

Vote:141 URA

V1: Vote Overview

I. Vote Mission Statement

We provide an environment that delivers a delightful experience in revenue services and business facilitation

II. Strategic Objective

Promoting a taxpaying culture through engaged citizenry, productive partnerships, leveraging technology, data and innovative staff.

III. Major Achievements in 2020/21

Collected revenue of UGX 9,472.47 Bn 43.78% of the Parliament approved revenue target of UGX 21.64 Bn (Domestic tax was UGX 5,972.51 Bn and Customs revenue was UGX 3,686.39 Bn). Revenue growth during the half year FY2020/21 was UGX 431.55 Bn. (4.77 percent) as compared to the same period FY2019/20.

The average filing ratio was 78.65% against a target of 87.00%

The tax register had a total of 1,669,128 taxpayers by the end of December 2020 of which 75,012 were new taxpayers registered, i.e. a growth of 4.71% against target growth rate of 7.5% in the first 6 months of the FY 2020/21.

A total of 55 post clearance audits (31 comprehensives, 24 issue) were completed against a target of 162 (99 comprehensives, 66 issue) post clearance audits with an audit yield of 82.20%.

Litigation success rate was at 72.70% against a target of 80%.

54 Intelligence focused operations were conducted and yielded UGX 171.46 Bn.

2,775 seizures were executed and these resulted into recovery of UGX 26.49 Bn.

IV. Medium Term Plans

- Implement risk based compliance improvement programs
- Implement Tax register expansion programs
- Implement Service enhancement programs
- Strengthen assessment & mobilization of rental tax especially in Local Governments
- Implement Tax education programs
- Implement e-TAX 2 initiatives, Digital Tax Stamps and Electronic Fiscal Receipting and Invoicing Solution (EFRIS)
- Implement trade facilitation initiatives
- Participate in the implementation of the DRM Strategy.
- Strengthen debt recovery and litigation
- Implement Business Process Management Programs.
- Participate in the development of systems to support revenue collection and all government agencies with special focus to parish model when implemented
- Participate in the development of Non Tax Revenue collection strategy, financial literacy strategy and communication strategy
- Participate in the capacity building of Local Governments in tax administration
- Participate in the development of a strategy on mandatory association membership for informal sector players
- Improve Human Resources including staff maintenance & capacity development structural alignment Programs
- Carry out equal opportunity activities i.e gender, environment and HIV initiatives
- Support revenue collection in local government
- Develop a digital innovations plan including standards.

Vote:141 URA

V. Snapshot Of Medium Term Budget Allocations

Table 5.1: Overview of Vote Expenditures (US\$ Billion)

	2019/20 Outturn	2020/21		2021/22	MTEF Budget Projections				
		Approved Budget	Expenditure by End Dec		2022/23	2023/24	2024/25	2025/26	
Recurrent	Wage	143.015	163.264	70.921	205.495	215.770	215.770	215.770	215.770
	Non Wage	224.428	229.757	161.147	286.921	286.921	286.921	286.921	286.921
Devt.	GoU	40.309	43.640	7.312	44.244	44.244	44.244	44.244	44.244
	Ext. Fin.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
GoU Total		407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935
Total GoU+Ext Fin (MTEF)		407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935
Arrears		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total Budget		407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935
A.I.A Total		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Grand Total		407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935
Total Vote Budget Excluding Arrears		407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935

Table 5.2: Budget Allocation by Programme (US\$ Billion)

<i>Billion Uganda Shillings</i>	2021/22 Draft Estimates		
	GoU	Ext. Fin	Total
Development Plan Implementation	536.660	0.000	536.660
Grand Total :	536.660	0.000	536.660
Total excluding Arrears	536.660	0.000	536.660

VI. Budget By Economic Classification

Table V6.1 2020/21 and 2021/22 Budget Allocations by Item

<i>Billion Uganda Shillings</i>	2020/21 Approved Budget				2021/22 Draft Estimates		
	GoU	Ext. Fin	AIA	Total	GoU	Ext. Fin	Total
Output Class : Outputs Provided	393.020	0.000	0.000	393.020	492.416	0.000	492.416
211 Wages and Salaries	176.222	0.000	0.000	176.222	225.794	0.000	225.794
212 Social Contributions	31.653	0.000	0.000	31.653	38.099	0.000	38.099
213 Other Employee Costs	9.240	0.000	0.000	9.240	13.750	0.000	13.750
221 General Expenses	103.033	0.000	0.000	103.033	115.341	0.000	115.341
222 Communications	9.244	0.000	0.000	9.244	9.244	0.000	9.244
223 Utility and Property Expenses	8.012	0.000	0.000	8.012	8.816	0.000	8.816
224 Supplies and Services	2.394	0.000	0.000	2.394	1.401	0.000	1.401

