MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

FOR GOD AND MY COUNTRY

THE REPUBLIC OF UGANDA

ASB

ACCOUNTABILITY SECTOR BULLETIN

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INSPECTORATE OF GOVERNMENT

REBUILDING ETHICS AND INTEGRITY

The Directorate For Ethics And Integrity

OFFICE OF THE AUDITOR GENERAL

UBOS

MINISTRY OF PUBLIC SERVICE INSPECTION DEPARTMENT

Public Procurement & Disposal of Public Assets Authority

URA Uganda Revenue Authority

MINISTRY OF LOCAL GOVERNMENT INSPECTION DEPARTMENT

KCCA KAMPALA CAPITAL CITY AUTHORITY For a better City

UIA Uganda Investment Authority your investment is our business

CAPITAL MARKETS AUTHORITY

BANK OF UGANDA

UGANDA MICROFINANCE REGULATORY AUTHORITY

URBRA

Financial Intelligence Authority

NATIONAL PLANNING AUTHORITY PLANNING FOR DEVELOPMENT

UFZA UGANDA FREE ZONES AUTHORITY Invest in the Heart of Africa

UDB UGANDA DEVELOPMENT BANK

psfu Business growth is our business

NSSF a better life

iRA

msc

NATIONAL GAMING BOARD UGANDA

EPRC ECONOMIC POLICY RESEARCH CENTRE


THE REPUBLIC OF UGANDA
NATIONAL BUDGET

Contents

Accountant General's Note

I return to you our readers with exciting updates of what has been going on in the Accountability Sector since the last edition. In this edition, we share the joy of the Inspector General of Government (one of our sector members) for being elected as Chairperson of the Association of Anti-Corruption Agencies in Commonwealth Africa. This clearly highlights that our efforts in fighting this vice will be felt beyond our borders.

This edition flags achievements in the various member institutions like infrastructure development in the Kampala Industrial Park, regulation of the micro finance sector, improved institutional professionalism in the Uganda Retirement Benefits Regulatory Authority and its strategic approach that has built confidence in the Regulator and sector as a whole, and has resulted into a number of positive attributes like the growth in the sector coverage of 14% compared to the 6% in 2014. You will get to know the deliberate interventions by URA to grow tax-payer compliance by easing processes and positively engaging their clients and how this resulted in growths of revenue collections over the NDP II period.

Further still, there are updates on the impact of the Agricultural Insurance Scheme and plans for the Health Insurance Scheme, the role of statistics in guiding evidence-based transformation of a society, as well as highlights of the process from when the Auditor General reports audit findings to how they're tracked to implementation and a feedback report called "the Treasury Memorandum" made to Parliament which is the last activity of the accountability cycle.

Progress has already been registered on the e-government, a project that is expected to close the efficiency gaps in procurement identified at the unveiling of the NDP II in 2015. e-government is a web-based system that covers the entire procurement life cycle, all procurement modalities and keeps a record and audit trail of all procurement activities. This project is expected to improve transparency of the public procurement process.

I take the opportunity to reiterate the accountability value chain of the accountability sector delivered through four thematic areas; Economic Management, Resource Mobilization and Allocation, Budget Execution and Accounting, and finally Audit & Anti-Corruption. Again, the Sector maintained the theme "Accountability, a Shared Responsibility for effective service delivery".

This edition further brings you to speed about the Regional Accountability Forum in Bunyoro which the sector organized with the key objective of increasing public demand for accountability by empowering the citizenry, and

Civil Society Organizations at local government level to be more vigilant and play their fair share in the accountability equation. The Forum was structured to stimulate discussions from the citizenry and LG fraternity for them to share their understanding of the Accountability issues and the challenges affecting transparency in service delivery. Various activities such as the NTV people's parliament, community barazas, radio talk shows and procession were organized to enable citizens interact with the technical staff from sector institutions and Local Governments staff.

This forum is in addition to the inter universities debate are flagship events of the Sector. They are avenues through which we are able to reach and interact with the citizens. Besides the regional forum and debates, the Sector has developed other avenues that citizens can use to advance the demand for accountability in this country. These include; Client Charters, National Ethical Values (NEVs), District Integrity Promotion Forums (DIPFs), National Anticorruption Strategy (NACS), training citizens to monitor Government projects etc.

I am confident that even as we wrap up the implementation of the NDP II, this Bulletin edition suffices as a record sample of the achievements of the Accountability Sector amidst the challenges surmounted. I conclude by inviting you to enjoy this reading and hope that you will be stirred to identify areas where you can participate in sharing in the responsibility of ensuring accountability, efficiency and transparency in service delivery.

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Accountant General

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H.E. President Yoweri Museveni with the Commonwealth Secretary General, Deputy Speaker of Parliament, Minister of State for Ethics and Integrity and Heads of Anti-Corruption Agencies in Commonwealth Africa

IG hosts Commonwealth Conference

IGG ELECTED AAACA CHAIRPERSON

By Farouk Kayondo
Senior Public Relations Officer, IG

The Inspectorate of Government (IG) hosted the 9th edition of the Regional Conference for Heads of Anti-Corruption Agencies in Africa, following the 8th edition in Abuja, Nigeria last year.

H.E. President Yoweri Museveni officially opened the conference, which was held from the 6th to 11th of May, 2019 at Lake Victoria Serena Golf Resort and Spa in Kigo. The Conference was also graced by the Commonwealth Secretary-General, Baroness Patricia Scotland.
Organized in partnership with the Commonwealth Secretariat, the conference attracted participants from Anti-Corruption Agencies in 16 Commonwealth Countries in Africa.

“This year’s theme was Time to Act: Prevent Corruption for sustainable Development.”

This is part of the Commonwealth’s efforts to institutionalise the fight against corruption with the aim of achieving Sustainable Development Goal 16 – Substantially reduce corruption and bribery in all their forms.

The conference provided a unique platform for sharing emerging anti-corruption best practices and country innovations in the fight against corruption and the promotion of good governance in Commonwealth Africa.

By its nature, corruption is secretive and complex. It often transcends national boundaries, hence the need for international cooperation in combating it. It is also not unusual for corruption to be committed or proceeds of corruption to be remitted across borders.

It is therefore crucial that Anti-Corruption Agencies build synergies to combat corruption. It is therefore crucial that Anti-Corruption Agencies build synergies to combat corruption. One such platform is the annual Commonwealth Anti-Corruption Conference.

The key aim of the Conference was to enhance south-south learning and the sharing of country, regional and international experiences by experts and Heads of Anti-Corruption bodies in Commonwealth Africa.

On the final day of the conference, a communiqué was issued and signed by all Heads of Anti-Corruption Agencies in Commonwealth Africa present.

The IGG, Ms Irene Mulyagonja Kakooza, was elected as the new Chairperson of the Association of Anti-Corruption Agencies in Commonwealth Africa, deputized by the Chief Ombudsman of Rwanda, Mr. Anastase Murekezi.

The conference came at a time when the IG had introduced a number of measures to scale up the fight against corruption, which include the following:

Increased verification of leaders' declarations

The IG increased the number of verification of leaders' declarations from 65 to 300. The IG intends to start publishing lists of leaders whose declarations are to be verified to enable responsible citizens to give the Inspectorate information that they may have about suspicious asset acquisition and lifestyles.

Asset recovery boosted

The Inspectorate is stepping up its recovery of stolen funds through the Asset Recovery Unit which was established in 2017.

Citizen participation encouraged

The role of the citizen in the fight against corruption and maladministration is very important to the IG. The IG is therefore working with Government to roll out the Transparency Accountability and Anti-Corruption (TAAC) component of NUSAF III into other Government programmes.

Reorganising the IG

Management of the IG is also in the process of reorganizing the institution to make it more efficient and effective and more responsive to citizens' demands. With the same goal, the IG is building the capacity of Ministries, Departments and Agencies (MDAs) to manage internal and simple complaints in the process of service delivery at source.

The 10th edition of the Regional Conference for Heads of Anti-Corruption Agencies in Commonwealth Africa will be held in Kigali, Rwanda in 2020.

The IGG, Ms Irene Mulyagonja (right) making a point during the conference. Next to her is Lt. Col. Edith Nakalema, the Head of the State House Anti-Corruption Unit

Finance Minister Hon Matia Kasaija (centre) leads the ground breaking exercise for the construction of the 15-storey IG complex

Inspectorate of GOVERNMENT to get own Premises

By Farouk Kayondo
Senior Public Relations Officer
Inspectorate of Government

Several Government Agencies still operate in rented premises. The Inspectorate of Government (IG) is among such agencies spending colossal sums of money in rent. However, this is set to end for the Inspectorate in three years' time.

On 18th July, 2019, a ground-breaking ceremony for a 15-storey IG head office complex was presided over by the Minister for Finance, Planning and Economic Development, Hon. Matia Kasaija. The 1.2 acre site is located on Plots 71-75 Yusuf Lule Road and Plots 24-26 Clement Hill.

Hon Kasaija said he was pushing for the quick amendment of the PPDA Act to ensure that unnecessary delays in procurement are suppressed.

The delays usually arise from the fact that some of the bidders complain or whistle-blowers come out to complain about corruption in the process.

This has lagged behind many government projects including the one for the IG complex, which was reviewed three times before endorsing the contractors – a joint venture between Roko Construction Ltd and Roko Construction (Rwanda) Ltd.

The Finance Minister was proud to note that the complex, which will be constructed to the tune of UGX70 billion, will be financed 100% by the Government of Uganda.

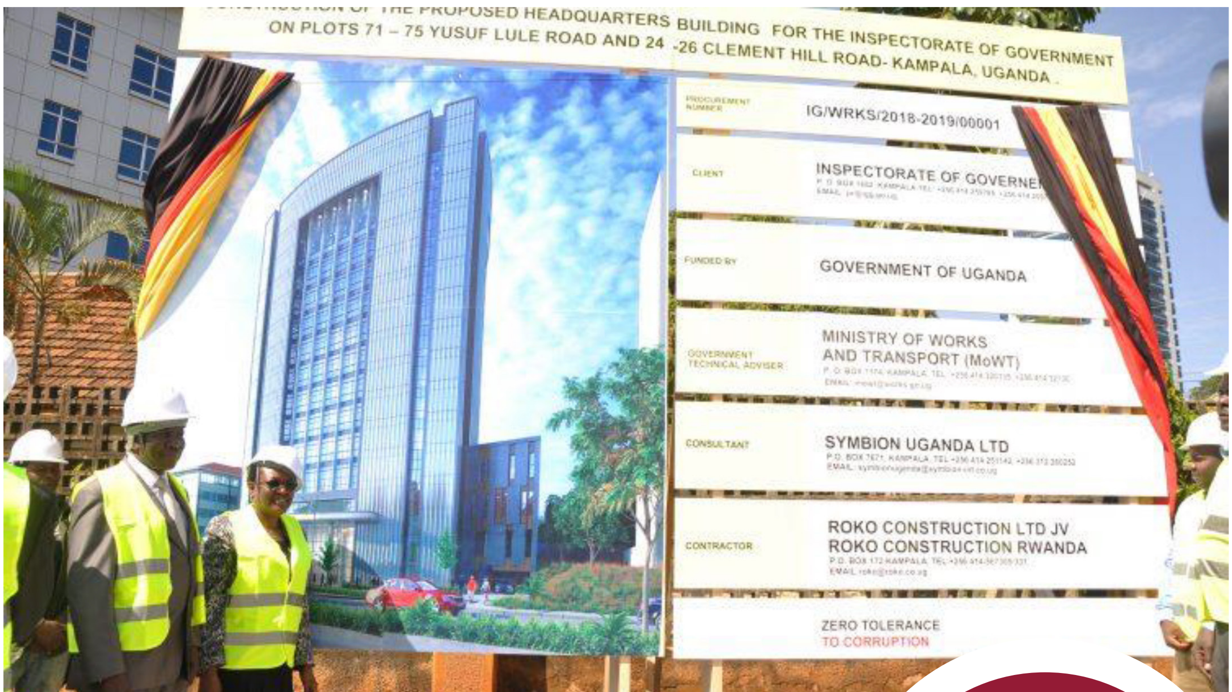
He also cautioned the youth to desist from the 'get rich quick' mentality, saying "Go slow while earning money and earn it legally because if you do not, the truth will come out."

The Inspector General of Government (IGG), Ms Irene Mulyagonja, said the tower will have a detention facility for corrupt officials as a measure to improve investigations.

Mulyagonja said the holding cells would help the institution to cut costs of transporting suspects to and from police stations.

"We shall have meeting rooms for investigations and we shall not spend time and resources to move suspects as we wait for court action. We shall also have an exhibit store and a forensic laboratory and a 500-seater-conference hall, among other welfare facilities on the building," she added.

She revealed that once completed, the complex would save the Inspectorate over Shs2.5 billion that is spent in rent annually. The Inspectorate is currently located on Jubilee Insurance Centre, Plot 14, Parliament Avenue.



Finance Minister Hon Matia Kasaija and the IGG Ms Irene Mulyagonja after breaking the ground for the IG head office complex (pictured)

UETCL Power Sub-Station at the Luzira Industrial and Business Park

UIA Developing Infrastructure
in Kampala Industrial & Business Park, Namanve

By Hamza Galiwango
Director Industrial Parks Development Division

The Uganda Investment Authority (UIA) has signed a $246m contract with Lagan Construction Company from Britain to construct all infrastructure within the Kampala Industrial and Business Park (KIBP) at Namanve.

This will include tarmacking all the roads, extension of high voltage industrial power, reticulation of the water lines within the park, construction of a solid waste system as well as a sewerage treatment plant and laying of the fiber optic cable to enable access to high quality internet services.

This project will also develop an SME Workspaces facility that will accommodate 1000 SME units. UIA is in the final stages of procuring finances that are to be provided by the United Kingdom Export Fund (UKEF).

The Industrial park is planned to host 310 projects and already 50 companies are in operations while another 120 companies plan to launch operation in February 2020. Kampala Industrial and Business Park Namanve has got a total of 45km road network and out of these only 7.5km is tarmac while others are still murram roads.

At full operation the industrial park will create 200,000 jobs as well as generate tax revenue to the country and introduce new technologies from developed countries.

In partnership with UETCL, Four substations are being constructed in Namanve, Luzira, Iganga and Mbale Industrial parks. Works are nearing completion in Namanve and Luzira and we expect that this will stabilize the quality of power to the investors operating within these industrial parks.

For the other parks, we continue to get funds from Central Government annually for the development of infrastructure as well as land acquisition.

UIA Director for Industrial Parks Development, Mr. Hamza Galiwango explained that UIA still needs a huge amount of funds to complete infrastructure and utilities development in the other industrial parks such as Luzira Park

Ush1.31Bn, Bweyogerere Industrial Park at Ush7.56 Bn. Soroti at Ush23Bn, Kasese industrial park at Ush29 Bn and Jinja Industrial Park at Ush25Bn. These parks are already existing and only need funds for infrastructure development to enable the investors commence stable operations.

He noted that the land for Industrial Park at Mbale totaling to 619 acres was leased to a Chinese developer Tang Shang totaling 619 acres under a Public Private Partnership (PPP) arrangement. The developer will construct all infrastructure in the industrial park and attract investors to develop factories. Already nine companies have already been leased land in this industrial park and four are operational producing LED Bulbs, Detergents and Electrical Cables.

The Authority has also acquired land in Karamoja, Kashari and Mbarara where industrial parks are going to be set up.

Mr. Galiwango explained that the Country Mission according to the UIA Strategic Plan 2016-2021 is to develop 22 industrial parks Nationwide and currently UIA is engaging district leaderships on possibilities of acquiring free land for industrial parks development since the land acquisition exercise is very expensive given the meagre resource envelop.

The other districts include Masaka, Kabarole, Luwero, Gulu, Lira, Arua, Mubende, Bushenyi, Rakai, Kamuli, Packwach/Nebbi, Nakasongola, Tororo, Kabale, Buliisa, Hoima, Rubirizi and Kyankwanzi.

Several Private Industrial parks have also been licenced and commissioned to operate alongside the Government owned industrial parks and these include Liaoshen Industrial Park, Kapeeka, MMP Buikwe Industrial Park, Lugazi Industrial Park and these are at various stages of development.

How to acquire land in industrial parks

Mr. Galiwango explained that for an investor to be allocated land in the industrial park, they must satisfy the UIA leasing conditions which include registering the company with Uganda Registration Services Bureau (URSB), securing an investment licence, submission of a comprehensive business proposal as well as evidence of financial capacity to implement the project.

The UIA Director for Investment Promotion Ms Sheila Karungi said that securing an investment licence has been simplified and is now an Online process through the www.ebiz.go.ug which takes a maximum of 2 days after submission of all the relevant paperwork.

This licence allows you to invest in Uganda and gives you access to the various incentive packages that are highlighted in the investment code act.

"The licence is valid for five (5) years and can only be cancelled if the investor is implementing something contrary to what they were licensed to do, we expect the investor to implement their project to full operation within these 5 years to enable us extend the validity of the licence," she said.

"But if he/she fails within the five years, then he/she has no license and that investor has to re-apply for another license if he/she is still interested in the project. This license is like third party insurance, whether you have been driving the vehicle or not, it expires," she added.

Pearl Light Technologies in Sino Uganda, Mbale Industrial Park, Manufacturing LED Bulbs

Kampala City

GEARING UP FOR NEW ROADS

By Peter Kaujju
Deputy Director Public and Corporate Affairs, KCCA

The President of Uganda, Yoweri Museveni on July 19th 2019, flagged off the construction of an eight kilometer road stretching from Kabuusu-Bunamwaya in Rubaga Division in Kampala to Lweza in Wakiso District, connecting to the Kampala -Entebbe Expressway and Northern Bypass.
Addressing key politicians, religious leaders and residents of Kabuusu-Bunamwaya at Aggrey Memorial School in Makindye, President Museveni said, "Everyone should take advantage of this new infrastructure to generate wealth," emphasizing that the new road will ease mobility and promote production and businesses and cater for the ever increasing number of cars entering and leaving the city and reduce production time lost in travel.

