

Sector: Accountability

Sector Summary

S1: Sector Overview

This section provides an overview of Sector Expenditures and sets out the Sector's contribution to the NDP, its policy objectives, and key performance issues.

(i) Snapshot of Medium Term Budget Allocations*

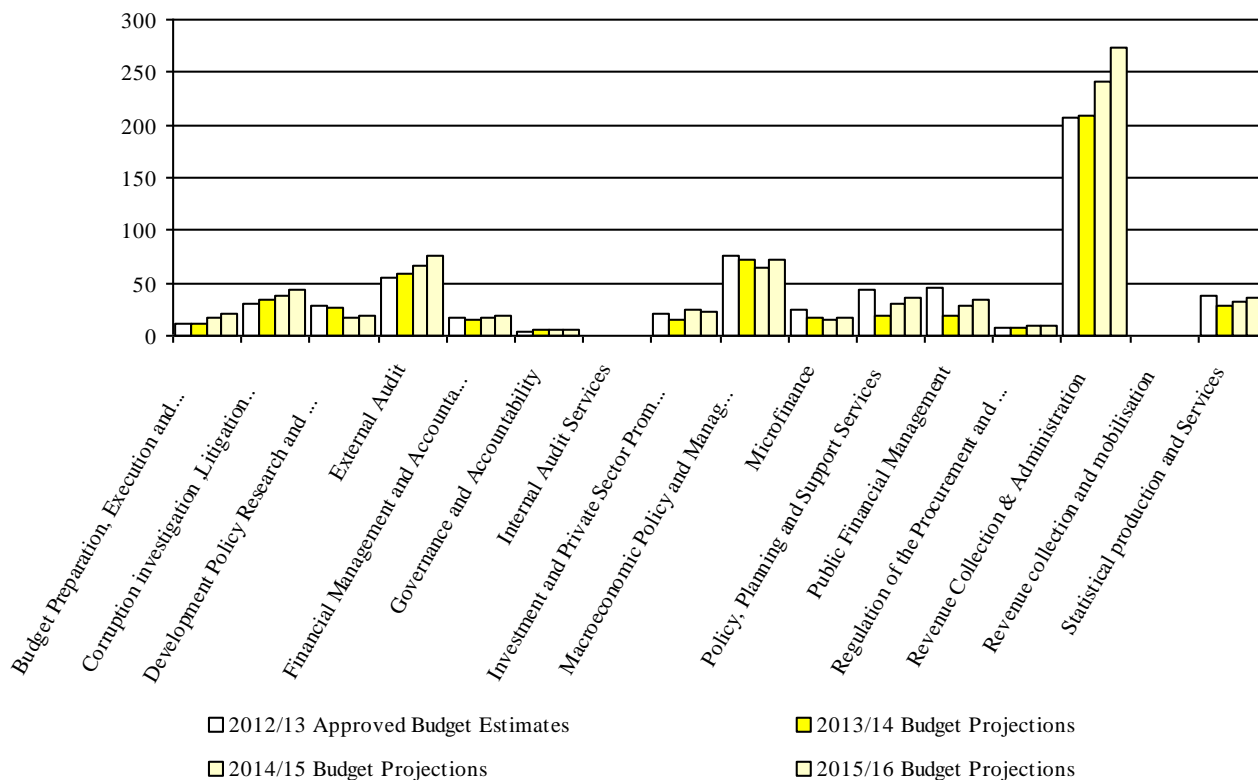
Table S1.1 and Chart S1.1 below summarises the Medium Term Budget allocations for the Sector:

Table S1.1: Overview of Sector Expenditures (US\$ Billion, excluding taxes and arrears)

		2011/12 Outturn	2012/13 Approved Budget Spent by End Dec		MTEF Budget Projections		
					2013/14	2014/15	2015/16
Recurrent	Wage	23.275	153.055	72.970	152.458	182.950	210.392
	Non Wage	232.627	194.311	86.485	198.671	218.539	240.393
Development	GoU	112.042	159.819	47.977	166.087	187.063	226.082
	Ext. Fin**	4.711	75.532	33.107	22.614	18.963	12.924
GoU Total		367.943	507.185	207.432	517.216	588.551	676.867
Total GoU+Donor (MTEF)		372.655	582.717	240.540	539.831	607.514	689.791
<i>Non Tax Revenue</i>		<i>0.000</i>	<i>5.105</i>	<i>0.002</i>	<i>5.607</i>	<i>6.170</i>	<i>0.040</i>
Grand Total		372.655	587.822	240.537	545.438	613.684	689.831

* Excluding Taxes and Arrears

Chart S1.1: Medium Term Budget Projections by Vote Function (US\$ Billion)*



* Excluding Taxes and Arrears

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(ii) Sector Contributions to the National Development Plan

The Sector goal is Enhanced service delivery to the people of Uganda through transparent, accountable, efficient and effective utilisation of public resources. The Accountability Sector strategies facilitate the incorporation of accountability issues into the broader national framework. To enhance the people's quality of life and standards of living, the Accountability Sector has focussed on increasing the power of citizens to demand for quality services and accountability from service providers. In addition, the sector also has increase effective use of public resources, fortify mechanism to fight corruption, improve financial management systems and enhance value for money principles.

So far progress has been made as far as NDP implementation is concerned in pursuance of the Sector objectives. Improvement has been registered in the areas of enhancement of the principle of value for money in management of public funds, strengthening of the demand side of accountability for service delivery, fostering compliance with accountability policies, service delivery and increase citizen's trust, promoting research and usage of sector information to improve public awareness and enhancing the contribution of the Accountability Sector to economic growth and development

Enhance the principle of value for money in management of public funds

In an attempt to enhance the principle of value for money in management of public funds, values for money audit manuals were put in place to enforce performance standards, 41VFM audits have been conducted, and staffs were trained in Value for Money Audit. The Sector seeks to establish professional standards, development of capacity building programs, strengthening efficiency and effectiveness in the implementation of a broad accountability agenda as stipulated in the NDP

Strengthen the demand side of accountability for service delivery

In an effort to promote public demand for accountability, improving performance of accountability institutions, the Sector supported the education and health sectors in documenting service delivery standards and trained the community monitors and officials from Kabale and Bushenyi districts through giving information on ways of monitoring the implementation of government programs. The sector through BMAU monitored the implementation of budget in core service delivery sector. The directorate of Ethics has been undertaking activities through the inter-agency forums. However the national service delivery survey did not take place as planned due to lack of resources.

Foster compliance with accountability policies, service delivery and increase citizen's trust

To achieve the above, Accountability Sector rolled out; the implementation of client charters to MDAs and LGs and performance agreement to Directors, Heads of Department in MDAs and LGs and completed a total for 1,884 Audits, investigated 2,133 corruption cases and as a result 84 cases led to prosecution. In addition sensitization to 20 districts and public workers on integrity issues and awareness on corruption was done to minimize corruption tendencies. During the same period, Tutors of Primary Teachers' Training Colleges were sensitized on ethical values as a way of providing children with holistic education and uprightness

The sector through the Auditor general's started the construction office building and Inspectorate of Government Completed 2 regional office blocks in Mbale, Jinja and upgraded the OAG Office Regional Offices from 1 MB and 128 KB and 7MB and 1MB, respectively. Also following increased staffing levels from 78% to 88%, back log of 1,059 sub-counties were audited

Promote research and usage of sector information to improve public awareness

The Sector Secretariat developed the Accountability Sector Strategic Plan which is yet to be

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operationalised. Budget monitoring and accountability unit produced periodical reports on monitoring budget performance. These include; wastage in Government Aided Primary schools, impact of energy for rural transformation phase1, Baseline survey on energy for rural transformation II, financing the food security budget in NAADs, effects of withholding tax and other tax regimes on NAADs and core spending constraints in higher and lower local governments, to promote informed decision making.

The Sector continued to publish weekly and monthly inflation rates and quarterly indices of production and annual GDP estimates. During the FY 2011/12, the Sector conducted annual unemployment survey, undertook demographic surveys, and completed mapping of the population census for the remaining local governments. This has ensured timely production of statistics, informed decision making and usage of data, improve welfare of citizenry

Enhance the contribution of the Accountability Sector to economic growth and development
During the year, evaluation studies of UCSCU, MFIs and Rural Financial Services Program were undertaken aimed at poverty reduction. Complementarily, budget reallocations were effected from consumptive spending to productive areas to improve the welfare of citizenry, notable areas of reallocation included: infrastructure development (roads, rail and railway), enhancing agricultural production and productivity, employment creation, especially for the youth, women and in small and medium enterprise, human resource development and improving public service delivery.

In FY2011/12, URA collected net revenue 6,208.35 bn against an annual target of 6,169.28bn registering a performance of 100.63 per cent and 21.39 per cent growth rate in revenue collections compared to FY2010/11. The reasons for this growth include: i) roll out of more online services such as the e-Tax registration, assessments, payments and auditing, ii) launched of a 24 hours operations along major customs stations such as Busia, Malaba, Entebbe, and Katuna, iii) introduction of mobile tax payments solutions, iv) data matching initiative, forced registration, use of third party information, continued sensitization and collaboration with local authorities, v) compliance through implementation of national Audit Plan, vi) arrears collections and enforcement actions and vii) combined efforts with the media and other stakeholders.

(iii) Medium Term Sector Policy Objectives

The sector objectives which guide medium term outputs and resource allocations are:

Culture of increasing Citizen's demand for Accountability and Value for Money principal in service delivery promoted;

Compliance to Accountability Policies, Service delivery standards and Regulations strengthened

Research and usage of sector information to promote public awareness promoted

Accountability Sector's contribution to economic growth and development enhanced

The fight against corruption and measures for poverty eradication intensified

(iv) Priority Sector Outcomes and Key Outputs Planned to Influence Them

The following table sets out the outcomes which the sector wishes to improve, and the key outputs which are likely to contribute towards those improvements:

Table S1.2: Sector Outcomes and Key Sector Outputs

Sector Outcome 1:	Sector Outcome 2:	Sector Outcome 3:
<i>Efficient service delivery through formulation and monitoring of credible budgets.</i>	<i>Compliance to accountability policies, service delivery standards and regulations.</i>	<i>Accountability Sector's contribution to economic growth and development enhanced</i>
Vote: 008 Ministry of Finance, Planning & Economic Dev.		
Vote Function: 14 01 Macroeconomic Policy and Management		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:

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Sector Outcome 1: <i>Efficient service delivery through formulation and monitoring of credible budgets.</i>	Sector Outcome 2: <i>Compliance to accountability policies, service delivery standards and regulations.</i>	Sector Outcome 3: <i>Accountability Sector's contribution to economic growth and development enhanced</i>
<i>Outputs Provided</i> 140102 Domestic Revenue and Foreign Aid Policy, Monitoring and Analysis	<i>Outputs Funded</i> 140151 Pension Regulation services	<i>Outputs Provided</i> 140101 Macroeconomic Policy, Monitoring and Analysis 140102 Domestic Revenue and Foreign Aid Policy, Monitoring and Analysis 140103 Capitalisation of Financial Institutions
<i>Outputs Funded</i> 140151 Pension Regulation services		
Vote Function: 14 02 Budget Preparation, Execution and Monitoring		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
<i>Outputs Provided</i> 140201 Policy, Coordination and Monitoring of the National Budget Cycle 140202 Policy, Coordination and Monitoring of the Local Government Budget Cycle 140204 Coordination and Monitoring of Sectoral Plans, Budgets and Budget Implementation	None	None
Vote Function: 14 03 Public Financial Management		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	<i>Outputs Provided</i> 140301 Accounting and Financial Management Policy, Coordination and Monitoring 140302 Management and Reporting on the Accounts of Government 140303 Development and Management of Internal Audit and Controls 140304 Local Government Financial Management Reform 140305 Strengthening of Oversight (OAG and Parliament) <i>Capital Purchases</i> 140380 Integrated Financial Management System	None
Vote Function: 14 04 Development Policy Research and Monitoring		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	<i>Outputs Provided</i> 140401 Policy, Planning, Monitoring, Analysis and Advisory Services 140404 Subcounty Development Model Services <i>Outputs Funded</i> 140451 Population Development Services 140452 Economic Policy Research and Analysis

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Sector Outcome 1:	Sector Outcome 2:	Sector Outcome 3:
<i>Efficient service delivery through formulation and monitoring of credible budgets.</i>	<i>Compliance to accountability policies, service delivery standards and regulations.</i>	<i>Accountability Sector's contribution to economic growth and development enhanced</i>
Vote Function: 14 06 Investment and Private Sector Promotion		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	<i>Outputs Provided</i> 140601 Investment and private sector policy framework and monitoring <i>Outputs Funded</i> 140651 Provision of serviced investment infrastructure 140652 Conducive investment environment 140653 Develop enterpruneur skills & Enterprise Uganda services 140654 Privatisation 140655 SME Services
Vote Function: 14 08 Microfinance		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	<i>Outputs Provided</i> 140801 Microfinance framework established <i>Outputs Funded</i> 140851 SACCOS established in every subcounty 140852 Microfinance Institutions supported with matching grants 140853 SACCOs capacity strengthened
Vote: 103 Inspectorate of Government (IG)		
Vote Function: 14 51 Corruption investigation ,Litigation & Awareness		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	<i>Outputs Provided</i> 145102 Investigations/operations 145103 Prosecutions & Civil Litigation 145104 Education and Public Awareness 145105 Decentralised Anti - corruption programmes 145106 Verification of Leaders' Declarations 145107 Ombudsman Complaints, Policy and Systems Studies	None
Vote: 112 Ethics and Integrity		
Vote Function: 14 52 Governance and Accountability		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	<i>Outputs Provided</i> 145201 Formulation and monitoring of Policies, laws and strategies 145202 Public education and awareness 145204 National Anti Corruption Startegy Coordinated	None
Vote: 122 Kampala Capital City Authority		

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Sector Outcome 1: <i>Efficient service delivery through formulation and monitoring of credible budgets.</i>	Sector Outcome 2: <i>Compliance to accountability policies, service delivery standards and regulations.</i>	Sector Outcome 3: <i>Accountability Sector's contribution to economic growth and development enhanced</i>
Vote Function: 14 09 Revenue collection and mobilisation		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	<i>Outputs Provided</i> 140901 Registers for various revenue sources developed 140902 Revenue generating contracts reviewed
Vote: 130 Treasury Operations		
Vote Function: 14 51 Treasury Operations		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	None
Vote: 131 Auditor General		
Vote Function: 14 53 External Audit		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	<i>Outputs Provided</i> 145301 Financial Audits 145302 Value for Money Audits	None
Vote: 141 URA		
Vote Function: 14 54 Revenue Collection & Administration		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	<i>Outputs Provided</i> 145401 Customs Tax Collection 145402 Domestic Tax Collection 145403 Tax Investigations
Vote: 143 Uganda Bureau of Statistics		
Vote Function: 14 55 Statistical production and Services		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	<i>Outputs Provided</i> 145501 Economic statistical indicators 145502 Population and Social Statistics indicators 145503 Industrial and Agricultural indicators 145504 District Statistics and Capacity Building 145505 National statistical system database maintained
Vote: 153 PPDA		
Vote Function: 14 56 Regulation of the Procurement and Disposal System		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	<i>Outputs Provided</i> 145601 Procurement Audits and Investigations 145603 Monitoring Compliance with the PPDA Law	None
Vote: 500 501-850 Local Governments		

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Sector Outcome 1: <i>Efficient service delivery through formulation and monitoring of credible budgets.</i>	Sector Outcome 2: <i>Compliance to accountability policies, service delivery standards and regulations.</i>	Sector Outcome 3: <i>Accountability Sector's contribution to economic growth and development enhanced</i>
Vote Function: 14 81 Financial Management and Accountability(LG)		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	None
Vote Function: 14 82 Internal Audit Services		
Key Outputs Contributing to Outcome 1:	Key Outputs Contributing to Outcome 2:	Key Outputs Contributing to Outcome 3:
None	None	None

S2: Past Sector Performance and Medium Term Plans

This section describes past and future performance, in terms of sector outcomes, key sector outputs, costs and plans to address key sector performance issues.

(i) Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.

Status of Sector Outcome

An analysis of budget credibility was based on approved budget compared to release, aggregate expenditure out-turn compared to original approved budget, and aggregate expenditure compared to budget released. Findings indicate that budget performance fell below expectation as indicated by budget some major variance between allocations and actual releases of service delivery sectors (by sector and front line service delivery levels), budget variance between releases and actual expenditure in service delivery sectors and delayed releases for some sectors and institutions.

At an aggregate level, UGX 7,384.4bn of the GoU budget was released to all sectors out of the approved 7,469.75 bn by the end of June 2012 which reflects 99% of the approved budget for FY 2011/12. Aggregate absorption (measured by expenditure as a proportion of releases) was 99%, which is a better performance despite being a decline of 0.6 percentage points from FY2010/11.

The approved budget for the Accountability sector was UGX 778.65 bn (GOU + Donor_ of which UGX 665.36 bn was GOU. By end of FY 2011/12, the Sector received UGX 439.699Bn (GoU + Donor) which translates into 57% of the FY 2011/12 annual approved budget. The sector absorbed 98% of the budget released. Out of this budget released, URA, IG and OAG received the highest portions of their budgets registering 108%, 96% and 87 % respectively. Accordingly, MoFPED received the least of the allocated budget i.e 66.0% of their approved budget was released by end of the year.

Table S2.1 Outcome 1: Sector Outcome Indicators

<i>Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.</i>			
Outcome and Outcome Indicator	Baseline	2013/14 Target	Medium Term Forecast
variance between releases and actual expenditures of JBS sectors (by sector and front line service delivery level) assessed on a quarterly basis	5 ()	5	4 (2)
variance between budget allocations and releases of JBS sectors (by sector and front line service delivery le-vels) assessed on a quarterly basis	0 (FY2008/09)	0	0 (2013/14)
Public Expenditure and Financial Accountability (PEFA) Assessment	Good (FY2008/09)	Good	Good (2013/14)
CG spending units receiving quarterly releases as per agreed cash flow plans	95 (2011/12)	95	100 (2014/15)
Arrears as % of total expenditures for FY N	()	6	0 (2014/15)

2011/12 Performance

1. Budget execution performance

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A credible and consistent budget is vital in enhancing accountability in public revenues and expenditure management. Overall, there is a tremendous improvement in budget execution as evidenced by the marginal variances between allocations and releases which were within the acceptable variance of less than 5% during financial years 2010/11 and 2011/12. Water and Health Sectors have shown significant improvements in variations although still above the acceptable variance of 5%.

Analysis of the other sector budget (Non-front line service delivery sectors) releases as measured by the percentage budget variance between approved and releases by sector (GoU only) has continued worsen in the FY 2011/12, Accountability sector suffered the largest variation of 43% of the approved budget, Social Development (33%) and Lands, Housing & Urban Development sector with 20% of the approved budget.

A trend analysis also reveals that for FY2010/11, the same sectors got under releases whereas other sectors received more than the approved budget and these were Public Administration (146%), Legislature (157%), Security (117%) and Justice, Law & Order sector which received 109% of the approved budget in FY 2011/12. These frequent budget cuts affects performance of MDA's hence deteriorating budget discipline, credibility and predictability (Annual Government Performance Report 2011/12)

2. Policy-based budgeting

The Sector through MOFPED took lead in budget preparation process and also disseminated all relevant information to align sector expenditures to the available resource envelope. This was evidenced by the issuing of the 3 Budget Call Circulars that helped in guiding the budgeting process with a view of ensuring increased budget transparency and efficiency. However budget calendar is not always adhered to because of limited time given to MDA's to complete their budget expenditure estimate (PEFA 2012).