Vote:141 URA

225 Professional Services	1.100	0.000	0.000	1.100	1.100	0.000	1.100
226 Insurances and Licenses	6.933	0.000	0.000	6.933	6.933	0.000	6.933
227 Travel and Transport	20.111	0.000	0.000	20.111	22.615	0.000	22.615
228 Maintenance	23.480	0.000	0.000	23.480	47.725	0.000	47.725
273 Employer social benefits	0.400	0.000	0.000	0.400	0.400	0.000	0.400
282 Miscellaneous Other Expenses	1.200	0.000	0.000	1.200	1.200	0.000	1.200
Output Class : Capital Purchases	43.640	0.000	0.000	43.640	44.244	0.000	44.244
312 FIXED ASSETS	43.640	0.000	0.000	43.640	44.244	0.000	44.244
Grand Total :	436.660	0.000	0.000	436.660	536.660	0.000	536.660
Total excluding Arrears	436.660	0.000	0.000	436.660	536.660	0.000	536.660

VII. Budget By Sub-Subprogramme , Department And Project

Table V7.1: Past Expenditure Outturns and Medium Term Projections by Sub-SubProgramme,Department and Project

Billion Uganda shillings	FY 2019/20 Outturn	FY 2020/21		2021-22 Proposed Budget	Medium Term Projections			
		Approved Budget	Spent By End Dec		2022-23	2023-24	2024-25	2025-26
18 Administration and Support Services	197.992	217.735	84.602	218.766	222.876	222.876	222.876	222.876
02 Internal Audit and Compliance	8.836	8.235	3.111	8.332	9.550	9.550	9.550	9.550
03 Corporate services	113.772	133.113	60.785	127.947	131.054	131.054	131.054	131.054
04 Legal Services	8.909	8.708	3.826	10.406	10.646	10.646	10.646	10.646
0653 Support to URA Projects	40.309	0.000	0.000	0.000	0.000	0.000	0.000	0.000
08 Research & Planning, Public Awareness and Tax Education	26.167	24.039	9.569	27.838	27.383	27.383	27.383	27.383
1622 Retooling of Uganda Revenue Authority	0.000	43.640	7.312	44.244	44.244	44.244	44.244	44.244
54 Revenue Collection & Administration	209.759	218.925	154.778	317.894	324.058	324.058	324.058	324.058
05 Domestic Taxes	100.501	109.365	107.134	161.760	158.554	158.554	158.554	158.554
06 Customs	96.438	98.356	42.752	140.159	151.420	151.420	151.420	151.420
07 Tax Investigations	12.821	11.204	4.892	15.974	14.085	14.085	14.085	14.085
Total for the Vote	407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935
Total Excluding Arrears	407.752	436.660	239.380	536.660	546.935	546.935	546.935	546.935

VIII. Sub-SubProgramme Performance and Medium Term Plans

Table V8.1: Sub-SubProgramme Outcome and Outcome Indicators

Sub-SubProgramme :	18 Administration and Support Services
Objective :	Improve institutional performance
Responsible Officer:	John Musinguzi Rujoki

Vote:141 URA

Outcome: Efficient and effective institutional performance					
1. Fiscal Credibility and Sustainability					
Outcome Indicators	Performance Targets				
			2021/22	2022/23	2023/24
	Baseline	Base year	Target	Projection	Projection
• Level of Strategic plan delivered	82.34%	201920	80%	80%	90%
N/A					
Sub-SubProgramme : 54 Revenue Collection & Administration					
Objective : Maximise Revenue					
Responsible Officer: John Musinguzi Rujoki					
Outcome: Maximum revenue					
1. Fiscal Credibility and Sustainability					
Outcome Indicators	Performance Targets				
			2021/22	2022/23	2023/24
	Baseline	Base year	Target	Projection	Projection
• Revenue collection to target	82.3	2019	100%	100%	100%
Department: 05 Domestic Taxes					
Budget Output: 02 Domestic Tax Collection					
Average filling ratio			89%	90%	90%
Percentage Growth in taxpayer register			15%	15%	15%
Percentage of Domestic Tax Revenue collected against target			100%	100%	100%
Proportion of NTR collected against target.			100%	100%	100%
Department: 06 Customs					
Budget Output: 01 Customs Tax Collection					
Percentage of Customs tax Revenue collected against target			100%	100%	100%
Amount of Customs Revenue collected to target			8,108.1	8,273	8,408
Department: 07 Tax Investigations					
Budget Output: 03 Tax Investigations					
No. of Industry based tax investigations carried out to conclusion			85	85	85
Average cost of Tax Administration (DT, CE, TI)			313.62	313.62	313.62

