadership, financial management, resource mobilization, project management, monitoring and evaluation, and citizen engagement.</p> <p>To address these, a retooling project is proposed to:</p> <ul style="list-style-type: none"> • Strengthen MoLG's institutional capacity and support to local governments. • Improve service delivery and local development outcomes. • Enhance citizen engagement and accountability. • Promote innovation and technology use in local governance. <p>The project will target both MoLG departments and local government officials.</p>
Project Interventions	<p>The retooling project will finance the acquisition of essential equipment, infrastructure, and systems to enhance the Ministry's and Local Governments' capacity for effective service delivery. The items include:</p> <ol style="list-style-type: none"> 1. Transport and Mobility <ul style="list-style-type: none"> o Motor vehicles for MoLG headquarters. o Motor vehicles for all LCV Chairpersons. o Motorcycles for LC III Chairpersons. o Bicycles for LC I and LC II Chairpersons. 2. ICT and Digital Systems <ul style="list-style-type: none"> o Desktop computers and laptops. o Network switches, servers, Wi-Fi devices, and network toolkits. o Licensed software. o LG Data Analytics system and dashboard. o E-recruitment system. 3. Office and Administrative Equipment <ul style="list-style-type: none"> o Heavy-duty photocopiers. o Desk printers. o Executive chairs and office tables. o Official stamps. o Fleet management system. 4. Communication, Media, and Visibility <ul style="list-style-type: none"> o Video and still cameras. o Infographic materials. o Speakers and microphones. o Communication editing studio. 5. Capacity Building and Institutional Strengthening <ul style="list-style-type: none"> o Training and capacity building of MoLG and LG staff. o Equipping District Service Commissions (DSCs) and their secretaries in 135 districts and 10 cities.
Project Coverage	The MOLG and all LGs

PROJECTED DISBURSEMENTS (UGX BILLION)							
Category	Items	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Transport & Logistics	Vehicles (MoLG)	1.5	1.5	1.5	1.5	1.5	7.5
	Fleet management	0.25	0.25	0.25	0.25	0.25	1.25
	Bicycles	-	16.4	16.4	-	-	32.8
	Motor vehicles (LCVs)	-	22	22	-	-	44
	Motorcycles (LCIIIs)	-	9.81	9.81	-	-	19.62
Transport & Logistics Sub-Total		1.75	49.96	49.96	1.75	1.75	105.17
ICT & Equipment	Desktops	0.08	0.08	0.08	0.08	0.08	0.41
	Laptops	0.03	0.03	0.03	0.03	0.03	0.16
	Network switches	0.12	0.12	0.12	0.12	0.12	0.59
	Network server	0.1	-	-	-	-	0.1
	Wi-Fi devices	0.01	0.01	0.01	0.01	0.01	0.03
	Network tool kit	0.01	-	-	-	-	0.01
	Heavy duty photocopiers	0.08	0.08	0.08	0.08	0.08	0.38
	Software licenses	0.05	0.05	0.05	0.05	0.05	0.23
	Desk printers	0.01	0.01	0.01	0.01	0.01	0.03
	LG Data Analytics	1.5	1.7	0.3	0.3	0.3	4.1
	E-recruitment system	-	3.05	3.05	-	-	6.09
ICT & Equipment Sub-Total		2.49	5.13	3.73	0.73	0.73	12.81
Office Furniture & Tools	Executive chairs	0.04	0.04	0.04	0.04	0.04	0.2
	Office tables	0.05	0.05	0.05	0.05	0.05	0.25
	Official stamps	-	0.45	-	-	-	0.45
Office Furniture & Tools Sub-Total		0.09	0.54	0.09	0.09	0.09	0.9
Capacity Building & Training	Staff training	0.15	0.15	0.15	0.15	0.15	0.75
	DSC offices equipped	-	-	1.31	1.31	-	2.61
Capacity Building Sub-Total		0.15	0.15	1.46	1.46	0.15	3.37
Communication & Media	Video cameras	0.1	-	-	-	-	0.1
	Still cameras	0.07	-	-	-	-	0.07
	Infographic materials	0.02	0.02	0.02	0.02	0.02	0.1
	Speakers	0.03	-	-	-	-	0.03
	Microphones	0.02	-	-	-	-	0.02
	Communication editing studio	-	0.1	-	-	-	0.1
Communication & Media Sub-Total		0.24	0.12	0.02	0.02	0.02	0.42
GRAND TOTAL	All categories	4.72	55.9	55.26	4.05	2.74	122.67