The road construction is estimated to cost 97 billion Shillings. It is financed under the second phase of the Kampala Institutional Infrastructure Development Project and administered by Kampala Capital City Authority. The construction of the road began in May, 2019 with relocation of utilities, review of road designs, and securing land along the road corridor for construction. The tarmacked road is expected to be completed within 15 months. It will have drainage, walkways, street lights and fitted with traffic lights at some junctions.

In addition, KCCA is constructing the following roads under this project. The planned include: Acacia/John Babiiha Avenue - about two kilometers long; Nakawa-Ntinda Road - about three kilometers long; Kulambiro Ring Road and Najeera Link - six kilometers long; and Lukuli Road - eight kilometers long

About 3.5 Million people flock Kampala city daily for work from within and neighbouring Districts. Most people spend hours traveling to and fro work due to traffic congestion and limited road networks. A road should connect to a robust road network and highways to ease movement, in and out of the city.

KCCA is addressing this bottleneck by working with Kiira, Wakiso, Entebbe, Mukono and Mpigi municipalities to create quality alternative routes to connect to the Greater Kampala and improve productivity.

The 'construction-flag off' ceremony was hosted by the Minister for Kampala, Honorable Beti Kamya and KCCA's Acting Executive Director, Engineer Andrew Kitaka.

Recharging Our Energy

TO INCREASE KAMPALA'S TREE COVER

By Peter Kaujju
Deputy Director Public and Corporate Affairs, KCCA

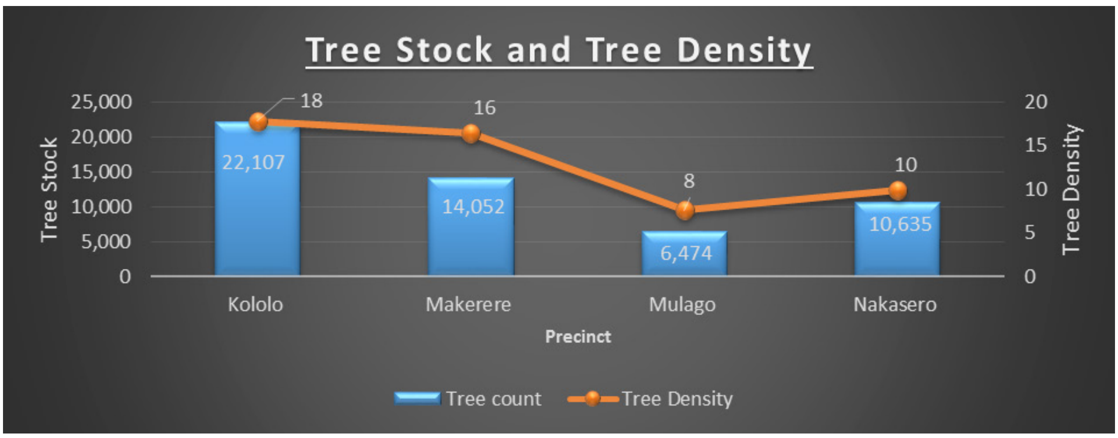
With support from the European Union under the Covenant of Mayors – Sub-Saharan Africa (EU/CoM SSA), Kampala Capital City Authority has embarked on an aggressive project; "Developing and sharing Low Carbon and Climate Resilient Kampala" to implement some of the actions under its climate change action strategy setting a target of increasing the tree cover over the 5 years among other key programmes.

Designed with five components, each caters for a different action area of the climate change action strategy;

1. Data and quality management systems-Air quality monitoring.
2. Sustainable urban planning models –Tree Audit and neighborhood planning.
3. Promoting the transition to the green circular economy-Urban farming Demo.
4. Enhancing stakeholder engagement and public participation in climate change action.
5. City to city cooperation and knowledge sharing on climate change action.

Under the second component, Kampala Capital City Authority conducted a tree audit covering 9% of 189km2 in 4 precincts (Kololo, Makerere, Nakasero and Mulago) of the 25 precincts. KCCA's plan is to audit all the trees in the city to better manage the city urban forest.

Kampala Urban Forestry Audit and Management Plan as one of the actions was implemented to enable the city estimate, take stock and map out the potential planting areas to increase on canopy cover.



Distribution of tree stock & tree density amongst precincts.

Kampala Tree Canopy Cover Targets

Period	Tree density (trees / acre)	Tree canopy cover targets
Current (base year)	13	15%
Medium term (10 years)	20	23%
Long term (20 years)	30	34%

As per the Audit in the four precincts, tree inventory/stock stands at 53,268 with over 300 species identified.

With average canopy cover of 15% and tree density of 13 trees/acre, KCCA desires to have 20 trees/acre in 10years (medium term), would achieve a 23% canopy cover and if we desire 30 trees acre-1 in 20 years (long term), would achieve a 34% canopy cover. These canopy cover targets will transform Kampala into a vibrant, attractive and sustainable greener city.

Good management of already existing tree stock and planting new trees in the entire Kampala will significantly keep offsetting on emissions and set the city on a low carbon and resilient development path.

The 53,000+ trees have also been monetary valued at UgX. 69 billion with an average value of UgX.1.3 million a single tree for the different key roles and benefits they play and offer beyond their timber value to the society. For example, providing food, shade, carbon capture and storage, cooling of environment and improvement to air quality.

"The main objective of valuing Kampala trees is to set ground for protecting, conserving, managing and reducing rampant and unnecessary cutting down of trees."

An interactive tree knowledge enriching platform (Online Tree and Palms Directory, (https://www.kcca.go.ug/tree-directory) has been developed and can be accessed by the public. This is basically to inform urbanites on the different tree names, their benefits, and how to manage them. The platform will also increase on the citizen reporting to the authority regarding tree management.

Kampala Urban Forestry Management Plan has been drafted and will provide guidelines for preservation and protection of tree heritage and city urban forest. It will also address challenges and provide strategies to ensure urban forestry is healthy, safe and abundant in the years to come, in addition to balance development with conservation in the city.

Kampala Urban Forestry Management APP is being developed. It is a geo-referenced platform for trees. It helps in location of a given tree and its quick assessment against urban issues like land use, flooding areas, urban heat island effect etc.

(http://kampala.maps.arcgis.com/apps/webappviewer/index.html?id)

Online Tree Survey (https://www.kcca.go.ug/treesurvey/survey/respondentform) has also been created. It is a tool that enables the community collect and send data (tree information) to KCCA through its server.

BUILDING THE City's Revenue MOBILISATION MUSCLE

By Peter Kaujju
Deputy Director Public and Corporate Affairs, KCCA

Kampala Capital City has undergone tremendous transformation over the past eight and a half years especially in the quest of self-sustenance. The Directorate of Revenue under the KCC Act 2010 is charged with local revenue mobilisation and administration by charging and levying taxes fees, dues, rates and rent. These charges and levies are administered under the different Local revenue source heads; Property Rates, Ground Rent, Local Service Tax, Trading Licences, Local Government Hotel Tax, Outdoor Advertising fees, land development fees among others.

To enhance revenue administration, KCCA took the direction of re-engineering all business processes. Cash collections were stopped and revenue processes have been automated through a web based revenue management system e-Citie on which all tax heads are currently administered.

"This has greatly improved service delivery in the City as it takes a business person less than an hour to obtain a Trade License from KCCA upon fulfilling all statutory business formalisation requirements."

These requirements include registration of the business with Uganda Registration Services Bureau (URSB) and a Tax Identification Number (TIN) from Uganda Revenue Authority.

Today, all business formalisation services are offered under one roof. KCCA now has staff from URSB and URA in all her revenue collection offices in the Five Divisions of Nakawa, Makindye, Kawempe, Lubaga and Central as well as the Large Taxpayer's Office (LTO) at the KCCA Headquarters all in one stop shops. This falls under the Taxpayer Register Expansion Program (TREP) created under the Accountability Sector. TREP comprises KCCA, URSB, URA and the Ministry of Local Government.

"This has given the business community time to focus more on productivity than compliance..." yet joint efforts have led to an expanded tax register and increased local and national Revenue.

In accordance with the Local Governments (Rating) Act, 2005, KCCA is mandated to conduct a re-valuation of the properties within her jurisdiction every Five (5) years for purpose of establishing their ratable value for property rates purposes.

In this regard, KCCA has conducted a City Address Model (CAM) and Computer Aided Mass Valuation (CAMV) project. The City Address Model is aimed at improving navigation and ensure service delivery within the City while Computer Aided Mass Valuation is to enhance local revenue mobilization under property rates after a valuation process.

Property Valuation entails: property inspection, taking building measurements and photographs, picking GPS Coordinates and other data pertaining to the ownership of the property all to be used to ascertain property rates payable by eligible property owners.

The valuation exercise has been successfully completed in all the five Divisions of Kampala and new valuation lists are being administered.

"KCCA's local revenue from property rates is expected to raise from UGX 18 Billion to well over UGX 50 Billion with the overall revenue target for the Financial Year 2019/2020 set at UGX 87Bn."

KCCA has undertaken rigorous public and taxpayer sensitization campaigns in all parishes as well as with business associations and entities. Tax obligations, rights and duties have been taught to clients in a bid to achieve voluntary compliance. 206 public sensitization were conducted by the Training and Public awareness unit under the Directorate of Revenue Collection in the financial year 2018/2019 with over 40,000 participants.

Routine audits and monitoring of businesses in the City has been conducted to curb and ensure non evasion of local revenue obligations. This is done by the Audit & Risk Management as well as the Arrears management Unit under the Directorate of Revenue Collection respectively.

The Authority has also focused on skilling and tooling staff in an effort to uphold professionalism and on the job competences. KCCA now has a resource pool of Relationship Managers fully equipped with the relevant tax knowledge and client care skill sets to rightly serve clients. A Large Taxpayers' Office was established to serve high value and multiple-tax- paying clients as all Division offices continue to service all other clients.

Conducting the property valuation project by KCCA staff has not only saved the institution loads of resources but also boosted the technical capabilities of staff for current and future valuation work.

The KCCA team having a shared mission and daily transparent communication of progress on set targets has enabled the institution and Revenue Collection staff to work together to mobilize the resources required to deliver quality services in the City.

With the achievement of an annual local collection of UGX 90 Billion in the Financial Year 2018/2019, KCCA is set increase its potential given the completion of the Valuation exercise and anticipated political support to have Commercial Road Users resume contribution to Local Revenue.

Street Naming under Computer Aided Mass Valuations

Director of Audit Mr. Stephen Kateregea (5th Left) receiving reports from Dr. Albert Otete lead constant as Local Authorities Directors John Muyimbwa, Fredrick Akyaire and other consultants look on

Auditor General Clears LOCAL GOVERNMEN T Backlog

By Jude Natamba
Public Relations Officer - Office of the Auditor General

The Directorate of Local Authorities has cleared a backlog of 1189 lower Local Government reports following the conclusion of the audit exercise by the consultants contracted to clear 2015/16 and 2016/17 backlog, an initiative funded under the Governance, Accountability, Participation and Performance (GAPP) Program.

The key audit findings contained in the reports include; budgeting shortcomings, understaffing, poor implementation of Government policies, poor asset management, lack of land titles in most business units and challenge with financial reporting which affect service delivery.

Mr. Fredrick Akyaire the assistant Director of Audit in the Office of the Auditor General, who was the contract manager for the consultancy, during the hand over meeting of the reports on 12th August, revealed that the Auditor General had done the field work and the consultants were hired to handle the processing of the reports.

Mr. Akyaire further explained that whereas the audit scope of Local Governments keeps expanding due to decentralization policy of government of bringing services nearer, the OAG Local government human resources are static; the reason the Office engages private external audit firms and development partners to execute the work.

Director of Audit Mr. Stephen Kateregea who represented the Assistant Auditor General-Audit at the handover meeting, thanked the consultants for delivering on the assignment.

"We are satisfied with the work done by the consultants. I wish the partnership continues" Mr. Kateregea said.

Mr. Kateregea also appreciated GAPP Program which was represented by Mr. Albert Oduman and requested for the extension of support to OAG to clear the backlog of 800 reports for 2017/18.

Dr. Albert Otete the lead consultant thanked the Auditor General for entrusting them with the assignment. He further remarked that they will be happy to hear that Parliament has discussed the reports and the accounting officers held accountable.

The Local Government's audit scope covers 128 districts, 14 Municipal and 200 Town Councils, 1180 sub counties, 13 Regional Referral Hospitals, 70 Tertiary institutions, 1400 Secondary schools and all health centres.

From Left to Right: Benson Turamye ED-PPDA, Patrick Okoth, Project Manager- NBI,Godfrey Ssemugooma, Ag.Director –MOFPED, and Ms.Elizabeth Muhebwa, ED-UNABCEC at the Bidder's conference

ELECTRONIC Government Procurement

By Florence Nakyeyune
EGP Procurement Manager

Public procurement offers the largest business opportunities in Uganda on which the Government spends approximately 65% of the national budget. However, the Organization for Economic Cooperation and Development (OECD) (2007) recognized that *"public procurement is the government activity most vulnerable to waste, fraud and corruption due to its complexity, the size of the financial flows it generates and the close interaction between the public and the private sectors".*

Despite some achievements through the different reforms in public procurement, Government of Uganda (GoU) still has challenges with value for money and delivering quality service due to inefficiencies in the Procurement Processes. These challenges include; Procurement delays that have a significant impact on budget absorption by the Ministries, Departments and Agencies; Procuring outside the procurement plan hence over committing Government and creating an imbalance between budget and expenditure; Ineffective and inefficiencies in contract management; Low levels of compliance with procurement laws & regulations; Poor Procurement Records Management: due to the poor storage of documents; Centralized reference point for Suspension of providers due to fraudulent practices, misrepresentation and breach of contractual obligation as well as low bidder participation.

To avert these challenges, the Government of Uganda seeks to create value addition to public procurement through: Improved transparency of the public procurement process; governance and accountability for public funds; timely payments for goods, services and works; timely and equal accessibility to tender information; budget absorption of Government and Development partner funds; reduced bidding costs and ensuring public procurement efficiency among others.

In a bid to achieve the above key performance indicators within the public procurement process, GoU decided to adopt the "e- Government procurement" system. The new e-government procurement system is a web-based system that covers the entire procurement life cycle, all procurement modalities and keeps a record and audit trail of all procurement activities.

In order to streamline the implementation of the electronic government system, a project governance structure was established that constitutes the Steering Committee (highest decision-making body, a project management team, as well as a project implementation team. The implementation is managed by three entities namely the Public Procurement and Disposal of Public Assets Authority (PPDA) as the regulator, National Information Technology Authority (NITA) in-charge of infrastructure and the Ministry of Finance, Planning and Economic Development (MoFPED) as the system implementer.

The system will be piloted in ten entities for a period of one year and thereafter rolled out to the rest of the procuring and disposing entities. The piloting entities include PPDA, NITA, Kampala Capital City Authority (KCCA), Uganda National Roads Authority (UNRA), National Social Security Fund (NSSF), Civil Aviation Authority (CAA), MoFPED, Ministry of Water and Environment (MWE), Mpigi District Local Government and Jinja District Local Government.

The e-procurement system has a vast number of stakeholders whose buy-in is important in order to ensure system uptake and utilization, hence the awareness meetings that are being held. These include; Political leaders including H.E the President of Uganda, Cabinet members, Members of Parliament, Project Sponsor Institutions (PPDA, NITA-U, MoFPED), Professional Associations e.g Institute of Procurement Professionals of Uganda (IPPU), Uganda National Association of Building and Civil Engineering Contractors (UNABCEC), Uganda Law Society (ULS), Chartered Public Accountants (CPA), UIPE, Development partners e.g. World Bank, Financial Management and Accountability Program (FINMAP), Procuring and Disposing Entities (372 in number),the Bidding community, Civil Society Organisations (CSO's), Opinion formers/leaders in the business community e.g. (Private Sector Foundation Uganda (PSFU), Uganda Manufacturers Association (UMA), the Media and General Public.

The role of the Accountability Sector

The Accountability Sector is very instrumental in ensuring the procurement function is managed as per the laws of Government of Uganda and is therefore a key stakeholder in the electronic Government Procurement Reform.

As a key stakeholder, Government of Uganda requests all Accountability Sector members to;

1. Advocate for the use of technology as an enabler of Government service delivery and in particular the e-GP system.
2. Advocate for improved accountability and governance for Government and Development Partner funds.
3. Refer and use information and data from the e-GP in the execution of your Accountability Sector mandate.
4. Be an e-GP Brand Ambassador to your stakeholders and clients.
5. Promote the development of ICT skills amongst the Ugandan Community.
6. Promote the use of Government systems like the e-GP at the grassroots.

Contact us:

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Anti-Corruption CAMPAIGN

By Sylvia Kirabo
Senior Public Relations Officer, Public Procurement and Disposal of Public Assets Authority

The PPDA in partnership with the Inspectorate of Government, Directorate of Ethics and Integrity, Office of the Auditor General and the Justice, Law and Order Institutions organized and participated in activities to commemorate the international anti-corruption day 2018 under the theme "Citizens' participation in the fight against corruption: A Sustainable Path to Uganda's Transformation" The theme emphasizes the need to curb corruption by educating civil servants about its effects and ensuring that maladministration, which if not dealt with results into impunity and ultimately corruption is dealt with seriously. The International Anti-corruption day which falls on 9th December every year marks the adoption of the United Nations Convention against Corruption in 2003.