3. Reporting on Budget at service delivery level

In FY 2011/12, releases for service delivery sectors were received on time but did not conform to agreed cash flow plans as evidenced by a reduction of 20% when compared with YF 2010/11.

Despite significant reduction in arrears as percentage of total expenditures in FY 2011/12, payment of utilities, rents, court awards and compensation claims are significantly delayed thus resulting in a continuous accumulation of arrears. The non-salary allocation in real terms for JBS sectors registered a significant improvement for sectors such Health, education and water, which implies that more resources are increasingly being allocated to the delivery of core services instead of consumptive expenditures.

Performance for the first half of the 2012/13 financial year

Budget Preparation, Execution and Monitoring

During this period, the Ministry draft and approved Budget Estimates (Vol 1) for FY 2012/13, Public Investment Plan for FY 2013/14 in addition to other statutory documents consolidated and published.

Table S2.2 Outcome 1: Key 2013/14 Outputs Contributing to the Sector Outcome*

<i>Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.</i>			
<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
Vote: 008 Ministry of Finance, Planning & Economic Dev.			
<i>Vote Function: 1401 Macroeconomic Policy and Management</i>			
Output: 140102	Domestic Revenue and Foreign Aid Policy, Monitoring and Analysis		

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Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	<p>Tax measures developed and tax laws amended.</p> <p>Domestic tax revenue projected at Ushs 7,250.5bn for tax revenue and Ushs 160.0 for NTR.</p> <p>DTAs negotiated with Egypt</p> <p>Donor resource to finance the budget projected at 24% of the budget.</p>	<p>Monthly tax revenue collections monitored and reports produced</p> <p>URA collected Shs.1,820.35bn against the target in quarter two. During July-December 2012, total collections amounted to Shs.3,375.58bn against the target of Shs.3,680.64bn which is a short</p>	<p>All Finance Acts reviewed, harmonized and compendium compiled</p> <p>Tax revenue collections projected at UGX.8,268.5bn</p> <p>Non Tax Revenue (NTR) collections projected at UGX 137.1bn</p>
<i>Output Cost (UShs bn):</i>	3.232	0.875	1.607
Output: 140151	Pension Regulation services		
<i>Description of Outputs:</i>	<p>The Uganda Retirement Benefits Regulatory Authority begins work</p> <p>Draft pension liberalization bill submitted to Parliament</p>	<p>Regulations to the URBRA Act for Fund managers, custodians, administrators and trustees prepared.</p> <p>Operational requirements for the regulator such as equipments, software, desks and chairs acquired</p> <p>Sector players' i.e pension fund managers, adminis</p>	<p>Regulations and guidelines for the Uganda Retirement Benefit Regulatory Act 2011 developed</p> <p>Systems of internal controls to safeguard financial assets of the organization developed and maintained</p> <p>Systems for monitoring retirement benefits developed</p>
<i>Output Cost (UShs bn):</i>	0.690	0.199	0.690

Vote Function: 1402 Budget Preparation, Execution and Monitoring

Output: 140201 Policy, Coordination and Monitoring of the National Budget Cycle

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Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	Release Schedules. Budget Estimates Book for FY 2012/13. BCCs. PIP 2012/13 & BCCs Produced.	Draft and Approved Budget Estimates (Vol 1) for FY 2012/13 consolidated and published.	Release Schedules. Budget Estimates Book for FY 2013/14. PIP 2014/15 & BCCs Produced.
	Annual and Quarterly workplans reviewed.	Supplimentary Appropriation Bill FY 2011/12 published.	Annual and Quarterly workplans reviewed.
	Budget Options Paper for FY 2013/14 prepared.	Central Government OBT Guidelines reviewed and to be published in Q3	Budget Options Paper for FY 2014/15 prepared.
	Monitoring reports, Medium Term Expenditure Framework (MTEF) for	Public Investment Plan for FY 201	Monitoring reports, Medium Term Expenditure Framework (MTEF) for the FY
<i>Performance Indicators:</i>			
% budget variance between releases and actuals for JBSF sectors (sector total)-Water*			3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Health*			3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Water*			3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Works*			3
% budget variance between allocations and releases for JBSF sectors (sector total)-Education*			3
% budget variance between allocations and releases for JBSF sectors (sector total)-Health*			3
% budget variance between allocations and releases for JBSF sectors (sector total)-Water*			3
% budget variance between allocations and releases for JBSF sectors (sector total)-Works*			3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Education*			3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Health*			3

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Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Water*			3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Works*			3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Education*			3
% budget variance between releases and actuals for JBSF sectors (sector total)-Health*			3
Real value of district non salary allocations for JBSF sectors (Water)*			71
% budget variance between releases and actuals for JBSF sectors (sector total)-Works*			3
% CG spending units receiving quarterly releases as per agreed cash flow plans	100	80	100
% of funds released against originally approved estimates	97	46	91
% of funds utilized against funds released(CG on IFMIS)	97	85	97
% of satisfactory CG project and programme work plans assessed	100	80	100
No. of Budget monitoring reports produced	4	2	4
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Education)*			0.03
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Health)*			0.03
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Water)*			0.03
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Works)*			0.03
Real value of district non salary allocations for JBSF sectors (Health)*			194

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Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
Real value of district non salary allocations for JBSF sectors (Education)*			232
% budget variance between releases and actuals for JBSF sectors (sector total)- Education*			3
<i>Output Cost (US\$ bn):</i>	6.464	2.230	6.569
Output: 140202	Policy, Coordination and Monitoring of the Local Government Budget Cycle		
<i>Description of Outputs:</i>	Release schedules produced.	Local Government Draft and approved Budget Estimates FY 2012/13 (Vol II) consolidated and published.	Release schedules produced.
	Local Government Budget Framework Paper workshops report for FY 2013/14 prepared.	Draft Local Government Planning Figures FY 2013/14 issued.	Local Government Budget Framework Paper workshops report for FY 2014/15 prepared.
	Local Government (LG) Budget Performance Report produced.		Local Government (LG) Budget Performance Report produced.
	Capacity of LG officials enhanced on the Output Budgeting Tool (OBT) to ease	Local Government First and Second Quarter Release Schedules FY 2012/13 consolid	Capacity of LG officials enhanced on the Output Budgeting Tool (OBT) to ease
<i>Performance Indicators:</i>			
% of quarterly expenditures reported on time*			80
% of Local Governments submitting the final Quarter 4 performance report within 3 months of the end of year	60	20	60
% of LG vote level performance contracts assessed as satisfactory	80	92	80
<i>Output Cost (US\$ bn):</i>	3.058	1.539	2.859
Output: 140204	Coordination and Monitoring of Sectoral Plans, Budgets and Budget Implementation		
<i>Description of Outputs:</i>	Budget Speech Policy Matrix for the FY 2013/14 updated.	Annual Budget Performance Report for the FY 2011/12 published.	Budget Speech Policy Matrix for the FY 2014/15 updated.
	Budget performance reports 2012/13 produced.	Budget Execution Guidelines Issued.	Budget performance reports 2013/14 produced.
	Aide Memoirs of Joint Sector reviews prepared.	Quarterly Budget Performance Reports for the FY 2012/13 Analysed.	
	Gender modelling study was conducted		
<i>Performance Indicators:</i>			
% Difference between approved budget and releases	0	12	0
<i>Output Cost (US\$ bn):</i>	2.199	0.662	2.203

* Excludes taxes and arrears

2013/14 Planned Outputs

Budget Preparation, Execution and Monitoring

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The Sector shall continue to ensure that mechanisms are in place for formulation of prudent Budget policies for a credible National Budget to finance government programmes. Allocation of resources shall be efficient and there will be an effective mechanism for ensuring proper utilization of these resources. Budgeting shall be consultative nationwide to ensure that national priorities are set in accordance with service delivery requirements.

Table S2.3 Outcome 1: Past and Medum Term Key Sector Output Indicators*

<i>Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.</i>						
<i>Vote Function Key Output Indicators and Costs:</i>	2011/12 Outturn	2012/13 Approved Plan	Outturn by End Dec	MTEF Projections		
				2013/14	2014/15	2015/16
Vote: 008 Ministry of Finance, Planning & Economic Dev.						
<i>Vote Function:1401 Macroeconomic Policy and Management</i>						
Output: 140102	Domestic Revenue and Foreign Aid Policy, Monitoring and Analysis					
Output: 140151	Pension Regulation services					
<i>Vote Function:1402 Budget Preparation, Execution and Monitoring</i>						
Output: 140201	Policy, Coordination and Monitoring of the National Budget Cycle					

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% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Education*	0			3	3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Health*	4			3	3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Water*	3			3	3
% budget variance between allocations and releases for JBSF sectors (frontline service delivery)-Works*	0			3	3
% budget variance between allocations and releases for JBSF sectors (sector total)-Education*	0			3	3
% budget variance between allocations and releases for JBSF sectors (sector total)-Health*	3			3	3
% budget variance between allocations and releases for JBSF sectors (sector total)-Water*	7			3	3
% budget variance between allocations and releases for JBSF sectors (sector total)-Works*	6			3	3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Education*	1			3	3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Health*	0			3	3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Water*	0			3	3
% budget variance between releases and actuals for JBSF sectors (frontline service delivery)-Works*	2			3	3
% budget variance between releases and actuals for JBSF sectors (sector total)-Education*	2			3	3
% budget variance between releases and actuals for JBSF sectors (sector total)-Health*	5			3	3
% budget variance between releases and actuals for JBSF sectors (sector total)-Water*	7			3	3
% budget variance between releases and actuals for JBSF sectors (sector total)-Works*	12			3	3
% CG spending units receiving quarterly releases as per agreed cash flow plans	100	100	80	100	100
% of satisfactory CG project and programme work plans assessed	80	100	80	100	100

Sector: Accountability

Sector Summary

No. of Budget monitoring reports produced	1	4	2	4	4
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Education)*	0.76			0.03	0.03
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Health)*	0.73			0.03	0.03
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Water)*	0.43			0.03	0.03
Ratio of front line service delivery allocations for each JBSF sector Vs total sector budget (Works)*	0.48			0.03	0.03
Real value of district non salary allocations for JBSF sectors (Health)*	271.24			194	194
Real value of district non salary allocations for JBSF sectors (Education)*	83.41			232	232
Real value of district non salary allocations for JBSF sectors (Water)*	60.2			71	71
% of funds released against originally approved estimates		97	46	91	92
% of funds utilized against funds released(CG on IFMIS)		97	85	97	98
Output: 140202 Policy, Coordination and Monitoring of the Local Government Budget Cycle					
% of LG vote level performance contracts assessed as satisfactory	70	80	92	80	80
% of quarterly expenditures reported on time*	70			80	80
% of Local Governments submitting the final Quarter 4 performance report within 3 months of the end of year		60	20	60	80
Output: 140204 Coordination and Monitoring of Sectoral Plans, Budgets and Budget Implementation					
% Difference between approved budget and releases	3	0	12	0	

Medium Term Plans

The sector plans to enhance output oriented budgeting for performance results and value for money. Also deepening the various Budget Reforms (OBT) in all sectors and Local Governments.

Actions to Improve Outcome Performance

1. Streamline the budget process and emphasize the linkage of the budget to outputs, outcomes and VFM; ensuring efficiency and effectiveness of the BFP in providing useful information
2. Ensure that budget control mechanisms address arrears and contingent liabilities; effective tracking of project performance; and continued improvement on financial management and reporting under the FDS.
3. Continued training of staff in Monitoring and Evaluation, enhance staff analytical and monitoring skills
4. Develop framework for tracking performance against agreed upon indicators
5. Training in Budget analysis, Economic Policy research and Policy Analysis

Sector: Accountability

Sector Summary

6.Improve the timeliness and adequacy of information on external debt and donor disbursements,

7 .Develop database for tracking information on external disbursement

8.Improve domestic revenue forecasting through appropriate macroeconomic and fiscal

Table S2.4 Outcome 1: Actions and Medium Term Strategy to Improve Sector Outcome

<i>Sector Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Vote: 008 Ministry of Finance, Planning & Economic Dev.			
Vote Function: 14 01 Macroeconomic Policy and Management			
Review the existing macroeconomic frameworks. Develop a new social accounting matrix. Develop the Macroeconomic model. Train staff on the use of the Macroeconomic Model.	Interim Dynamic CGE Model developed and pretested Database for Computable General Equilibrium model developed from the Supply and Use Tables(SUT) macroeconomic forecasting Initial results from Input-output table/SAM produced Enhanced long-term staff skills in macroeconomic modeling	Framework and data base for the Micro-Simulation Model constructed Capacity built in Macroeconomic Modeling Post Model project support	Set up Statistical Unit. Transfer econometric modelling skills to the technical staff for sustainability of the tool.
Vote Function: 14 02 Budget Preparation, Execution and Monitoring			
Avail resources in line with the available resource envelope and planned activities in the SIPs.	Releases made on approved workplans	Avail resources in line with the available resource envelope and planned activities in the SIPs	Formulate a credible budget Enforce budget discipline
Vote Function: 14 03 Public Financial Management			
Inspection of PDEs for guidance on compliance to PPDA Act, PPDA Performance monitoring, enhanced financial management IT,Procurement and leadership skills Harmonisation of financial regulations		Inspection of PDEs for guidance on compliance to PPDA Act, PPDA Performance monitoring, enhanced financial management IT,Procurement and leadership skills Harmonisation of financial regulations	Enforce compliance to policy requirements
Deepen IFMS to 22 hybrid Votes, rollout IFMS to 10 additional Donor Funded Projects		Need to roll out and deepen IFMS in all Votes and Accounting Units of Government	Train staff to manage IFMS sites and retain the staff

Sector: Accountability

Sector Summary

<i>Sector Outcome 1: Efficient service delivery through formulation and monitoring of credible budgets.</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Extend the World Bank Client connection to all world bank funded projects Regular portfolio analysis using DMFAS 6.0	Statutory Financial Statements for Treasury Operations Vote for year ended 30th June 2012 produced Annual Public Debt and Grants Report for 2011/12 produced DMFAS Users trained and DMFAS Updated and Maintained Public Debt Serviced on time. Withdrawal applications for donor funds processed Public Debt records reconciled	Implementation of IFMS in Donor Financed Projects supported Regular portfolio analysis using DMFAS 6.0	All inflows to be captured in database Training of all involved staff Review of financial packages
Vote: 141 URA			
Vote Function: 14 54 Revenue Collection & Administration			
-Implement Revenue collection controls -Implement the National Audit plan -Implement Tax payer awareness program -Carry out Investigations on profiled risky cases		-Implement Revenue collection controls,Implement the National Audit plan,Implement Tax payer awareness program.Roll out ASYCUDA World to all customs business areas	Roll out eTax system country wide, install the necessary infrastructure and sensitise users,Taxpayer Expansion,Tax Compliance Management
-Train staff in auditing upstream sector/petroleum, Petroleum pricing/valuation and petroleum accounting -Conduct etax module training for staff -Procure training school equipment -Implement staff development programme		-Train staff in auditing upstream sector/petroleum, Petroleum pricing/valuation and petroleum accountin, Conduct etax module training for staff, Procure training school equipment, Implement staff development programme	Implement staff development programme, Decision support mechanism (Data warehouse implementation) Business Continuity Management, Oil & Gas Capacity building,Customs Business Systems Enhancement,Integrated Tax Systems,Infrastructure Development,

Sector: Accountability

Sector Summary

(ii) Outcome 2: Compliance to accountability policies, service delivery standards and regulations.

Status of Sector Outcome

Positive trends were mainly realized in percentage of clean audit reports (Central Government & Statutory bodies), percentage of contracts subject to open competition (by contract value), and percentage of PPDA audit recommendations implemented by MDALGs. It is however disturbing to note that whereas 79% of the audit recommendations had been implemented, only 17% of the contracts in the MDAs had complete procurement records (by number) in FY 2011/12 down from 26% in FY 2010/11. Considering that procurement records are a vital aspect, there is a need to put more emphasis on the more significant recommendations.

Table S2.1 Outcome 2: Sector Outcome Indicators

<i>Outcome 2: Compliance to accountability policies, service delivery standards and regulations.</i>			
Outcome and Outcome Indicator	Baseline	2013/14 Target	Medium Term Forecast
% of PPDA audit recommendations implemented	78 (FY2010/11)	80	85 (2012/13)
% of contracts with complete procurement records (by number)	75 (FY2008/09)	75	75 (2012/13)
% of contracts subject to open competition (by contract value)	80 (FY2008/09)	75	80 (2012/13)
% clean audit reports (central, local and statutory bodies)	34.3 (FY2009/10)	55	65 (2014/15)

2011/12 Performance

1. Governance and accountability

As a compliance measure, various audits (Financial and VFM) are conducted across all MDA's. There is a significant improvement in the quantity and quality of audits conducted for the FY 2011/12 as compared to FY 2010/11. The sector also conducted 12 VFM audits in FY 2011/12 compared to 10 VFM audits conducted for the FY 2010/11; the performance is still below the target of 16 VFM audits. Although, these audits have led to efficient public finance management and improved accountability, there is still a lapse in the implementation of audit recommendations due to delays in issuing the treasury memoranda by MOFPED.

2. Procurement and disposal function

The sector registered an increase in the number of completed procurement audits though marginally at 88 procurement audits in FY2011/12 compared to 85 in FY2010/11. The implementation of PPDA's audit recommendations also depicts a slow rising trend of 1% between FY2010/11 and FY2011/12. More follow-ups of audit and investigations were conducted during FY2011/12. However, compliance checks have significantly declined.

The percentage of contracts subject to open competition (by contract value) exceeded the target by 13%, this is attributed to the flexibility in the new law, which allows PDEs to use alternative procurement methods (direct procurement, micro procurement) where the total contract value does not exceed the procurement threshold set.

3. Corruption investigation and litigation

During FY2011/12, the Sector registered 1,825 complaints out of the planned 1,500 resulting into 82 arrests. During the same period, 69 new corruption cases were registered in court out of which 45 cases were prosecuted and concluded leading to 27 convictions, 7 acquittals and 11 cases withdrawn. Additionally out of the 48 civil cases registered in this asame period, 22 cases were concluded and 2 were pending judgment/rulings while 18 cases were pending hearing. A total of UGX. 200 million is yet to be recovered out of the Bill of costs which the Inspectorate filed in the courts of law for the recovery of the costs in defending the civil cases. On other small cases UGX.46, 520,745 had been recovered by the end of June 2011,. On CHOGAM investigations, the primary intention of was not recovery of lost funds but rather

Sector: Accountability

Sector Summary

criminal prosecutions, a recovery target was agreed upon at 60% of the lost CHOGM funds, during FY2011/12 no recoveries were made due to capacity gaps in the Inspectorate of overnment.

Civil Servants have continued to declare their wealth as required by the Leadership Code, 2002. The percentage of declarations submitted during FY 2011/12 stood at 98% an increase of 3% as compared to the FY 2010/11.

The National Anti Corruption Strategy 2009-2013 was developed, approved and disseminated as a national policy framework for anti corruption agencies. Subsequently, two critical Parliamentary Acts have been enacted namely; The Whistle Blowers Protection Act, 2010 and Anti Corruption Act 2009. These laws are meant to strengthen the continued fight against corruption but their enforcement is still a challenge. The dissemination of NACS to the various stake holders has only been carried out in 15 districts out of the 111 districts mainly due to inadequate funding.