Table 20. Summary for the National Oilseeds Project

PROJECT SUMMARY	
Project Title	National Oilseeds Project
NDPIII Programme	Agro-Industrialisation
Implementing Agency	MAAIF & MoLG
NDP PIP Code	1772
Project Status (% of completion)	0
MFPEP PIP Code	1772
Location	81 DLGs
Estimated Project Cost (UGX bn)	228
Project Duration/Life span (Financial Years)	Start Date: End Date:
Project Financier	July 2021 31 st March 2029
Officer Responsible (Title)	PS MAAIF & PS MOLG
PROJECT INTRODUCTION	
Project Brief	<p>Project Overview</p> <p>NOSP Goal is "Inclusive rural transformation through sustainable development of the Oilseeds sector"</p> <p>The Development Objective is to "accelerate commercialization in key oilseeds value chains and thereby improve the livelihoods and resilience of the small holders engaged in oilseeds production and marketing"</p> <p>Specific Objectives</p> <ol style="list-style-type: none"> To facilitate the private sector-led growth of competitive, inclusive value chains for priority oilseeds and their associated support markets. To improve local-level public transportation infrastructure to facilitate the commercialization of the oil seed sector. <p>The Project has two major Components i.e., Component 1 that emphasizes Support to value chain development and Component 2 that Supports market infrastructures serving the oilseeds sector.</p> <p>Overall Project Financing</p> <p>The project will cost \$160.68 million to be contributed as follows;</p> <ul style="list-style-type: none"> • IFAD loan amounts to \$ 99.56 million • OPEC Fund for International Development (OFID) shall lend \$ 30m • Heifer International \$ 6.15million • Kuehne Stiftung Foundation \$ 0.0013million • GoU committed to contribute \$ 14.3 million and • Private Sector Contributions \$ 4.8 Million and • Beneficiaries are expected to contribute \$ 5.8 Million <p>Project Effectiveness</p> <p>The project became effective on July 12, 2021 following the signing of the IFAD Financing Agreement which provides for the implementation period up to July 11, 2028 and the financial closure falling on January 11, 2029 while the OPEC Fund financing was declared effective on August 24, 2021. The intervention is a follow-up initiative to the Vegetable Oil Development Project Phase 2 (VODP 2), which closed on August 31, 2020. NOSP is one of the programs to be undertaken as part of the NDPIII Agricultural Program for Agro-Industrialization, which aims to turn subsistence agriculture into a commercial and competitive industry.</p>
Project Outputs	Community access roads constructed or rehabilitated to all- weather standard.
Project Coverage in terms of Parishes	300 Parishes targeted

PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	102.3	90	20.7	10	5	0

Table 21. Summary for the Rural Development and Food Security for Northern Uganda (RUDSEC) project

PROJECT NAME:						
PROJECT SUMMARY						
Project Title	Rural Development and Food Security for Northern Uganda (RUDSEC)					
NDPIII Programme	Regional Development Programme					
Implementing Agency	Ministry of Local Government					
NDP PIP Code						
Project Status (% of completion)	30%					
MFPED PIP Code						
Location	9 Districts (Agago, Dokolo, Kaberamaido, Lamwo, Lira, Oyam, Pader, Serere, Soroti)					
Estimated Project Cost	Euro 28 million					
Project Duration/Life span (Financial Years)	Start Date: 2020/21 End Date: 2025/26					
Project Financier	KfW Development Bank					
Officer Responsible (Title)	Permanent Secretary					
PROJECT INTRODUCTION						
Project Brief	<p>Government of Uganda secured funding from the Government of the Republic of German, through the German Technical Cooperation – KfW to implement the Rural Development and Food Security in Northern Uganda (RUDSEC) Project. The overall objective of RUDSEC is to improve accessibility and reduce transportation cost of agricultural production areas, through the rehabilitation and upgrade of transport and market infrastructure, to make better use of the agricultural production potential and increase the incomes of farming population of Northern Uganda.</p> <p>The Specific objectives of the Project are:</p> <ol style="list-style-type: none"> To Increase Volumes of Traded Agricultural Produce To rehabilitate/upgrade Road sections relevant for agricultural production in a climate-resilient manner and make them accessible all year round. To increase Trading capacities on markets relevant for local agricultural producers. 					
Project Outputs	<ul style="list-style-type: none"> Road Infrastructure: 607 Kms of District and Community Access Roads Market Facilities: 22 Roadside, Township and/or Sub County Markets 					
Project Coverage in terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	38	38	38	38		

Table 22. Summary for the Consolidation and Scaling Up of the Local Economic Growth Support project

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	Consolidation and Scaling Up of the Local Economic Growth Support Project (LEGS II)
NDPIII Programme	Regional Development Programme
Implementing Agency	Ministry of Local Government
NDP PIP Code	