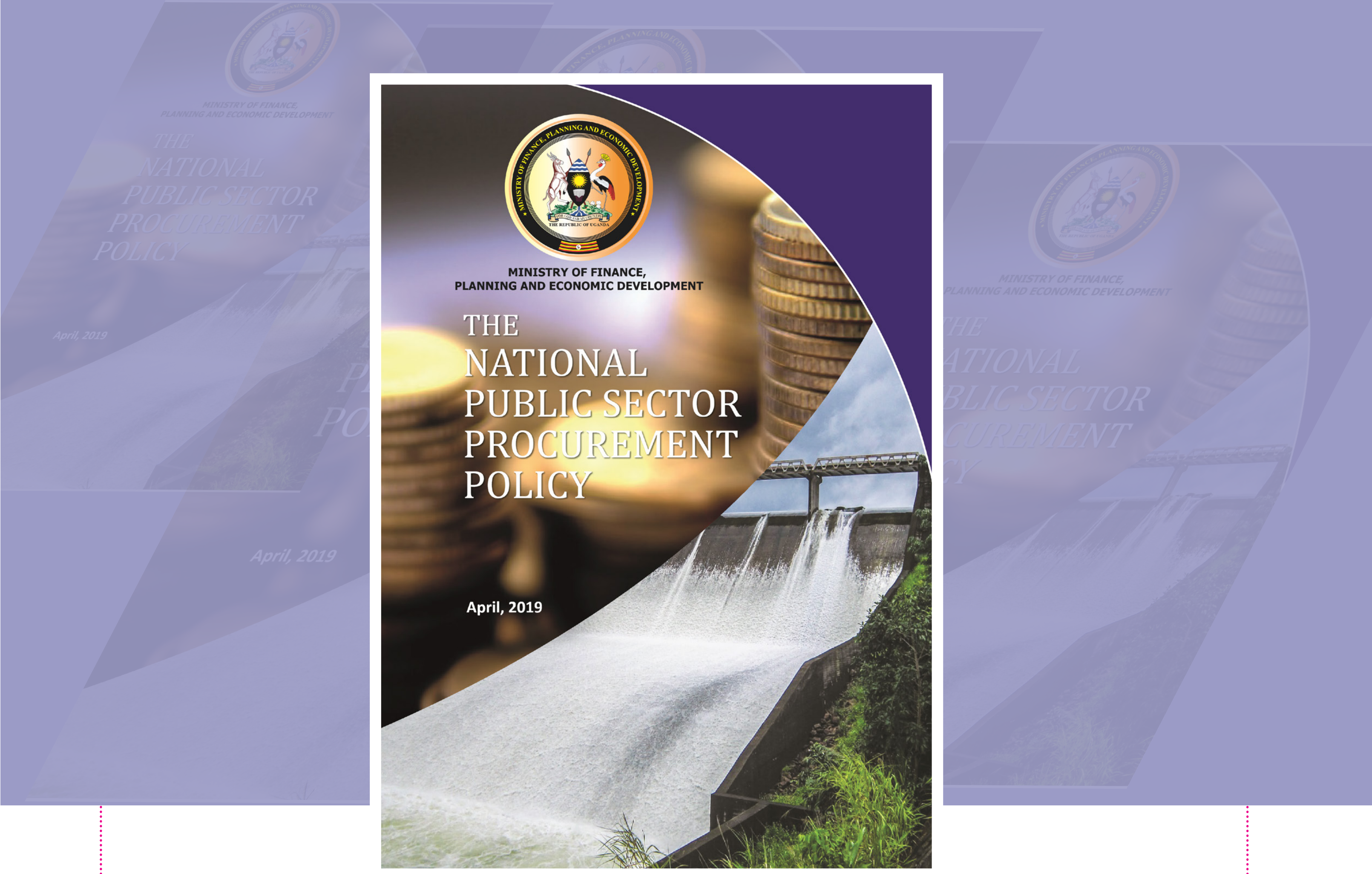
The day is dedicated to raising awareness about the dangers of corruption and reminding citizens about their responsibility to the fight against it. The activities included Board room sessions, spot checks, radio talk shows and Caravans. All these activities climaxed on 10th December 2018 at Kololo Ceremonial Grounds where His Excellency the President addressed the nation on the state of corruption in Uganda and also introduced new measures to fight corruption including the introduction of anti-corruption unit at state house.

NEWS FLASH!!! Progress on the Amendments of the PPDA Act, 2003

By Mary Akiror, Manager Legal Affairs

Members of the Authority contributed proposals for amendment of the PPDA Act, 2003 under the Technical Working Group under the leadership of the Ministry of Finance, Planning and Economic Development (MoFPED).

The draft PPDA (Amendment) Bill 2018 was approved by Cabinet. It was subsequently gazetted on 3rd May 2019 as Bill No. 12 of 2019 and submitted to Parliament. The first reading was undertaken on 31st May, 2019 and sent to the committee on Finance, Planning and Economic Development for review.



Public Sector PROCUREMENT

By David Kiyingi
Commissioner, Procurement Policy and Management Department

Public sector procurement accounts for a significant 60% of Government spending. The Government of Uganda spends trillions of shillings annually in the provision of goods, services, and works in a bid to execute its mandate of service delivery to the citizens. Therefore, strategic importance of public procurement in transforming the economic landscape of the country through a defined policy framework on Government acquisition and disposal is very critical and cannot be ignored.

Since the early 1990's, the Government of Uganda has been pursuing strategic reforms in Public Financial Management (PFM) aimed at supporting Government's goal of poverty eradication through the achievement of good governance, sustainable growth targets and a stable macro- economic environment. Subsequently, Government embarked on major public sector procurement reforms in 1997 that culminated into the current legal and regulatory framework, institutional framework and established decentralised procurement structures in the public procurement system

The main objective of the procurement policy is therefore to give strategic direction to the Procurement function in order to address challenges prevalent within the procurement system. The Ministry of Finance, Planning and

Economic Development noted the need of policy support to address the identified gaps highlighted in various diagnostic reports.

This policy is anchored on seven critical pillars that support delivery of value for money in public sector procurement. The policy will introduce a paradigm shift from the traditional approach of viewing public sector procurement as an operational function to a strategic one. Public Sector Procurement today is seen as a facilitator of socio-economic development and transformation across world economies.

This policy document has been developed and formulated through consultative processes involving Central and Local Government entities, Procurement Practitioners, Civil Society, Providers, Oversight Institutions, Development Partners and other key stakeholders.

Cabinet approved the National Public Sector Procurement Policy (NPSPP) on 1st April,2019 with an overall goal to ensure that procurement activities achieve Value for Money while supporting the delivery of government services.

The specific objectives of this policy are:

To ensure that all acquisitions using public funds in all government institutions are effectively and efficiently conducted.

To enhance and strengthen good governance in the key institutions within the public procurement system.

To strengthen and enhance the knowledge, skills and attitudes of the human resource interfacing with the public procurement.

To promote sustainable public sector procurement.

To enhance and promote Socially Responsible Public Sector Procurement (SRPSP).

This policy consists of six sections as follows:

Section One presents the introduction and background to the policy. This section refers to evolution of the Uganda public sector procurement system from a centralised to decentralised form.

Section Two states the purpose of public sector procurement the policy vision, mission, primary goal and means of attaining value for money (VFM).

Section Three explains a procurement system that is comprised of seven pillars.

Policy Framework

Institutional Framework

Legal and Regulatory Framework

Human Resource Management

Market Practices

Procurement Operations

Integrity and Accountability

Section Four demonstrates procurement practices that play a critical role in adding value to the public sector procurement function. The policy emphasises the following concepts; the supply chain management philosophy, risk management, monitoring and evaluation and strategic approach to acquisition among others.

Section Five illustrates procurement as an instrumental tool for social economic transformation and to be used to achieve Government's social economic and environmental objectives for instance the introduction of green procurement to promote conservation of air environment and Reservation/ Preference Schemes to support, youth, women, SMEs among others.

Section Six introduces key strategic tools to aid effective implementation of the policy for instance; whole life cycle costing, collaborative procurement, E-procurement, among others.

This policy will be the foundation for promoting best practices and tools in public sector procurement system in Uganda

UMRA

Making Strides in Regulating

MICROFINANCE SECTOR

By Bindhe Edward

Now in its second year, Uganda Microfinance Regulatory Authority is making great strides in regulating the microfinance sector through implementation of the tier 4 Microfinance Institutions and Money Lenders Act, 2016.

The Uganda Microfinance Regulatory Authority of Uganda (UMRA) was established under section 6 of the Tier 4 Microfinance Institutions and Money Lenders Act, 2016 which came into effect on 5th July 2016 and commenced operations in July 2017.

The establishment of the Uganda Microfinance Regulatory Authority of Uganda was a consequence of Government's desire to protect the savings of the depositors, limiting bad lending practices, and building confidence in the system to promote financial inclusion through effective regulation and supervision of the spectrum of Tier 4 financial institutions and money Lenders.

The mandate of the Authority is to regulate, license and supervise Tier 4 Microfinance Institutions and Money Lenders in Uganda.

"The clients of the Authority are Money lenders, Savings and Credit Cooperatives-SACCOs, non-deposit taking microfinance institutions, self-help groups, and community based microfinance institutions."

Practically, UMRA started the licensing process in April 2018 following the gazetting of regulations for Money lenders and Non Deposit Taking Microfinance institutions in March 2018.

The regulations for SACCOs have not yet been gazetted to kick start their licensing. The operations guidelines for self-help groups have not yet been finalized either.

For now the Authority is focusing on the two categories; Money lenders and Non Deposit taking Microfinance institutions.

Achievements

In 2018, which was our maiden year, the Authority licensed 230 institutions. This number has more than doubled in 2019. By June 2019 before gazetting all licensed institutions as mandated by the Tier 4 Act, at least over 500 institutions have been issued with licenses. We hope that by the end of the year, more institutions will have been licensed.

The increasing number of institutions applying for licenses means there is increasing awareness for the need to comply with the Tier 4 Microfinance Institutions and Money Lenders Act,2016.

The Authority, through premise inspections, has been able to visit all licensed institutions around the country to confirm their registered addresses.

The Authority has also successfully filled the top management with the recruitment of the substantive Executive Director.

Ms. Edith Namugga Tusuubira is the new substantive Executive Director of the Uganda Microfinance Regulatory Authority.

Ms. Edith Tusuubira replaced Mr. Elly Avu Biliku, who was the acting Executive Director. Mr Biliku was seconded from the Ministry of Finance Planning and Economic Development to kick start the establishment of the Authority in 2017.

Mrs. Edith Tusuubira
Executive Director of Uganda Microfinance Regulatory Authority

Biliku has now been transferred to the Ministry of Trade Industry and Cooperatives as an Assistant Commissioner.

The board also appointed the Director of Supervision Mr. Andrew James Nyakoojo, the Director of Finance and Administration Mr. Peter Emong Ojulang.

The recruitment of the Executive Director Edith Tusuubira and the two directors means the top management of the Authority is fully constituted.

Challenges

UMRA, like any new institution, has faced a few challenges. 'The main challenges we have now is ensuring that everybody embraces the law, so we are still having to do a lot of sensitization which is quite costly so sometimes we find ourselves under some financial constraints but the good thing is that government is willing to support us further to ensure that we obtain enough resources for successful implementations of operations,' she says.

'Some institutions still think we are existing to antagonize the financial space, however, I encourage them to embrace UMRA so that we can all benefit from a well-regulated financial sector environment as a country.'

The other general challenge is the communication network issues considering UMRA is also supposed to regulate even in the rural areas where network is sometimes a problem.

'It is good for Ugandans to understand that the law is not against them; but for them. The law is trying to ensure that we protect the consumers of the financial system which was left in vacuum for a long time in order to have a balanced and fair environment,' says Tusuubira.

Future Prospects

'I picture a well-regulated microfinance sector with information that is reliable and dependable, a fully regulated financial system whereby transactions are covered, with UMRA under Tier 4 Microfinance and Money Lenders Act,' says Tusuubira.

'We shall have an information management system in place where we shall be keeping well protected data on the system backed by the Data Protection Act 2019.'

Anabling laws will be implemented and a space where information that is forthcoming, fast and reliable and where one can be able to see interconnected financial system between the Microfinance Institutions (MFIs), the banks and telecoms connecting information on platforms so that mobile money will be interlinking with the financial sector.

Tusuubira envisions curtailing frauds, with a system that identifies clients with a number which is well known and where the various financial systems can track transactions connected with UMRA as a regulator of another financial sector and telecoms who are now managing the other data.

'There will be no informal contracts; all contracts shall be in writing, allowing the financial sector to manage information in a better way but also helping to ensure it is well connected and regulated,' she says.

'Under the law, we are supposed to come up with interest caps. These will be determined by the minister of finance. As of now, the situation is that interest caps are not coming into effect quickly because the minister has not deemed it necessary," Tusuubira clarifies.

Outreach Program

Uganda Microfinance regulatory Authority has just concluded conducting outreach programs in Busoga dun region to carryout mass mobilization of SACCOs and Village Savings and Loan Association. This activity was jointly conducted with Hon Haruna Kyeyune Kasolo, the State Minister for Micro Finance.

These activities took place in Namutumba, Iganga, Bugiri, Kamuli and Luuka districts.

The purpose of these activities was to sensitize the public about the Tier 4 Microfinance Institutions and Money Lenders Act 2016. The Authority shared copies of the Act and regulations for Money lenders and Non Deposit Taking Microfinance institutions with the general public.

The Authority had so far conducted two sensitization workshops with licensed institutions around the country to create more public awareness about the Tier 4 Act. These two dissemination workshops took place at Fairway Hotel.

During these engagements, UMRA was able to interact with its licensed clients listening to their challenges and opportunities.

The Authority was also able to remind the licensed institutions of some of the items that are no longer allowed to be submitted as collaterals. According to section 18 of the Money lending regulations 2018, these include Automated Teller Machine cards (ATM cards) National Identification Cards, security codes, deposit account books, bank savings, national security card, Passports and warrant cards.

Licensing Requirements For Tier 4 Microfinance Institutions And Money Lenders

- Incorporate a company under the Companies Act 2012 (if not yet incorporated)
- Apply to Uganda Microfinance Regulatory Authority for a money lending license
- Attach the necessary documents ie ;
- Certified copy of certificate of incorporation
- Certified copy of Memorandum and Articles of association
- Forms of particulars of directors and secretary
- Postal and physical address of the Company
- Copies of National Identity cards for Directors and Secretary
- Certificate of good conduct for the directors
- Evidence of payment of the application fee of 50000

Local Government Finance Commission Support to Local Governments to Mobilise and Allocate Local Revenues

By Adam Baale
Director Revenue and Research, Local Government Finance Commission

The Mandate of the Commission as provided under Article 194 of the Constitution of Uganda 1995 as amended and operationalized by the Local Government Finance Commission 2003 is to consider and recommend to the President potential sources of revenue for local governments and advise the local governments on appropriate tax levels. The Commission's role is also articulated in the Fiscal Decentralisation Strategy 2002. The Commission therefore operationalises its mandate through planning and coordinating all the local revenue activities; analyzing local revenue performance; developing strategies for local revenue improvement; and developing Inventory of Best Practices for local revenue mobilization and generation for sharing among local governments.

Strategic Interventions for Enhancement Local Revenues in Local Governments for financial year 2018/19

During the FY 2018/19, the Commission supported local governments to implement the following strategies to enhance local revenues performance:

(1) Computerisation of Local Revenue Sources Registers and establishment of Local Revenue Databases in the Local Governments

The Commission supported 41 local governments to computerize local revenue databases/ registers for at least five major sources of local revenue. These registers enable local governments to know the revenue potential from each source available in the local governments. The databases also provide credible data for planning local revenue collection and provide avenue for reconciliation of registration and payment of taxes/non tax revenues. This activity is being carried out in phases and has resulted in stready growth in local revenues overtime. The trend in local revenue performance in the last three years of implementation of local revenue databases from Ugx.177 bn,194 bn and 196 bn in Fy 2014/15,2015/16 and 2016/17 respectively .

(2) The Support in Improved Methods for Collecting Property Rates

The Commission supported 12 urban councils (Apac, Busia, Bukedea Nakasongola, Rukungiri, Masindi,, Mityana, Nakasongola, Bushenyi, Koboko, Kapchorwa, and Pader) with improved methods for collecting property rates. The 12 urban councils updated their property valuation lists and are now in better position to prepare and issue out demand notes to property owners to effect payment of property rates. The improved local revenues from property rates will enable local governments to improve on service delivery.

(3) Policy Coordination on Local Revenue Initiatives

The Commission planned and conducted one Local Revenue Enhancement Co-ordinating Committee (LRECC) meeting. The meeting discussed issues on the management of revenues from Natural resources. The major objective was to focus on revenue from protected areas by Uganda Wildlife Authority, Electricity Generation, Minerals and Water bodies. The meeting agreed to focus on strategic policies regarding local revenue from national resources as there is a high potential yet to be realised. The local governments can now identify and exploit some sources of local revenues from national resources. These strategic interventions have assisted the local governments to broaden their revenue base and improve on collection of local revenue from the previous collection of UGX 1966 bn in financial year 2016/17 in the subsequent years.

(4) Regional Meeting to Share Best Practices in Local Revenue Mobilisation and Generation

The Commission conducted one regional meeting to share Best Practices in local revenue mobilization and generation in Rwenzori sub region, with the intention of enhancing performance in local revenues based on peer learning. Some of the best practices shared include taxpayer sensitization, privatization and tendering of revenue collection, computerization of revenue databases and continuous collection of relevant data, exchange visits among local governments and good financial management among others. The local governments are now able to effectively plan for local revenue mobilisation and generation. The local government's tax awareness has been enhanced for effective mobilisation and generation of local revenue.