Performance for the first half of the 2012/13 financial year

External Audit

By mid FY2012/13 the Office of Auditor General has completed issued 401 out of 1790 Audits were completed, 17 VFM Audits have been completed against planned 15, developed quality assurance policy, communication policy, legal and compliance policy and outsourcing policy. Also there was development of forensic Audit guidelines. To improve dissemination of audit reports, the Sector embarked on a strategy of preparation to summarise sector reports, Parliamentary committee of COSASE, PAC and LGPAC, Finance and Budget committees were sensitized on audit findings for FY10/11. Carried out 10 cold reviews, backlog of LLG and LG reports for FY2004/05-2009/10 were being processed and reports for 3 districts were completed. Also embarked on the construction of audit house in Kampala and two regional offices in Masaka and Fortportal were renovated.

Corruption Investigation, Litigation

The Inspectorate of Government initially planned to investigate and conclude 1500 complaints. By December 2012, 595 complaints were investigated and completed resulting into 34 cases out of the 50 planned corruption cases. 6 out of 10 planned civil cases were completed which was a good performance.

Governance and accountability

During this period, the Directorate of Ethics and Integrity the NACS sets a sector wide institutional framework under the umbrella of the Inter Agency Forum to provide a coordination mechanism for all anti corruption agencies. And taskforce has developed a draft Asset Recovery bill of 2012, also the Legal Department has gone further to disseminated the Anti corruption laws (Anti-Corruption Act, Whistleblowers protection Act, Access to information Act, Leadership Code Act, PPDA Act and Regulations, Public Service Standing Orders.)

Regulation of the procurement and disposal systems

The Authority carried out 32 procurement audits, 20 investigations and made follow ups in 19 Entities to assess the implementation of audit recommendations. 20 Entities were also trained on the procurement and disposal best practices. 50 providers from the private sector were also given training on the procurement and disposal Law as well as 10 Civil Society Organizations. The Authority also carried out 11 Compliance checks and developed 20 common specification standards as well as 2 Guidelines

Public Financial Management

The Vote Function rolled out IFMS to 2 Referral Hospitals, supported IFMS primary and secondary data centres and maintained 81 IFMS sites to remain available and able to transact. IFMS in 22 hybrid Votes in central Government, 6 LG votes and to an additional 10 Donor Funded Projects was supported. Supported financial management systems in 23 Missions abroad

Produced 8 reports from MDAs, 9 Supervisory Regional Referral Hospital reports, 5 Inspection reports

Sector: Accountability

Sector Summary

produced from District Local Governments of Isingiro, Masindi, Rukungiri and Kayunga and a special audit report on Equal Opportunities commission.

52 Public Accounts Committee meetings were attended. Two Auditor General's reports were discussed. (Report on compensations by Private companies and individuals and the Central Government report for FY 2009/10)

Table S2.2 Outcome 2: Key 2013/14 Outputs Contributing to the Sector Outcome*

<i>Outcome 2: Compliance to accountability policies, service delivery standards and regulations.</i>			
<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
Vote: 008 Ministry of Finance, Planning & Economic Dev.			
<i>Vote Function: 1401 Macroeconomic Policy and Management</i>			
Output: 140151	Pension Regulation services		
<i>Description of Outputs:</i>	The Uganda Retirement Benefits Regulatory Authority begins work	Regulations to the URBRA Act for Fund managers, custodians, administrators and trustees prepared.	Regulations and guidelines for the Uganda Retirement Benefit Regulatory Act 2011 developed
	Draft pension liberalization bill submitted to Parliament	Operational requirements for the regulator such as equipments, software, desks and chairs acquired	Systems of internal controls to safeguard financial assets of the organization developed and maintained
		Sector players' i.e pension fund managers, adminis	Systems for monitoring retirement benefits developed
<i>Output Cost (US\$ bn):</i>	0.690	0.199	0.690
<i>Vote Function: 1403 Public Financial Management</i>			
Output: 140301	Accounting and Financial Management Policy, Coordination and Monitoring		
<i>Description of Outputs:</i>	IFMS deepened to all hybrid sites (22)	IFMS Rolled out to 2 Referral Hospitals	IFMS deepened to 4 hybrid sites
	IFMS primary and secondary data centres and 107 sites supported	IFMS Upgraded and monitored	IFMS rolled out to 11 Donor Funded Projects (DFPs)
		IFMS primary and secondary data centres and 81 sites supported to remain available and able to transact	IPPS interfaced with IFMS
<i>Output Cost (US\$ bn):</i>	12.055	5.616	5.946
Output: 140302	Management and Reporting on the Accounts of Government		
<i>Description of Outputs:</i>	Warrants and Operational funds released on time	Warrants and Operational fund released on time	All bank Accounts of Government reviewed and reconciled
	Migration of Legacy Payroll data to IPPS and IFMIS conducted	conducted migration of Legacy Payroll data to IPPS and IFMIS	Consolidated Final Accounts produced
		MDAs trained and supported to produce financial reports	
		All bank Accounts reviewed and reconciled	
		Central and Local Govt releases and	
<i>Output Cost (US\$ bn):</i>	11.639	4.127	3.011
Output: 140303	Development and Management of Internal Audit and Controls		

Sector: Accountability

Sector Summary

Outcome 2: Compliance to accountability policies, service delivery standards and regulations.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	4 Performance Audit Reports produced	8 reports from MDAs were produced	2 Audit reports on IT activities produced
	1 consolidated Audit Committee Report produced	9 Supervisory Regional Referral Hospital reports produced	2 Payroll audit reports produced
		10 Inspection reports produced from District Local Governments	2 Supervisory reports on internal audit activities in 13 Regional Referral Hospitals prepared
<i>Output Cost (US\$ bn):</i>	3.661	1.078	2.662
Output: 140304	Local Government Financial Management Reform		
<i>Description of Outputs:</i>	Professionalisation of accountants and Internal auditors Supported	Continued to support professionalisation of accountants and Internal auditors	Professionalisation of accountants and Internal auditors Supported
<i>Output Cost (US\$ bn):</i>	9.705	6.946	0.864
Output: 140305	Strengthening of Oversight (OAG and Parliament)		
<i>Description of Outputs:</i>		N/A	
<i>Output Cost (US\$ bn):</i>	2.657	0.497	0.538
Vote: 103 Inspectorate of Government (IG)			
<i>Vote Function: 1451 Corruption investigation, Litigation & Awareness</i>			
Output: 145102	Investigations/operations		
<i>Description of Outputs:</i>	Investigate and complete 500 high profile complaints	184 cases Investigated and concluded	investigate and complete 500 high profile cases
<i>Performance Indicators:</i>			
Annual count of complaints investigated and completed	500	184	500
<i>Output Cost (US\$ bn):</i>	2.495	0.895	2.878
Output: 145103	Prosecutions & Civil Litigation		
<i>Description of Outputs:</i>	complete 10 civil cases	completed 6 civil cases	complete 20 civil cases
	Complete 50 corruption cases	Completed 34 corruption cases	Complete 50 corruption cases
<i>Performance Indicators:</i>			
Number of corruption cases prosecuted and completed.	50	34	50
Number of civil cases concluded	10	6	20
<i>Output Cost (US\$ bn):</i>	2.030	0.714	3.413
Output: 145104	Education and Public Awareness		

Sector: Accountability

Sector Summary

Outcome 2: Compliance to accountability policies, service delivery standards and regulations.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	To hold 15 workshops	3 workshops held	To hold 15 workshops
	Hold 30 electronic media shows	Held 6 electronic media shows	Hold 30 electronic media shows
	20 Integrity clubs seminars	3 Integrity club seminar held	20 Integrity clubs seminars
<i>Performance Indicators:</i>			
Number of workshops/seminars/film shows organised per annum	15	3	15
Number of integrity clubs facilitated in Universities and other Tertiary Institutions	20	3	20
<i>Output Cost (US\$ bn):</i>	2.260	0.445	1.964
Output: 145105	Decentralised Anti - corruption programmes		
<i>Description of Outputs:</i>	Investigate and conclude 1200	411 cases Investigated and concluded	Investigate and conclude 1200 case
<i>Performance Indicators:</i>			
Annual Count of complaints investigated and completed	1200	411	1200
<i>Output Cost (US\$ bn):</i>	6.640	2.394	10.474
Output: 145106	Verification of Leaders' Declarations		
<i>Description of Outputs:</i>	Verify 50 declarations and breaches.	Verify 17 declarations and breaches.	Verify 78 declarations and breaches.
<i>Performance Indicators:</i>			
Percentage of declarations submitted by the leaders	100%	10	100%
Annual count of verifications concluded	50	17	78
<i>Output Cost (US\$ bn):</i>	1.739	0.592	1.811
Output: 145107	Ombudsman Complaints, Policy and Systems Studies		
<i>Description of Outputs:</i>	To investigate and complete 300 complaints	76 cases investigated and completed	To investigate and complete 200 complaints
	carry out and conclude 3 systems studies	1 systems study concluded.	carry out and conclude 2 systems studies
<i>Performance Indicators:</i>			
Annual count of Policy and Systems Studies initiated and concluded	3	1	2
Annual count of Ombudsman complaints investigated and completed	300	76	200
<i>Output Cost (US\$ bn):</i>	1.491	0.506	1.653
Vote: 112 Ethics and Integrity			
<i>Vote Function: 1452 Governance and Accountability</i>			
Output: 145201	Formulation and monitoring of Policies, laws and strategies		

Sector: Accountability

Sector Summary

Outcome 2: Compliance to accountability policies, service delivery standards and regulations.

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>		The leadership Code Act reviewed and submitted to Cabinet	
<i>Performance Indicators:</i>			
No. of functional IAF working groups	4	03	
<i>Output Cost (US\$ bn):</i>	0.814	0.157	0.864
Output: 145202	Public education and awareness		
<i>Description of Outputs:</i>	10 district integrity promotion forums established and their capacity enhanced	Six district Integrity promotion forums have been established and their capacity enhanced (Mayuge, Iganga, Soroti, Serere, Adjumani and Moyo)	10 district integrity promotion forums established and their capacity enhanced
<i>Output Cost (US\$ bn):</i>	0.714	0.171	0.633
Output: 145204	National Anti Corruption Strategy Coordinated		
<i>Description of Outputs:</i>	National Anti Corruption Strategy (NACS) disseminated to 20 districts	National Anti Corruption Strategy (NACS) disseminated to Six districts namely Iganga, Mayuge, Soroti and Serere, Adjumani and Moyo)	National Anti Corruption Strategy (NACS) disseminated to 20 districts
<i>Output Cost (US\$ bn):</i>	0.454	0.070	0.963
Vote: 131 Auditor General			
<i>Vote Function: 1453 External Audit</i>			
Output: 145301	Financial Audits		
<i>Description of Outputs:</i>	1790 Financial Audits carried out which include 92 MDA Audits, 67 Statutory Authorities' Audits, 50 Special Audits, 97 Project Audits and 1484 Local Authorities' Audits	401 Financial Audits completed	1,033 Financial Audits carried out and reported on
<i>Performance Indicators:</i>			
No of Statutory Bodies Audited	67	19	67
No of special projects audited	50	7	41
No of projects audited	97	49	113
No of MDAs Audited	92	11	97
No of Higher LGs Audited (including Town councils and sub-counties)	1484	315	715
<i>Output Cost (US\$ bn):</i>	20.057	9.644	19.583
Output: 145302	Value for Money Audits		
<i>Description of Outputs:</i>	15 VFM Audits carried which include; 10 Main VFM and 5 specialised Audits	17 Value for Money Audits completed	31 Audits which include; 14 VFM and 17 Specialised Audits.
<i>Performance Indicators:</i>			
No of VFM Audits conducted	15	17	31
% of VFM Audits reviewed and recommendations implemented	0	0	0
<i>Output Cost (US\$ bn):</i>	4.659	2.463	7.978
Vote: 153 PPDA			

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<i>Outcome 2: Compliance to accountability policies, service delivery standards and regulations.</i>			
<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Vote Function: 1456 Regulation of the Procurement and Disposal System</i>			
Output: 145601	Procurement Audit and Monitoring		
<i>Description of Outputs:</i>	31	81 Audits	
<i>Performance Indicators:</i>			
No. of procurement audits completed	31	81	32
No. of follow-up procurement audits and investigations recommendations	40	31	45
<i>Output Cost (US\$ bn):</i>	1.183	0.557	1.497
Output: 145603	Legal and Advisory services		
<i>Description of Outputs:</i>	100	40	
<i>Performance Indicators:</i>			
Level of adherence to service standards (Number of MDAs inspected)	100	40	100
<i>Output Cost (US\$ bn):</i>	0.916	0.351	1.013

* Excludes taxes and arrears

2013/14 Planned Outputs

Public Financial Management

The Ministry shall continue support for the IFMS data centre and the 107 sites to ensure that they remain connected to the network. There will be further rollout IFMS to 10 Donor Funded Projects and 4 hybrid Votes in the Central Government. The Ministry shall also ensure harmonized public financial management regulations for increased value for money benefits. This shall be achieved through the continuous review of the PFAA, PPDA Acts and other PFM laws.

External Audit

The vote outputs under external audit are classified in 4 categories namely: financial audit, value audit money, policy planning and strategic management and support to the office of the Auditor General. Under financial audit, the office plans to conduct a total of 1032 audits covering 96 MDAs, 67 statutory corporations, 113 projects, 40 special audits, 1 classified audit and 715 local authorities. It also plans to carry out 30 audits including 14 VFM audits and 16 specialised audits.

Under policy planning and strategic management the planned output include; develop and disseminate quality assurance manual, strategy for assessing impact of audit work, strategy for following up OAG and PAC recommendations, carry out audit quality assurance hot and cold reviews, sensitise the Parliamentary Committees and Accounting Offices to ensure improve utilization of audit reports. Produce and disseminate audit reports in two versions; detailed and summarised

To strengthen operational independence, the office plans to complete Audit house in Kampala and regional office in Mbarara. It also plans to renovate Fort portal regional office

Regarding ICT, infrastructure development the outputs include; installation of computerized inventory and requisition management

Regulation of procurement and disposal systems

The objective of the Procurement reviews is to determine whether procurements were carried out in a fair

Sector: Accountability

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and transparent process in accordance to PPDA Act 2003. For that purpose, the authority plans to undertake 91 procurement and disposal audits, 40 investigations and 90 follow ups. To strengthen the PPDA strategic partnership, the Authority will host the East African Procurement forum and International Public Procurement Research Group Conference. Also update list of common user items, implement public relations and communication strategy to publicize the amendment to PPDA Act.

To enhance monitoring compliance of procurement and disposing entities, PPMs will be rolled out to additional 45 PDEs bringing after which sensitization about PPMs and training to PDU will be carried out. Verification exercise will be conducted in 58 entities and findings will be discussed accordingly. 100 compliance checks will be conducted on both LGs and CGs and report prepared. Non compliant PDEs on the submission of procurement plans and reports will be publicized. 278 procurement plans from 149 CG PDEs and 138 LG PDEs; and 420 CG PDEs and LG PDE reports will be reviewed.

To set standards for public procurement and disposal system, 600 copies of the amended LG Act, Local Government Regulations, SBD and Guidelines will be printed and disseminated. Applications for administrative reviews, deviations, accreditations and suspension of providers will be handled.

To build procurement and disposal capacity, 34 stakeholders in higher local government will be trained, Accounting Officers and procurement officers of statutory bodies, referral hospitals will be trained, 150 new contract committees in 30 local governments will be inducted, 100 new contract committees in 20 CGs PDEs were inducted. 45 LG Procurement Officers and 100 users in CGs will be trained.

Implementation of e-procurement strategy; disaster recovery solution to strengthen IT security at PPDA will be implemented, internal procurement business processes automated by implementing Electronic Document Management System

In the area of capacity building, the authority will implement a capacity building strategy in the following areas; conduct a capacity needs assessment and establish sector specific gaps among the stakeholders, carry out sensitization of different stakeholders on the amended PPDA act

Corruption Investigation and litigation

The Inspectorate of government in FY 2013/14FY 2012/13, has planned for the following outputs that include; Investigating 1750 complaints, prosecuting 50 cases, concluding 10 Civil cases, verification of 50 declarations, training of 150 members of staff, completing 3 policy and systems studies. For Public awareness the inspectorate shall cover at least 80% of identified target groups through various programs and 4 workshops, 8 seminars and 42 talk shows.

Governance and accountability

In the FY 2013/14, The Directorate of ethics and integrity has planned to Review the Leadership Code Act, develop the Asset Recovery Legislation, develop the Qui Tam Law, Disseminate the Popular Version of anti-corruption laws and National ethical values to 12 districts and 840 key stakeholders respectively (District leaders, Teachers, Cultural leaders, CSO partners, Academicians, Opinion leaders and special interest groups) in 16 sub regions of Uganda.

Table S2.3 Outcome 2: Past and Medum Term Key Sector Output Indicators*

<i>Outcome 2: Compliance to accountability policies, service delivery standards and regulations.</i>							
<i>Vote Function Key Output Indicators and Costs:</i>	2011/12	Approved	2012/13	Outturn by	MTEF Projections		
					Outturn	Plan	End Dec
Vote: 008 Ministry of Finance, Planning & Economic Dev.							
<i>Vote Function:1401 Macroeconomic Policy and Management</i>							
Output: 140151	Pension Regulation services						
<i>Vote Function:1403 Public Financial Management</i>							
Output: 140301	Accounting and Financial Management Policy, Coordination and Monitoring						
Output: 140302	Management and Reporting on the Accounts of Government						

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Output: 140303	Development and Management of Internal Audit and Controls					
Output: 140304	Local Government Financial Management Reform					
Output: 140305	Strengthening of Oversight (OAG and Parliament)					
Vote: 103 Inspectorate of Government (IG)						
<i>Vote Function: 1451 Corruption investigation ,Litigation & Awareness</i>						
Output: 145102	Investigations/operations					
Annual count of complaints investigated and completed	230	500	184	500	500	500
Output: 145103	Prosecutions & Civil Litigation					
Number of civil cases concluded	6	10	6	20	20	20
Number of corruption cases prosecuted and completed.	30	50	34	50	50	50
Output: 145104	Education and Public Awareness					
Number of integrity clubs facilitated in Universities and other Tertiary Institutions		20	3	20	20	20
Number of workshops/seminars/film shows organised per annum		15	3	15	15	15
Output: 145105	Decentralised Anti - corruption programmes					
Annual Count of complaints investigated and completed	502	1200	411	1200	1200	1400
Output: 145106	Verification of Leaders' Declarations					
Annual count of verifications concluded		50	17	78	80	80
Percentage of declarations submitted by the leaders		100%	10	100%	100%	100
Output: 145107	Ombudsman Complaints, Policy and Systems Studies					
Annual count of Ombudsman complaints investigated and completed	209	300	76	200	200	200
Annual count of Policy and Systems Studies initiated and concluded	1	3	1	2	2	3
Vote: 112 Ethics and Integrity						
<i>Vote Function: 1452 Governance and Accountability</i>						
Output: 145201	Formulation and monitoring of Policies, laws and strategies					
No. of functional IAF working groups	4	4	03			
Output: 145202	Public education and awareness					
Output: 145204	National Anti Corruption Startegy Coordinated					
Vote: 131 Auditor General						
<i>Vote Function: 1453 External Audit</i>						
Output: 145301	Financial Audits					
No of Higher LGs Audited (including Town councils and sub-counties)	743	1484	315	715	715	715
No of MDAs Audited	12	92	11	97	97	97
No of projects audited	58	97	49	113	115	120
No of special projects audited	27	50	7	41	50	60
No of Statutory Bodies Audited	43	67	19	67	68	69
Output: 145302	Value for Money Audits					

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% of VFM Audits reviewed and recommendations implemented	0	0	0	0	0	0
No of VFM Audits conducted	3	15	17	31	31	31
Vote: 153 PPDA						
<i>Vote Function: 1456 Regulation of the Procurement and Disposal System</i>						
Output: 145601 Procurement Audit and Monitoring						
No. of follow-up procurement audits and investigations recommendations	16	40	31	45	80	
No. of procurement audits completed	20	31	81	32	80	
Output: 145603 Legal and Advisory services						
Level of adherence to service standards (Number of MDAs inspected)	97	100	40	100	150	

Medium Term Plans

Corruption Investigation and litigation

The inspectorate of government plans to strengthen investigation function; it will continue to carry out investigation of corruption complaints, prosecution of corruption cases, public awareness programmes, and policy and systems studies as planned; strengthening existing regional offices.