Project Status (stage of preparation/ financing)	Concept Note
Location	50 Districts
Estimated Project Cost	UGX 410 billion
Duration/Life span (Financial Years)	Start Date:2024/25 End Date: 2029/30
Project Financier	Islamic Development Bank
Officer Responsible (Title)	Permanent Secretary
PROJECT INTRODUCTION	
Project Brief	<p>Uganda, classified as a Least Developed Country, faces persistent poverty and inequality, with a national poverty rate of 30% (2019/20) and wide regional disparities—Karamoja (61%), Bukedi (47%), and Busoga (42%) being the poorest. Youth unemployment and limited women's participation in economic activities further constrain development. Previous government initiatives, including NAADS, OWC, Youth Livelihood Programme (YLP), and Uganda Women Entrepreneurship Programme (UWEP), have targeted smallholder farmers and youth to boost production, income, and enterprise development, but challenges remain in sustainability, diversification, and access to finance.</p> <p>The LEGS II Project adopts an Integrated Rural Development (IRD) approach to address constraints along agricultural value chains holistically. The project positions Water for Production as the central driver for increasing agricultural productivity and supporting smallholder farmers. LEGS II interventions include: construction of water infrastructure, provision of rural credit through Islamic financing modes, distribution of farm machinery and inputs, establishment of post-harvest handling and market facilities, development of community access roads, and deployment of renewable energy technologies.</p> <p>The project targets increased household incomes, enhanced production and productivity, improved access to high-value markets, and strengthened capacity of farmers' cooperatives, youth, and women. By combining infrastructure, technology, and financial inclusion, LEGS II seeks to create sustainable, market-driven agricultural growth, improve livelihoods, and reduce poverty across Uganda's rural communities.</p>
Project Interventions	<ul style="list-style-type: none"> • Water for Production Infrastructure (70 facilities) • 36 check dams, 30 valley tanks, 3 irrigation schemes, 1 valley dam. • Assumes community ownership and functioning governance. • Risks: Vandalism, poor fee collection, migration affecting utilization. • Agro-machinery Distribution (300 units) • Includes tractors, bulk transport trucks, fodder cutters, water bowsers. • Assumes effective cooperative aggregation and management. • Risks: Vendor availability for after-sales services. • Agro-input Supply (8,020 metric tons) • Fertilizers, improved seeds, pesticides, and acaricides distributed via Integrated Voucher System. • Risks: Price fluctuations at national/regional/international level. • Improved Livestock Production Technologies (110 cooperatives) • Artificial insemination, motorcycles, high-yield breeds, hatchery stock, poultry feeds. • Risks: Livestock disease outbreaks, market price drops. • Post-harvest Handling, Storage, and Market Facilities (70 facilities) • Silos, agro-processing units, solar-powered milk centers, cold chain facilities. • Risks: Farmers selling produce elsewhere, price fluctuations, power costs. • Rural Microfinance Access (110 cooperatives/SHGs/SMEs) • Financing for agro-processing, transport, irrigation, and inputs. • Risks: Competing financial institutions, misuse of funds. • Farm-Market Community Roads (470 km) • Rehabilitate 250 km earth roads, upgrade 220 km with soil stabilization. • Risks: Climate events like floods, increased heavy traffic. • Renewable and Clean Energy Technologies (56 setups) • Solar mini-grids, institutional/household energy-saving stoves, biogas units. • Risks: Vandalism, weather/climate damage, insufficient maintenance.

Project Coverage in terms of Parishes	1,150					
PROJECTED DISBURSEMENTS (UGX BILLION)						
Description	Y2025/26	Y2026/267	Y2027/28	Y2028/29	Y2029/30	Total (5Years)
70 Water for Production Infrastructure Facilities	13.95	24.83	37.77	16.11	8.43	101.1
300 Assorted Agro-machinery for mechanization	6.03	6.03	12.9	12.9	12.9	50.77
8,020 metric tons of Agro-Inputs	6.03	9.44	9.44	9.44	6.03	40.37
110 Farmers' Cooperatives (Livestock Tech)	6.3	5.49	5.01	5.01	3.1	24.9
70 Post-harvest Handling, Storage & Market Facilities	1.91	15.26	23.02	7.87	1.91	49.97
110 Farmers' Cooperatives/Associations/SHGs/SMEs – Rural Microfinance	12.36	11.25	10.69	6.79	6.79	47.89
470 Kms of Farm-Market Community Access Roads Rehabilitated	2.04	61.93	36.25	33.2	2.04	135.45
56 Renewable and Clean Energy Technologies	16.99	15.65	9.63	4.96	4.96	52.2
All Outputs	65.61	149.88	144.71	96.27	46.17	502

Table 23. Summary for the Local Climate Adaptive Living (LoCAL) project

PROJECT NAME: LOCAL CLIMATE ADAPTIVE LIVING (LoCAL)	
PROJECT SUMMARY	
Project Title	LOCAL CLIMATE ADAPTIVE LIVING (LoCAL)
NDPIII Programme	The Natural Resources, Environment, Climate Change, Land and Water Management Programme.
Implementing Agency	Ministry of Local Government
NDP PIP Code	
Project Status (% of completion)	On going
MFPED PIP Code	
Location	Kasese, Nwoya, Nebbi, Zombo, Kitgum, Nakapiripirit, Bulambuli and Nabilatuk
Estimated Project Cost	Open
Project Duration/Life span (Financial Years)	Start Date:2022 End Date: Open
Project Financier	Belgium and European Unio
Officer Responsible (Title)	Program officer