(5) Mapping and Evaluation of Local Revenue Sources, Management and Administrative Systems

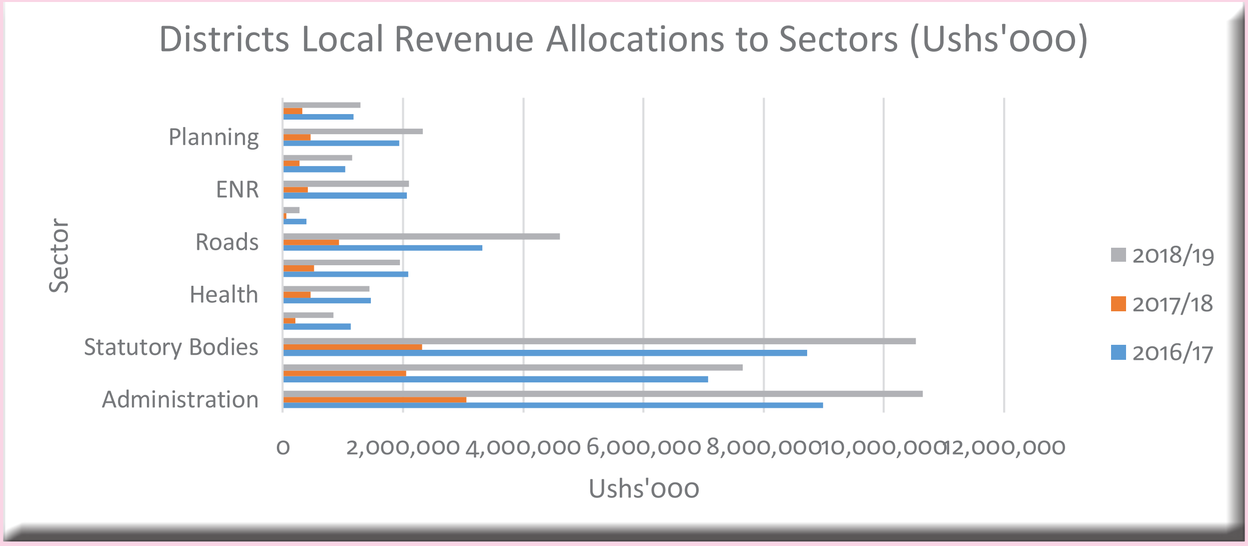
The commission conducted the mapping and evaluation of the local revenue sources management and administrative systems for 16 districts under Development Initiative for Northern Uganda(DINU). These are Amudat, Moroto, Napak, Abim, Otuke, Amolatar, Kole, Omoro, Pader, Agago, Lamwo, Adjuman, Moyo, Yumbe, Zombo and Amuria. The objective of the mapping was to establish a baseline at the start of the programme support. The exercise also assisted local governments to identify major and new sources of local revenues, identify challenges and strategies for local revenue enhancement for their local governments. The mapping exercise was also intended to enable local governments can prepare comprehensive local revenue enhance plans.

(6) Conducted Regional Dialogue on Local revenue utilisation

The Commission conducted regional dialogue on utilization of local revenues at Fort portal, Lira, Mbale and Mbarara 25th – 26th- April, 2019. The objective of the Dialogue was to engage the policy makers in local governments to prioritise basic services in the allocation of local revenues as a strategy to enhance compliance. The dialogue was attended by 51 (fifty one) participating local governments comprised of 28 Districts, 23 Municipal Councils and Sub-counties. The districts were represented by their Chairpersons, Chief Administrative Officers, Planners and a selected Sub county Chief, while the

Municipal Councils were represented by Mayors, Town clerks and Heads of Finance.
The dialogue was aimed at responding to calls for local governments to spend more local revenues on services demanded by the population. The Budget Analysis for allocation of local revenues highlighted that more revenue is allocated to three main expenditure categories namely, Administrative expenses, Council and statutory bodies and Finance department. This is given in the graphs below for both Districts and Municipal Councils.
As a result of the dialogue, local governments

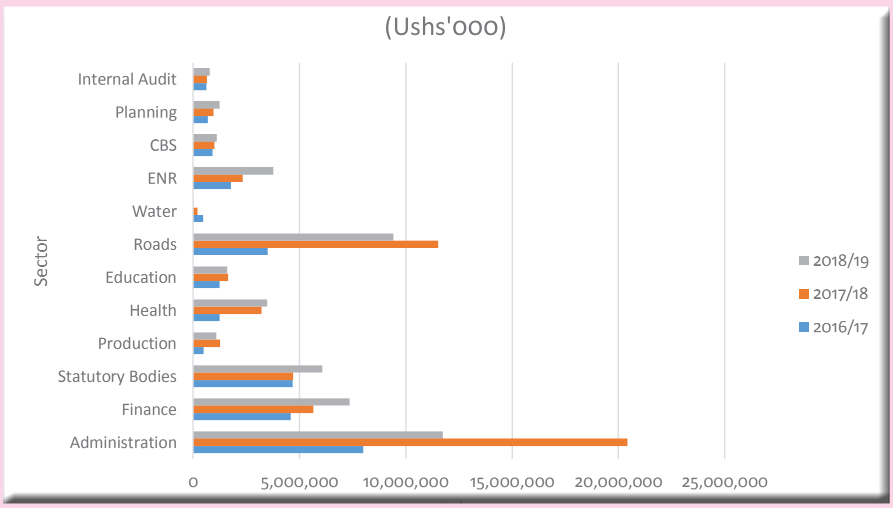
Graph 1. Allocation of Local Revenues to District Departments



Source: LGFC Fiscal Databank

appreciated the need to improve on their local revenue collection and allocation to social service projects that can be beneficial to the community in their respective jurisdictions as this is the a major way the taxpayers can be encouraged to comply and continue meeting their tax obligations.
Local governments also appreciated that local revenue can be generated from all the departments with the involvement of the community and political leaders as long as there are clear and logical systems and procedures in place for the mobilisation, generation and collection of local revenue.

Graph 2. Allocation of Local Revenues to Municipal Council Departments



Source: LGFC Fiscal Databank

Way forward

The objective of LGFC support to Local Governments going forward to leverage on the Domestic Revenue mobilization by doing more and doing it right to enhance local revenues and prioritise it for service delivery.

Performance of Flagship Projects in MDAs against the Targets in the NDP II

By Directorate of Debt and Cash Policy, Ministry of Finance

The National Development Plan II (NDP II), second in a series of six five-year plans, has a major goal of propelling the country towards middle income status by 2020 through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth. The plan covers the period 2015/16 to 2019/20.

The NDP II prioritized investment in three key growth opportunities which are: Agriculture; Tourism; Minerals, Oil and Gas, as well as two fundamentals: Infrastructure and Human Capital Development. The core projects highlighted under these areas in the NDP II and their status are in Table 1 below.

Table 1: Implementation of the Core projects highlighted in NDP II -2015/16-2019/20

Core Projects under NDP II	Status as at 31st December 2018
Agriculture Priority Area	
1. Agriculture Cluster Development Project (ACDP)	• Secured Loan Financing Agreement of US$ 140m from the IDA.
2. Markets & Agriculture Trade Improvement Project (MATIP II)	• Secured a loan of US$ 120.0m from the AfDB to reconstruct 11 markets. Procurement for construction of 7 markets completed in February 2018, implementation at 25% average. Procurement for construction of other 3 markets completed in May 2018, implementation at 15% average. Procurement of the 11th market is in the final stages.
3. Farm Income Enhancement and Forest Conservation II	• Secured a loan of US$ 91.43 m from the AfDB, Implementation commenced in FY 2016/17. Overall financial performance stands at 22%.
Minerals, Oil and Gas Priority Area	
1. Oil-related infrastructure projects	• Discussions are underway with EXIM Bank of China to provide financing for the following roads: Hoima-Butiaba- Wanseko; Masindi-Biiso; Kaseeta-Lwera via Bugoma Forest; Wanseko-Bugungu; Buhimba-Nalweyo-Kakindu-Kakumiro; Lusalira-Nkonge-Ssembabule; Kyotera-Rakai; Kabale-Kiziranfumbi; Tangi Gate Bridge; Bridge after Paraa Crossing; Hohwa-Nyairongo-Kyarushesha

Core Projects under NDP II	Status as at 31st December 2018
2. Albertine region airport	• Government secured funding from UKEF USD 318.59 m and Standard Chartered Bank USD 43.75 m to finance the development of Kabaale Airport in Hoima.
3. Albertine region roads	• Secured USD 95 m from the World Bank to finance the stretch from Kyenjojo to Kabwoya. Secured USD 72.94 m from AfDB to finance the stretch from Kabwoya to Kigumba.
Infrastructure Development Priority Area	
a) Energy	
1. Karuma hydro power plant;	• Secured loan of USD 1,435.1m from the Exim Bank of China and Implementation is at 90%. Commissioning planned for December 2019
2. Isimba hydro power plant;	• Secured a loan of USD 482.6m from the Exim Bank of China and Implementation is at 98%. Commissioned on 21st March, 2019.
3. Industrial substations;	• Secured a loan of USD 84.98 m from the Exim Bank of China to Construct 4 Industrial Parks substation of Luzira, Mukono, Iganga, and Namanve. Mukono is at 55% implementation, Namanve at 23%, Construction for Iganga is expected to start in April 2019 and be completed before end of June 2019. Construction for Luzira has delayed due to land acquisition of the Transmission corridor however the substation was completed.
4. Grid Extension in North-East, Central, Lira and Buvuma Islands;	• SDR 71 m from IDA secured to finance Lira-Gulu-Nebbi- Arua Transmission line. Request to secure USD 40m from Germany KfW to finance Agago - Gulu transmission line and substation at Agago has been submitted to Parliament for approval.
5. Masaka-Mbarara Transmission Line;	• Secured financing of EUR 37.1 m from AFD and EUR 35 m from KfW to finance the project.
6. Kabale-Mirama Transmission Line;	• Secured financing of USD 83.75m from IDB to finance 132kv Mirama - Kabale transmission line.

Core Projects under NDP II	Status as at 31st December 2018
7. Grid Extensions including those for Region Power Pool	Secured; i. Financing of USD 15m to finance rural electrification in Kayunga and Kamuli districts, ii. Financing of SDR 97.9m from IDA for rural electrification project, iii. Financing of USD 55.1m from France - AFD to finance rural electrification grid extension to Hoima – Nkenda.
b) Transport	
1. Standard Gauge Railway;	• Secured a grant from the Exim Bank of China to undertake feasibility study. EPC/Turnkey commercial Contract for Construction for Malaba – Kampala SGR was signed with China Harbour Engineering Corporation (CHEC). Addendum to EPC contract yet to be signed. Negotiations are ongoing with Exim Bank of China for a loan to finance of the project
2. The Entebbe Airport Rehabilitation;	• Secured a loan of USD 200 m from the Exim Bank of China for the first phase of the project.
3. Kampala-Jinja highway;	• Approved by AfDB board (UA 164.47m/ USD 229.47m) and AFD board (EUR 90 m/USD 105m) EU grant (EUR 90 m) component has also been approved. Pre-qualification of private firms has been completed.
4. Kampala Southern by-pass;	• Approved by AfDB board (UA 164.47m/ USD 229.47m) and AFD board (EUR 90m /USD 105m) EU grant (EUR 90m) component has also been approved. Pre-qualification of private firms has been completed.
5. Upgrading of Kapchorwa-Suam Road;	• Secured funding from AfDB of USD 88 m.
6. Kampala-Mpigi Expressway;	• Secured USD150.9m African Development Bank and Fund to finance Busega - Mpigi Express Highway; and • Kibuye-Busega discussions are on-going with potential financiers
7. Rwekunye-Apac-Lira-Kitgum-Musingo Road;	• Financing of USD 210.0m from the IDB has been secured.

Core Projects under NDP II	Status as at 31st December 2018
8. Road Construction Equipment	• Secured a loan of USD 131.75m from the JBIC. Project completed.
Human Capital Development Priority Area	
Education and Sports	
1. Comprehensive Skills Development Programme	The following was secured; i) A loan of USD 14.3m and USD 106.1m from the OPEC Fund for International Development and IDB respectively to finance Vocational training; ii) USD 150.0m secured from the World Bank for Skills Development Project iii) A grant of USD 17.6m from Belgium to finance Implementation of the Skilling Uganda Strategy; iv) Secured a loan of UA 22.5m from AfDB to finance the East Africa's centers of Excellence for Skills and Tertiary Education in Biomedical Sciences– Phase 1; and support from JICA
Economic Management and Accountability	
1. Strengthening Effective Mobilization, Management and Accounting for the Use of Public Resources (SEMMA)	• PFM Reforms on going under FINMAP basket funded project, DPs involved; Norway, Germany, EU, Denmark and UK among others
2. Revitalisation of UDC and Recapitalisation of UDBL	• Secured lines of Credit of USD 16m from BADEA, USD 10m from IDB; USD 5m from India EXIM Bank and USD 15m from African Development Bank to recapitalize UDBL
ICT	
1. ICT National Backbone Project	• Secured a loan of USD 15.4m from the World Bank, Regional Communications Infrastructure Programme (RCIP) of USD 75m

Source: NDP II, MoFPED

Uganda Revenue Authority's Contribution to NDP II

By Jane Nabuyondo
Research and Planning Division URA

One of the major key roles of the Government is to plan the allocations of the national resources of its Citizens evenly. In order for the Government of Uganda to achieve this economic role of development to its Citizens, a number of objectives were developed to achieve the vision 2040 (transforming the country from being a predominantly peasant and low income to a competitive, upper middle income status with a per capita income averaging USD9,500).

In the NDP11 plan that started in 2015/16; URA was tasked to increase the tax to GDP ratio by 0.5 percentage points per financial year.

Revenue performance trends from 2015- 16 to 2018-19.

During the past 4 financial years, net URA collections grew by an average of 15.69% and was able to surpass target for only one financial year 2018/2019 as seen in table below.

Comparison of Net Revenue Collections from 2015/16 to 2018/19

Financial Year	Net collections (UGX Bn)	Growth
FY2015/16	11,230.87	15.60%
FY 2016/17	12,719.63	13.26%
FY 2017/18	14,456.11	13.65%
FY 2018/19	16,617.65	14.95%

Source: URA data bases

At the start of NDPII financial year 2015/16, the Growth rate was at 15.9% however it reduced to 13.26% in 2016/17. It however picked up to 14.95% in 2018/19.

Tax to Gross Domestic Product (GDP) Ratio

Tax to GDP ratios from 2014/15 to 2018/19

The table above indicates that from financial year 2015/16 to financial year 2018/19, the Tax to GDP ratio has been growing from 13.83% in 2015/16 to 15.11% in 2018/19. Though the percentage points were below 0.5 percentage points for the last two financial years however in 2018/19 the percentage points growth by more than 0.2 above the target (0.5).

	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
GDP (at current market price)	83,091	91,718	100,586	109,945
Net URA collections	11,230.87	12,719.63	14,456.11	16,617.65
Tax to GDP ratios (%)	13.83	14.25	14.33	15.11
GDP Percentage points		0.42	0.08	0.78

To achieve this level of growth URA implemented a number of initiatives as per the NDP11 as follows;

1. Strengthen Inter-Agency collaboration among agencies concerned with investment promotion i.e. UIA, KCCA, LGs, URA & URBS to design and implement a mutually beneficial comprehensive investment regime: To attain the vibrant agency collaboration, URA together with KCCA, URSB and Local government partnered and formed a program called the Taxpayer Registration Expansion Program (TREP) that has facilitated the growth of URA register.

At the beginning of the FY 2015/16, the total number of registered taxpayers was 902,620. This number increased to 1,486,106 taxpayers by the end of FY 2018/19. In that period, 583,486 additional taxpayers were brought on board, representing a momentous growth in the register of 65%.

Growth in the taxpayer register

Taxpayer Type	As at June 2015-16	As at June 2018-19	Absolute growth	% growth
INDIVIDUAL	829,539	1,373,785	544,246	65.61%
NON INDIVIDUAL	73,081	112,321	39,240	53.69%
Total	902,620	1,486,106	583,486	64.64%

Source: URA –Data warehouse

The register growth was also supported by excellent service delivery as indicated in the Annual client satisfaction surveys were the average Client Satisfaction level is at 94.95%. A number of administration programs were implemented:

One –stop Shops:

The growth of the register was boosted by One-stop Shops where taxpayers access all services regarding revenue rights and obligations to and from both URA and Local Government Authorities like municipalities and URSB. The One- stop shops are enabling revenue services come closer to taxpayers at a cheaper cost.

Block Management System (BMS)

- BMS was operationalized in the central business district of Kampala code named Kampala Metropolitan. The Block Management System focuses on physical identification and mapping of taxpayers. BMS demarcates the areas in which SME taxpayers conduct businesses into sizable and manageable blocks.
- The BMS has enabled URA to not only expand the register but also promote voluntary tax compliance. The BMS has facilitated: open communication between tax administration and taxpayers, eased registration of traders through field visits and close education on a daily basis; and enabled taxpayers to pay their taxes in Blocks without coming to the Head Office which reduces the long queues and leads to better services.

Automation of Self-Service Platforms

The efficiency of the URA's processes, innovations and faster methods of better service delivery to taxpayers during the four years. URA has implemented electronic systems with numerous payment methods and monitoring mechanisms which have made tax compliance less burdensome.

Some of the innovations include; Vending machines (Payway), Point of Sale (POS) for holders of Visa and master cards, Mobile Application (AskURA) and the Mobile-money platform was also revitalized. The introduction of these platforms has eventually enabled the authority identify and mitigate risk, related not only to compliance but to staff, technology and processes especially in minimizing cash handling.

The Model Service Centre Concept

As part of URA's commitment to improve service management that is geared toward compliance improvement, the service management framework was operationalizing. Service centre model operates on creating an ambiance ample for the client to not only have a memorable experience when transacting but to also have access to self-service points URA has enhanced the model services centres concept in all her 47 stations to improve customer service and compliance.
URA finished the URA tower commissioned by the President of Uganda in January 2019. The tower is tallest building in Uganda with 22 floors high that costed UGX. 139bn fully financed by the Taxpayers of Uganda, Designed to use natural cooling and ventilation, has State-of-the-art ICT facilities and client service area and a One stop center for efficiency. In addition, three (3) liaison offices in Ntinda, down town on William Street, in Kasanga, Diamond Trust, Moroto, Kyotera, Nateete and Luweero have been established.

Business Engagements & Client Visits

URA has made tremendous efforts to tighten the relationship between the agency and the business community in which – small business communities were visited, the Indian community and others.
The Indian community maintains strong and resilient economic links with Uganda therefore they were prioritized. Indian community is currently considered the second largest foreign direct investor in the country in terms of capital investment and job creation, among other forms of investments. Hence, URA has created stronger relations with this community.