IX. Major Capital Investments And Changes In Resource Allocation

Table 9.1: Major Capital Investment (Capital Purchases outputs over 0.5Billion)

Vote:141 URA

FY 2020/21		FY 2021/22	
Appr. Budget and Planned Outputs	Expenditures and Achievements by end Dec	Proposed Budget and Planned Outputs	
Vote 141 URA			
<i>Sub-SubProgramme : 14 18 Administration and Support Services</i>			
Development Project : 1622 Retooling of Uganda Revenue Authority			
Budget Output: 14 18 72 Government Buildings and Administrative Infrastructure			
Construction plans for regional offices initiated Regional Office Blocks refurbished and maintained	Construction, refurbishment and maintenance plans conducted as planned including: <ul style="list-style-type: none"> • Final Design Report for construction of offices at Mbale, Masaka, Gulu and staff accommodation quarters at Fortportal submitted, pending MEC approval. • Construction of accommodation for Customs stations - RPO for office and staff accommodation facilities at Ishasha raised and approved. • Servicing and Maintenance of sewage treatment plants at various One Stop Boarder Points (OSBPs), contract signed and entry meeting held with the Best Evaluated bidder ahead of first maintenance cycle. • Fumigation of office premises - 4th fumigation cycle • Construction of Motorcycle sheds, LPO issued to best evaluated bidder for construction of sheds at Awenolowi, Ngomoromo and Madiopei. • Procurement of plumbing equipment - completed and items supplied. • Creation of additional office space above current records office - works ongoing, at overall completion of 60%. • LPOs issued for repair of Pakwach office • Construction of call centre at NIP building, evaluation completed, evaluation report submitted to Contracts Committee for approval. • Additional office repairs: completed for Mukono, HR Building, DPC, entrance gates, landscaping around TID Lab (Phase 2), and partitioning works concluded for Mbarara office • NIP Backyard upgrade • OSBP renovation works - LPO issued for proposed yard and verification repair works at Malaba • Laying of Kinawataka sewer line ongoing, under NWSC supervision. • URA Tower facade cleaning. 		
Total Output Cost(Ushs Thousand)	2,600,000	266,000	7,600,000
Gou Dev't:	2,600,000	266,000	7,600,000
Ext Fin:	0	0	0
A.I.A:	0	0	0
Budget Output: 14 18 75 Purchase of Motor Vehicles and Other Transport Equipment			
20 Vehicles acquired on Lease purchase to to facilitate field operations for revenue and compliance management	Procurement of vehicles initiated and acquired on lease as planned to facilitate field operations for revenue and compliance management.		
Total Output Cost(Ushs Thousand)	8,022,424	2,281,212	8,022,424

Vote:141 URA

Gou Dev't:	8,022,424	2,281,212	8,022,424
Ext Fin:	0	0	0
A.I.A:	0	0	0
Budget Output: 14 18 76 Purchase of Office and ICT Equipment, including software			
Purchase & Maintenance of IT equipment and related licenses implemented prioritizing the following; operating & Maintain 1 ERP system maintaining 1 Data Center Licenses for Disaster Recovery (DR) & IT systems- 1 No. Licenses & support for 1 E-Tax2		Plans for procurement of ICT equipment are on-going. Conducted preventive maintenance of the IT enduser points (Laptops, Desktops) and Data center operational systems. (Fire suppression, cooling system).	
Total Output Cost(Ushs Thousand)	32,917,272	4,308,476	27,917,272
Gou Dev't:	32,917,272	4,308,476	27,917,272
Ext Fin:	0	0	0
A.I.A:	0	0	0
Budget Output: 14 18 78 Purchase of Office and Residential Furniture and Fittings			
Assorted Furniture and Fittings procured that include at least 40 units of work stations, credenzas and reception chairs/tables etc		Purchase of Office and residential furniture and Fittings conducted as planned including: • Terms of Reference (ToRs) for repairs to office furniture at Mbale office raised. • Repair of office furniture (drawers) done for Mukono office • Request for budgetary re-allocation to allow for procurement of upcountry stations (UGX-765m) submitted - pending approval from MOFPED.	
Total Output Cost(Ushs Thousand)	50,000	282,000	654,000
Gou Dev't:	50,000	282,000	654,000
Ext Fin:	0	0	0
A.I.A:	0	0	0