PROJECT INTRODUCTION																																					
Project Brief	<p>In 2022, Government of Uganda signed a Memorandum of Understanding with the United Nations Capital Development Fund (UNCDF) for the implementation of the Local Climate Adaptive Living (LoCAL) Facility. LoCAL is a Mechanism for financing Climate Adaptation at Local Level. The expected Outcome of LoCAL Uganda is Communities that are Resilient to Climate Change.</p> <p>The implementation of LoCAL-Uganda commenced on Pilot basis in Four (4) District Local Governments of Kasese, Nebbi, Nwoya and Zombo, for a period of Three (03) Years starting FY2023/24.</p> <p>The European Union (EU) adds more funds to roll out LoCAL to four (4) additional Local Governments of Bulambuli, Nakapiripirit, Nabilatuk and Kitgum in 2024/2025</p> <p>LoCAL is also meant to increase awareness and capacities to respond to climate change at the local level, integrates climate change adaptation into local governments' planning and budgeting systems, in a participatory and gender-sensitive manner, and increases the amount of finance available to local governments for climate change adaptation.</p>																																				
Project Outputs	<p>Output 1 – Awareness and capacities to respond to climate change adaptation at the local level are increased;</p> <p>Output 2 – Climate Change Adaptation (CCA) is mainstreamed into government's planning and budgeting systems and investments are implemented in line with the Performance-Based Climate Resilience Grants (PBCRG) mechanism;</p> <p>Output 3 – The PBCRG system is effectively and sustainably established in participating countries and leads to an increased amount of CCA finance available to local government and local economy;</p> <p>Output 4 – The role of local authorities and of the PBCRGs in addressing climate change are increasingly recognized at international level, through outreach, learning and quality assurance.</p>																																				
Project Coverage in terms of Parishes	<p>Nwoya Districts</p> <table border="0"> <thead> <tr> <th>Parish:</th> <th>Sub Project:</th> </tr> </thead> <tbody> <tr> <td>1. Oliri parish</td> <td>Afforestation of Kango Local Forest Reserve.</td> </tr> <tr> <td>2. Pakia parish</td> <td>Construction of a climate-resilient vented drift on Fada stream</td> </tr> <tr> <td>3. Oliri parish</td> <td>Afforestation of Kango Local Forest Reserve</td> </tr> <tr> <td>4. Otheko parish</td> <td>Construction of a climate-resilient bridge on Namthin stream</td> </tr> <tr> <td>5. Amuda parish, parish, Asina parish</td> <td>Installations of lightening arrestors in Primary schools</td> </tr> </tbody> </table> <p>Nabilatuk District</p> <table border="0"> <thead> <tr> <th>Parish</th> <th>Sub projects</th> </tr> </thead> <tbody> <tr> <td>1. Lotaruk</td> <td>Restoration and demarcation of Lolachat river</td> </tr> <tr> <td>2. Natirae</td> <td>Construction of piped water system</td> </tr> <tr> <td>3. Arengesiep ward</td> <td>Construction of a greenhouse for seedling multiplication.</td> </tr> </tbody> </table> <p>Nwoya:</p> <table border="0"> <thead> <tr> <th>Parish</th> <th>Sub Projects:</th> </tr> </thead> <tbody> <tr> <td>1. Akago Ward</td> <td>Construction of bottleneck on Akago and Ogonyi rivers to reduce flooding.</td> </tr> <tr> <td>2. Akago Ward and Bajere</td> <td>charcoal saving Stove Construction in secondary schools to reduce the firewood usage</td> </tr> <tr> <td>3. Todora , Ocaga , Gotringo , Kibar</td> <td>Tree planting to mitigate the effects of climate change</td> </tr> <tr> <td>4. Bunga Ward</td> <td>Restoration of a degraded Wetland</td> </tr> <tr> <td>5. Paroma parish</td> <td>Construction of Road Bottleneck to reduce flooding</td> </tr> <tr> <td>6. Ocaga</td> <td>Institutional Stove construction to reduce firewood consumption.</td> </tr> <tr> <td>7. Toodora</td> <td>Construction of a motorized bore hole to improve water extension to the households</td> </tr> </tbody> </table>	Parish:	Sub Project:	1. Oliri parish	Afforestation of Kango Local Forest Reserve.	2. Pakia parish	Construction of a climate-resilient vented drift on Fada stream	3. Oliri parish	Afforestation of Kango Local Forest Reserve	4. Otheko parish	Construction of a climate-resilient bridge on Namthin stream	5. Amuda parish, parish, Asina parish	Installations of lightening arrestors in Primary schools	Parish	Sub projects	1. Lotaruk	Restoration and demarcation of Lolachat river	2. Natirae	Construction of piped water system	3. Arengesiep ward	Construction of a greenhouse for seedling multiplication.	Parish	Sub Projects:	1. Akago Ward	Construction of bottleneck on Akago and Ogonyi rivers to reduce flooding.	2. Akago Ward and Bajere	charcoal saving Stove Construction in secondary schools to reduce the firewood usage	3. Todora , Ocaga , Gotringo , Kibar	Tree planting to mitigate the effects of climate change	4. Bunga Ward	Restoration of a degraded Wetland	5. Paroma parish	Construction of Road Bottleneck to reduce flooding	6. Ocaga	Institutional Stove construction to reduce firewood consumption.	7. Toodora	Construction of a motorized bore hole to improve water extension to the households
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Project Coverage in terms of Parishes						
<p>Nakapiripirit</p> <p>1. Okwapon Construction of climate resilient bridge at Lokeruman</p> <p>Nebbi</p> <p>1. Ossi East Construction of Got tar-Dam</p> <p>2. Akaba, Vurr, Ocelo, Olago North, Mvora, Mvora West, Mbaro East, Angal Lower, Angal Upper, Pamora Lower, Kasatu, Palolo, Kituna, Rero, Nyarogalo, Pawro West, Pulum, Pagwata, Abongo, Payera, Pajur, Padolo, Pacaka, Goli, Jupangira, Ayomu, Kalowang, Koch, Paminya Lower Avenue institutional tree planting</p> <p>3. Abar west Sustainable land management soil and water conservation) 5 demonstration farms</p> <p>4. Goli Construction of Jupathombu Foot Bridge</p> <p>5. Mbaro East, Mbaro West , Angal Lower, Angal Upper, Pamora Lower, Parwo West, Nyarogalo, Parwo East, Alwala East, Angal Lower, Ramogi, Lee, Kalowang, Paminya Lower Avenue and institutional (Schools) tree planting</p> <p>6. Pajur Sustainable land management (soil and water conservation) – 4 demonstration Farms</p> <p>Kasese</p> <p>1. Ibanda Square ward/Pariah Demarcation and Restoration of River Mubuku</p> <p>2. Katholhu Parish Construction of a Mini irrigation scheme</p> <p>3. Katholhu Parish Construction of a Mini irrigation scheme phase II</p> <p>4. Nyakatonzi parish Transmission of a water for household use</p> <p>5. Katholhu Parish Construction of Nyamatunga community access Road 3k m</p> <p>6. Mpumuro square ward Construction of Maliba Mpumuro Road 17Km</p> <p>7. Ibanda Square ward Demarcation and Restoration of River Mubuku phase II</p> <p>Kitgum:</p> <p>1. Paibony Parish Construction of underground water harvest tank for a community polytechnic</p> <p>2. Paijong Construction of underground water harvest tank for Mucwini Skill development Institute</p> <p>3. Okuti Parish Rehabilitation of road bottle neck to reduce flooding</p>						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	4,294,800,000.0	6,750,000,000				