The Indian community maintains strong and resilient economic links with Uganda therefore they were prioritized. Indian community is currently considered the second largest foreign direct investor in the country in terms of capital investment and job creation, among other forms of investments. Hence, URA has created stronger relations with this community.

2. Rationalize the rental tax regime and integrate e-tax with utilities and other agencies

The URA has worked closely with KCCA and Local Government to identify landlords that are not registered and those that mis declare their rental income this has been done by establishing a TREP Data analysis team whose job is identify landlords not on the register and have them registered . This was done in 2018-19 where over 212 have been added on the rental register since June 2019.

The revitalization of rental income taxation also saw the development of the proposed rental tax policy in FY 2018/19. The rental campaign project also sensitized condominium [apartment house] owners in various parts of the country especially Kampala, including Bugolobi and Wandegeya flats. The sensitizations aimed at improving compliance levels of the players in real estate and rental sectors in Kampala

3. Combat international tax evasion schemes in complex sectors to raise more tax

As a way of ensuring that taxpayers declare and pay the right taxes, URA has devised a number of measures as below;

a) Institutionalisation of the Data Warehouse Business Intelligence platform (e-Hub) in URA

The high level objective was to enhance the decision support mechanisms, by making it possible:

- for internal stakeholders to access integrated data in their process of making decisions;
- for external stakeholders it would be possible to request URA for specific information for their process of making decisions;
- to empower staff with analytic competencies and build a culture where all decisions are based on facts; and

Following the realization of these objectives, URA has become a proactive organization that effectively takes decisions and directs resources to areas where they are most needed. Consequently, service levels have been uplifted and as a result, URA has been able to meet the expectations of all its stakeholders.

The eHub has also facilitated taxpayer compliance management, by providing insights into the taxpayer behaviour, ability to identify any risks, there by indirectly impacting the revenue collections.

A structured risk assessment mechanism which is being used in operational departments of Domestic tax and Customs identify risky taxpayers who under declare or mis-declare has improved faster clearance of goods and improvement of compliance. URA also carries out Joint risk identification and assessment were risks identified across all departments including Domestic Tax (DT), Tax Investigation Department (TID) and Customs and one assessment raised to a taxpayer. Risk identification has enabled URA to foresee loopholes for revenue linkages before they happen.

URA has an initiative of the National Audit Plan, was rolled and executed to all regions in Uganda for Taxation purpose.

- The strength of Investigations and Intelligence units in URA have conducted and concluded 289 Investigations cases against a target of 225 resulting into recoverable revenue worth UGX 212.07 Billion.
- Generated and disseminated 82 intelligence briefs against a target of 80. These provide details on untaxed revenue and highlights on revenue leakages.
- 25 fraudulent cases were recommended for prosecution; this helps to deter any other party interested in corruption to desist from that act in fear of prosecutions.
- Provided intelligence, science and forensic support to 80.00% of the requests received through forensic analysis, disposal and intelligence surveillance.
- 818 post clearance audits were conducted against a target of 849.

b) Setting up of the International Tax unit in Large Taxpayers offices that tracks the multinational companies and ensures that incidences of base erosion and profit shifting are reduced.

c) Tracking High Net worth Individuals (HNI): by setting up a new VIP unit that closely monitors and understands the business of these VIP to ensure high levels of compliance.

4. Trade Facilitation

In the changing global market the role of Customs has shifted from collection to trade facilitation. The URA Customs department recognized the shift and the new challenges in its role of facilitating legitimate cross border trade and collection of International trade taxes. As a result, several initiatives and reforms have been implemented to improve on the operational efficiency, service delivery and professionalism.

a) Authorised Economic Operator (AEO) scheme

The introduction of the Authorised Economic Operator (AEO) program, is a trade facilitation program which Customs Department in URA is under taking to facilitate trade and promote security of international trade supply chain. Under this arrangement, businesses which comply with customs laws and regulations benefit from customs preferential treatments such as fast clearance of their goods through simplified procedures, reduced inspection and priority treatment when cargo is selected for control. AEO has objectives to encourage best practices thereby facilitating trade, promote partnerships between the customs department and businesses, and promote security of international trade supply chain and Promote voluntary compliance (quick and easy payment of taxes).

b) Operationalizing the One Stop Border Posts (OSBPs)

Four (04) out of Six (06) OSBPs in Uganda are operational, these are Malaba, Busia, Mirama Hills and Mutukula. This has greatly reduced the turn-around time from 3 days in FY 2015/16 to 2 hours in FY 2017/18. Improved coordination among government agencies, establishment of cross border information desk, and decongestion of customs stations and improved working environment for staff and stakeholders. Due to technicalities and procedural requirements, the construction of OSBPs at two border points of Katuna and Elegu were delayed but are being facilitated.

c) Regional Electronic Cargo Tracking System (RECTS)

The Regional Electronic Cargo Tracking System (RECTS) a web-based integrated system for monitoring transit cargo under customs control was launched in February 2017 to eliminate challenges such as lack of holistic end to end transit monitoring mechanism that were leading to cases of dumping, delayed bond cancellation and refund processing .The implementation of RECTS resulted into the following; 20% Strengthen capacity of relevant staff in critical functions of revenue management, audit, forensics investigations and Legal Affairs.

URA has constantly instituted programs aimed at training staff and equipping managers of teams with leadership skills. A Tax Training Institute, with qualified certified trainers, was implemented in order to build institutional capacity in a more structured way.

a. Fired Up for Excellent Leadership (FUEL) for senior management and
b. Getting Equipped and Reinforced (GEAR) for all the Managers
c. Post Graduate Diploma in Tax and Revenue Administration (PODITRA) and Post Graduate Diploma in Tax Investigations (PODITI) – this has been now merged into the Integrated Tax and Revenue
d. Administration Training program (ITRAT).
e. Petroleum and Oil Revenue Management and Auditing the Telecom Sector among others
f. TADAT: URA has trained over 300 participants from across departments and all its senior management. URA set a world record-the highest number of staff to complete the TADAT training
g. Staff engagements and visits: The leadership and management skills of senior management of URA that are strengthening the relationship and team work with staff. This has been as a result of visits and engagements done to all staff in all regions.
h. Staff Integrity Enhancement Programmes: URA has implemented several integrity enhancement activities and numerous mechanisms put in place to promote honesty, openness, accountability, responsiveness and transparency. The ultimate goal of making such investment is directed toward minimizing revenue losses and consequences related to corruption such as biased tax systems, low tax morale and poor services for taxpayers, among others.

5. Tax education campaigns to improve voluntary compliance

a. My Taxes Work (Accountability & Compliance)

For a couple of years Uganda Revenue Authority has spearheaded Taxpayer Appreciation Week with a purpose to provide evidence of how Taxes are used. URA has brought together a cohort of all Ministries, Departments and Agencies under one Umbrella to provide full accountability of what the taxes and local revenues paid for and the impact the different project made in changing the lives of Ugandans.

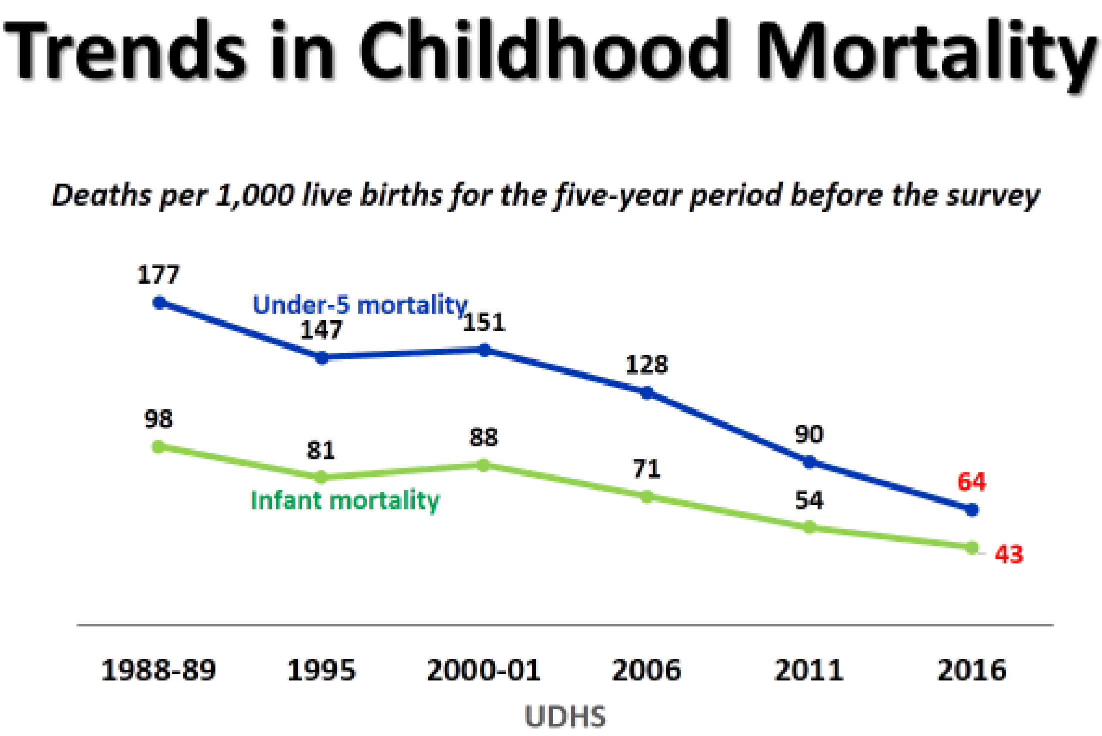
b) Receipt utilization initiative

In order to boast bookkeeping among small businesses, the receipt campaign was launched. The campaign was intended to nurture a culture of issuing and demanding for receipts by the citizens whenever purchases or sales are made. The campaign was inspired by the Income Tax Act amendment in sec 22(2) that prohibits deduction of any expenditure above UGX 0.005 billion in any transaction on goods and services from a supplier who does not have a TIN.

c). Corporate Social Responsibility (CSR)

Over the last four years, several CSR activities have been carried out by URA and the staff. CSR aimed at giving back to the public through donations in Mpondwe, Kasese, Soroti and Masindi, to mention but a few. The most outstanding amongst the CSR activities was conducted on 20th of September 2016, where by all URA staff across the country carried out various types of social responsibility such as; visiting the sick in hospitals; cleaning streets, markets and hospitals; providing schools stationery and text books; visiting children's homes among others.

New AEOs sensitized in 2019



Statistics as Mirror for SUSTAINABLE DEVELOPMENT

By Diducus Okoth
Information Officer - Publicity, Uganda Bureau of Statistics

The current Uganda's population clock reads 40,621,948 people with mid-year population projections indicating 40,308,000 persons as of June 2019. This is unimaginable increase in the number of persons looking at a space of five years when the country's total population was 34.6 million persons at the 2014 National Population and Housing Census.

These figures provide a basis of planning and rightful decision making by Ministries, Departments, Agencies, Civil Society Organizations as well as the Donor community. To attain sustainable development, it's important to appreciate statistics in terms demographic indicators such as the total population, number of male, female, youths, children and babies who are born on daily basis. These determine the required services and resource allocation used by the various Ministries, Departments and Agencies.

According to the Manpower Survey Uganda 2016/17 report, the proportion of working population stands at 9 million persons with government being the highest employer. The national unemployment rate stands at 9% of the working age population. This means that while the government has taken commendable steps in bridging the gap of unemployment in the country by creating jobs to suite the working age population, more efforts is still needed to bring down the 9% national unemployment rate.

It is further important to note that pregnancy-related deaths per 100,000 live births reduced from 438 deaths in 2011 to 336 in 2016.

In addition, the percentage of women receiving Antenatal Care (ANC) from a skilled provider increased from 90 percent in 2000/01 to 97 percent in 2016, while the proportion of women whose births occurred in a health facility dramatically increased from 37 percent in 2000/01 to 73 percent in 2016). What does this mean, that there is increased awareness of mothers about the need to visit health facilities once they get pregnant. The Ministry of Health is responsible and can use such figures to determine its next step of action as far the care for pregnant mother is concerned.

The Uganda National Household Survey (UNHS) 2016/17 report estimated an increase in the national average poverty levels at 21.4% from the 19.7% reported in 2012/13. Eastern region had the highest poverty levels estimated at 36%, Central 9%, Northern 23% and Western 11%. The UNHS report further indicated low enrolment of students in secondary schools with 12% of persons aged 15 years and above having no formal education. This was a drop by 9% in 2016/17 from 21% recorded in 2012/13. This is a reflection of Government performance in terms of poverty reduction and secondary school enrolment, these figures should be into use to determine the next step of action as far as such areas of the sustainable development s concerned.

From the economic perspective, the Annual Headline Inflation for the year ending July 2019 is recorded at 2.6 percent compared to the 3.4 percent recorded during the year ended June 2019. The decline in Annual Headline inflation is attributed to the Annual Core Inflation, which dropped to 3.5 percent for the year ending July 2019 compared to the 4.9 percent registered for the year ended June 2019. This was mainly driven by the decrease in Annual Core inflation.

Services in particular declined to 2.1 percent for the year ending July 2019 compared to the 4.7 percent recorded for the year ended June 2019. Annual Inflation for communication decreased to minus 10.0 percent for the year ending July 2019 compared to the 14.5 percent recorded in June 2019. In addition, Annual Other Goods Inflation declined to 4.5 percent for the year ending July 2019 compared to 5.0 percent.

As we come towards the end of National Development Plan II, it is important to measure our set targets against the achieved using quality and reliable statistics, this will enhance better mapping of new plans in the NDPIII.

The Uganda Bureau of Statistics (UBOS) is committed towards enhancing data quality and use by ensuring production of quality statistics and guaranteeing it use through creating avenues by which relevant data can be disseminated. Such platforms include the UBOS website (www.ubos.org), the resource centre, social media handles, stakeholder and media engagements especially meetings, press conferences, talk shows and announcements.

STATISTICS an Eye in the Transformation OF A SOCIETY

By Joshua Mubulire
Information Officer, Media and Documentation, Uganda Bureau of Statistics

UVision 2040, is to attain "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years". This has necessitated the government to set up various strategies as pathways to realising this dream, and seeing Uganda advance in economically. To achieve such Vision, the government requires reliable and effective statistics as a key tool upon which to benchmark such strides and ascertain what has so far been done, what is being done, what is left to be done and the gaps thereof that need to be filled periodically, for a take-off stage to modernisation.

The government does not use speculation, but rather opts for evidence based planning, where every subject matter is backed up by statistics. Government's evidence based approach calls for availing of statistics to justify any cause that needs attention. The Uganda Bureau of Statistics has been and is instrumental in providing official statistics that supports the Government in establishing priority areas for better planning and informed decision making. The National Development Plan (NDP) offers a forecast of what the Government intends to economically achieve in a span of five years, and currently we are soon winding NDPII by end of this FY. The NDPII Theme of "Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth". Some of the achievement of this gold was to see Uganda get to the level of a middle income status, such a development trend can only be estimate using a qualitative and accurate data.

UBOS plays a critical role towards informing the direction of the Economy by providing accurate figures on the different sectors of the economy. Through its Surveys and Censuses, UBOS collects a number of economic indicators including; Agriculture, Tourism, Minerals and Oil, Infrastructure, Labour force, the Gross Domestic Product (GDP), Consumer Price Indices (CPI), and Producer Price Indices (PPI).

For example, through the Annual Agricultural Survey (AAS), the livestock Census, crop cutting monitoring, and others, UBOS collects indicators which give a reflection to the Government performance in the Agricultural sector. The NDPII emphasizes commercialization of agriculture, to increase production and productivity along the value chains. It is worth noting that Agriculture remains the backbone of Uganda's economy. In 2012/13, the sector accounted for 25.3 percent of the country's GDP from 24.7 percent in 2010/11. Farming is still dominated by smallholder farmers engaged in food and cash crops, horticulture, fishing and livestock farming.

In additional, the Bureau collects Tourism statistics with the latest indicators showing that the sector account for 9 percent of the total GDP amounting to about USD1.7 billion. The National Service Delivery Survey, is helps in establishing the rate of infrastructures developing such as roads, health, education, and energy. Based on such findings, the Government is focusing on addressing the infrastructure challenge of high electricity and transport costs, through investing in energy, railway and road infrastructure.

Surveys like National Labour Force Survey (NLFS) 2016/17 reflect the working age population (14-64 years) as estimated at nearly 19 million with more females than males (52 and 48 percent respectively). Among the working age population, 81% were engaged in at least some form of work while 19% were not engaged in any form of work. About 27% were in purely subsistence agriculture. The mean age of the working age population was 30 years and about the same for males and females. Employed population was about 9.0 million, indicating that total Employment-to-Population Ratio (EPR) was about 48%t with about 16% point difference between the proportion of males and females who were employed. Statistics is not simply a drop in the ocean but rather a guiding economic tool for the attainment of economic transformation that must be embraced by key players if Uganda is to reap from the vision 2040 and the NDP III.

Mr. Martin A. Nsubuga, the URBRA CEO, addressing the media shortly after releasing the 2018 Sector Performance Report

Ensuring Safety, Adequacy and Sustainability:

URBRA's APPROACH TO SUPERVISION

By Martin A. Nsubuga
Chief Executive Officer - Uganda Retirement Benefits Regulatory Authority

The Uganda Retirement Benefits Regulatory Authority (URBRA) has for the last five years been regulating and supervising the establishment, management and operation of Retirement Benefit Schemes in Uganda. At URBRA's inception, there were no licensed entities in the Sector. To date, the sector is comprised of 2 Mandatory, 10 Umbrella (with over 130 participating employers) and 53 segregated schemes. In line with section 33 of the URBRA Act, 2011, the Sector is comprised of licensed service providers, including 9 Administrators, 7 Fund Managers, 5 Custodians, 3 Corporate Trustees and over 150 Individual Trustees to ensure segregation of duties with the goal of mitigating operational and governance risks.