Governance and Accountability

The NACS sets a sector wide institutional framework under the umbrella of the Inter Agency Forum to provide a coordination mechanism for all anti corruption agencies. implementation of NACS and document progress against the strategic objective of increasing public demand for accountability.

Actions to Improve Outcome Performance

Increasing public demand for accountability:

The Accountability Sector has embarked on strengthening the demand side of accountability, this is aimed at increasing Public oversight to ensure improved service delivery through Increase Citizens participation in monitoring local government public expenditure and service delivery, enhance local government's accountability for service delivery programs and Increase citizens' voice in providing feedback to central and local government about service delivery. The Sector through her Secretariat plans to partner with NGOs and CSOs to conduct public awareness campaigns about people's rights to demand accountability for the services delivered by government. Feedback reports compiled by CSOs and NGOs from the views of the citizens or beneficiaries on service delivery will be analysed to gauge citizen's satisfaction and forwarded to the sector Secretariat for discussion by the Accountability Sector Institutions.

Strengthen the Procurement Audit Function

PPDA will expand the Audit and Compliance assessment programme, expand staffing levels and open up regional offices, start a central depository for procurement records and to develop an e- procurement system in the medium term.

The Authority intends to strengthen the enforcement of procurement plans during budgeting process to improve budget execution. Capacity building efforts will be stepped up to improve performance in public procurement. The Audit programme will also be expanded to ensure there is accountability and value for money in public procurement.

Enhance External Audit Function

The Sector seeks to strengthen External Audit Function by establishing a strong Value for Money Directorate with adequate and fully trained and facilitated staff to meet the needs of Parliament, a Forensic and ICT Audit Department. This will come along with reorganization of the office to provide an appropriate structure to fulfill the mandate of the office. Achieving physical and operational independence is a major focus and is expected to be fulfilled when construction of the audit house.

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Strengthening monitoring and evaluation framework:

To address the challenge of poor inspection, the Budget Monitoring and Accountability Unit (BMAU) under Ministry of Finance, Planning and Economic Development will be strengthened to track government expenditure and Budget Performance Reports will be produced periodically and accountability issues will be addresses accordingly. Aggressive monitoring by the sector institutions will greatly contribute to the awakening, nurturing and enforcement of the culture of accountability across the country to improve service delivery. The sector has also embarked on joint monitoring and evaluation with the objective of establishing its cost effectiveness.

Table S2.4 Outcome 2: Actions and Medium Term Strategy to Improve Sector Outcome

<i>Sector Outcome 2: Compliance to accountability policies, service delivery standards and regulations.</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Vote: 103 Inspectorate of Government (IG)			
Vote Function: 14 51 Corruption investigation ,Litigation & Awareness			
Funds permitting we shall open 1 regional office in Bushenyi	The decision changed to strengthen existing to regional offices before we open more.	strengthen existing regional offices to improve service delivery	strengthen existing regional offices to improve service delivery
Vote: 112 Ethics and Integrity			
Vote Function: 14 52 Governance and Accountability			
Enhance staff capacity and their remuneration to enable attraction and retention of competent personnel	The matter is being pursued with Ministry of Public Service	Train 6 staff to enhance their capacity to effectively implement National anti corruption Strategy.	Filling all DEI vacant staff establishment and develop appropriate framework for monitoring the implementation of NACS
Continue strengthening the Public Private Partnership with civil society organisations to mobilise the public to demand for accountability and service delivery	Continue strengthening the Public Private Partnership with civil society organisations to mobilise the public to demand for accountability and service delivery	20 new non state organisations was brought on board to Strengthen the Public Private partnership to mobilise the public to demand for service delivery. Strengthen more Integrity promotion forums to provide a platform for the public to dialogue on account	Functional district integrity promotion forum and active CSOs participation.
Joint Monitoring with sector institutions in 20 districts mandated to undertake monitoring conducted.	Joint Monitoring with sector institutions i mandated to undertake monitoring has not been conducted.	Conduct joint Monitoring with sector institutions mandated to undertake monitoring of service delivery.	Implementation of the NACS (creating national ownership)
Vote: 122 Kampala Capital City Authority			
Vote Function: 14 09 Revenue collection and mobilisation			
Development of software for 5 major sources of revenue		Building a database on: •Properties in theCity •Taxis in the city •Business license payers •Hotel tax payers •Local services tax payers	Training and recruitment of staff to manage the database for revenue management
Submit for revision of existing regulations			Tax education for compliance to pay NTR. Carry out property revaluation in the whole city.
Vote: 131 Auditor General			
Vote Function: 14 53 External Audit			

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Sector Outcome 2: Compliance to accountability policies, service delivery standards and regulations.

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Replacement of data center servers, acquisition of CAATs licenses, connecting 2 more branches to WAN and building staff capacity.	Teammate 10 license was acquired	Connecting 2 branches in Jinja and Mbale to the Wide Area Net work	Modernisation of the current ICT facilities. Utilisation of staff of other directorates to carry out IT and forensic audit functions,
Filling the remaining vacant positions, staff Capacity Building and enhancement of the existing performance management systems	Positions of Principal Legal Officer and Senior IT Officer were filled. Positions of 2 Auditors and 1 Senior Auditor have been advertised and the process of shortlisting and interviewing is underway	Recruitment of staff	Utilization of the currently trained staff as Trainer of trainees and use of private audit firms while simultaneously training and enhancing the capacity of staff.
Vote: 143 Uganda Bureau of Statistics			
Vote Function: 14 55 Statistical production and Services			
Continuous strengthening of statistical publication in all Districts, Ministries and Government Agencies	The Bureau was not able to effectively strengthen statistical publication in all Districts, Ministries and Government Agencies because of the donor freeze	Strengthening of statistical publication in all Districts, Ministries and Government Agencies	Strengthening of statistical publication in all Districts, Ministries and Government Agencies
Vote: 153 PPDA			
Vote Function: 14 56 Regulation of the Procurement and Disposal System			
Update list of third party providers to PPDA and train them.	Held an induction with thirdparty providers for training	Engage Accounting Officers to prioritise equipment of PDEs	Information dissemination to Providers

Sector: Accountability

Sector Summary

(iii) Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

Status of Sector Outcome

The performance of a sustainable domestic revenue mobilisation against GDP is critical in determining a country's economic growth and development. In FY 2011/12, Uganda faced major slumps in the economic growth as evidenced by the declining GDP, volatile exchange rate fluctuations and crowned by high inflation. The performance of domestic revenue mobilization against the GDP is critical in determining a country's economic growth and development. The GDP growth rate plummeted to 3.2 percent in FY 2011/12 from 6.3 percent in FY 2010/11. More so in FY 2011/12, revenue as a share of the GDP fell to 12.65 against a planned target of 13.7, down from 13.8% realized in FY 2010/11. The decline in performance in revenue collection was attributed mainly to; high shilling inflation as seen in prices of food stuffs, education services, fuel and transportation costs. With this trend, the medium term goal of government towards increasing revenue to GDP ratio closer to sub-Saharan average of 20% as set in FY 2009/10 is yet to be achieved.

Uganda Revenue Authority (URA) managed customs tax collection of UGX 2902bn, 98% of the target against the planned revenue of UGX 2,943.04bn in FY 2011/12. Although this was below the target, there was a 16.14 percent increase compared to the previous FY 2010/11. The total custom's net revenue collections of UGX 2,902.00 bn implied a cumulative deficit of UGX 41.04Bn. The customs revenue performance was largely affected by the low performance of petroleum duty which was partly due to frequent disruption/delays in the supply of fuel at Mombasa and Eldoret. Import duty & VAT on imports performed above the target but could not close the shortfall. However in order to reduce the shortfall, URA expedited the monitoring of imports and exports through RADDEX system, on spot audits on bonded warehouses and also increased imports from China, Kenya, UAE, Japan, Saudi Arabia and South Africa and this contributed greatly to the performance.

Domestic revenue continued to perform well in nominal terms, with collections of UGX 3,306.35Bn against the targeted UGX 3255.8Bn, reflecting a performance of 101.6%. The net domestic tax revenues amounting to UGX 3,306.35Bn reflected a cumulative surplus of UGX 80.11Bn. This was mainly attributed to significant performance in Banking, Telecommunications, Manufacturing (Beer) and Electricity subsectors that enhanced domestic revenues. Surpluses were recorded under; Corporation Tax (UGX 39.37bn). Tax on Bank Interest (UGX 5.12bn), Local Exercise on beer (UGX 22.26bn), VAT on beer (UGX 9.99bn), VAT on Phone talk time (UGX 22.16bn) and Stamp duty on sales and purchase agreements between Tullow Oil and two other oil companies (Total E&P (U) and CNOOC) contributed UGX 72.02Bn

Table S2.1 Outcome 3: Sector Outcome Indicators

<i>Outcome 3: Accountability Sector's contribution to economic growth and development enhanced</i>			
Outcome and Outcome Indicator	Baseline	2013/14 Target	Medium Term Forecast
Stable exchange rate	1989.1 (FY2009/10)	2142.5	2246.7 (2014/15)
Stable exchange and interest rate	()		()
Rate of Inflation	44 (FY2011/12)	52	60 (2014/15)
Interest rate	21 ()		()
GDP growth rate	5 (FY2011/12)	6	7 (7)
Exchange rate	2816 (FY2011/12)	3061.7	2500 (2500)
% of Revenue as a share of GDP	13.1 (FY2010/11)	14.1	15.1 (2014/15)

2011/12 Performance

1 Macroeconomic Policy and Management

The sector considerably refocused its strategic direction to sustainably meet the mandate of URA to ensure domestic revenue mobilization and this has increased collection performance to 99.5%. This increase in revenue mobilization has impacted on the level of donor dependence currently at 30%.The value of the tax

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disputes was to resolve 130 tax cases worth 200bn however, by the close of the FY 2011/12 tax disputes worth 2504bn had been resolved. This was as result of high value disputes realized from the oil and the telecommunications sectors.

Additionally, the sector has embarked on producing various macroeconomic policy reports reflecting the performances of the economy on monthly basis. This helps in assessing and monitoring the progress of the levels of economic growth and development.

The sector considerably refocused its strategic direction to sustainably meet the mandate of URA to ensure domestic revenue mobilization and this has increased collection performance to 99.5%. This increase in revenue mobilization has impacted on the level of donor dependence currently at 30%. The sector through MoFPED mobilized external financing equivalent to USD 737.94bn in Grants while Loans worth USD 977.37bn were contracted. Petroleum Taxation Laws including VAT and Excise tariffs were reviewed and integrated in the National Taxation Laws during the financial year

Donor funded programmes were monitored and as a result 66 Donor missions were Serviced including the French Development Agency (AFD), African Development Bank (AfDB), Department for International Development (DfID), Belgium Joint Commission, Japan Bank for International Cooperation (JBIC), Arab Bank for Economic Development in Africa (BADEA), OPEC Fund, IFAD

The Ministry of Finance, Planning and Economic Development participated in negotiations for the East African Community (EAC) Monetary Union, proposed EAC Common Customs Territory and coordinated EAC and COMESA regional integration initiatives and other trade related meetings to promote regional integration and trade ties with trading blocs where Uganda is a member.

Microfinance

The sector has continued to avail affordable finances to the communities for economic activity through SACCOS. In the FY 2011/12, 390 out of the 577 SACCOS received training. The establishment of SACCOS was put-on hold following recommendations by the donors such as IFAD and therefore this affected the propagation of SACCOS to lower local governments.

Statistical Production and Services

The Sector continued to publish weekly and monthly inflation rates and quarterly indices of production and annual GDP estimates. During the FY 2011/12, the Sector conducted annual unemployment survey, undertook demographic surveys, and completed mapping of the population census for the remaining local governments. This has ensured timely production of statistics, which critical in the planning and monitoring of development performance.

Performance for the first half of the 2012/13 financial year

Revenue collection and administration

For the first half of FY 2012/13, Net revenue collections for December 2012 were UGX 763.03Bn against a target of UGX 835.36Bn, registering a deficit of UGX 72.33 Bn. This was mainly due to the deficit in international trade taxes of UGX 54.52 Bn. However compared to December 2011, net revenue collections increased by 15.44% (UGX 102.06Bn). On a cumulative basis, net revenue collections for the first half of FY12/13 were UGX 3,375.73Bn against a target of UGX 3,551.94Bn, registering a deficit of UGX 176.21 Bn. However compared to the first half of FY 11/12, there was a growth in net revenue of 15.32% (UGX 448.41Bn).

The underperformance in revenue was majorly affected by lower credit performance in the banking sector despite the declining interest rates and low performance in International trade taxes which registered UGX 239.07Bn against a target of UGX 293.59Bn, posting a deficit of UGX 54.52 Bn. International taxes were affected by Low than projections on import fuel volumes. However, there is growth in revenue collections as compared to the last half of the FY 2011/12. Additionally, by December 2012 Kampala Capital City Authority collected UGX 24.0 Billion as NTR.

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Macroeconomic Policy and Management

During the period of July-December 2012, tax measures put in place by the MoFPED resulted into total URA tax collections of US\$3,375.58bn against the target of Shs.3,680.64bn reflecting into a shortfall of Shs.176.35bn. The total NTR collections by both URA and MDAs amounted to Ushs 67.5bn was collected. Under the Tax Appeals Tribunal, 49 tax disputes worth 52.3bn/= were resolved. Operationalisation of the new regulations on gaming and pool betting industry resulted into of Ushs. 3.32 billion against the target of 3.2 billion collected leading to a surplus of 0.12 billion mobilised through and monitoring and regulation of the pool betting activities.

Six Grant and Two Loan Financing Agreements with Development Partners were concluded yielding US\$236.16 Million for the FY 2012/13 budget (Grants and Loans). The Ministry compiled selected economic indicators and updated the revised monetary and fiscal framework. Also there was contribution towards the drafting of the Public Finance Management Bill regulations (inclusive of the Petroleum Fund Management).

Development Policy Research and Monitoring

In the period under review, the Vote Function developed a draft Policy Discussion Paper on: Health care financing strategies in the context of Uganda's expanding middle class and carried out a study on returns to education and labour market segmentation which is an input for employment evaluation. The Ministry also produced 2 Policy briefs on obligations for concluded protocols; 1 policy brief on EAC and another on the African capacity building issues.

Investment and Private Sector Promotion

The Vote Function serviced 9 individual company and 5 group investment missions from UK and India, as well as Italy, Egypt and the UAE, 7 farmer groups (10,000 farmers) mobilized and formed into corporate enterprises to do commercial farming in partnership with large corporate. Through the Entrepreneurship Training Programme (ETP) 28 trainings were conducted in 7 districts attended by 1,167 participants & of which 552 were female.

Microfinance

The Vote Function conducted a sustainability study on 56 non program MFIs in preparation to putting in place the Tier 4 law. Held Interactive meetings with VSLAs in Amolatar, Nebbi, Amuru, Ibanda, Ntungamo, Kasese, Kamuli, Bugiri and Bundibugyo to find out ways of extending Government support to them as a way of increasing financial inclusion, Carried out an Assessment of Financial Extension Workers in 40 districts across the 15 regions to ensure that their mentoring role is done effectively in order to have sustainable MFI. A total number of 76 loans worth Ushs.8,187,539,711 were disbursed and savings of Ushs. 680 million was mobilized and also a total of 126 loans worth Ushs.14,635,391,711 were disbursed, Ushs worth 1.243 billion has been mobilized in Savings and carried out training in 16 institutions in the zones of Iganga and Mbarara.

Policy, Planning and Support services

Monitoring of US- ADF Projects done in 6 districts of Oyam, Gulu, Jinja, Wakiso, Mbale and Kyenjojo and report produced. The Draft estimates of Revenue and expenditure presented to Parliament and approved. Ministerial Policy Statement published, presented to Parliament and responses to issues raised presented.

Statistical Production and services

By end of December 2012 the sector through UBOS produced quarterly indices were on weekly and monthly basis. In addition cross border trade statistics, Agricultural Statistics and Government Finance Statistics were also produced. The Sector through the Plan for National Statistical Development (PNSD) supported 16 MDAs, compiled the 2010 Statistics agenda, developed the 1st draft of the Meta data dictionary and developed gender statistics indicators.