Annex I: Cost Implementation Matrix

Objective	Intervention	Output	Action	Programme Name	Responsible Department	Budget category	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total Budget	
Strengthen the functionality of Local Government structures		Capacity of Local Government Leaders built	Induct LG elected Leaders at HL-G Levels	Regional Balanced Development	Local Council Department	Non Wage	0.354	3.537	0.000	0.000	0.000	3.891	
			Induct LG elected Leaders at LLG Levels	Regional Balanced Development	Local Council Department	Non Wage	3.537	1.769	0.000	0.000	0.000	0.000	5.306
			Train LG elected Leaders at HL-G and LLG Levels	Regional Balanced Development	Local Council Department	Non Wage	0.707	2.122	0.884	0.884	0.884	0.884	6.721
			Train LC I and II Executive Committee Members	Regional Balanced Development	Local Council Department	Non Wage	0.354	1.769	1.769	1.769	1.769	1.769	6.544
			Conduct Mediation Engagements between Political Leaders and Technical Staff in LGs	Regional Balanced Development	Local Council Department	Non Wage	0.354	0.707	0.354	0.354	0.354	0.354	2.122
			Conduct peer to peer learning events	Regional Balanced Development	Local Council Department	Non Wage	1.769	1.769	1.769	1.769	1.769	1.769	8.843
			Revise, Print and disseminate Legal and Regulatory Reference Materials for Local Councils	Regional Balanced Development	Local Council Department	Non Wage	3.000	1.000	1.000	1.000	1.000	0.000	5.000
			Train LG technical Staff in performance management	Regional Balanced Development	Local Council Department	Non Wage	0.884	0.884	0.884	0.884	0.884	0.884	4.422
			Monitor constitution and functionality of Contracts Committees	Regional Balanced Development	Procurement Inspection and Coordination Department	Non Wage	0.720	0.720	0.720	0.720	0.720	0.720	3.601
			Monitor constitution and functionality of District / City Executive Committees	Regional Balanced Development	Local Council Department	Non Wage	0.720	0.720	0.720	0.720	0.720	0.720	3.601
Deepen decentralisation by strengthening LG systems, leadership and autonomy		Stutory Bodies in Local Governments (Land Boards, LGPAC) strengthened	Monitor constitution and functionality of District / City Land Boards, PACs	Regional Balanced Development	District Administration Department	Non Wage	0.720	0.720	0.720	0.720	0.720	3.601	
			Monitor Performance and provide technical Support to Council Standing Committee	Regional Balanced Development	District Inspection Department	Non Wage	0.720	0.720	0.720	0.720	0.720	0.720	3.601
			Monitor Performance and provide technical support to LG Councils	Regional Balanced Development	Local Council Department	Non Wage	0.720	0.720	0.720	0.720	0.720	0.720	3.601
			Build Capacity of LG Staff in Data Analytics	Regional Balanced Development	Local Council Department	Non Wage	0.884	0.884	0.884	0.884	0.884	0.884	4.422
			Develop LGs Statistical Plans	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Build capacity of LG Planning Units	Regional Balanced Development	Finance and Administration	Non Wage	0.707	0.707	0.707	0.707	0.707	0.707	3.537
			Build capacity of LG staff	Regional Balanced Development	Finance and Administration	Non Wage	0.707	1.415	1.769	2.122	2.122	2.122	8.136
			Fill approved LG staff positions	Regional Balanced Development	Finance and Administration	Non Wage	0.320	0.400	0.400	0.480	0.480	0.480	2.080
			Monitor LG staff Performance Appraisal	Regional Balanced Development	Finance and Administration	Non Wage	0.120	0.120	0.120	0.120	0.120	0.120	0.600
			Develop LG Performance Improvement Plans	Regional Balanced Development	District Administration Department	Non Wage	0.682	0.910	1.137	0.682	0.682	0.455	3.866
Enhance Institutional Coordination and Administrative Efficiency		Human Resources managed	Inspect LGs' compliance to laws, regulations and guidelines	Regional Balanced Development	District Inspection Department	Non Wage	0.800	0.800	0.800	0.800	0.800	4.000	
			Monitor the implementation of LG structures	Public Sector Transformation	Finance and Administration	Non Wage	0.480	0.480	0.480	0.480	0.480	2.400	
			Support the recruitment process in LGs	Public Sector Transformation	Finance and Administration	Non Wage	0.900	1.050	1.290	1.500	1.620	6.360	
			Review and harmonize LG Act with PFMA	Regional Balanced Development	Local Council Department	Non Wage	1.137	1.137	0.455	0.227	0.227	3.184	
			Build LG Capacity on Local Climate Adaptive Living (LoCAL) initiatives for climate adaptation	Regional Balanced Development	Local Council Department	Non Wage	1.061	1.238	0.707	0.531	0.531	3.891	
			Coordinate Nutrition Programming and implementation in all LGs	Regional Balanced Development	Policy and Planning Department	Non Wage	0.354	0.531	0.884	1.061	1.061	3.007	
			Gender and HIV/AIDS mainstreaming	Regional Balanced Development	Finance and Administration	Non Wage	0.531	0.531	0.707	0.354	0.354	2.476	
			Hold coordination engagements with key stakeholders	Regional Balanced Development	District Administration Department	Non Wage	0.531	0.531	1.061	0.531	0.531	3.360	
			Promote participation of vulnerable groups (youth, women and persons with disabilities) through the reservation scheme for procurement	Regional Balanced Development	Procurement Inspection and Coordination Department	Non Wage	0.354	0.531	0.531	0.177	0.177	1.769	
			Review LG regulations	Regional Balanced Development	Local Council Department	Non Wage	0.354	0.531	0.000	0.000	0.000	0.000	0.884