The Retirement Benefits Sector Regulatory business culture requires a proactive approach to supervision. As such, the Authority's emphasis has been focused on the importance of URBRA taking an enabling approach to regulation and supervision; how to work together with stakeholders to influence improvements in the Retirement Benefits Sector, and how to apply the lessons learnt from encountered challenges and, from successes achieved to inform a strengthened approach.

The desire to strengthen the Authority's supervisory framework culminated in to the introduction of a new approach where analysis of performance extends beyond profitability to governance measurements, an enhancement aimed at promoting transparency, providing early warning signals and encouraging regulated entities to self-evaluate at regular intervals. Moreover, the Authority undertakes assessment of schemes' financial position, asset quality, structure of income, expenses and compliance with regulatory requirements. Risk assessments of every market participant are conducted and the necessary supervisory measures to strengthen internal control systems, governance and administration are instituted.

The URBRA Act and established Regulations provide a diverse range of tools and powers, including licensing, monitoring, providing feedback and guidance to industry players, and issuing warnings. The Authority works with licensed industry players to improve governance and administration. However, where misconduct is egregious or persistent, or cooperation is not forthcoming, the Authority takes more robust action, including using its formal enforcement powers.

The Authority bases its supervisory approach on:

1. Offsite and Onsite Analyses

Information is gathered and analyzed to identify the greatest risks in the sector. The Authority employs risk assessment tools and frameworks to target its supervision and monitoring activity.

2. Focusing on Outcomes

Institutional resources are focused where we have the greatest opportunity of achieving desired outcomes. The Authority carefully considers the most appropriate tools and action for each situation. This means recognizing the limits of its powers, considering regulatory burden and potential unintended consequences of its actions. URBRA has established a senior review group to monitor and make decisions in relation to its investigation and enforcement activity, to ensure this remains focused on the Authority strategic priorities and outcomes.

3. Consistency and transparency

The Authority clearly communicates its intentions and expectations to sector participants, and regularly explains its actions. An example of this is Feedback reports to entities based on undertaken investigations. Here, the rationale underpinning URBRA's decisions and expectations of sector players are outlined.

4. Flexibility and responsiveness

URBRA adopts an operating model and ways of working that permit agile adaptability and responsiveness to changing market conditions. The Authority seeks and acts on feedback, and learn from its experiences – for example, initiating the Conduct and Culture Review.

Left to right is Hajji Ibrahim LubegaKaddunabbi - CEO IRA, Mr. Martin A. Nsubuga – Ag. CEO URBRA and Mr. Richard Byarugaba – MD NSSF Uganda, while at the pre-retirement seminar

The rapid pace of technological change has caused an evolution of risks and opportunities in the Sector. This as a counteraction has accelerated the need for new technologies and applications crucial for effective Regulation and Supervision. For instance, to further facilitate the supervisory approach, the Authority as a strategy to leverage on the rapid pace of technological advancements developed an online licensing and reporting system for Service Providers of Retirement Benefits Schemes. The system runs on a secured web enabled Electronic Portal. Implementation of the system has enabled the realization of accurate and timely reporting to the regulator, and resulted in to a reduction in the license processing Turn Around Time. Furthermore, and in conjunction with the Capital Markets Authority, the Authority has since developed an online investment analysis tool. The tool captures diversification within investments, geography and maturity periods.

In a nutshell, considering that the Authority is vigilant in implementing its supervisory framework, and has successfully clarified its role and functions, created appropriate structures to discharge its responsibilities, provided guidance, disseminated information on the URBRA Act, and enforced compliance with its provisions. Scrutiny of the effectiveness of the Authority's measures to promote good governance and administration continue to indicate that the major structures for supervision are appropriate and satisfactory.

It therefore without doubt that the institutional professionalism and strategic approach has built confidence in the Regulator and sector as a whole, and has resulted into a number of positive attributes. Sector coverage is now at 14% compared to the 6% in 2014. In addition, Sector Assets have increased to over UGX 11.6 Trillion (11.5% of GDP) compared to UGX 5.2 Trillion (7.2% of GDP) in 2014. Evidently, the Authority is effectively regulating, supervising and promoting the development of a stable and effective Retirement Benefits Sector towards the realization of a vibrant, secure and sustainable Retirement Benefits System.

Agriculture INSURANCE SUBSIDY: Protecting farmers against weather risks

By Mariam Nalunkuuma
Senior Communications Officer, Insurance Regulatory Authority of Uganda

Agriculture has been and remains central to Uganda's economic growth and poverty reduction. Government's strategic investment in the modernization of this sector aims at transforming it into a spring board for social-economic transformation.

The main objective of the second National Development Plan II for the Agriculture sector was to increase agricultural production and productivity and one of the interventions was to increase access to agricultural finance services. In 2016/17, government introduced the agriculture insurance subsidy aimed at making agriculture insurance affordable to farmers and increase access to credit by protecting agriculture loans disbursed by financial institutions from the effects of specified agriculture risks.

Over the period, there is evidence for increased interest in risk management and specifically the risk transfer mechanism (insurance) to promote agricultural investment and access to credit. This mechanism has proved in different parts of the World that it can provide financial stability to farmers and other actors in the agricultural value chain.

Whereas many farmers have invested in good farming practices, many have been disappointed with the extreme weather effects with limited knowledge to accessing risk management tools like agriculture insurance. With the changing weather and climatic conditions and for farmers to hedge against agricultural risks/natural disasters over which they have limited or no control, agriculture insurance comes in handy for the farmers and addressed the objectives of NDP II.

Agricultural Insurance is a valuable business risk management tool that provides farmers with financial protection against production losses caused by natural hazards/perils like drought, excessive rains, hailstorm, flooding uncontrollable pests among others.

A study carried out by the World Bank recently showed that agricultural insurance is available in more than 100 countries like Kenya, Rwanda, Burkina Faso, Mali, Mozambique, and Senegal among others. This shows there is a lot of potential for agricultural insurance uptake in developing countries like Uganda.

Government's provision of Shs5b each financial year since 2016/17 to ensure that farmers are largely protected against the effects of agriculture risks, has grown the scheme coverage from an estimated 5,000 farmers to 70,000 farmers by December 2018. There has been risk reduction among farmers making it possible for them to qualify for credit facilities and thus invest in the tools and resources like seeds, fertilizers, labor needed prior harvesting which would potentially increase crop yields. The risk reduction has also given farmers a peace of mind required to invest their savings into other business ventures and ultimately increases their confidence to engage in contracts with buyers and processors.

Currently, the agricultural insurance premium subsidy in place, is enabling farmers dealing in maize, beans, cotton, coffee, banana, Irish potatoes, cassava, millet, fruit trees, rice, barley, oil seeds, horticulture, vegetables, cocoa, have an affordable insurance cover that protects them against any eventual loss.

Likewise, farmers dealing in cattle, poultry, pigs and fish, are also provided cover livestock insurance. Farmers taking agriculture insurance through the subsidy are protected against financial loss arising from damage and destruction of their crops and livestock resulting from fire, drought, uncontrollable pests (including the armyworm), uncontrollable diseases, hailstorm, windstorm, lightening, landslides, flooding among others.

Agricultural insurance is a new area of business to farmers and on the market, which calls for information and knowledge in various aspects to be built up. The Insurance Regulatory Authority of Uganda has continued to work with the Uganda Agriculture Insurance Consortium and industry stakeholders to engage in continuous education, sensitization and training campaigns and programmes to increase insurance penetration. This will enhance insurance awareness and go a long way towards making insurance a priority risk solution.

The potential to increase the number of farmers accessing agriculture insurance is big thus the need to consider extending and increasing the five-year subsidy.

National Health Insurance Scheme WILL SAVE LIVES

By Alhaj Kaddunabbi Ibrahim Lubega
Chief Executive Officer, Insurance Regulatory Authority of Uganda

Uganda's Vision 2040 of the health sector aims at producing a healthy and productive population that effectively contributes to socio-economic growth. This will be achieved by provision of accessible and quality health care to all people in Uganda through delivery of promotive, preventive, curative, palliative and rehabilitative health care.

With approximately 43 million people, Uganda is still struggling to build a health care system that can effectively deliver quality services yet overburdened with shortage of hospitals, doctors and related affordable health service provision.

While government has made efforts to provide free health services at public health facilities, households continue to experience very high out-o-pocket expenditure on health leading to impoverishment.

According to a statement from the Ministry of health, "The annual per capita expenditure on health in Uganda is USD 53, far below the recommended minimum of USD 84. It is estimated that the total annual health expenditure is Ushs7.5 trillion with 15% from government funds, 42% from donors, 41% from individuals (out of pocket) when they fall sick and 2% from pre-payment mechanisms like health insurance.

To address this rather challenging situation in the country, objective 2 set for the health sector in the second National Development (NDP II) was to increase financial risk protection of households against impoverishment due to health expenditure. The intervention set was 5-folded but specifically to design and implement a National Health Insurance Scheme (Social Health Insurance, private health insurance and community based health insurance schemes).

On 24th June 2019, Cabinet decided to approve the long awaited National Health Insurance Scheme Bill which will help Uganda realize universal health care was a welcome move.

The Bill aims at improving the provision of accessible, affordable acceptable and quality healthcare services to all Ugandans irrespective of their age, economic, health and social status. The Bill also aims at developing health insurance as a complementary mechanism of healthcare financing and ensuring efficiency in healthcare services.

If passed into law, the National Health Insurance Scheme Bill proposes that individuals above the age of 18 years shall be required to remit a certain amount of money to the Scheme and acquire an insurance card which shall be used to access health services.

"The proposed bill aims at minimizing the out-of pocket expenditures by the local population while seeking for medical treatment. The Ministry of Health has estimated out-of-pocket expenditure to be above 10% of the total household income which is considered catastrophic (impoverishing to both the rich and poor."

Therefore the setting up of the scheme will reduce on people's movements in search for money to meet medical bills, making the population spend less time in accessing medical treatment such that there is maximum utilization of the labour force at all times thus maximize productivity.

However, as the bill gets to be presented to Parliament for further discussion, the proposals therein need to address certain issues especially where the amount of contribution lies with the employee and employer. The Scheme has two schools of thoughts; one is that Civil servants and or formally employed Ugandans shall contribute 4% of their gross pay and the employers topping up with 4% to make 8% as monthly contribution. Another school of thought is that 4% shall be deducted from the wage or salary of the employee and the employer contributing 1% totaling 5% monthly contribution. Both thoughts are proposing a 4% contribution by the employee which must be supported by actuarial studies.

Whatever decision is to be made, it is important that this is insurance and therefore the input of insurance experts like from Insurance Regulatory Authority of Uganda is paramount and consultations must be supported by actuarial valuations.

Important to note, there should not be an oversight of how the Scheme shall be managed or handled. It should be appreciated that the National Insurance Scheme (NHIS) is intended to supplement governments' effort in the provision health care to its citizenry but not to substitute it and achieve the objectives set in NDP II.

Implementation models to consider

Our East African partner state (Kenya, Tanzania and Rwanda) and picking lessons from Ghana and Nigeria, the Schemes have successful stories. For example in Kenya, the National Health Insurance Fund (NHIF), has more than 6.5million contributors out of the country's 48 million people. The Scheme in Kenya is mandatory for all the workers in the formal sector contributing through their employers who make the monthly deductions. However, employers have the liberty to purchase medical insurance for his/her staff from private insurance firms.

Self-employed citizens are encouraged to voluntarily join the scheme, with a monthly contribution of Shs17, 000 per month (KES 500) or Shs220, 000 per annum (KES6,000). This covers the entire family including, father, mother and all the children below 18 years and have liberty to access both in-patient, outpatient and delivery. The beneficiaries also have the privilege to choose the hospital of their choice – public and private health providers.

For those in the formal employment, employers make deductions from their employees and remit it to the scheme and this varies depending on the employment scale.

If this is the model taken for Uganda, for instance, employees earning less than Shs250, 000 will pay only Shs5, 000 per month and those whose gross monthly salary stands at Sh500, 000 they would pay Shs20, 000 per month. This with an ordinary person would be affordable for as long as the services are also made available.

In Tanzania, although it was initially meant to cover only public-sector workers, the scheme opened its doors to voluntary contributors to enable them meet their healthcare services cheaply. The public-sector workers pay 3% of their monthly salaries as mandatory contributions to the National Health Insurance Fund and the state pays an additional 3% on their behalf as their employer. However, unlike in Kenya, enrolment into Tanzania's NHIF covers the main contributor, his or her partner/spouse, and no more than four dependents/children below 18 years of age.

Another lesson from Rwanda and Ethiopia, the schemes operate Community-Based Health Insurance (CBHI) programmes. The CBHI system (CBHIS) in Rwanda is mandatory, so people contribute money towards a community health fund and can only be accessed by a member to meet hospital bills.

From the regulators perspective, it has been such initiatives that have boosted our counterparts' health insurance coverage with Tanzania standing at 16% and Kenya at 10%. According to the International Labour Organisation Social Protection report 2018, Rwanda has made significant progress with 96% of the people in Rwanda covered by health insurance. The Ministry of Health is targeting 49% coverage if the NHIS is established.

If the NHIS Bill is carefully examined and passed into law as we strive for universal health care in Uganda, it will boost our hospital infrastructure, human and financial resources. This will inevitably build confidence in the health system and achieve our health vision 2040 of a healthy and productive population that contributes to socio-economic growth and national development.

The TREASURY Memorandum

By Muhumuza Andrew
Accountant, Ministry of Finance, Planning and Economic Development

The Public Finance Management Act (PFMA) 2015 (as amended) under section 53 requires the Hon. Minister of Finance, Planning and Economic Development to submit a TM to Parliament within six months from the adoption of the Auditor General's report by Parliament.

A Treasury Memorandum refers to an action report by the Minister of Finance, Planning and Economic Development detailing the actions taken on the recommendations of Parliament arising out of the report of the Auditor General

The Treasury Memorandum is the last stage of the Accountability cycle in the management of public finances in Uganda. The Accountability Cycle of the Government of Uganda starts with planning and determining the national budget strategy and resource envelope, Budget Preparation and Approval, Budget execution, Financial Accounting and reporting, Auditing, scrutiny of the audit reports by the Oversight Committees, adoption by Parliament and finally the preparation of the Treasury Memorandum.

Section 11(2)(m) of the PFMA 2015 requires the Secretary to the Treasury to prepare a Treasury memorandum. The Accountant General handles this responsibility on behalf of the Secretary to the Treasury.

The Auditor General, in accordance with article 163(4) of the Constitution of Uganda is required to submit to Parliament annually a report of the audited public accounts for the financial year immediately preceding. Parliament is required by the Constitution under article 163(5) to consider the report within 6 months and make its recommendations. Parliament under the Accountability committees namely; Local Government PAC, Central Government PAC, Committee on Statutory Authorities and State Enterprises (COSASE) considers these reports by the Auditor General and makes recommendations to the executive for action. The Minister of Finance, Planning and Economic Development has the mandate to ensure implementation of the recommendations in the report on behalf of the Executive.

Status of T M Submissions as at 31 August, 2019

Since the enactment of the PFMA, 2015; Parliament has adopted and submitted to the Hon. Minister of Finance, Planning and Economic Development a total of thirty three (33) OAG reports for action out of which twenty seven (27) Treasury Memoranda have been prepared and submitted to Parliament as per the schedule attached.

Challenges in the preparation of the TM;

i. Parliament's inability to dispose off OAG reports within 6 months as required by the Constitution.
ii. Partial/Piecemeal handling of OAG reports by Oversight committees distorts the accountability cycle and leaves so many votes /issues unresolved.
iii. Backlogs; follow up is further hindered by the delays in considering the Auditor General's reports especially where the responsible officers have long retired or passed on.
iv. Investigative agencies such as IGG, Police etc. take long to conclude cases.
v. Routing Parliament reports to other organs of Government without a copy to the MoFPED causing delays.

vi. Expectation gap-reports and recommendations of select committees and other resolutions of Parliament on issues that are not a subject of OAG reports e.g. UTL report

vii. Poor Quality and delay of responses from the affected entities.

viii. Endless cycle due to unresolved issues after the TM has been submitted to Parliament and probably audited by the Auditor General.

ix. Some of the PAC recommendations require a due process to implement and yet the timelines given are impractical e.g.

a) Accounting officer should be sacked within 30 days

b) An administration Unit e.g. PU should be closed within 3 months

Some Interventions undertaken by MoFPED/ AGO include;

i. A technical person is attached during OAG exit meetings and to the Accountability committees.

ii. Issuing guidelines such as Treasury Instructions and Financial reporting guidelines.

iii. Induction of members of Accountability committees.

iv. Refresher courses for Accounting officers and personnel in the PFM Cycle.

v. Regional Treasury Service centres established to support Local Governments.

vi. Undertaking various PFM reforms e.g. IFMS, E-GP, E-Cash, PBS, TSA etc.

Way Forward

i. Continuous Stakeholder sensitization and engagement between Parliament, OAG, MoFPED and Accounting Officers of MALGs.

ii. Prioritization especially matters of Accountability under investigation.

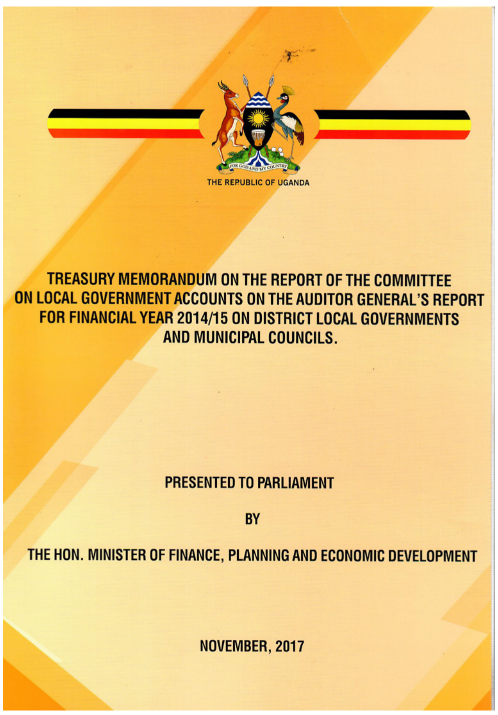
iii. A complete cycle of the TM process should be anchored in the Law.

iv. Backlog clearance of OAG reports and unaudited TMs.

v. Improve quality (including supporting documentation) and response time by Accounting officers.