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Sector Summary

Table S2.2 Outcome 3: Key 2013/14 Outputs Contributing to the Sector Outcome*

<i>Outcome 3: Accountability Sector's contribution to economic growth and development enhanced</i>			
<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
Vote: 008 Ministry of Finance, Planning & Economic Dev.			
<i>Vote Function: 1401 Macroeconomic Policy and Management</i>			
Output: 140101	Macroeconomic Policy, Monitoring and Analysis		
<i>Description of Outputs:</i>	5.4% GDP growth projection, Headline inflation 7.8%. Core inflation at 7.7% Fiscal deficit 6.3%	Headline inflation average outturn 4.9% Core inflation outturn 4.2%	5.6% GDP growth projection, Headline inflation 4.6%. Core inflation at 7.7% Fiscal deficit 4.7%
<i>Performance Indicators:</i>			
Arrears as % of total expenditures*	6	0	4
No. Key macro economic Policies, reports produced	4	2	4
<i>Output Cost (US\$ bn):</i>	8.239	1.351	6.081
Output: 140102	Domestic Revenue and Foreign Aid Policy, Monitoring and Analysis		
<i>Description of Outputs:</i>	Tax measures developed and tax laws amended. Domestic tax revenue projected at Ushs 7,250.5bn for tax revenue and Ushs 160.0 for NTR. DTAs negotiated with Egypt Donor resource to finance the budget projected at 24% of the budget.	Monthly tax revenue collections monitored and reports produced URA collected Shs.1,820.35bn against the target in quarter two. During July-December 2012, total collections amounted to Shs.3,375.58bn against the target of Shs.3,680.64bn which is a short	All Finance Acts reviewed, harmonized and compendium compiled Tax revenue collections projected at UGX.8,268.5bn Non Tax Revenue (NTR) collections projected at UGX 137.1bn
<i>Output Cost (US\$ bn):</i>	3.232	0.875	1.607
Output: 140103	Capitalisation of Financial Institutions		
<i>Description of Outputs:</i>	Graduate Venture Capital funds disbursed (US\$ 16bn) Youth Venture funds disbursed (US\$ 3.25bn) Agriculture Guarantee funds disbursed (US\$ 15bn) Capitalize UDB to meet long term development financing needs. Meet the Uganda share subscription	Disbursed 5bn for Agricultural guarantee scheme Disbursed 2.5bn for PTA bank Disbursed 4bn for graduate venture capital funds Disbursed 4bn for EADB	Graduate venture capital disbursed (US\$ 16bn) Youth Venture funds disbursed (US\$ 3.25bn) Agriculture Guarantee funds disbursed (US\$ 15bn) UDB capitalised to meet long term development financing needs (US\$ 8.079) Meet the Uganda share subs
<i>Performance Indicators:</i>			
Level of financing for capitalising financial institutions (US\$ Bn)	40	15.5	40
<i>Output Cost (US\$ bn):</i>	59.759	2.719	59.829
<i>Vote Function: 1404 Development Policy Research and Monitoring</i>			

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
Output: 140401	Policy, Planning, Monitoring, Analysis and Advisory Services		
<i>Description of Outputs:</i>	Background to the Budget (BTTB) for the FY 2013/14 produced and disseminated,	Disseminated GOAR FY 2010/11	4 Policy briefs/discussion papers - based on 2012 poverty status report ,produced and disseminated.
	Government Outlays Analysis Report (GOAR) for the FY 2010/11 produced.	Business Technical and Vocational Education Training (BTJET) reports produced	2012 Human Development report produced.
	Annual Economic Performance report for the FY 2011/12 produced and disseminated	1 policy brief based on 2012 Poverty status report "Health care financing strategies in the context of uganda's expanding middle class" produ	
	4 Policy briefs		
<i>Output Cost (US\$ bn):</i>	3.544	1.828	2.942
Output: 140404	Policy Research and Analytical Studies		
<i>Description of Outputs:</i>	2 Mini PPAs on selected themes conducted and reports produced.	Zero Draft of the concept note and implementation Framework for the National Participatory Poverty Assessment completed.	2 Mini Participatory Poverty Assessment (PPAs) on selected themes conducted and reports produced.
	Sustainable Development report for 2012 produced and disseminated	Technical staff from selected MDAs trained in the use of analytical tools /software for economic modelling and analysis	3 CIS Policy briefs and discussions papers produced and disseminated.
	Consultancy for the development of an integrated database/system for Community Information System (CIS) undertaken and	CIS P	
<i>Output Cost (US\$ bn):</i>	1.262	0.315	1.262
Output: 140451	Population Development Services		
<i>Description of Outputs:</i>	Technical support supervision and backstopping to District planning units provided.	Population Report 2012 with the theme; Uganda @ 50 years: Population and Service Delivery; Challenges,	Subcounty personnel in 800 subcounties trained in data management and utilisation
	Subcounty personnel trained in data management and utilisation.	Opportunities and Prospects, was completed and report launched on December 13, 2012	District population profiles and action plans, to guide DPU's on how to use the National Population Policy Action Plan
	Population champions recruited to spearhead population and development issues	by the Minister of Finance, Planning and Economic Development, Hon.	in at least 15 Districts developed
<i>Output Cost (US\$ bn):</i>	1.933	0.984	2.233
Output: 140452	Economic Policy Research and Analysis		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	Undertake 15 research studies to inform policy processes. Publish 15 Policy briefs to guide policy makers on key policy options. Hold 4 National workshops/public dialogues to share key research findings.	Construction of 4 regional science parks and centers started by surveying land in Namanve Outreach programmes (publicity, school visits) to increase public appreciation and support for science and technology implemented The intellectual property m	15 Research reports produced to inform policy. 15 Policy briefs published to guide policy makers. 2 Press releases issued on emerging economic issues affecting the country.
<i>Output Cost (US\$ bn):</i>	2.425	0.891	2.425
<i>Vote Function: 1406 Investment and Private Sector Promotion</i>			
Output: 140601	Investment and private sector policy framework and monitoring		
<i>Description of Outputs:</i>	Investment protection Agreements(IPAs) concluded Investment guide produced. Comprehensive data bank on various indicator on competitiveness produced.	2 IPPAs reviewed (Turkey and Bangladesh) PPP Bill submitted to Parliament for discussion Draft investment guide developed	2 new IPPAs explored. 6 IPPAs reviewed Investment Guide updated to reflect emerging developments in the Investment environment. Monitoring of investments done and Investor data bank updated.
<i>Output Cost (US\$ bn):</i>	6.729	6.056	6.700
Output: 140651	Provision of serviced investment infrastructure		
<i>Description of Outputs:</i>	Infrastructure development for Bweyogerere,Kasese luzira,Jinja,Moroto and Soroti. Attract 300 projects worth 3 million dollars to the Country.	5.4 km of power line constructed from Kiwanga to Luzira Industrial Park 80% of land lords within the way leaves corridor were compensated. Electricity Poles erection works for Power Supply Extension to Soroti Industrial Park by UEDCL were completed	Opening of Lot 2 Roads in Soroti Industrial & Business Park to earth roads finish level. 1 km of water pipeline constructed in Soroti connecting to Soroti Industrial and Business Park
<i>Performance Indicators:</i>			
No. of Designated Industrial Parks	4	0	4
<i>Output Cost (US\$ bn):</i>	7.290	3.140	5.740
Output: 140652	Conducive investment environment		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	Investor surveys conducted to update the data bank	Report prepared on the Investor Survey	Mini survey done to perform a sensitivity analysis of the previous survey results
	Free Zones Bill, Investment Code Bill, PPP Bill	Validation workshop of the 2011 Investor Survey held	Free Zones Bill, Investment Code Bill, and PPP Bill approved and operational.
	One stop centre established	PPP Bill submitted to Parliament for discussion	
	Business Licensing Reforms implemented	Held consultations with NITA(U) to design a web based one stop shop platform	Business Licensing Reforms implemented
	Doing Business reforms implemented		Doing Business reforms implemented
<i>Performance Indicators:</i>			
Value of investment (Ushs Bn)	940	682	NA
<i>Output Cost (UShs bn):</i>	2.000	3.080	0.000
Output: 140653	Develop enterpruneur skills & Enterprise Uganda services		
<i>Description of Outputs:</i>	Entrepreneurship skills promoted through mobilizing and training 7000 youths in start business skills	Global Entrepreneurship week celebrated in the country inspiring many to start and grow their business. This was done through running of business documentaries on UBC, newspaper supplementary on successful SMEs, and running of an SME Forum with 560 part	5,000 participants (rural and urban households) equipped with skills to start enterprises. 100 SMEs equipped with management and entrepreneurial skills. Support Supervision (follow up) of 2000 start ups provided.
<i>Output Cost (UShs bn):</i>	4.510	1.425	2.410
Output: 140655	SME Services		
<i>Description of Outputs:</i>	Effective Publicity and advocacy for MSMEs through 4 radio talk shows, 8 regional workshops, MSME training, MSME policy produced	Concept note for development of SME Incubation Centres was developed and approved by the Board of Directors -Advert for bid solicitation for development of SME	200 MSMEs trained under ETP & Technical Skills Training respectively ; a databse of 3,600 MSMEs created; On Oil and Gas in the Albertine region.
	Inter - Agency taskforce established	Incubation Centres was placed	4,200MSMEs profiled in the west Nile region and in put into the UIA database . Six profiling reports genera
	Simplified registration process established for MSMEs	Effective publicity and advocacy for SMEs undertaken through	
<i>Output Cost (UShs bn):</i>	1.000	0.346	0.550
<i>Vote Function: 1408 Microfinance</i>			
Output: 140801	Microfinance framework established		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	2010 Microfinance Institutions Census report reviewed and Updated Microfinance Tier 4 law and structures of the Microfinance Regulatory Authority put in place Benchmark on the operations of Tier4 Microfinance policy reviewed and refined Micr	Sustainability study was carried out on 56 non programme MFIs in preparation for putting in place the Tier 4 law. Held consultations with Bank of Uganda on amendments to the MDI Act of 2003 to enable big microfinance institutions to graduate to MDI st	Microfinance Law to regulate the Tier 4 put in place Microfinance Institutions/SMEs supported with whole sale funds. Joint Financial literacy and consumer education and protection exercises undertaken
<i>Output Cost (US\$ bn):</i>	8.673	3.254	6.011
Output: 140851	SACCOS established in every subcounty		
<i>Description of Outputs:</i>	Mentoring in 735 SACCOs customised training 454 SACCOs Inter-SACCO Exchange Visits for peer mentoring in 15 regions Performance Monitory Tool(PMT) training and technical assistance 22 and 138 SACCOs respectively Management Information System(1st Session of mentoring 735 SACCOs carried out Customised Training - Modules 1-3 of 114 SACCOs carried out. Pre-exchange visits were conducted. 18 exchange visits involving 144 SACCOs were conducted and 432 SACCO leaders were involved. Conduct	120 institutions trained in governance, loan management, accounting and financial management Technical Assistance offered to 1,200 clients throught all MSC Zonal areas.
<i>Performance Indicators:</i>	No. of SACCOs registered	2000	0
<i>Output Cost (US\$ bn):</i>	6.440	0.813	8.940
Output: 140852	Microfinance Institutions supported with matching grants		
<i>Description of Outputs:</i>	Provide access to credit to all Districts by disbursing 630 loans to MFIs and SMEs totaling to Ushs 32.6 billion. Technical assistance with regard to loan appraisal will be provided to 240 institutions. Training of 7500 borrowers will be undertaken	126 loans worth Ushs.6,635,917,11 were disbursed to various clients. Members savings increased by Ugx.653 million TA in product Development cycle was offered to 19 clients in Zones of Kabarole and Kampala. TA was offered to 146 institutions in L	240 loans worth UGX.36 billion disbursed to clients in all Districts with active clients Savings mobilisation increased by Ugx.2 billion in the FY.
<i>Output Cost (US\$ bn):</i>	1.580	0.616	1.580
Output: 140853	SACCOS capacity strengthened		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	Mentoring in 735 SACCOs customised training 454 SACCOs Inter-SACCO Exchange Visits for peer mentoring in 15 regions Performance Monitory Tool(PMT) training and technical assistance 22 and 138 SACCOs respectively Management Information System(1st Session of mentoring 735 SACCOs carried out Customised Training - Modules 1-3 of 114 SACCOs carried out. Pre-exchange visits were conducted. 18 exchange visits involving 144 SACCOs were conducted and 432 SACCO leaders were involved. Conduct	Technical Assistance offered to 1,200 clients throught all MSC Zonal areas.
<i>Performance Indicators:</i>			
No of SACCOs received training	519	179	120
<i>Output Cost (US\$ bn):</i>	8.280	0.000	0.000

Vote: 122 Kampala Capital City Authority

Vote Function: 1409 Revenue collection and mobilisation

Output: 140901 Registers for various revenue sources developed

<i>Description of Outputs:</i>			Develop registers for the five major revenue sources.
<i>Performance Indicators:</i>			
Proportion of revenue sources with current registers			
<i>Output Cost (US\$ bn):</i>	2.300	0.028	2.807

Output: 140902 Local Revenue Collections

<i>Description of Outputs:</i>	75.69 bn mobilised and collected as local revenue: Revalued 2 rating zones in the CBD: procured a revenue software:		58.5Bn Mobilised and collected as NTR.
<i>Performance Indicators:</i>			
Number of revenue generating contracts reviewed	0		58.5Bn
<i>Output Cost (US\$ bn):</i>	3.007	0.000	3.007

Vote: 141 URA

Vote Function: 1454 Revenue Collection & Administration

Output: 145401 Customs Tax Collection

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	20% increase in Customs Revenue Collection, 65% green lane transactions, 730 alerts issued, Average clearance time reduced to 24 hours, Customs Stations renovated and refurbished.	There was a registered 1.34% increase in Customs Revenue collections, 22% of Customs transactions were processed through the green lane, 184 risk alerts have been issued to date,	20% growth in customs revenue collection. 70% reduction in customs arrears portfolio Customs tax administration cost to revenue reduced to 2.3% 170 Comprehensive Audits & 30 Spot Audits conducted. 900 real time alerts and 30 Risk Alerts issued.
<i>Performance Indicators:</i>			
Proportion of green lane transaction to total lane transactions	65	22	65
% of Customs tax Revenue collected against target (Ush bn)	3541.92	1474.75	3549.92
<i>Output Cost (US\$ bn):</i>	48.117	24.058	50.049
Output: 145402	Domestic Tax Collection		
<i>Description of Outputs:</i>	86% average Filing Ratio 21% reduction in Arrears Portfolio, 24% Growth in DT Revenue collections, Growth in Tax payers Register by 10%, Increase in tax services on the webportal, 5 target groups sensitized on tax obligations	The average filing ratio for first half of FY 2012/13 is 82.22%. Cumulative arrears reduction for first half of FY 2012/13 is 35.26%, from 241.88Bn on 30th June 2012 to 156.58Bn on 31st Dec 2012. There was 26.55% growth in DT revenue collections com	86% average Filing Ratio 65% reduction in Arrears Portfolio 50% Audit yield 24% growth in DT revenue collection. Growth in Tax payers Register by 30% 77 tax clinics conducted 0.1% of collected revenue
<i>Performance Indicators:</i>			
Percentage growth in tax register	10	44.54	30
% of Domestic Tax Revenue collected against target (Ush bn)	3837.08	1991.33	4906.16
Average filing ratio	86	82.22	86
<i>Output Cost (US\$ bn):</i>	61.049	30.265	62.305
Output: 145403	Tax Investigations		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	10% of investigated cases approved for prosecution,80% of client issues addressed,5 Partners engaged,70% of partners' expectations met,80% of Investigation cases handled as per re-engineered investigations process,	5 out of 9 investigated cases were approved for prosecution. The half year target was 7 investigated cases, thus a performance of 71%. 75% of business units employ the TI Business Standards in their work. 2 Stakeholder engagements have been held fo	100% Budget absorption rate 80% of client issues addressed 75% of business units employing the TI business Standards in their work 5 Partners engaged. 70% of partners expectations met 80% of Investigation cases handled as per re-engineer
<i>Performance Indicators:</i>			
Number of investigations cases completed	20	5	30
% of investigated cases recommended for prosecution	75	71	80
<i>Output Cost (US\$ bn):</i>	5.296	2.648	6.253
Vote: 143 Uganda Bureau of Statistics			
<i>Vote Function:1455 Statistical production and Services</i>			
Output: 145501	Economic statistical indicators		
<i>Description of Outputs:</i>	The following economic statistical indicators will be generated: infaltion, GDP estimates, import and export data, informal cross boarder trade, government finance statistics, statistical abstracts and environment statistical data	The following economic statistical indicators were generated: infaltion, GDP estimates, import and export data, informal cross boarder trade, government finance statistics, statistical abstracts and environment statistical data	Annual Statistical Abstract, Quartely key economic indicators, monthly import and expeort data and monthly index of production
<i>Performance Indicators:</i>			
Weekly/monthly statistical indicators: inflation rates, import and exports, government fiannce statistics	12	6	12
Quarterly GDP and key economic indicators	4	2	4
Annual: GDP, informal cross boarder trade, statistical abstract 2012 and environment statistical data 2012	1	1	1
<i>Output Cost (US\$ bn):</i>	3.029	1.394	2.454
Output: 145502	Population and Social Statistics indicators		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	The following will be done: Continue to prepare for the 2013 PHC, carry out UDHS survey, Urban unemployment survey, and update the uganda info database	The following Activities have strted: Continue to prepare for the 2013 PHC, carry out UDHS survey, Urban unemployment survey,	Uganda National Panel survey report (wave III), Uganda National Panel Survey Report (wave III) disseminated
<i>Performance Indicators:</i>			
preliminary results on the 2012 population and housing census	Yes	No	Yes
Information on Uganda Demographic and Health Survey and updated Uganda Info Database	Yes	Yes	Yes
Information on annual urban unemployment rate	Yes	No	Yes
<i>Output Cost (US\$ bn):</i>	16.430	6.166	12.041
Output: 145503	Industrial and Agricultural indicators		
<i>Description of Outputs:</i>	conduct the following monthly surveys: PPI, IPI,CSI,building and energy, UBI	The following were conducted monthly surveys: PPI, IPI,CSI,building and energy, UBI	Monthly Consumer Price Index (CPI), Monthly Producer Prices Indice -Manufacturing (PPI-M)
<i>Performance Indicators:</i>			
No. of reports on Construction and energy sector statistics compiled	12	6	12
No. of Industrial/producer price indices compiled	12	6	12
Report on annual census of business establishment complied	Yes	No	Yes
<i>Output Cost (US\$ bn):</i>	2.168	0.996	2.228
Output: 145504	District Statistics and Capacity Building		

Sector: Accountability

Sector Summary

Outcome 3: Accountability Sector's contribution to economic growth and development enhanced

<i>Vote, Vote Function Key Output</i>	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	Conduct trainings for 49 Higher Local Government (HLG) statisticians on data management. Data Collection in two Districts- Manafa and Arua Facilitate the production of the HLG Statistical Abstract for 85 districts	only 11 trainings done	Local Government Profile Reports, Compilations of Higher Local Government annual statistical abstracts, implementation of Community Informations Systems
<i>Performance Indicators:</i>			
No. Higher Local Government profiles reports produced and disseminated	1	0	1
No. Higher Local Government compiling District Annual Statistical Abstracts	85	24	50
No. Districts implementing Community Information System .	49	11	24
<i>Output Cost (US\$ bn):</i>	1.784	0.716	1.578
Output: 145505	National statistical system database maintained		
<i>Description of Outputs:</i>	Building and maintaining an online National statistical system database.	Building and maintaining an online National statistical system database. This activity is continuous and is on schedule	updating of the Uganda info data base
<i>Performance Indicators:</i>			
Updated National Statistical Database	Yes	Yes	Yes
operational and updated UBOS website	Yes	Yes	Yes
<i>Output Cost (US\$ bn):</i>	1.082	0.650	1.763

* Excludes taxes and arrears

2013/14 Planned Outputs

Revenue collection and administration

In order to attain a revenue collection target of UGX 8.452 Trillion, URA expects to focus on the following objectives and realize the following outputs: Achieve a 24% growth in Domestic taxes revenue collections, up from 22% in 2011/12. Customs revenue is expected to grow by 20%. This will be achieved mainly through increased awareness, trade facilitation and making it easy for taxpayers to declare and pay taxes as well as firmly dealing with the non-compliant taxpayers.

Through compliance management, URA expects to increase the average filing 86% to 88%. (LTO 100%, MTO 94% and other stations 70% - looking at VAT, PAYE and Local Excise duty); Attain a 50% audit yield and 0.1% revenue generated from newly registered tax payers. 30 identified tax cases will be investigated, 15 investigated cases recommended for prosecution; Implement the national roll out of ASYCUDA WORLD, Roll out Radex 2.0 and implement the cargo monitoring system,

Through the objective of increasing a client base, a 30% growth in the tax register is targeted with 0.1% of the revenue from newly registered tax payers. This will be achieved through: Identification and registration of value clients based on third party information (ASYCUDA, IFMS, e-TAX, TID)

Sector: Accountability

Sector Summary

In a bid to improve our business processes further, we shall do the following: -Procure and install a cargo tracking system, -Upgrade ASYCUDA ++ to ASYCUDA world and roll it out to all customs stations - Implement an oil and gas module -Connecting URA to the national IT back bone infrastructure

In order to ensure staff productivity is at its optimal level, URA will continue to equip its staff and business units with the requisite tools necessary for them to perform better. We shall improve the working environment, implement the staff innovations enhancement program and strengthen the Performance Evaluation Process. Through this we expect 80% of our staff to exceed their performance expectations. In order to reverse the increasing staff turnover trend due to poor motivation, we shall strengthen the reward and recognition programs, Improve provision of health care services to URA staff and their families.

Macroeconomic Policy and Management

In order to improve tax administration and widen the tax base, the Ministry shall ensure that relevant Tax (Amendments) Bills 2013 are in place. As a result, tax revenue collections are projected at UGX.8,268.5bn whereas Non Tax Revenue (NTR) collections are estimated at UGX 137.1bn.20 Grant Financing Agreements are expected to be concluded with Development Partners. These shall yield 16.5% (external resources) of the National budget for FY 2013/14.