Develop and upgrade legislative tracking systems	Output: Legislative tracking system for ordinances and Bylaws developed	Develop a catalogue of ordinances and bylaws to be enacted	Legislation, Oversight And Representation	Local Council Department	Non Wage	0.000	0.035	0.053	0.088	0.018	0.195
Deliberately invest in GkMA, Cities and other strategic urban areas as signposts gate way to the world	Urban infrastructure maintained	Maintain primary and secondary drainages in urban areas	Sustainable Housing and Urbanisation	Urban Administration Department	Development	68.797	73.097	82.269	91.442	100.574	416.179
Develop Waste management systems	Waste management systems established	Densify waste collection in urban areas	Sustainable Housing and Urbanisation	Urban Administration Department	Non Wage	0.000	8.000	8.000	8.000	8.000	32.000
Enhance compliance to anticorruption and accountability rules and regulations	Adherence to accountability standards and legal frameworks increased	Coordinate, guide and inspect local governments for adherence to accountability standards and legal frameworks	Governance And Security	Local Council Department	Non Wage	0.480	0.480	0.480	0.480	0.480	2.400
Enhance equitable access to justice for social economic development	Equitable justice services provided	Dispose of Local council courts cases (LCI and LCII)	Governance And Security	Local Council Department	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000
Strengthen case management	Cases disposed off	Build Capacity of LGs in the processes, methods and technologies in drafting and reviewing legislations.	Governance And Security	Local Council Department	Non Wage	5.306	5.306	5.306	5.306	5.306	26.529
Strengthen coordination of the Policy and legislative making processes	Management of elections improved	Review and verify administrative units	Governance And Security	Local Council Department	Non Wage	1.200	1.200	1.200	1.200	1.200	6.000
Strengthen Democracy and Electoral Processes	Capacity of justice service delivery bearers strengthened	Train LCIII court duty bearers in handling cases	Administration of Justice	Local Council Department	Non Wage	0.350	0.350	0.350	0.350	0.350	1.750
Strengthen public sector performance management initiatives	Case backlog reduction measures enhanced	Build Capacity of supervisors to implement BSC	Public Sector Transformation	Finance and Administration	Non Wage	0.910	0.910	0.910	0.910	0.910	4.548
	LLGs and Institutions supported to cascade and implement the Balanced Score Card	Undertake change management of BSC	Public Sector Transformation	Finance and Administration	Non Wage	0.910	0.910	0.910	0.910	0.910	4.548