X. Vote Challenges and Plans To Improve Performance

Vote Challenges

No integration between e-tax and some Government systems also hinders 3rd party Data verification
 Increasing globalization and the need to position URA to ably cope with the effects (regional integration and the protocols that affect tax revenue when implemented and complex international taxation among others)
 URA is required to collect Government fees but inadequate budget for staff structure and IT resources for this.
 Requirement to continuously upgrade the IT systems to match the business requirements
 Inadequate financing to support compliance management efficiency
 Informality of the Ugandan economy (approximately 51% informal) posing revenue mobilisation challenges
 Small taxable GDP (i.e Agriculture is over 21% of GDP) while the service sector that contributes is now impacted by Covid -19.

Plans to improve Vote Performance

- Implement a comprehensive data management program
- Implement comprehensive stakeholder collaboration program
- Implement governance enhancement program
- Implement Integrity Enhancement Program
- Implement Structural review to align with modern revenue administration
- Implement a comprehensive staff capacity improvement program

Vote:141 URA

XI Off Budget Support

Table 11.1 Off-Budget Support by Project

N/A

XII. Vote Cross Cutting Policy And Other Budgetary Issues

Table 12.1: Cross- Cutting Policy Issues

Issue Type: **HIV/AIDS**

Objective :	Improve support to staff and their family members affected with HIV/AIDS
Issue of Concern :	Issue of Concern: Requirement for extra financial support over and above the general medical insurance to cater for staff and their family members affected by HIV/AIDS to cover unforeseen infection effects.
Planned Interventions :	Provide a special fund to cater for staff and their family members affected with HIV/AIDS.
Budget Allocation (Billion) :	0.500
Performance Indicators:	Amount of money allocated from MTEF to support staff and their families

Issue Type: **Gender**

Objective :	Promote Gender responsiveness Promote Gender Sensitivity
Issue of Concern :	Gap in Gender responsiveness
Planned Interventions :	Conduct sensitizations on sexual harassments
Budget Allocation (Billion) :	0.100
Performance Indicators:	No. of Gender responsive interventions held

Issue Type: **Environment**

Objective :	Improve staff knowledge on preserving the environment
Issue of Concern :	Some staff do not appreciate the importance of preserving the environment
Planned Interventions :	<ul style="list-style-type: none"> • Conduct 4 sensitizations to staff on environmental protection • Procure sanitary and disposal services
Budget Allocation (Billion) :	0.885
Performance Indicators:	Number of environment protection interventions implemented

XIII. Personnel Information

Table 13.1 Staff Establishment Analysis

Title	Salary Scale	Number Of Approved Positions	Number Of Filled Positions
OFFICER	OFF 3	463	0
OFFICER	OFF 4	40	0
MANAGER.	RO4 1	8	0
MANAGER	RO4 3	4	0

Vote:141 URA

SUPERVISOR.	RO5 1	19	0
SUPERVISOR	RO5 3	18	0
SUPERVISOR	RO5 6	6	0
OFFICE ASSISTANT	RO7	20	0
FLEET ASSISTANT	RO7 1	26	0

Table 13.2 Staff Recruitment Plan

Post Title	Salary Scale	No. Of Approved Posts	No Of Filled Posts	Vacant Posts	No. of Posts Cleared for Filling FY2021/22	Gross Salary Per Month (UGX)	Total Annual Salary (UGX)
FLEET ASSISTANT	RO7 1	26	0	26	26	41,730,000	500,760,000
MANAGER	RO4 3	4	0	4	4	33,592,688	403,112,256
MANAGER.	RO4 1	8	0	8	8	63,403,680	760,844,160
OFFICE ASSISTANT	RO7	20	0	20	20	32,100,000	385,200,000
OFFICER	OFF 3	463	0	463	463	1,721,757,174	20,661,086,088
OFFICER	OFF 4	40	0	40	40	157,825,520	1,893,906,240
SUPERVISOR	RO5 3	18	0	18	18	97,958,520	1,175,502,240
SUPERVISOR	RO5 6	6	0	6	6	37,542,180	450,506,160
SUPERVISOR.	RO5 1	19	0	19	19	99,594,238	1,195,130,856
Total		604	0	604	604	2,285,504,000	27,426,048,000