Conclusion

The Ministry of Finance, Planning and Economic Development is fully committed to the implementation of the recommendations made by Parliament in a timely manner as required by Law.


THE REPUBLIC OF UGANDA

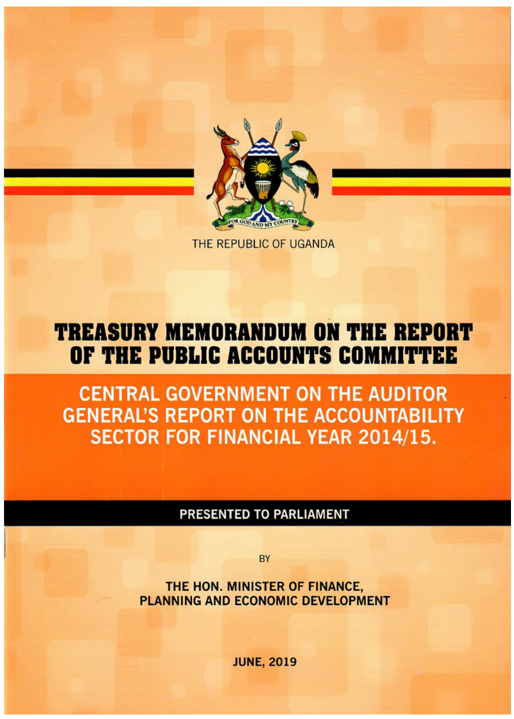
TREASURY MEMORANDUM ON THE REPORT OF THE COMMITTEE ON LOCAL GOVERNMENT ACCOUNTS ON THE AUDITOR GENERAL'S REPORT FOR FINANCIAL YEAR 2014/15 ON DISTRICT LOCAL GOVERNMENTS AND MUNICIPAL COUNCILS.

PRESENTED TO PARLIAMENT

BY

THE HON. MINISTER OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

NOVEMBER, 2017


THE REPUBLIC OF UGANDA

TREASURY MEMORANDUM ON THE REPORT OF THE PUBLIC ACCOUNTS COMMITTEE

CENTRAL GOVERNMENT ON THE AUDITOR GENERAL'S REPORT ON THE ACCOUNTABILITY SECTOR FOR FINANCIAL YEAR 2014/15.

PRESENTED TO PARLIAMENT

BY

THE HON. MINISTER OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

JUNE, 2019

Free Zones

A PROVEN ECONOMIC DEVELOPMENT TOOL to Transform Uganda's Economic

By Doreen Kembabazi, Public Relations Executive – UFZA

Background

At a time when the global economy is facing a confluence of risks such as an escalation of trade disputes, an abrupt tightening of global financial conditions, and intensifying climate risks, the global policy climate for trade and investment has not been as benign as it was in the heyday of export-led growth and development.

The 2019 World Investment Report indicated that the Global Foreign Direct Investment (FDI) flows continued their slide in 2018, falling by 13 per cent to $1.3 trillion. The decline is the third consecutive year's fall in FDI. This further increased the demand and competition for investments in industrial capacity.

Yet the need to attract investment and promote exports to support industrialization, economic diversification and structural transformation is as great as ever for developing countries, especially the least developed countries including Uganda.

It is in this context that several countries have adopted Free Zones as a new wave of industrial policies and a response to this increasing competition for internationally mobile investment and offered attractive fiscal and non-fiscal incentives and infrastructure within those geographically delineated areas to win the investment. The 2019 World Investment Report estimated that there are nearly 5,400 Zones across 147 economies today, up from about 4,000 five years ago, and more than 500 new Zones are in the pipeline.

Despite the continued evolution of Free Zones from the traditional scope of trade- and labour-intensive manufacturing activities, majority of them are established on the major pillars of fiscal and non-fiscal incentives, regulatory freedom, and world-class infrastructure.

> The 2019 World investment report estimated that there are nearly 5,400 zones across 147 economies today, up from about 4,000 five years ago, and more than 500 new zones are in the pipeline.

Although there was a general decline in FDI flows, Africa escaped the decline as flows to the continent rose to US$46 billion in 2018, an increase of 11% on the previous year, according to World Investment Report 2019. The implementation of Free Zones in

Uganda commenced in 2014, following the enactment of the Free Zones Act, 2014 and creation of the Authority- Uganda Free Zones Authority (UFZA), in the same year, to oversee their establishment and development, all geared towards promotion of export-oriented manufacturing.

Rationale of Free Zones

Free Zones are offered fiscal incentives, relief from some customs duties and tariffs; business-friendly regulations with respect to land access, permits and licenses or employment rules; and administrative streamlining and facilitation. UFZA is one of the institutions stationed at the One Stop Centre and One Stop Shop at Uganda Investment Authority (UIA) and Uganda Registration Services Bureau (URSB) respectively to provide convenient and efficient service to the clients.

Free Zones offer both static and dynamic benefits. The static benefits include: Foreign exchange earnings, increased Government revenues, Foreign Direct Investment growth, Export growth and diversification, direct employment and income generation. The dynamic benefits include: technology transfer, regional development, indirect employment creation, skills upgrading, etc.

Impact of Free Zones in Uganda

Despite the fact that the Free Zones concept is relatively new to the Ugandan economy, there has been commendable response from the Private Sector who have embraced the scheme. In the five years of existence, UFZA has so far licensed seventeen (17) Developers and three (3) Operators of Free Zones across the country. The licensed Free Zones have invested in some of the priority sectors i.e. agriculture and agro-processing, manufacturing and mineral processing. These are aligned to the National Development Plan II and Vision 2040.

Performance of Free Zones in FY 2018/19

S/N	Particulars	Performance related information
	New Licences 3 new Licences were issued this Financial Year bringing the total Free Zones Licenced to 20	• Investment: The actual Investment registered by the three (3) Free Zones at the time of licencing was US$21.74 million. The companies plan to invest an additional US$20.44 million in plant and machinery, building and civil works, and installation costs. • Employment: Actual employment registered by the three (3) Free Zones at the time of licencing was 645 persons. The enterprises plan to employ an additional 220 persons in the next five years.
	Implementation status of existing Zones	• Exports: The Free Zones contributed to an aggregated export value of US$60.17 million. Exports mainly composed of minerals, wheat flour, tobacco and flowers. • Exports were destined to Europe, Middle East & Asia
	Generation of Non Tax Revenue	• A total of UGX. 64,825,588 (Approx. US 17,667m was realised as NTR for the FY2018/19

What characterises successful Zones?

Free Zones across the globe have had different success levels, with most success seen in Asia. The key success factors generally relate to policy and incentive framework and where Zones are located, developed, and managed as detailed below:

Policy, Incentive, and Administrative Frameworks:

The establishment of policy frameworks, incentive packages, and bureaucratic procedures make or break Free Zones programmes. For instance, those countries that have unsupportive fiscal incentives (same incentives as those offered by other countries) and cumbersome regulations of Zone activities have not reaped from Zones programmes as they are utmost not competitive.

Uganda has provided both fiscal and non-fiscal incentives to the Developers and Operators of Free Zones to aid export-oriented manufacturing and trade. The incentives include: i) Exemption from taxes and duties on all Export Processing Zone imported inputs that are for the exclusive use in the development and production output of the business enterprise (raw materials, plant and machinery, spare parts and intermediate goods); ii) Exemption from all taxes, levies and rates on exports from the Free Zones; and iii) 10 year tax holiday for a Developer of Free Zone with capital of at least USD 50 million for a foreigner and 10 million for a citizen; and iv) 10 year exemption for an operator in a Free Zone with capital of at least USD 10 million USD for a foreigner or 1 million USD for a citizen, among other incentives.

In addition, Developers and Operators of Free Zones enjoy: i) economies of scale resulting from well-planned zoning and clustering of the business activities in Free Zones; ii) onsite customs clearance for goods entering and leaving the Free Zone; iii) business facilitation and aftercare services in the acquisition of secondary licenses, permits and approvals from other Government Agencies; and iv) serviced physical infrastructure facilities and buildings within Free Zones.

Physical design, development, and management practices:

Well sited Zones that are stocked with onsite and offsite infrastructure connectivity and competitive policies especially so in Public Free Zones.

UFZA signed a Memorandum of Understanding with the National Enterprise Corporation (NEC) to construct the initial phase of a Public Free Port Zone at Entebbe International Airport. The Free Port Zone is estimated to create about 200 direct jobs upon completion. The target sectors include: food processing (fish, beef and dairy); horticulture (flowers, fruits and vegetables); logistics (cold storage, warehousing and transhipment); and Mineral processing.

Mr. Richard Jabo (R), the Executive Director of UFZA & Lt Gen. James Mugira, the Managing Director, National Enterprise Corporation pose for a photo after signing a Memorandum of Understanding on 24th June 2019, for construction of Entebbe International Airport Free Zone

The Authority also acquired 109 acres of land in the FY2017/18 for the establishment of a Free Zone.

The Free Zone will be serviced with industrial infrastructure and utility services to attract investment in export-oriented activities. A feasibility study will be carried out in FY2019/20.

The Authority, with support from TradeMark East Africa (TMEA), has commenced the Feasibility Study for 20 acres of Jinja Free Zone. The Zone will attract at least 5 Operators who will have access to well service infrastructure.

Restrictions on the scope of the Zones:

The Export Processing Zones tend to be restrictive and operate as pure enclaves cutting off opportunity for the Zones to interact with the rest of the economy. Those countries that have adopted the more flexible Special Economic Zones (SEZ) that directly interact with the host economies allowing for unrestricted sale of products have proven to be more successful.

UFZA is advocating for Amendment of the Free Zones, Act 2014 to expand the Export Processing Zones (EPZs) scheme to a more competitive concept of Special Economic Zones (SEZs) which does not limit the licensee to 20:80 threshold on total annual sales to the domestic market.

Conclusion

Having adopted the Free Zones scheme only 5 years ago, the country has had the opportunity to learn from other well established Zones to ensure Uganda's scheme is on track right from inception. The Scheme has a well-established Legal, Regulatory and Institutional framework to guide the operations of the Free Zones. Implementation of the scheme is aligned to key policy documents: National Vision 2040, National Development Plan II (2015/16-2019/20), National Export Development Strategy FY2015/16 – 2019/20, National Industrialization Policy and East African Community Industrialization Policy. Although UFZA is mandated to establish Public Zones, it is also open to licencing Private Sector players who have developed and are operating Free Zones in Uganda for export-oriented manufacturing and economic growth.

Pictorial

UFZA Staff pose for a photo with the Speaker of Parliament at the Speaker's office on 22nd May 2019, after they paid her a courtesy visit as the Free Zones Goodwill Ambassador

The ED, UFZA hands over a Developer's Licence to Mr. Charles Karukubiro, the Manager, M/s Pearl Flowers Limited on 19th March 2019 at UFZA Boardroom

The Board of Directors and some staff members pose for a photo at the Commissioning Ceremony of the Uganda-China (Guangdong) Free Zone of International Industrial Cooperation on 23rd October 2018, in Sukulu, Tororo District

Representatives from UFZA, Msingi East Africa Ltd and Ernst & Young pose for a photo after a meeting held to discuss development of a Strategy to promote the Textiles and Apparel sector in Uganda (9th November 2018)

Fighting Money Laundering and Financing of Terrorism to Protect the Economy from Financial Crimes and Promote Economic Development

By Sydney Asubo, Executive Director Financial Intelligence Authority (FIA)

Uganda's Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) framework is designed to assist the country to prevent financial crimes as they pose significant negative impact on the economy. Criminals use money laundering to conceal their crimes and the money derived from such criminal activities. Anti -Money Laundering seeks to deter criminals by making it harder for them to hide the loot by imposing strict requirements on accountable Persons/ reporting entities. The global community has been enhancing and developing systems to prevent and detect money laundering and terrorist financing, as well as ensuring domestic and international cooperation to deal with these issues.

In the FY 2018/19, the financial Intelligence Authority in an effort to combat money laundering and terrorism financing carried out a number of interventions which include the following;

Enhancement of Domestic Cooperation.

To be able to effectively identify proceeds of crime, it requires a robust inter-agency cooperation framework. In FY 2018/19 the Authority strengthened its domestic cooperation with law enforcement agencies, competent authorities and other key stakeholders. The Authority has operationalized regular quarterly meetings with; Uganda Police (CID); Uganda Revenue Authority (URA); and Money Laundering

Control Officers (MLCOs) from accountable persons. These engagements have enabled the exchange of information, follow-up on slow-moving cases, arrange for joint training of staff and plan for strategies to implement recommendations of the AML/CFT National Risk Assessment and Mutual Evaluation Report. Through close cooperation and collaboration with law enforcement agencies the Authority is confident that the number of criminal investigations, prosecutions, convictions and assets recovery will increase in FY 2019/20.

Increased Compliance with the AML/CFT Obligations.

As with other components of the international financial regulatory framework, strong standards have been developed for anti-money laundering, and countering the financing of terrorism (AML/CFT). These standards are overseen by the Financial Action Task Force (FATF) where over 187 countries subscribe and they are also endorsed by other internationally recognized bodies like United Nations, the Organization for Economic Co-operation and Development, the International Monetary Fund and other international institutions. Failure by countries to implement the agreed international standards for AML/CFT exposes them to the threat of increased monitoring by the FATF, which as a consequence, raises questions about the integrity of the affected countries' financial systems and increases their risk profile. In extreme cases this has led to some countries being subjected to various forms of exclusion from the global financial system, while their domestic financial institutions face the prospect of penalties and reputational damage.

The major compliance obligations for financial sector include:

1. Carrying out customer due diligence which require that before a business relationship can be established, due diligence must always be carried out on customers.
2. Report large cash and suspicious transactions to FIA
3. Train and communicate AML/CFT policies to all stakeholders
4. Maintain records for at least 10years after the transaction
5. All accountable Persons to Register with FIA

Interventions for AML/CFT Compliance Enforcement in Non-regulated Sectors is a responsibility of the Financial Intelligence Authority as indicated in Section 21A (2) of the Anti-Money Laundering Act (AMLA). To enforce AML/CFT inn the Real Estate Sector, FIA in liaison with the Ministry of Lands, Housing and Urban Development (MLHUD) have formed a Task Force comprising of officers from both institutions to develop AML/CFT regulatory framework for the real estate sector which was highlighted in the NRA as a high risk areas where criminals prefer to invest proceeds of crime.

Enhance the identification of proceeds of crime

The Financial Intelligence Authority receives three types of reports from accountable persons and makes analysis to determine proceeds of crime which are being laundered in the economy. These reports are, Suspicious Transaction Reports, Large Cash Transactions Report and the Cross Border movement of cash and Bearer Negotiable Instruments.

"To ease receipt of information and analysis, FIA rolled out the goAML electronic system in phases beginning with tier1 commercial banks and telecoms that offer mobile money platforms."

The system is an integrated and modular online software solution designed by the United Nations Office on Drugs and Crime (UNODC) specifically for use by Financial Intelligence Units (FIUs) throughout the world. The system has capacity to process and analyze high volumes of information and provides linkages which support FIA to link transactions which may be suspicious or originating from possible criminal activities. These range from customer details, transactional details involving multiple activities across the financial sector. The system also permits electronic data collection from accountable persons and competent authorities and dissemination to Law Enforcement Agencies and competent authorities. The System utilization and submission of web reports has resulted in a significant improvement of the quality of reports submitted to the authority.

Typologies/Trends Analysis

The main objective of the typology studies is to identify methods, techniques and trends used by criminals to launder money and finance terrorism. The findings provide decision makers and operational experts with up-to-date empirical information in order that they may develop policies and strategies to combat these threats. The FIA participated in a regional typologies project which was coordinated by ESAAMLG Secretariat that was focused on the ML/TF through proceeds generated from corruption in public procurement. A report was made and will soon be available to the public. Two typology studies in two sectors of; gaming; and Non-profit organization were commissioned in financial 2018/19 are to be finalized in 2018/20 financial year. More studies are planned to be undertaken covering the vulnerable sectors to fully understand the ML/TF environment in the country.

Public Awareness and Outreach.

The FIA carried out a number of Public Awareness outreach programs to increase public understanding of AML/CFT and build the capacity of the accountable persons. The AML/CFT public awareness engagements continue to build our partnerships with key stakeholders including local governments, accountable persons, Competent Authorities and the general

Deputy Executive Director – Financial Intelligence Authority Mr. Michael Olupot Tukei addressing Participants at the Jinja Public Awareness Workshop –Held at Civil Service Collage on 26th March 2019.

Director International Relations & Strategic Analysis, Mr. Samuel Were Wandera during the Arua Public Awareness Workshop at Desert Breeze on 19th June 2019

A section of the participants during the AML/CFT public awareness in Arua.

public in identifying and reporting financial crimes. In FY 2018/19 FIA was able to undertake public awareness covering the following areas, Jinja, Mbarara, Mbale, Arua and Kampala. It should be noted that Money Laundering is a transnational crime which knows no borders and involves approximately 22 crimes that generate proceeds. FIA seeks to build a strong AML/CFT framework that meets the global international standard in the fight against these crimes.

Cross-Border Currency Declarations

The law requires travelers in and out of the country to declare cash or Bearer negotiable Instruments in their possession exceeding one thousand five hundred currency points, (approximately UGX 30 million) to Uganda Revenue Authority (URA) at the point of Entry or Exit. This is intended to capture domestic or foreign currency or negotiable bearer instruments which do not pass through the formal financial system and therefore may pose a risk to AML/CFT framework. FIA has encountered some challenges in enforcing this provision in the AMLA and to date few reports have been received. A task comprising of stakeholders from URA, Immigration, Civil Aviation Authority and Security has been constituted to study the challenges of implementation of the cross border currency declaration and make recommendations to address the challenges currently hindering full implementation of the cross border currency declarations.