Strengthen the Justice, Law and Order and Governance Service Delivery Systems	Capacity and capability of duty bearers built	Undertake training of Local council courts to handle cases	Governance And Security	Local Council Department	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
	Quality Assurance enhanced	Inspection of Local Council courts	Governance And Security	Local Council Department	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
Enhance and Sustain Local Economic Development	Increase awareness about LED and enhance the implementation of the National Strategy for LED.	Quality Assurance enhanced	Conduct Mid Term Review of the National Strategy for LED	Regional Balanced Development	Local Economic Development	Non Wage	0.000	0.000	0.500	0.000	0.000	0.000	0.000	0.500	0.000	0.000	0.000	0.500	0.000		
		LED Strategies developed and implemented	Develop LG LED specific strategies	Regional Balanced Development	Local Economic Development	Non Wage	0.320	0.400	0.320	0.000	0.000	0.000	0.000	0.320	0.000	0.080	0.000	0.000	1.120	0.000	
			Develop Monitoring and Evaluation Strategy for LED Implementation	Regional Balanced Development	Local Economic Development	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.500
			Develop regional LED strategies	Regional Balanced Development	Local Economic Development	Non Wage	8.000	9.000	0.600	0.000	0.000	0.000	0.000	0.000	0.600	0.000	0.000	0.000	0.000	17.600	0.000
			Develop the National LED Strategy FY 2025/26 - FY 2029/30	Regional Balanced Development	Local Economic Development	Non Wage	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.500	0.000
			Implement the National LED Strategy FY 2025/26 - FY 2029/30	Regional Balanced Development	Local Economic Development	Non Wage	0.000	1.000	1.000	0.000	1.000	1.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000	4.000	0.000
			Construct agro processing facilities (LEGS II Agro processing facilities revitalised)	Regional Balanced Development	Local Economic Development	Development	0.000	22.896	18.317	0.000	20.606	20.606	18.317	20.606	18.317	20.606	1.145	1.145	62.964	0.000	
			Construct agro processing facilities (LEGS II Market driven post harvest handling, & processing infrastructure)	Regional Balanced Development	Local Economic Development	Development	0.000	8.014	12.020	0.000	12.020	12.020	12.020	12.020	12.020	12.020	8.014	8.014	40.068	0.000	
			Construct agro processing facilities (NOSP)	Regional Balanced Development	Local Economic Development	Development	5.629	56.293	16.888	0.000	0.000	0.000	16.888	0.000	0.000	0.000	0.000	0.000	78.810	0.000	
			Increased access to markets	Construct and rehabilitate community access roads	Regional Balanced Development	Local Economic Development	Development	5.148	19.800	33.000	0.000	19.800	33.000	19.800	33.000	19.800	13.200	13.200	90.948	0.000	
Strengthen implementation of PDM Pillars	PDM implementation on coordination strengthened	Contribute to LED development	Construct and rehabilitate community access roads (LEGS II)	Regional Balanced Development	Local Economic Development	Development	0.000	3.300	9.900	0.000	3.300	9.900	13.200	6.600	6.600	33.000	0.000	0.000	0.000		
		Contribute to LED development	Construct and rehabilitate community access roads (NOSP)	Regional Balanced Development	Local Economic Development	Development	33.000	99.000	33.000	0.000	0.000	33.000	0.000	0.000	0.000	0.000	165.000	0.000	0.000		
		Contribute to LED development	Construct and rehabilitate markets (MATIP III)	Regional Balanced Development	Local Economic Development	Development	40.000	80.000	40.000	0.000	0.000	40.000	0.000	0.000	0.000	0.000	160.000	0.000	0.000		
		Contribute to LED development	Construct water for production infrastructure (LEGS)	Regional Balanced Development	Local Economic Development	Development	23.720	35.580	53.370	0.000	35.580	35.580	53.370	17.790	17.790	166.040	0.000	0.000	0.000		
		Contribute to LED development	Build the capacity of Local Government PDM structures	Regional Balanced Development	Finance and Administration	Non Wage	0.000	6.367	15.564	0.000	6.367	6.367	15.564	1.415	1.415	29.712	0.000	0.000	0.000		
		Contribute to LED development	Conduct Parish to Parish monitoring	Regional Balanced Development	Finance and Administration	Non Wage	18.000	21.600	25.200	0.000	20.400	20.400	25.200	16.800	16.800	102.000	0.000	0.000	0.000		
		Contribute to LED development	Coordinate implementation of PDM at Central and Local Government Level	Regional Balanced Development	Finance and Administration	Non Wage	18.000	20.000	22.000	0.000	18.000	18.000	22.000	17.000	17.000	95.000	0.000	0.000	0.000		
		Contribute to LED development	Support development of Parish Action Plans	Regional Balanced Development	Finance and Administration	Non Wage	3.183	3.537	5.306	0.000	4.422	4.422	5.306	2.653	2.653	19.101	0.000	0.000	0.000		
		Contribute to LED development	PDCs and SACCO Executive Leaders in Parishes trained on PDM	Public Sector Transformation	Finance and Administration	Non Wage	1.769	1.769	1.769	0.000	2.122	2.122	1.769	2.122	2.122	9.550	0.000	0.000	0.000		
		Contribute to LED development	Orient LGs Local Economic Development Investment Committees on the new structure, composition and functions	Public Sector Transformation	Local Economic Development	Non Wage	2.100	3.500	2.800	0.000	3.500	3.500	2.800	0.000	0.000	11.900	0.000	0.000	0.000		
Enhance the contribution of Local Revenue	Capacity of agricultural extension system enhanced	Local revenue mobilized	Coordinate LGs capacity enhancement in agro-industrialisation	Agro-Industrialization	Local Economic Development	Non Wage	5.306	5.306	6.367	7.074	6.367	7.074	7.074	7.074	31.127	0.000	0.000	0.000			
		Local revenue mobilized	Conduct Community Tax Education and Campaigns	Regional Balanced Development	District Inspection Department	Non Wage	1.415	1.769	1.769	1.769	1.769	1.769	1.769	2.122	2.122	8.843	0.000	0.000	0.000		
Enhance the contribution of Local Revenue	Local revenue mobilized	Local revenue mobilized	Develop 5 year Own Source Revenue Strategy for FY 2028/29 - FY 2032/33	Regional Balanced Development	District Inspection Department	Non Wage	0.000	0.227	0.455	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000			
		Local revenue mobilized	Develop 5 year Own Source Revenue Strategy for FY 2028/29 - FY 2032/33	Regional Balanced Development	District Inspection Department	Non Wage	0.000	0.227	0.455	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000			