In order to ensure that Uganda participates efficiently on the regional and global platform and that there's harmony of tax regimes, the Ministry shall provide technical input on Tax matters on EAC, COMESA, COMESA-EAC-SADC Tripartite Free Trade Area and WTO. A new electronic monitoring system shall be instituted to monitor Lotteries, Gaming and Pool Betting. This will ensure enhanced monitoring of revenue generation by URA and the lottery Board

The Ministry shall construct the Framework and data base for the Micro-Simulation Model constructed. In the FY 2013/14 the Macroeconomic Policy Vote Function shall also integrate the Oil and Gas sector into the Macro-econometric model.

Development Policy Research and Monitoring

The Ministry shall produce and disseminate 4 Policy briefs/discussion papers - based on 2012 poverty status report . This shall guide Government interventions towards poverty reduction and livelihood improvement in rural areas. 2 policy briefs based on the employment evaluation report shall be produced and disseminated.

Government is committed to support of scientific research and innovation. In light of this, the Ministry shall provide competitive research grants to researchers and innovation and ensure implementation of the National STI Policy (2009) Implemented. Furthermore the Uganda National Council of Science and Technology shall Construct 4 regional science parks and centers started.

A satellite based remote sensing facility and multipurpose laboratory (satellite data processing) for various applications in agriculture, environment, education research, land management, weather predictions established.

Investment and Private Sector Promotion

The Ministry shall continue provision of entrepreneurial skills in various parts of the country through Enterprise Uganda. This shall help reduce unemployment by ensuring job creation and improved productivity. The Ministry shall further ensure that a conducive investment climate is provided through ensuring necessary legislation and guidelines in place such as Investment Code Bill and the Investment guide.

Through the Uganda Investment Authority, SMEs shall be strengthened in the following ways; 4 Clusters developed based on regional comparative advantage and the clusters May include among others Cassava, Honey, Poultry, Piggery, Rice, Beans, Printing, Carpentry.

200 MSMEs shall be trained under Entrepreneurship Training Programme & Technical Skills Training respectively.

Microfinance

Sector: Accountability

Sector Summary

The Microfinance Vote Function shall ensure that the necessary legislation to improve performance of Microfinance institutions and guide their operations is in place. These include Microfinance Law to regulate the Tier 4, Microfinance policy roadmap. The 2010 Microfinance census data shall also be reviewed and updated and the performance of MFIs shall be monitored and evaluated to create strong and sustainable institutions with emphasis on viability of active SACCOs.

Policy, Planning and Support Services

Under this Vote Function, all Ministry projects, funds and ongoing programs shall be monitored regularly and policy guidance provided to ensure improved performance, accountability and proper resource utilization.

Basing on the Government drive for Gender and Equity inclusion in planning, the Ministry is committed to providing a suitable working environment for staff and providing the necessary health requirement to ensure staff are healthy and are aware of health risks and HIV/AIDS.

Other major outputs shall include renovation of the Treasury Building, acquisition of a standby Generator, rehabilitation of the water system and procurement of workstations.

Table S2.3 Outcome 3: Past and Medium Term Key Sector Output Indicators*

<i>Outcome 3: Accountability Sector's contribution to economic growth and development enhanced</i>						
<i>Vote Function Key Output Indicators and Costs:</i>	2011/12	2012/13	2012/13	MTEF Projections		
	Outturn	Approved Plan	Outturn by End Dec	2013/14	2014/15	2015/16
Vote: 008 Ministry of Finance, Planning & Economic Dev.						
<i>Vote Function: 1401 Macroeconomic Policy and Management</i>						
Output: 140101	Macroeconomic Policy, Monitoring and Analysis					
Arrears as % of total expenditures*	6.6	6	0	4	4	
No. Key macro economic Policies, reports produced	10	4	2	4	4	
Output: 140102	Domestic Revenue and Foreign Aid Policy, Monitoring and Analysis					
Output: 140103	Capitalisation of Financial Institutions					
Level of financing for capitalising financial institutions (US\$ Bn)		40	15.5	40	40	
<i>Vote Function: 1404 Development Policy Research and Monitoring</i>						
Output: 140401	Policy, Planning, Monitoring, Analysis and Advisory Services					
Output: 140404	Policy Research and Analytical Studies					
Output: 140451	Population Development Services					
Output: 140452	Economic Policy Research and Analysis					
<i>Vote Function: 1406 Investment and Private Sector Promotion</i>						
Output: 140601	Investment and private sector policy framework and monitoring					
Output: 140651	Provision of serviced investment infrastructure					
No. of Designated Industrial Parks	0	4	0	4	4	4
Output: 140652	Conducive investment environment					
Value of investment (Ushs Bn)	232	940	682	NA	NA	NA
Output: 140653	Develop entrepreneur skills & Enterprise Uganda services					
Output: 140655	SME Services					
<i>Vote Function: 1408 Microfinance</i>						
Output: 140801	Microfinance framework established					
Output: 140851	SACCOS established in every subcounty					
No. of SACCOs registered	0	2000	0	2000		
Output: 140852	Microfinance Institutions supported with matching grants					

Sector: Accountability

Sector Summary

Output: 140853		SACCOs capacity strengthened				
No of SACCOs received training	161	519	179	120		
Vote: 122 Kampala Capital City Authority						
<i>Vote Function: 1409 Revenue collection and mobilisation</i>						
Output: 140901		Registers for various revenue sources developed				
Proportion of revenue sources with current registers						
Output: 140902		Local Revenue Collections				
Number of revenue generating contracts reviewed	8	0	58.5Bn	0		
Vote: 141 URA						
<i>Vote Function: 1454 Revenue Collection & Administration</i>						
Output: 145401		Customs Tax Collection				
% of Customs tax Revenue collected against target (Ush bn)	3541.92	1474.75	3549.92			
Proportion of green lane transaction to total lane transactions	65	22	65			
Output: 145402		Domestic Tax Collection				
% of Domestic Tax Revenue collected against target (Ush bn)	3837.08	1991.33	4906.16			
Average filling ratio	86	82.22	86			
Percentage growth in tax register	10	44.54	30			
Output: 145403		Tax Investigations				
% of investigated cases recommended for prosecution	75	71	80			
Number of investigations cases completed	20	5	30			
Vote: 143 Uganda Bureau of Statistics						
<i>Vote Function: 1455 Statistical production and Services</i>						
Output: 145501		Economic statistical indicators				
Annual: GDP, informal cross boarder trade, statistical abstract 2012 and environment statistical data 2012	1	1	1	1	1	
Quarterly GDP and key economic indicators	2	4	4	4	4	
Weekly/monthly statistical indicators: inflation rates, import and exports, government finance statistics	6	12	12	12	12	
Output: 145502		Population and Social Statistics indicators				
Information on annual urban unemployment rate	No	Yes	No	Yes	Yes	
Information on Uganda Demographic and Health Survey and updated Uganda Info Database		Yes	Yes	Yes	Yes	
preliminary results on the 2012 population and housing census		Yes	No	Yes	Yes	
Output: 145503		Industrial and Agricultural indicators				

Sector: Accountability

Sector Summary

No. of Industrial/producer price indices compiled	6	12	6	12	12	12
No. of reports on Construction and energy sector statistics compiled	6	12	6	12	12	12
Report on annual census of business establishment complied	Yes	Yes	No	Yes	Yes	Yes
Output: 145504	District Statistics and Capacity Building					
No. Districts implementing Community Information System .	21	49	11	24	112	112
No. Higher Local Government compiling District Annual Statistical Abstracts	64	85	24	50	139	139
No. Higher Local Government profiles reports produced and disseminated	39	1	0	1	1	1
Output: 145505	National statistical system database maintained					
operational and updated UBOS website	Yes	Yes	Yes	Yes	Yes	Yes
Updated National Statistical Database	Yes	Yes	Yes	Yes	Yes	Yes

Medium Term Plans

Revenue Collection and administration

In a bid to consolidate the gains so far realized and maintain the pace of change over the period from 2011/2012 to 2015/2016, a new reform programme known as “Managing Compliance Programme” (MCP) was developed in line with the URA Corporate Strategy. In this programme, a number of strategic reforms and defined projects necessary to bring about their successful implementation has been developed. URA has taken utmost care to ensure that this programme will increase URAs ability to provide the required revenue to finance the NDP. In this programme, URA will focus on the following:

i. Service Support Enhancement

This initiative seeks to improve the quality of service rendered to our clients and to ensure business continuity in case of disaster. Under this initiative, we shall focus on: implementing a Data Disaster Recovery solution, implementing the Data Warehouse, implementing Service Management, developing capacity in quality service delivery and developing a business continuity plan to facilitate disaster recovery.

ii. Customs Business Systems Enhancement

This initiative is aligned to the regional initiatives of facilitating trade through improvement in the customs businesses processes and upgrading the customs business systems. Under this initiative, we shall focus on: Enhancing Customs Business Processes, Implementing ASYCUDA World, Developing capacity building in customs business services and implementing the Authorized Economic Operator (AEO).

iii. Integrated Tax Systems

This initiative seeks to enhance and integrate all systems to support the implemented end to end business processes. The areas of focus include; Oil Revenue Management, Developing and Extending the Human Resources Management System (HRMS), Electronic Tax Registers and building interfaces with internal and external systems.

Iv. Infrastructure Development

This initiative will focus on construction of the URA one stop centre refurbishing of URA offices and construction of a Training & Research institute. Further, inspection and supervision work will be carried out on the construction of the 5 One Stop Border Posts

Other Initiatives to be pursued include:

i. Human Capital Management

This initiative seeks to improve staff competences, productivity and motivation. Under this initiative, we shall focus on: Instituting employee engagement programmes, Implementing staff development, staff

Sector: Accountability

Sector Summary

wellness and staff management programmes.

ii. Taxpayer Expansion

This initiative seeks to grow the tax register. Under this initiative we shall focus on: Taxpayer identification and registration, Taxpayer sensitization and conducting research to identify new tax handles.

iii. Tax Compliance Management

This initiative seeks to deter acts of non-compliance and improve voluntary compliance. Under this initiative we shall focus on: Implementing the intelligence management function to support the prosecution function, Detecting and Deterring tax fraud and Evasion, Strengthening the debt management function, Identifying and investigating aggressive tax planning schemes, Enhance the administration of scientific research in investigation and Improving the detection and deterrence of tax fraud in key sectors prone to non-compliance.

Actions to Improve Outcome Performance

- 1) Build the capacity of MDAs to improve the quality and quantity of statistics generated Strengthen statistical publication by facilitating timely data collection, analysis and dissemination. Improve the quality surveys and census i.e household and business, frequency of data collection in agricultural statistics; and
- 2) Improving the tax effort through working hand in hand with URA to monitor revenue performance Increased Tax compliance, and policies that will broaden tax base;
- 3) Need to streamline the various policy initiatives on investment and private sector development, training in development policy research and analysis;
- 4) Provide incentives to the informal sector to bring it under the tax bracket; Review tax policy, monitor tax policy impact on tax payers, and sensitize tax payers on tax issues. Support update of the Social Accounting Matrix for Uganda and begin constructing the model;
- 5) Improve NTR performance through monitoring and evaluation
- 6) Carry out training in SACCOs and MFIs on the absorption of resources and Government intervention to enhance financial literacy and consumer protection.

Table S2.4 Outcome 3: Actions and Medium Term Strategy to Improve Sector Outcome

<i>Sector Outcome 3: Accountability Sector's contribution to economic growth and development enhanced</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Vote: 008 Ministry of Finance, Planning & Economic Dev.			
Vote Function: 14 01 Macroeconomic Policy and Management			
Publish excise, National lottery, gaming and pool betting laws	Published the tax compedium Tax Bills for 2012 published	Existing revenue measures analyzed to generate policy measures for FY2014/15 through regular consultations with key stakeholders Business activities in the informal sector monitored to widen the taxbase	Formulate policies that will enhance tax administration Effective tax issues awareness Bring the services closer to the people. Reform the tax system to ensure consistence with the current economic situation.
Publication of the tax compedium			
Tax Bills for 2012 published			
Publication of Tax Policy guide			
Vote Function: 14 04 Development Policy Research and Monitoring			

Sector: Accountability

Sector Summary

<i>Sector Outcome 3: Accountability Sector's contribution to economic growth and development enhanced</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
<p>Enhance management of research grants, S&T and M&E</p> <p>Empowering the competitiveness in the scientific outputs through appropriate enhancement package.</p>	<p>The national, regional and international collaboration in STI enhanced to keep abreast with contemporary STI policy and programme developments.</p> <p>The regulatory environment for research ethics, safety and good scientific practice further improved.</p> <p>The adoption and use of scientific research results for policy and programme development increased.</p> <p>STI Sector (Status) Performance Reports prepared;</p> <p>104 new research projects approved and cleared for implementation;</p> <p>15 research sites monitored for compliance with ethical standards and biosafety regulations.</p> <p>10 scientists received intellectual property management training and advisory support services;</p> <p>Technologies and climate change initiatives identified;</p> <p>An inventory of scientific laboratories conducted as part of research regulation compliance</p> <p>1 Local and International cooperation agreements in science and technology developed;</p>	<p>Increasing technical capacity for undertaking development policy research</p>	<p>Skills developed; improved work environment and high staff retention capacity; Support PIBID's effort to model sustainable agriculture by supporting the associated Biogas & fish production under the banana industry</p>
Vote Function: 14 06 Investment and Private Sector Promotion			
<p>Fast-track the implementation of the MSME Policy, free zones Bill, Investment code Bill and reviewing necessary policies that promote private sector development</p>	<p>PPP Bill submitted to Parliament for discussion</p> <p>Developed the Draft MSME policy</p>	<p>Develop the MSME Strategy</p> <p>Follow up PIRT recommendations in the various relevant institutions</p> <p>Follow up the legal process of enacting the Bills</p>	<p>Enforce the laws</p>
<p>Develop a framework for streamlining Policy initiatives</p> <p>Set up a Public- private comparator</p>	<p>Framework for streamlining Policy initiatives</p>	<p>Train 12 Staff in Public Private partnerships (Implementation, costing, structuring, monitoring, appraising and development)</p>	<p>To merge all the institutions involved in investment and private sector development under one umbrella</p>

Sector: Accountability

Sector Summary

<i>Sector Outcome 3: Accountability Sector's contribution to economic growth and development enhanced</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Vote Function: 14 08 Microfinance			
Continued monitoring and inspection of SACCOs	Carried out monitoring of SACCOs and reports were produced	Continue monitoring of SACCOs and training of executives	Monitoring framework Communication strategy
Vote Function: 14 49 Policy, Planning and Support Services			
Monitoring and Evaluation Framework fully operationalised	Training modules for the operationalisation of the M&E framework have been developed	Monitoring & Evaluation Framework and the Ministry strategic Plan fully operationalised	Monitoring and evaluation of Ministry projects and programmes to be a core activity of the department, and to be incorporated in all programmes

(iv) Efficiency of Sector Budget Allocations

Improvement of ICT

The Sector plans to improve ICT adoption across votes as a strategy to reduce the cost of doing business and improve efficiency and effectiveness in service delivery. In order to improve revenue mobilisation, the Sector through URA is strengthening the implementation of e-Tax strategy to improve tax administration, increase tax awareness to increase tax compliance, simplify tax registration to increase the tax payer. As a plan to enhance compliance especially to PPDA Act so as to reduce corruption, the Sector through PPDA intends to Implement e-procurement strategy; disaster recovery solution to strengthen IT security, internal procurement business processes automated by implementing Electronic Document Management System

Improving Integrated Financial Management System (IFMS)

Sector will continue to roll out and improve IFMS to help CGs and LGs plan and use its financial resources more efficiently and effectively. IFMS is intended to harmonize fiscal planning and management minimises wasteful expenditure and duplication of scarce resources, increasing public accountability and transparency efficient resource allocation. The Sector will enhance the effectiveness of IFMS in achieving significant and consistent improvement in the quality of accountability; and protecting the integrity of the system.

Strengthening monitoring and Evaluation

Strengthening monitoring and evaluation frameworks for each sector institution is critical as many of the accountability irregularities arise from laxity in project/program supervision. Aggressive monitoring will greatly contribute to the awakening, nurturing and enforcement of the culture of accountability across the country to improve service delivery. The sector will soon pilot the approach of joint monitoring and evaluation with the objective of establishing its cost effectiveness.

Strengthening Accountability Sector Secretariat

The Sector plans to revamp Sector Secretariat as a mean of improving public accountability and realize effective and efficient service delivery systems across public sector. This will foster sector wide approach to planning, budgeting, programme implementation to ensure that the sector institutions work together to mutually complement the mandates of the respective institutions, harness synergies among themselves and minimize duplication of resources in a bid to promote transparency in public governance and improve service delivery.

Capacity Building

The Sector also plans to develop the human resource capacity of the sector institutions to enable them address the new accountability challenges. The Sector will facilitate improved capacity so that individual member organisations can better fulfil their mandates and be in a better position to contribute to the advancement of the sector. The Sector will establish sector wide professional standards and develop

Sector: Accountability

Sector Summary

capacity building programmes such as investigations, Value for Money, financial planning, sector strategic planning, and investigation among others and support training of Officers across the Sector

Strengthening the oversight function

To enhance compliance to accountability policies, service delivery standards and regulations so as to deliver value for money services, the sector plans to strengthen the Office of the Auditor General so that more value for money and Special audits are conducted, strengthen the forensic departments to carry out more forensic audits. Also opening up regional offices to supporting more audits in LGs

Table S2.5: Allocations to Key Sector and Service Delivery Outputs over the Medium Term

Billion Uganda Shillings	(i) Allocation (Shs Bn)				(ii) % Sector Budget			
	2012/13	2013/14	2014/15	2015/16	2012/13	2013/14	2014/15	2015/16
Key Sector	369.7	334.9	371.3	413.9	64.9%	63.6%	62.2%	61.6%
Service Delivery	170.9	160.5	203.3	221.0	30.0%	30.3%	34.1%	32.9%

Table S2.3: Key Unit Costs of Services in the Sector (Shs '000)

Unit Cost Description	Actual 2011/12	Planned 2012/13	Proposed 2013/14	Costing Assumptions and Reasons for any Changes and Variations from Plan
Vote: 103 Inspectorate of Government (IG)				
<i>Vote Function: 1451 Corruption investigation, Litigation & Awareness</i>				
Civil Litigation	9,573	9,580	10,000	No clear benchmarks but tried to fit within the available resources
Computers and Printers and accessories	0	90,000	75,000	Its assumed that Gov't will still wave off taxes on ICT equipments.
Investigation	14,343	4,800	6,271	Its based on past experience and the fact that fuel prices are on the rise.
Policy and systems study	20,000	20,000	25,000	No clear benchmarks but tried to fit within the available resources
Prosecution	21,000	21,000	28,571	No clear benchmarks but tried to fit within the available resources
Verification and Investigation	2,500	2,500	3,000	No clear benchmarks but tried to fit within the available resources
Workshops	70,000	70,000	90,000	No clear benchmarks but tried to fit within the available resources
Capital Purchase - Vehicles and transport Equipment		110,000	118,333	The price variation is a result of differences in Vehilces types & Classes.
Vote: 122 Kampala Capital City Authority				
<i>Vote Function: 1409 Revenue collection and mobilisation</i>				
Revenue software		#####		software will capture data base for all local revenue sources.
revaluation of a rating zone.		#####		All properties in CBD, commercial and owner occupied properties.
Revenue mobilisation		#####		Field revenue staff facilitated and equipped
Revenue register				Various revenue sources identified and corresponding registers updated
Vote: 131 Auditor General				
<i>Vote Function: 1453 External Audit</i>				
No of Central Government Two audits	23,363	28,264	26,297	Resources and personnel available to carry out and unit costs changed due to the anticipated inflations.