Financial/Integrity Due Diligence

Cabinet expanded the mandate of FIA, to include supporting Government Ministries Departments and Agencies (MDAs) to conduct financial/Integrity due diligence on private companies intending to partner with Government to implement infrastructure development on a Public Private Partnership (PPP) framework. This was as a result of the strategic analysis by FIA which revealed a high risk to Government in relation to dealing with investors. The intention of the financial due diligence is to mitigate against partnering with foreign investors who may be potential fraudsters. The outcome of this assignment has provided significant savings in terms of risks avoided and funds that could have been lost by Government. In FY 2018/19, FIA conducted financial/integrity due diligence on 21 companies across the different MDAs.

Zero Tolerance to CORRUPTION POLICY Approved by Cabinet

By Ruth Namirembe Olijo, Commissioner Legal Services, Directorate of Ethics and Integrity

In October 2018, Cabinet approved the Zero Tolerance to Corruption Policy and directed the Minister of State for Ethics and Integrity to publish it. The Policy has been published, and is soon to be launched.

The usual practice is that a Policy precedes legislation, so one may wonder why the Directorate for Ethics and Integrity developed this Policy at this stage. Indeed, the Ten Point Programme of the National Resistance Movement (1986) provided the initial policy direction, with point number 7 underlining the historical political will and commitment of Government to the elimination of corruption and misuse of power. This was followed up by the formulation of the Anti-corruption Legal and Institutional framework.

The Zero Tolerance to Corruption Policy is both a retrospective and forward-looking action by Government to harmonise the existing legal, regulatory and institutional framework for strengthening accountability and fighting corruption.

"The Policy recognises that fighting corruption requires measures beyond legislation and sanctions. The measures must extend to restoring ethics, creating behavioural change and strengthening the social and moral fabric from the young to the aged populations."

The Policy objectives are:

- To institute and effectively enforce anti-corruption measures. Strategies to achieve this include enhancing the capacity of Anti-corruption Institutions to detect, investigate, prosecute and adjudicate cases of corruption; institute systems for the detection of syndicate corruption; establish internal inspection units in all Departments, Agencies and Local Governments; and to strengthen the internal audit function through ensuring functional independence.

- To strengthen partnerships among all stakeholders, for the effective implementation of anti-corruption measures. This entails strengthening coordination and networking with Civil Society, Religious and Faith Based Institutions (RFBOs), Cultural Institutions, the Private Sector, the Academia, Media and Development Partners. For example every week between Friday and Sunday, RFBOs engage over 16 million Ugandans who voluntarily go to worship God. RFBOs will therefore play a crucial role in carrying out civic awareness and promoting values.

- To inculcate a culture of integrity, accountability and patriotism at all levels. This will entail establishing an ethics and integrity function in all Ministries, Departments and Local Governments; introduction of an integrity recruitment system; empowering citizens to demand for accountability; continuously engaging educational institutions for value reorientation of the youth; and instituting mechanism for identification and recognition of institutions and persons of integrity.

- To promote political commitment demonstrated by leaders at all levels. This refers to leaders right from LCI level. The strategy is to sensitise leaders at all levels on the vitality of leading by example in terms of transparency, integrity and accountability; to rationalize public remuneration and motivation; and to ensure follow-up and recommendation of anti-corruption and oversight institutions.

In order to achieve the above objectives, all Ministries, Departments, Agencies, Local Governments, Civil Society Organisations, RFBOs, the Academia, Media and Development Partners have a role to play in the implementation of the Policy. The roles have been well mapped out in the implementation plan. The coordination will be through the Anti-corruption Inter Agency Forum and the Accountability Sector. A monitoring and evaluation framework is to be put in place to periodically assess the progress and effectiveness of implementation of the Policy. A Stakeholders' meeting was held on 14th August 2019 regarding implementation of the Policy.

Planning Meeting for Operationalisation of the Leadership Tribunal

The Leadership CODE TRIBUNAL Has Been Operationalized!

By Ruth Namirembe Olijo, Commissioner Legal Services, Directorate of Ethics and Integrity

"The absence of a Leadership Code Tribunal hinders the efforts of the IG to effectively supervise the implementation of the Leadership Code Act, as there is no other body that can arbitrate between the IG and public officers who commit breaches of the Leadership Code."

This was a challenge experienced by the Inspectorate of Government expressed in its July-December 2016 report to Parliament, and virtually in all its other bi-annual reports. As Justice Jotham Tumwesigyye observed in the case of John Ken Kukyamuzi vs Attorney General and Electoral Commission, Supreme Court Constitutional Appeal No. 2 of 2007,

> ***"If the Leadership Code Tribunal under Article 235A of the Constitution had been established, the problem relating to the enforcement of the Code which this case has brought would not have arisen."***

I am glad to report that this problem has now been resolved. The Leadership Code (Amendment) Act 2017 which was developed by the Anti-corruption Institutions under the chair of the Directorate for Ethics and Integrity is now in place. The amendment, among other things, established the Leadership Code Tribunal which will adjudicate cases of breach of the Leadership Code of Conduct. The Tribunal shall consist of a Chairperson, a Deputy Chairperson and three other members, at least two of whom shall be female. The members of the Tribunal shall be appointed by the President, acting on the advice of the Judicial Service Commission and with the approval of Parliament. The Tribunal shall have a Registrar, as well as officers and staff appointed by the Public Service Commission.

The good news is that the Leadership Code Tribunal is due to become operational within this financial year. This has been made possible with budget support from the European Union, under the Justice and Accountability Sector Reform Contract.

The process of appointment by the Judicial Service Commission and the Public Service Commission is already underway. We applaud the establishment of the Tribunal, as it is an important milestone in the fight against corruption.

Hon. Fr. Lokodo (Right) Minister of State for Ethic & Integrity with Hon. Jennipher Namiyango (Left) and Minister of State for Local Government flagging off the procession.

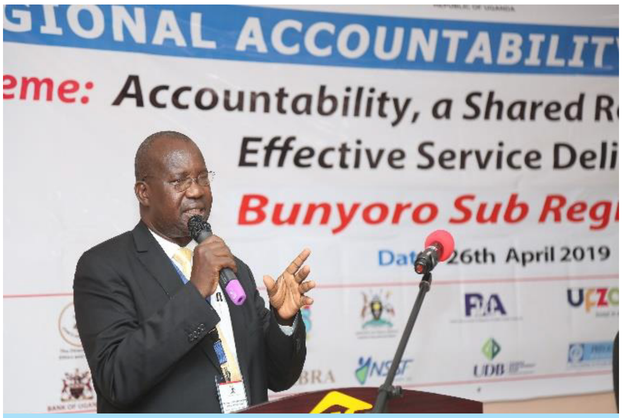
Hoima Regional Accountability Forum

By Gorret Imakit and Kakala Godfrey, Secretariat for Accountability Sector, Ministry of Finance

On the 26th of April 2019, the Secretariat for Accountability Sector organized a Regional Accountability Forum (RAF) under the theme "Accountability, a Shared Responsibility for effective service delivery" in the Bunyoro Sub-Region covering eight (8) DLGs of Hoima, Kibaale, Masindi, Buliisa, Kagadi, Kiryandongo, Kakumiro and Kikuube. This was hosted by Hoima district at the Booma grounds, and Hotel Konitik.

This forum particularly intended to generate experiences, successes and challenges encountered in execution of reforms introduced to improve the accountability value chain and how all these translate into improved services to the citizenry. The key objective was to increase public demand for accountability by empowering the citizenry, and Civil Society Organizations at local government level to be more vigilant and play their fair share in the accountability equation. The Forum was structured to stimulate discussions from the citizenry and LG fraternity for them to share their understanding of the Accountability issues and the challenges affecting transparency in service delivery.

Various activities such as the NTV people's parliament, community barazas, radio talk shows and procession were organized to enable citizens interact with the technical staff from sector institutions and Local Governments staff. These activities were specifically designed to;



Hon. Rev. Fr. Simon Lokodo, Minister of State for Ethics and Integrity, Office of the president, giving his remarks at the forum

Chairperson of the Steering Committee Mrs. Rose Kafeero welcoming members to the forum

1. Provide a platform for LGs to share information on accountability issues so as to improve service delivery;

2. Create awareness on the roles of the Accountability Sector, its mandate, goals and strategies;

3. Strengthen alliances and build networks with other stakeholders to promote accountability and the fight against corruption

The event attracted about 250 participants from the eight districts in the Bunyoro Sub-region Participants included political and technical district officials, CSOs, DPs, Religious organizations, as well as representatives from Sector institutions. The main event was preceded by two community barazas in Mataale, Kibaale district, and Kigorobya, hoima district that registered an impressive attendance of over 150 participants each.

Through the community barazas, the citizens applauded government for its continuous efforts towards improving service delivery to the people of Matale and Kigorobya areas. The following are the notable developments;

1. Through operation wealth creation, the citizens have been able to get goats, pigs, hens and seedlings of maize, and coffee. This has led to increase household incomes and improve the general people's standards of living.

2. Through various interventions such as women's funds, youth livelihood funds and money for the elderly, a number of income generating projects have been started that has also impacted on household incomes. In Matale for example, eight women's groups received 81 million shillings; under the Youth Livelihood Programme (YLP), 15 youth groups received 153 million shillings to invest in their projects. Beneficiaries were called upon to use the resources efficiently for the continuity of the fund for others to benefit from it.

3. A number roads were completed while others still under construction include; Kisogyi road, kitengyeto road, Kakidamu-Akabanda-Matale roads etc.

4. There are other infrastructure projects that have been worked upon including bridges like Bijogo, Kalangala e.t.c.; bore holes at Busese and Kisiwakara.

5. Funds for the upgrade of Matale Health centre II to III were released (1.4 billion).

A citizen making her submission about accountability issues in Mataale.

The highlight of the RAF was the NTV People's Parliament, a pre-recorded program that involves ordinary people discussing current issues affecting their communities. The program provided a platform for wanainchi to share their views and ask for accountability from their leaders. People's Parliament offered Bunyoro a platform for citizen participation leading to a considerable range of ideas, as well as fostering ownership for any interventions by the partners.

Some of the issues raised during the NTV people's parliament included;

1. A concern that the locals who are supposed to demand accountability were not invited to the People's Parliament and the accessibility of the venue was prohibitive. With the show being preceeded by two community barazas, members felt there had been good involvement of the citizens given that the show has some limitations in terms of venue and time allocation to bring everyone in the room.

2. It was further noted that budgets for LGs are not accessible on the website and this was an impediment to demanding for accountability if what is budgeted and planned to be implemented in a given financial year is not known. The concerned member was guided to utilize interactions at the exhibition to be guided through the steps to access online information. The ED/PPDA also informed participants that there is a free and open data portal where contracts of government and procurements can be viewed. "gpp.ppda.go.ug". Participants were also assured that they have a right to access information on budget, releases, contracts or implementation from their accounting officers. They were informed that there is provision for escalating the matter if information is denied.

3. An appeal was made to the government to explore the social and print media to disseminate information in small volumes for people to get information for example Uganda Vision 2020 and the budget. It was noted that this is already being done through Citizen's Guide to the budget which has been in print for over 10 years, and there are other simplified

A session of the panel discussions after the People's Parliament.

messages in liaison with CSOs especially CSBAG.

4. Civil Society requested government to translate the anti-corruption laws to different languages so that all people can understand their rights and the laws that protect them, and to put inquiry centers for people to demand for accountability. The parliament was informed that undertaking to translate the said laws is ongoing and currently the simplified version of Anti-Corruption laws has been translated into four regional languages; Luo, Ateso, Rukiga-Runyankore and Luganda Regarding inquiry centres, members were informed that the DEI operationalized District Integrity Forums constituted by the RDCs, Chairpersons and many district officials that can for now constitute membership for the inquiry desk.

In his closing remarks, the Guest of Honor, Hon. Fr. Simon Lokodo, Minister of State for Ethics and Integrity, in the Office of the president commended the leaders of sector institutions, Chairpersons, RDCs, religious leaders and the private sector players who made time to attend and participate in the forum.

He informed the participants about the existence of the anti-corruption Inter-Agency Forum (IAF) that brings together institutions whose mandates directly contribute to anti-corruption.

He emphasized that what Uganda needed to win the war against corruption was patriotism which he explained to mean the responsibility entrusted to all pubic officers to deliver services as expected without negligence. He pointed out that poverty was not an issue of lack but a deficiency in transparency in delivering services. He appealed to participants to respect their dignity by delivering services as per the provided sources.

He also enlightened participants about the social contract that is emphasized in the RAF Theme "Accountability, A shared Responsibility for Effective Service Delivery". In his speech, he pointed out that it did not require specialists to relate to the effects of a failed accountability.

He decried the apathy among the citizenry while corruption thrives.

The Hon. Minister emphasized that accountability calls for more than service delivery but includes the demand for answers when delivery fails. The citizenry should not only look at accountability as a right but a duty to demand for it. This will be the sustainable avenue to ensuring success of the existing anti-corruption framework. He further called upon the Secretariat as the organizers of the RAF to replicate such interactions.

R-L: The Secretary IG, the ED-PPDA, the Director from MOES, Ag. Director, Treasury Operations-MFPED and the Hon.MP for Hoima Municipality and other members during the People's Parliament.

The band organized to lead the RAF procession in Hoima Boma grounds.

RDC Kibaale taking keen interest in a participant's complaint.

Lessons from the first ever Accountability University Debate

NTAMBI MICHAEL BLAIR receiving an award for Best Debater Accountability Sector Inter-University Debate

By Ntambi Michael Blair, LLB IV, IUIU

The tale of my dominant experience as Best Speaker in last year's Accountability Sector Debates can only be appreciated enough if I pen down some of the highlights.

The most important of all, is that eight universities; Islamic University in Uganda, Makerere University, Makerere University Business School, Kyambogo University, Nkumba University, Uganda Martyrs University Nkozi, and Uganda Christian University Mukono bonded over our mutual love of debate on issue around the theme , "Accountability, a shared responsibility for effective service delivery". The platform offered by the Ministry of Finance, Planning and Economic Development as part of the activities to launch the Accountability Week from 27th to 31st August 2018 saw over 250 students actively contribute to the interminable necessity to enforce accountability.

Just like any debate serious debate competition, the audience, on top of keenly and taking notes, they offered such an extra ordinary outpouring of incredible positivity for their university debaters and timely conversation about accountability in Uganda.

With guidance from notable guests like the Deputy Auditor General and several dignitaries from KCCA and the Ministry of Finance, Planning & Economic development, we appreciated that over the past decades, accountability and performance have been central in public sector management.

Accountability, as one of the key elements of the rule of law, means being answerable or responsible for an action or decision taken. It entails justification of one's action. In government, it is a requirement for officials to follow established rules and demonstrate that they have followed those procedures.

Indeed accountability is important for effective performance in the public sector because both elected and non-elected officials need to show the public that they are performing their responsibilities in the best possible way and using the resources provided them effectively and efficiently.

The 2018 Accountability Sector Debates sought to cause impeccable awareness about the two stages that must be fulfilled during accountability:

1. Answerability

2. Enforcement

We learnt and appreciated that the Office of the Inspectorate of Government, Directorate of Criminal Investigations and Crime Intelligence (CID), Courts, Parliament, Civil Society Organisations and the general public are all key actors in accountability.

As a matter of fact, teams that gnarled most information about the roles of the different stakeholders won themselves slots in the final debate.

I don't regret participating in this debate because of the immense resources I got exposed to; from acquisition of more knowledge on the theme to winning the inaugural Best Speaker Award of the competition. I have always leveraged on such successes in my academic life and legal career and one thing we can agree on is that the person I am today is more empowered than he was before the launch of the Accountability Week in 2018. I am eagerly waiting for this year's edition.

Participants during the 2018 Accountability Sector Inter- University Debate

Officials from the sector during the 2018 Accountability Sector Inter- University Debate

My Experience at the First Accountability Sector Inter-University Debate

By Luyombo Abbas
Winner, Accountability Sector Inter- University Debate
Makerere University

In October, 2018, I participated in the first Accountability Sector Inter-University debate held at City Hall. The Inter-University debate gathered a number of participants from different universities including Makerere University which I was representing. I was so glad be announced the winner from Makerere University. I still hold fresh memories of that powerful and very informative event. The awards were distributed equally amongst all the universities.

The Event was well organized and attracted a diversity of participants from various sectors. The speakers enriched the students with knowledge and understanding on accountability related issues.

I am very grateful to have been selected among the participants, and thank the Accountability Sector for inviting the students to be part of this debate. I pray and hope that more debates shall be held and more discussions encouraged from different players.

Thank you! Thank you! Thank you! Together we shall build a better Uganda.

Adjudicators during the 2018 Accountability Sector Inter- University Debate

One of the debaters makes his point during the 2018 Accountability Sector Inter- University Debate

Members of the Sector during the 2018 Accountability Sector Inter- University Debate

Awarding best debaters at the 2018 Accountability Sector Inter- University Debate

Pictorial; Regional Accountability Forum - Bunyoro

Flagging off of the Bunyoro RAF Procession by the chief walker, Rev. Fr. Lokodo

Leaders of the Bunyoro Sub regional Local Governments interact during the Bunyoro RAF.

Participants during the exhibition

Sector members in a planning meeting

Hon. Rev. Fr. Lokodo addressing participants

The Sector Coordinator, Anthony Kintu Mwanje addressing participants

Panelists during the forum

Panelists during the forum

Participants assemble for the forum after the procession

Ms. Jenifer Muhuruzi the Ag. Treasury Services and Asset Management (MFPED) chairs a ssession during the forum

The Chairperson for the Steering Committee, Sec. IG Mrs Rose Kafeero addresses participants

The participants sing the National Anthem before the People's Parliament

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