Revenue to Local Government budget	Mobilisation Strategy	and generated	Develop LG revenue enhancement plans	Regional Balanced Development	District Inspection Department	Non Wage	0.910	0.910	0.910	0.910	0.910	0.910	0.910	4.548	
			Integrate Automated Local Government tax systems with other systems	Regional Balanced Development	District Inspection Department	Development	1.040	4.680	11.440	4.680	1.040	4.680	1.040	4.680	22.880
Strengthen institutional and policy coordination to support effective governance	Strengthen the implementation of the legal frameworks for Local Government funding	Improved utilisation of discretionary funds to LGs	Conduct regular financial checks to ensure accountability and transparency of resource allocations	Regional Balanced Development	Finance and Administration	Non Wage	1.800	2.000	3.000	2.500	1.500	2.500	1.500	10.800	
			Conduct stakeholder engagement on Discretionary Funding	Regional Balanced Development	Finance and Administration	Non Wage	1.137	2.274	4.548	3.184	0.455	3.184	0.455	11.597	
			Review guidelines for discretionary funding to LGs	Regional Balanced Development	Finance and Administration	Non Wage	2.729	5.458	7.277	3.638	1.819	3.638	1.819	20.921	
			Manage MoLG human resource (Build capacity of staff, monitor attendance to duty, develop and manage the human resource plan, develop the client charter, implement performance management of staff)	Public Sector Transformation	Finance and Administration	Non Wage	0.000	1.769	1.769	2.122	2.122	0.000	2.122	0.000	7.782
			Ministry of Local Government staff salaries paid	Public Sector Transformation	Finance and Administration	Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Conduct MoLG Audit and produce reports	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Coordinate MoLG Administrative and Support services	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Coordinate MoLG procurement and disposal activities	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Implement the communication strategy	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Publicize MoLG and LGs activities	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Train MoLG and LGs staff in use of ICT equipment, user applications and e-systems	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Update the Asset register	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
			Conduct mid term and end of term reviews of the MoLG strategic plan	Regional Balanced Development	Policy and Planning Department	Non Wage	0.000	0.000	0.500	0.000	0.500	0.000	0.500	0.000	1.000
			Develop and review MoLG Strategic Plan	Regional Balanced Development	Policy and Planning Department	Non Wage	0.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000
			Monitor implementation of MoLG programmes and projects	Regional Balanced Development	Policy and Planning Department	Non Wage	6.000	8.000	10.000	5.500	5.500	5.000	5.000	5.500	34.500
Pay rent for MoLG Offices	Regional Balanced Development	Finance and Administration	Non Wage	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000			
Prepare Cabinet Papers and Research Papers	Regional Balanced Development	Policy and Planning Department	Non Wage	0.720	0.720	0.720	0.720	0.720	0.720	0.720	0.720	3.601			
Prepare MoLG financial reports	Regional Balanced Development	Finance and Administration	Non Wage	3.000	3.000	3.000	2.000	2.000	2.000	2.000	2.000	13.000			
Convene RDP Leadership, PWG and TWG meetings	Regional Balanced Development	Policy and Planning Department	Non Wage	0.000	0.455	0.227	0.227	0.227	0.227	0.227	0.227	1.137			
Hold RDP Annual review	Regional Balanced Development	Policy and Planning Department	Non Wage	0.227	0.455	0.682	0.455	0.455	0.227	0.227	0.227	2.047			
Joint monitoring of implementation of Programmes and Projects under RDP	Regional Balanced Development	Policy and Planning Department	Non Wage	1.000	1.500	1.500	0.500	0.500	0.500	0.500	0.500	5.000			
Recruit and retool RDP Secretariat	Regional Balanced Development	Policy and Planning Department	Non Wage	0.900	0.900	1.800	0.900	0.900	0.900	0.900	0.900	5.400			
Review the RDP PIAP	Regional Balanced Development	Policy and Planning Department	Non Wage	0.000	0.000	0.455	0.000	0.455	0.000	0.227	0.000	0.682			
Construction of Lower Local Government Administration Offices	Regional Balanced Development	Finance and Administration	Development	15.000	22.500	13.200	0.000	0.000	0.000	0.000	0.000	50.700			
Purchase of Bicycles	Regional Balanced Development	Finance and Administration	Development	0.000	15.177	16.000	0.000	0.000	0.000	0.000	0.000	31.177			

	Governments coordinated	Purchase of motor vehicles	Regional Balanced Development	Finance and Administration	Development	0,000	22,000	0,000	0,000	0,000	44,000
		Purchase of motorcycles	Regional Balanced Development	Finance and Administration	Development	0,000	9,000	0,000	0,000	0,000	18,000
		Purchase of official stamps	Regional Balanced Development	Finance and Administration	Non Wage	0,000	14,102	0,000	0,000	0,000	14,102
		Retool Ministry of Local Government Project	Regional Balanced Development	Finance and Administration	Development	8,000	6,000	5,000	3,000	3,000	29,000
		Review and disseminate the Decentralisation Policy	Regional Balanced Development	Local Council Department	Non Wage	1,000	0,000	0,000	0,000	0,000	2,500
	Employee Productivity in Local Governments improved	Build capacity of MoLG staff	Regional Balanced Development	Finance and Administration	Non Wage	0,910	0,910	0,910	0,910	0,910	4,548
	Legal reference materials provided	Pay salaries for MoLG Staff	Regional Balanced Development	Finance and Administration	Wage	0,000	0,000	0,000	0,000	0,000	0,000
	Implementation of Government Programmes/ Projects in LGs improved	Distribute copies of the Local Council Courts Act and Regulations	Administration of Justice	Local Council Department	Non Wage	0,150	0,150	0,150	0,150	0,150	0,750
	Strengthen the M&E function across government.	Follow up implementation of Government Programmes and Projects in all LGs	Development Plan Implementation	Policy and Planning Department	Non Wage	1,000	1,000	1,000	1,000	1,000	5,000
Grand Total						328,618	647,862	361,296	291,336	2,203,051	



MINISTRY OF LOCAL GOVERNMENT
STRATEGIC PLAN

FY 2025/26 – FY 2029/30

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