Sector: Accountability

Sector Summary

Unit Cost Description	Actual 2011/12	Planned 2012/13	Proposed 2013/14	Costing Assumptions and Reasons for any Changes and Variations from Plan
No of Central Govt One Audits	26,042	30,557	33,528	Personnel availability, unit costs remain constant, and the number of audit entities remain the same. The budget reduced to a reallocation of 300m to VFM.
No of LG entities audited	3,161	7,682	15,455,526	Personnel availability and stable exchange rate,. Number of audits decreased due to reduction in donor support. The directorate shall continue using outsourced audit firms to assist in audit of LLGs
No of Vehicles Purchased	106,044	100,000	115,000	Stable foreign exchange rate. The Office recruited more staff and it plans to acquire 4 field vehicles to carry out the Audits.
No of VFM audits carried out	475,833	310,630	165,315	Resources and personnel available to carry out the audits. The directorate expects to receive more forensics and investigations audits requests.
Number of Offices Constructed	0	20,000,000	20,000,000	Stable exchange rate leading to minimum project cost overruns.
Number of Offices Renovated	50,334	43,324	85,909	Timely awarding of contracts. Most of the buildings have been renovated.
Office furniture and fittings(4 lots)	121,741	18,430	18,430	Stable foreign exchange rate. The Office met the biggest proportion of its furniture requirements in the FY 2011/12, hence maintaining the allocation in the FY 2013/14
Management Efficiency	10,340,000	10,333,409	10,330,131	Availability of Personnel and timely procurement
Vote: 143 Uganda Bureau of Statistics				
<i>Vote Function: 1455 Statistical production and Services</i>				
Data Processing			88,145,300	Assuming 20 concluded surveys requiring the data personnel, stationery, scanning facility, printing, verification, data analysis.
Data collection			100,000	For data collection, every field staff is paid per diem of Shs. 100,000/= on average. Given the current budget levels, the bureau is likely to visit only 33,535 units (households/ industries/businesses).

Table S2.6: Allocations to Capital Investment over the Medium Term

Billion Uganda Shillings	(i) Allocation (Shs Bn)				(ii) % Sector Budget			
	2012/13	2013/14	2014/15	2015/16	2012/13	2013/14	2014/15	2015/16
Consumption Expenditure(Outputs Provided)	462.4	427.6	472.9	534.0	81.1%	80.6%	79.2%	79.5%
Grants and Subsidies (Outputs Funded)	49.2	37.4	39.6	42.4	8.6%	7.1%	6.6%	6.3%
Investment (Capital Purchases)	58.5	65.3	84.4	95.0	10.3%	12.3%	14.1%	14.2%
Grand Total	570.0	530.3	597.0	671.5	100.0%	100.0%	100.0%	100.0%

Inspectorate of Government will in the next FY 2013/14 prepare for the architectural plans and designs of worth UGX 1.5bn

Ushs 59.329bn has been allocated to finance; Graduate Venture Capital Scheme Agricultural Credit Guarantee Scheme

Ushs. 2.47bn has been allocated to the data centre and recovery site hardware maintenance and IFMS licences procurement from Oracle

(v) Sector Investment Plans

Table S2.7: Major Capital Investments

Sector: Accountability

Sector Summary

Project Vote Function Output <i>US\$ Thousand</i>	2012/13		2013/14
	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
Vote: 008 Ministry of Finance, Planning & Economic Dev.			
Vote Function: 1403 Public Financial Management			
<i>Project 1197c FINMAP Comp. 3,4&5 - FMS, LGPFM and Oversight</i>			
140372 Government Buildings and Administrative Infrastructure	4.2.3 OAG Mbarara office foundation, walling and roofing completed	Excavation completed, construction of basement 3 in progress Request for Bids advertised	4.2.3 OAG Mbarara office foundation, walling and roofing completed
Total	1,529,000	<i>4,501,596</i>	2,085,390
<i>GoU Development</i>	<i>1,529,000</i>	<i>101,596</i>	<i>2,085,390</i>
<i>Donor Development</i>	<i>0</i>	<i>4,400,000</i>	<i>0</i>
140376 Purchase of Office and ICT Equipment, including Software	Enhanced datacentre commissioned Hardware for data centre maintained IT support Team for IFMS, Datacentre manager and IFMS project officers facilitated	Hardware for data centre maintained Datacentre support team (IT, datacentre manager and IFMS project officers) facilitated with salaries	3.2.3 Hardware for data centre maintained IT support Team for IFMS, Datacentre manager and IFMS project officers facilitated
Total	2,471,000	<i>1,441,417</i>	3,931,834
<i>GoU Development</i>	<i>2,471,000</i>	<i>1,441,417</i>	<i>3,931,834</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
Vote Function: 1404 Development Policy Research and Monitoring			
<i>Project 0978 Presidential Initiatives on Banana Industry</i>			

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Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>US\$ Thousand</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
Vote Function: 1404 Development Policy Research and Monitoring			
140472 Government Buildings and Administrative Infrastructure	Construction of the Pilot Banana Processing plant 100% completed	1 product-Tooke banana bread developed.	Construction of the Pilot Banana Processing plant 100% completed
	Quality Assurance & Research facilities constructed 70%	Product promotion under taken at; UMA exhibition, World food day in Mbarara, Food Festival in kampala, Kabwohe, Diaspora Net working dinner.	Quality Assurance & Research facilities constructed 60%
	Raw & Instant flour equipment installed & test run 70%		Raw & Instant flour equipment installed & test run 100%
	Extruder, Biscuit line & Confectionery equipment installed & test run 70%	1 training for capacity building of farmers in banana production conducted at the TBI for farmers from Masheruka & Kigarama Sheema District.	Extruder 50%, Biscuit line 100% & Confectionery equipment 70% installed
	2 Silos & hammer mill installed & test run (100%)		2 Silos testrun & hammer mill (70%) installed.
	In-take water works completed & water pumped to the TBI 100%.	1 researcher trained at Chemiphar n.v. in Beligium.	In-take water works completed & water pumped to the TBI 100%.
	Installation & test running of Irrigation System in the Demo gardens 4 arces at the TBI completed	Tendering of phase II Water works (secondary treatment) 100% complete awaiting contract award.	Construction of phase II Water works (secondary treatment) 60% completed (TBI)
	Tendering & Construction of phase II Water works (secondary treatment) 40% completed (TBI)		Phase II Lab. Equipment Delivered & Installed (60%)
	Increased Banana Production at the TBI.		Capacity building & training of farmers in the areas of Bushenyi,Sheema,Rubirizi,Mito oma & Buhweju.
	Phase II Lab. Equipment Delivered & Installed (40%)		Continous product development testing & promotion undertaken
	Continous product development testing & promotion undertaken		Continous development of Tooke products ensured
	Continous development of Tooke products ensured		Continous research, PhD, and Msc development
	Continous research, PhD, and Msc development		
Total	10,200,310	5,100,031	10,200,310
<i>GoU Development</i>	<i>10,200,310</i>	<i>5,100,031</i>	<i>10,200,310</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
Vote Function: 1449 Policy, Planning and Support Services			
<i>Project 0054 Support to MFPED</i>			

Sector: Accountability

Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>US\$ Thousands</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
Vote Function: 1449 Policy, Planning and Support Services			
144978 Purchase of Office and Residential Furniture and Fittings	Work stations provided	3 Executive office chairs , 3 tables, 4 filing cabinets, 1 book shelf and fan procured.	Work stations provided
	Chairs for conference Hall and 7th floor board room.	Public Address system fitted in the Conference hall.	Chairs for conference Hall and 7th floor board room procured
	Fittings provided in offices and committee rooms		Fittings provided in offices and committee rooms
			6 round reading tables and 24 reading chairs for resource centre procured
			Reception desk and 4 Chairs procured
Total	637,400	51,555	637,400
<i>GoU Development</i>	<i>637,400</i>	<i>51,555</i>	<i>637,400</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
144972 Government Buildings and Administrative Infrastructure	Treasury building renovated	Procurement for contractor for renovation of Treasury Building completed, Contract Award is pending Contracts Committee Approval after consultations.	Treasury building renovated
	New conference hall and meeting rooms constructed		Ministry water and plumbing system overhauled.
Total	1,000,000	107,647	2,020,877
<i>GoU Development</i>	<i>1,000,000</i>	<i>107,647</i>	<i>2,020,877</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
144976 Purchase of Office and ICT Equipment, including Software	Information systems hardware, software and consumables provided and managed	Approval of service provider for the supply of Server for ISN done pending delivery	Information systems hardware, software and consumables provided and managed
	Computer and equipment provided to staff	Software upgrade in progress	Computer and equipment provided to staff
	Office communication systems upgraded and maintained	Information systems, hardware maintained	Office communication systems upgraded and maintained
		Computers and equipment provided to staff and maintained (5 printers, 6 Computer and 6 UPS)	Security systems enhanced.
		All Ministry equipment maintained.	CCTV system Upgraded and maintained
		Contract for PABX software upgrade pending approval of Solicitor General	Electronic Content Management System (ECMS) Installed and operational
Total	700,000	373,538	1,100,606
<i>GoU Development</i>	<i>700,000</i>	<i>373,538</i>	<i>1,100,606</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
Vote: 103 Inspectorate of Government (IG)			
Vote Function: 1451 Corruption investigation ,Litigation & Awareness			
<i>Project 0354 Support to IGG</i>			

Sector: Accountability

Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>US\$ Thousand</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
Vote Function: 1451 Corruption investigation ,Litigation & Awareness			
145175 Purchase of Motor Vehicles and Other Transport Equipment	Purchase: 1 Toyota Hilux	N/a	Purchase: 5 pickups 1 toyota prado
Total	760,000	0	710,000
<i>GoU Development</i>	<i>760,000</i>	<i>0</i>	<i>710,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
145171 Acquisition of Land by Government	Complete payment of the plot of land	Completed payment of the plot of land	Prepare architectural plans and designs
Total	1,500,000	1,500,000	1,500,000
<i>GoU Development</i>	<i>1,500,000</i>	<i>1,500,000</i>	<i>1,500,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
Vote: 112 Ethics and Integrity			
Vote Function: 1452 Governance and Accountability			
<i>Project 1226 Support to Directorate of Ethics and Integrity</i>			
145278 Purchase of Office and Residential Furniture and Fittings	five executive office desks procured. Seven executive filing cabinets procured. Ten executive office chair procured.	The procurement process is in progress	five executive office desks procured. Seven executive filing cabinets procured. Ten executive office chair procured.
Total	20,000	0	709,597
<i>GoU Development</i>	<i>20,000</i>	<i>0</i>	<i>709,597</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
Vote: 131 Auditor General			
Vote Function: 1453 External Audit			
<i>Project 1248 Construction of the Audit House</i>			
145372 Government Buildings and Administrative Infrastructure	Completion of phase 2 of the Audit House	Construction of phase 2 of the Audit House was at 15% complete.	Phase 3 of the Audit House completed
Total	20,000,000	8,517,049	20,000,000
<i>GoU Development</i>	<i>20,000,000</i>	<i>8,517,049</i>	<i>20,000,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
Vote: 141 URA			
Vote Function: 1454 Revenue Collection & Administration			
<i>Project 0653 Support to URA Projects</i>			

Sector: Accountability

Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>US\$ Thousand</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
Vote Function: 1454 Revenue Collection & Administration			
145476 Purchase of Office and ICT Equipment, including Software	URANET services procured	URANET services procurement was deferred to FY 2013/14 to enable a review of the previous contract.	HRMS System and PC Equipment procured
	Etax change order implemented (partial contribution)		Purchase of Generators, Projectors and Flat Screens for DT mobile office
	HRMS System and PC Equipment procured	Development of the interface of eTax with external stakeholder systems has been done with IMFS and BOU, pending implementation. Interfaces with government payroll, NSSF and Face Technology are under development. The HRMS procurement user requirements and tender documents were completed. A request for direct procurement has been submitted to PPDA.	
Total	7,874,500	3,937,250	2,200,000
<i>GoU Development</i>	<i>7,874,500</i>	<i>3,937,250</i>	<i>2,200,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
145475 Purchase of Motor Vehicles and Other Transport Equipment	68 Vehicles purchased	68 Vehicles were purchased in the first half of FY 2012/13	68 Vehicles. Finance Lease Payments
Total	2,500,000	1,250,000	4,000,000
<i>GoU Development</i>	<i>2,500,000</i>	<i>1,250,000</i>	<i>4,000,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
145479 Acquisition of Other Capital Assets	MCP Support and maintenance	The activities supported include; Change management training, program administration and Capacity building for project staff.	MCP Support and maintenance. HRMS System development
Total	6,909,021	1,727,255	10,652,960
<i>GoU Development</i>	<i>6,909,021</i>	<i>1,727,255</i>	<i>8,100,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>2,552,960</i>

(vi) Off-Budget Activities

Civil Society and Private sector have central roles to play in establishing better Accountability and addressing corruption in the community. They can provide direct links with the users and beneficiaries of government programmes and expenditure. They also have the potential to monitor; advocate and give feedback on the effective operation of accountability systems. Such organizations have received tremendous support from the sector in form of tax payments through Ministry of Finance, Planning and Economic Development. In return, the NGOs and CSOs have played an important part in delivering services to the people and contributing to economic growth.

Additionally, some of these organizations have helped government to expose wasteful expenditure thereby influencing the sector outcomes and objectives of improving accountability. Accordingly, the sector has been working with Uganda Debt Network, Anti Corruption Coalition of Uganda, and Uganda Joint Christian Council (UJCC) among others to train Community Monitors on how to monitor public resources and provide feedback to the people. The Sector plans to enhance this partnership with such organizations

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with the ultimate objective of enforcing accountability across the country.

(vii) Contributions from other Sectors

The accountability agenda needs to be promoted by the Accountability Sector across all sectors and agencies so that the culture of accountability grows and deepens within the public service and outward to the wider community. The outputs of other Sectors greatly impact the quality of Accountability.

Justice Law Order Sector for example is very vital in establishing better working relations to enable effective and timely anti-corruption prosecution, the establishment of Anti-Corruption Court has prosecuted corruption cases in an attempt to confidence in government Accountability Systems.

Parliament through its relevant committees completes the Accountability Cycle and addressing reports from the Sector

Public Sector Management supports the Implementation of established standards, regulations and legal requirements by Local Governments, Technical support and supervision including training and mentoring and Capacity building in financial management and accounting, audit, procurement and oversight

Generally the good performance of the Accountability Sector requires the involvement of all sectors; in fact if Uganda is to attain MDG targets, then all sectors need to address accountability in a structured and a comprehensive manner

S3 Proposed Budget Allocations for 2013/14 and the Medium Term

This section sets out the proposed sector budget allocations for 2013/14 and the medium term, including major areas of expenditures and any notable changes in allocations.

Table S3.1: Past Expenditure and Medium Term Projections by Vote Function

	2011/12 Outturn	2012/13		Medium Term Projections		
		Appr. Budget	Spent by End Dec	2013/14	2014/15	2015/16
Vote: 008 Ministry of Finance, Planning & Economic Dev.						
1401 Macroeconomic Policy and Management	28.288	75.745	6.632	72.034	64.445	72.874
1402 Budget Preparation, Execution and Monitoring	7.805	11.729	4.435	11.631	17.007	21.153
1403 Public Financial Management	12.931	44.659	24.407	19.544	27.754	34.520
1404 Development Policy Research and Monitoring	19.778	28.076	16.342	27.201	17.597	19.765
1406 Investment and Private Sector Promotion	17.938	21.529	14.047	15.400	24.268	23.292
1408 Microfinance	12.301	24.973	4.684	16.530	15.150	17.407
1449 Policy, Planning and Support Services	31.911	18.342	6.244	18.604	31.286	36.056
Total for Vote:	130.953	225.053	76.791	180.944	197.507	225.066
Vote: 103 Inspectorate of Government (IG)						
1451 Corruption investigation ,Litigation & Awareness	24.839	30.085	11.877	34.020	38.903	43.918
Total for Vote:	24.839	30.085	11.877	34.020	38.903	43.918
Vote: 112 Ethics and Integrity						
1452 Governance and Accountability	2.647	4.229	1.366	5.383	5.065	5.648
Total for Vote:	2.647	4.229	1.366	5.383	5.065	5.648
Vote: 122 Kampala Capital City Authority						
1409 Revenue collection and mobilisation	0.160	5.307	0.030	5.814	6.396	0.287
Total for Vote:	0.160	5.307	0.030	5.814	6.396	0.287
Vote: 130 Treasury Operations						

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	2011/12 Outturn	2012/13		Medium Term Projections		
		Appr. Budget	Spent by End Dec	2013/14	2014/15	2015/16
1451 Treasury Operations	0.000	0.000	0.000	0.000	0.000	0.000
Total for Vote:	0.000	0.000	0.000	0.000	0.000	0.000
Vote: 131 Auditor General						
1453 External Audit	26.311	55.666	25.902	58.666	66.785	76.871
Total for Vote:	26.311	55.666	25.902	58.666	66.785	76.871
Vote: 141 URA						
1454 Revenue Collection & Administration	124.015	207.120	103.560	209.673	241.734	273.446
Total for Vote:	124.015	207.120	103.560	209.673	241.734	273.446
Vote: 143 Uganda Bureau of Statistics						
1455 Statistical production and Services	41.103	35.632	14.053	27.987	31.768	36.317
Total for Vote:	41.103	35.632	14.053	27.987	31.768	36.317
Vote: 153 PPDA						
1456 Regulation of the Procurement and Disposal System	5.717	6.917	2.864	7.785	8.844	9.929
Total for Vote:	5.717	6.917	2.864	7.785	8.844	9.929
Vote: 500 501-850 Local Governments						
1481 Financial Management and Accountability(LG)	12.198	17.813	4.099	15.164	16.681	18.349
1482 Internal Audit Services		0.000	0.000	0.000	0.000	0.000
Total for Vote:	12.198	17.813	4.099	15.164	16.681	18.349
Total for Sector:	367.943	587.822	240.542	545.438	613.684	689.831

* Excluding Taxes and Arrears

(i) The Total Budget over the Medium Term

The Sector budget for FY 2012/13 was UGX 587.822Bn, of which UGX153.055Bn is for wage, UGX 194.311Bn is for Non-wage Recurrent, UGX 159.819Bn is for GoU Development, and Donor of UGX75.532bn. Over the medium term, in the FY 2013/14 the total budget allocation is estimated to be UGX.542.885billion of which; Wage is UGX. 152.456Bn; Non - Wage is UGX. 198.671Bn, GoU Development is UGX. 166.087Bn and Donor of UGX 20.062bn; FY2014/15 the total budget allocation proposed amounts to UGX613.684Bn of which; Wage is UGX. 182.950Bn; Non -Wage is UGX 218.539Bn, GoU Development is UGX. 187.063Bn and Donor of UGX 18.963bn.

(ii) The major expenditure allocations in the sector

Analysis of Sector allocations shows the share of the resources among various vote functions; Out of the entire sector budget, Revenue collection and Administration takes the biggest share of UGX 207.108 representing 38.7% of the entire sector budget. This is to enhance revenue collection, this is followed by Macroeconomic Policy with UGX 72.459 which is 13.5%, External Audit with UGX55.666 representing 10.4%, Statistical production and services with UGX35.632 which is 6.7%, Corruption Investigation Litigation and Awareness with UGX29.085 representing 5.4%, Development Policy Research and Monitoring with UGX27.275 which is 5.1%, Public Finance Management with UGX26.641 which is 5%, Policy Planning and Support Service with UGX18.129 (3.4%), Micro finance with UGX16.847 (3.1%), Investment and Private Sector promotion with UGX14.650 (2.7%), Budget Preparation, Execution and Monitoring with UGX10.272 (1.9%), Financial Management and Accountability LG with UGX13.637 (2.7%), Regulation of Procurement and Disposal System with UGX7.062 indicating 1.3% of the sector budget, Kampala Capital City Authority with UGX5.815(1%) and Government and Accountability with UGX 4.229 (0.8%)

(iii) The major planned changes in resource allocations within the sector

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Overall, Accountability Sector will register a decline of 7.4% from UGX587.822Bn in FY2012/13 to UGX 542.885Bn in FY2013/14. This is due to a significant reduction of donor funding from UGX 75.532Bn in FY 2012/13 to UGX 20.062Bn representing a reduction of 49% of the donor support. Ministry of Finance, Planning and Economic Development will register a budget decline of 17% from UGX 225.053Bn in FY2012/13 to UGX186.273 in FY2013/14.

As regards KCCA, its budget has registered a slight increment from UGX5.307Bn in FY 2012/13 to UGX 5.814Bn in FY 2013/14. This is aimed at increasing its capacity to mobilize more resources for the Authority.

PPDA (Regulation of the Procurement and Disposal System) will register an increment of from UGX 6.917Bn in FY2012/13 to UGX 7.79Bn in FY2013/14. This is aimed at enhancing compliance especially to PPDA Act to reduce corruption in Uganda

Allocations for FY 2013/14 for most of the Sector Vote functions have remained the same as those of the FY 2012/13 these include; Revenue Collection and Administration, Statistical production and services, External Audit, Governance and Accountability, Corruption Investigation Litigation and Awareness.

Table S3.2: Major Changes in Sector Resource Allocation

* Excluding Taxes and Arrears

S4: Challenges and Unfunded Outputs for 2013/14 and the Medium Term

This section sets out the major challenges the sector faces in 2013/14 and the medium term which the sector has been unable to address in its spending plans.

Non-Compliance with PFM procedures

Non-Compliance with some PFM procedures, regulations, and standards remains the number one obstacle to effective and efficient service delivery in Uganda. Over Ugx 300 billion is lost annually due to non-compliance in Public Financial Management and Public Procurements. The specific PFM areas which registered rampant violations between FY 2005/06-2009/10 include failure to comply with internal controls and accounting procedures related to management of official advances, embezzlement and misuse of public funds, improper budgeting and implementation, flouting of procurement regulations, forgery and false accounting. The causes of these violations range from technical weaknesses inherent in the PFM processes to sheer lack of awareness of the public financial management and accounting regulations or internal controls at all levels of governance.

Inadequate monitoring and evaluation for improved service delivery

This is one of the major challenges affecting the Sector, currently most monitoring and evaluation units do not exist in the public service establishment and in cases where M&E units exist, most of them are constrained by capacity gaps (existing number of Inspectors do not match with the task of routine inspection across local governments i.e. For instance, there are 22 Inspectors in MoLG covering 112 LGs). The current levels of staffing and their technical capacities in M&E when compared against the requirements outlined in the draft policy on M&E shows a contrast in technical capacity. This where most of the staff involved in M&E lack technical skills in monitoring and evaluation and this appears to be worse in Local Governments implying weak capacity for inspection and monitoring institutional work plans. This is mainly affected by inadequate resources; material, financial or human among other reasons.

Laxity in the implementation of recommendations made by oversight agencies

Over the years, the sector has been faced with the challenge of slow or non-implementation of key sector or institutional recommendations. Parliament is under an obligation to discuss the reports issued by the office

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of the Auditor General and Inspectorate of Government. Unfortunately, many of these reports are never discussed on time or at all. The essence of these reports is that if the recommendations contained therein are implemented then it would create a deterrent effect. The Parliament has under the oversight function the duty to ensure that these reports are discussed within the prescribed time but this has not been the case. The Parliament of Uganda has not debated or approved any of the PAC reports on the consolidated Accounts in the last three years although some special audits have been debated (PEFA 2012). The delay in the release of treasury memoranda has affected the follow up on the implementation of the audit recommendations.

No treasury memoranda have been produced for years since 2004/05 (PEFA 2012). Consequently this leads to complacency as no timely administrative measures which could have been undertaken to deter the violations are undertaken on time. This has led to loss of confidence in the institutions and the sector as a whole and ultimately thrashing public trust.

Poor demand for accountability

The Government of Uganda has established financial systems to improve standards of accountability. However, one of the key challenges for the sector is poor culture to demand accountability among Ugandans. This is partly due to the low level of awareness by public about their rights to demand accountability for the services delivered to them and limited conscientization amongst citizens. This is further compounded by limited access to required information (financial releases, work plans, progress report etc) at the lower local councils.⁷ The information deficit currently creates a sense of powerlessness and apathy and prevents people from making the connection between public resources and their right to services and accountability.

Budget credibility and discipline

A credible and consistent budget is vital for enhancing accountability in public revenues and expenditure management. Budget discipline is measured by the variance between allocations and releases. However, there has been a significant deterioration in budget credibility and discipline as evidenced by huge variances between actual aggregate government expenditures and the originally approved budget amounts. This has been caused by deterioration in control of aggregate expenditure incurred through supplementary expenditures, non-enforcement of sanctions and penalties for MDAs that exceed their budgetary allocations, higher reallocations among budget lines, poor revenue forecasting resulting into either huge shortfalls or excess revenue outturns and limited coverage of tax (TIN) registration, majority of potential tax payers are not registered.

Table S4.1: Additional Output Funding Requests

Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
<i>Vote Function: 1401 Public Financial Management</i>	
Output: 1403 01 Accounting and Financial Management Policy, Coordination and Monitoring	
Funding Requirement (US\$ Bn) Oracle application support agreements, computerisation of public Universities, facilitation of audit committees, PFAA regulations and establishment of Procurement and Inventory Management Policy Department	6.505
	<p>1. Oracle support agreements and other requirements (2.74bn)</p> <p>2. Computerisation of Public Universities and Tertiary Institutions; Makerere University, Mbarara University, Busitema University, Gulu University, UMI, MUBS, KYU. (2bn). The deployment of a Public University's Financial Management Information System would drastically improve the operation of these institutions thus cutting down costs.</p> <p>3. Ushs. 500m required for Audit Committees, previously Audit Committees have been funded by FINMAP. This funding has ceased creating a resource gap.</p> <p>4. Ushs. 0.855bn: Setting up PFAA regulations. After finalisation of the PFAA law, there will be an urgent need for coming up with new regulations</p>

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Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
	5. Establishment of the Procurement and Inventory Management Policy Department (Ushs.0.410bn)
Vote Function: 1454 Development Policy Research and Monitoring	
Output: 1404 54 Support to scientific and other research	
Funding Requirement (UShs Bn) 34.243 Additional Funding required by the Uganda National Council of Science and Technology to boost scientific research and innovation	<p>1. Additional funding required for the projects below (Ushs 14.243bn);</p> <ul style="list-style-type: none"> i. Appropriate Technologies Project (Ushs.0.073bn) ii. Oluwoko vs mosquito larvae project (Ushs. 0.325bn) iii. Fresh vacuum sealed matooke Project iv. Development of bacteria mosquito larval pathogens for biological control (Ushs.1.338bn) v. Phytolacca dodecandra Project snailtox production to control fascioliasis vi. Integrated banana juice factory project (Ushs.5.000bn) vii. Implementation of the Intelligent Integrated System for the diagnosis and treatment of Malaria (Ushs2.1bn) viii. Artemisia-Annua ovacado lemon grass beverage vs malaria project (Ushs.5.407bn) <p>2. Other requirements (Ushs20bn)</p> <ul style="list-style-type: none"> i. Scientific equipment, reagents, consumables, data collection and analysis, Laboratory ii. Product development, intellectual property and patent rights iii. Construction of four Pilot plants (one national and three regional , BoQs, consultants) iv. Support for implementation of an intelligent integrated computer system for the diagnosis, treatment of malaria and training v. Renewable energy, energy upgrade and access vi. Raw material production extension vii. Research and Development for water works construction and feasibility viii. Research and Development Climate Change feasibility study on the effects of climate Change on Environment and Economy ix. 12 Scientific research projects selected competitively in 2009 x. 12 new projects selected in 2010 xi. UNCST will initiate establishment of a science park at Namanve
Vote Function: 1401 Policy, Planning and Support Services	
Output: 1449 01 Policy, planning, monitoring and consultations	
Funding Requirement (UShs Bn) 187.403 Capitalisation of Institutions, Agricultural Credit Guarantee Scheme and the renovation of treasury building	<p>Capitalisation of EADB (Ushs 41.7bn), UDB (Ushs.31.5bn), IDB (Ushs.14.1bn), Islamic Corp. fro Dev't (0.273bn), PTA Bank (Ushs.16.5bn), ADB (Ushs.6.3bn)</p> <p>VAT refunds (Ushs.55.23bn)</p> <p>The Electronoc Content Management System is an archiving tool for: office documentation, implementation of e-government, efficiency in management for ease in communication and decision making (Ushs. 2.5bn)</p> <p>Agricultural Credit Guarantee Scheme shortfall of 15bn for FY 2013/14.</p> <p>Renovation of treasury building Ushs.4.3bn</p>
Vote Function: 1401 Corruption investigation ,Litigation & Awareness	
Output: 1451 01 Administration & Support services	
Funding Requirement (UShs Bn) 9.189 Additional funding to cater for staff salaries, recruitment and operational funds	Additional funds needed to complete salary enhancement, recruitment of new staff and equipment and Construction of IG office accommodation.
Output: 1451 02 Investigations/operations	
Funding Requirement (UShs Bn) 0.645 Additional funding for staff salaries and operational funds	Additional funds needed scale up investigation and prosecution for corruption cases and proposed salary increment for staff to complete salary structure.
Vote Function: 14 Governance and Accountability	

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Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
<p>Output: 1452</p> <p>Funding Requirement (US\$ Bn) 2.600</p> <p>The establishment of the Leadership Code Tribunal will intended to enforce the Leadership Code Act 2002.</p> <p>The Ministry of Finance, Planning and Economic Development promised to fund in F/Y 2013/13.</p>	<p>The unfunded outputs for 2013/14 is the establishment of the Leadership Code Tribunal estimated at the cost of 2.6 bn UG Shs. This output is intended to enforce the values of integrity and proper conduct in the leadership of Uganda, values which are critical in the pursuit of development, democracy, good governance and the promotion of rule of law. There is urgent need to establish a Leadership Code Tribunal in order to effectively enforce the the Leadership Code Act in line with Constitutional provisions as amended.</p>
<p>Output: 1452 01 Formulation and monitoring of Policies, laws and strategies</p> <p>Funding Requirement (US\$ Bn) 3.500</p> <p>popularisation of the anti corruption laws,development of the law on proceeds of corruption and the assessment of the implementation of the United Nations Anti corruption Convention(UNCAC)</p>	<p>The Directorate for ethics and integrity is the policy arm of government in the fight against Corruption and the department of legal services is mandated to formulate, disseminate and popularize anti corruption policies and legislation to coordinate the national anti corruption effort. Today the government of Uganda loses lots of money through bribery, misappropriation of funds and other corrupt practises. To successfully fight corruption in the Country, there is need to increase public awareness of government anti corruption policies and laws. The effective implementation of these laws and policies is key in the fight against corruption in the country without which Uganda cannot achieve Objectives of the National Development plan 2010/11-2014/15 on strengthening good governance. Currently the Department of Legal Services is allocated UGX 0.678 billion which falls far short of the bare minimum level for effective implementation of this critical mandate.</p>
<p><i>Vote Function: 1401 External Audit</i></p>	
<p>Output: 1453 01 Financial Audits</p> <p>Funding Requirement (US\$ Bn) 58.712</p> <ul style="list-style-type: none"> • Wage enhancement • Establishment of a Directorate of Forensics and Special Audits and filling of vacant positions in the current structure; • Implementation of the redundancy program; • Strengthening operational independence; • Clearing audit backlog and Expansion of Audit Coverage; • Staff Capacity Building and Welfare; • Improvement on quality and impact of audits; • ICT infrastructure development. 	<p>To address the challenges mentioned the Office requires an additional funding of Shs 58,712,324,978 to implement the following priorities.</p> <ul style="list-style-type: none"> • Wage enhancement, Shs 13,883,540,234 including Shs 2,527,789,562 for the associated NSSF and Gratuity; • Establishment of the Directorate of Forensics and Special Audits and filling of vacant positions in the current structure, Shs 5,342,605,815 which includes Shs 3,026,693,664 for wage and Shs 2,315,912,151 for Audit and Office operational costs. • Implementation of the redundancy program, Shs 5,000,000,000; • Strengthening operational independence, Shs 5,840,000,000; • Clearing audit back log and Expansion of Audit Coverage, Shs 17,704,321,963; • Capacity Building and Staff welfare, Shs 6,631,970,000; • Improvement on quality and impact of audits, Shs 1,469,606,966; • ICT infrastructure development, Shs 2,840,280,000. <p>The details below provide the justification, planned outputs and the additional funding requirement by priority.</p> <p><i>Wage enhancement</i></p> <p>The Salary Structure for Office of the Auditor General has never been revised since 2008. In the FY 2013/14 therefore, the Office plans to review the salary structure to reflect the current economic conditions. This requires an additional funding of Shs 13,883,540,234 including Shs 2,527,789,562 for the associated NSSF and Gratuity.</p> <p><i>Establishment of the Directorate of Forensics and Special Audits and filling of vacant positions in the current structure</i></p> <p>The Office has been implementing its approved structure in phases due to inadequate financial resources and Office Space. In addition, the</p>

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Additional Requirements for Funding and Outputs in 2013/14

Justification of Requirement for Additional Outputs and Funding

increasing number of Forensics and Special Audit requests which the Office receives has posed a challenge on other audits in terms of timeliness and coverage.

Therefore, in the FY 2013/14, the Office plans to fill all the vacant positions in the structure and also establish a new directorate of Forensics and Special Audits to cope up with the stakeholders' demands.

This requires an additional funding of Shs 5,342,605,815 which include Shs 3,026,693,664 for wage and Shs 2,315,912,151 for the associated audit and Office operational costs.

Implementation of the redundancy program

To further improve organizational performance and build efficiency, the Office has planned a redundancy program at an estimated cost of Shs 5,000,000,000.

Strengthening operational independence

With support from Government of Uganda and other development partners, the Office is constructing its head Office in Kampala and a branch Office in Mbarara which are expected to be completed by end of the FY 2013/14. However, the contract value had no provision for furniture. Therefore, the Office requires an additional funding of Shs 3,000,000,000 for acquisition of furniture.

The Office currently has 9 regional Offices; however, as the audit population increases, the audit coverage per regional Office also increases amidst a static staffing level which impacts on the timeliness and quality of audits. To address the above, the Office plans to create 2 additional regional Offices to improve on coverage, timeliness and quality of audits which require an additional funding of Shs 700,000,000.

In this regard, in the FY 2013/14, the Office requires an additional funding of Shs 1,840,000,000 for acquisition of 16 motor vehicles and Shs 300,000,000 for renovation of 2 regional Offices.

In total the Office requires an additional funding of Shs 5,840,000,000 for this priority.

Clearing audit back log and Expansion of Audit Coverage

In the FY 2013/14, the Office requires additional funding of Shs 3,470,000,000 for clearing audit back log of 800 Sub counties, Shs 2,190,166,500 for audit of 764 Sub counties; Shs 6,547,375,000 for audit of 1,017 secondary schools, 173 tertiary institutions and 100 primary schools and Shs 3,802,705,463 for supporting the related Office operations and administrative expenses.

Due to increasing investments in public infrastructure, oil and energy sector, Private Public Partnership, the Office requires an additional funding of Shs 1,694,075,000 to carry out the above audits.

In total, an additional budget of Shs 17,704,321,963 is required for this priority.

Staff Capacity Building and Welfare

In view of the above highlighted demands the office plans to build capacity by offering its staff training in Audit skills; professional training; Management and staff career development programs. This will cost the

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Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
	<p>Office Shs 5,453,730,000.</p> <p>The Office currently provides a medical scheme for its employees. However, with increased staff levels, the Office will require an additional funding of Shs 1,178,240,000 to maintain provision of medical and group life insurance. In total, an additional funding of Shs 6,631,970,000 is required for this priority.</p> <p>Improvement on quality and impact of audits</p> <p>In the FY 2013/14, the Office plans to increase its levels of stakeholder engagement by carrying out sensitization workshops and seminars. The office plans to acquire modern storage facilities for the Knowledge Management Unit. This requires an additional budget funding of Shs 1,469,606,966.</p> <p>ICT infrastructure development</p> <p>To improve on Office operations, the office requires an additional funding of Shs 2,840,280,000 for the following:</p> <ul style="list-style-type: none"> •Development of the Human Resource Management System; •Development and Installation of a Knowledge Management System; •Acquisition of assorted IT equipment; •Acquisition of audit software licenses; <p>This requires an additional funding of Shs 2,840,280,000 for this priority.</p>
Vote Function: 1402 Statistical production and Services	
Output: 1455 02 Population and Social Statistics indicators	
<p>Funding Requirement (US\$ Bn) 86.900</p> <p>Finalisation of the Population and Housing Census 2012 analysis outcome</p>	<p>Conduct the Uganda Demographic and Household Survey (UDHS5) as a follow up of 1988/879, 1995, 2000.01 & 2006 earlier surveys, Start the UNHS V as planned in order to be able to disseminate in October 2013, Collaborate with the Ministry of Public services in the fourth survey of 2012, and the balance of the Panel survey to be concluded. To conduct the 2012 Population and Housing census, National Service Delivery and the Manpower Survey</p>
Output: 1455 03 Industrial and Agricultural indicators	
<p>Funding Requirement (US\$ Bn) 1.500</p> <p>Disseminate the Census of Business Establishment, and Annual Business Inquiry Produce Monthly PPI, IIP, IoP etc</p>	<p>To collect data for the Uganda Business Register 2011 as per the plan that started in 2010. This information will be used in the computation of the main economic indicators such as Value Added, Gross Output, Intermediate Consumption and others. These are the key inputs into quarterly and annual GDP Estimates. Increased production and improvement of more frequent data to support more regular monitoring and evaluation of various Government Programmes under the context of the NDP.</p>
Output: 1455 06 Statistical Coordination and Administrative Support Services	
<p>Funding Requirement (US\$ Bn) 1.500</p> <p>Expand PNSD Implementation to 2 more MDAs annually, aimed at harmonizing and improving data quality in the National Statistical Systems</p>	<p>Implementation of PNSD be scaled up to cover more MDAs in the next five years. In addition PNSD activities to focus on data development which is more costly. Expanded and improved data production will support monitoring and evaluation of various programmes by MDAs under the context of the NDP.</p>
Vote Function: 1405 Regulation of the Procurement and Disposal System	
Output: 1456 05 Corporate Office	
<p>Funding Requirement (US\$ Bn) 2.500</p> <p>Development of PPDA Home under PPP arrangement</p>	<p>The current structure at the PPDA plot 39 is small and cannot accommodate all PPDA staff thus requiring the Authority to rent extra space which is unsustainable.</p>