



MINISTRY OF FINANCE, PLANNING AND
ECONOMIC DEVELOPMENT



FOURTH NATIONAL DEVELOPMENT PLAN (NDP IV)

FY 2025/26 – FY 2029/2030

PRIVATE SECTOR DEVELOPMENT (PSD) PROGRAMME IMPLEMENTATION ACTION PLAN (PIAP)



MARCH 2025

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PRIVATE SECTOR DEVELOPMENT (PSD) PROGRAMME IMPLEMENTATION ACTION PLAN (PIAP)

Secretariat for PSD/DPI Programmes

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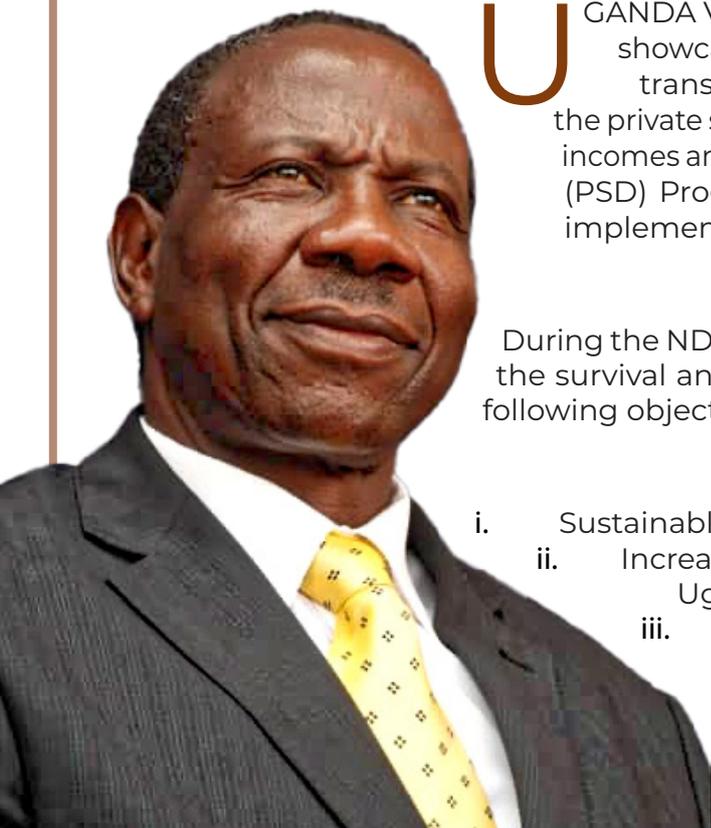
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ACRONYMS AND ABBREVIATIONS

ACF	Agricultural Credit Facility
AfCFTA	Africa Continental Free Trade Area
BDS	Business Development Services
BoU	Bank of Uganda
CBT	Cross-Border Trade
CMA	Capital Markets Authority
CSOs	Civil Society Organisations
DCOs	District Commercial Officers
DFIs	Development Finance Institutions
DRC	Democratic Republic of Congo
EAC	East African Community
EPRC	Economic Policy Research Centre
EU	European Union
EUf	Enterprise Uganda Foundation
GDP	Gross Domestic Product
GoU	Government of Uganda
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IP	Intellectual Property
IRA	Insurance Regulatory Authority
KCCA	Kampala Capital City Authority
LC	Leadership Committee
LG	Local Government
LGFC	Local Government Finance Commission
LIR	Lending Interest Rate
MDAs	Ministries, Departments and Agencies
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoTIC	Ministry of Trade, Industry and Cooperatives
MSC	Microfinance Support Centre
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NIRA	National Identification Registration Authority

NPA	National Planning Authority
OAG	Office of the Auditor General
PIAP	Programme Implementation Action Plan
PPDA	Public Procurement and Disposal of Public Assets Authority
PSD	Private Sector Development
PSFU	Private Sector Foundation Uganda
R&D	Research and Development
RIA	Regulatory Impact Assessment
SIMPO	Security Interest in Movable Property Registry
TWG	Technical Working Group
UBOS	Uganda Bureau of Statistics
UCC	Uganda Communications Commission
UDB	Uganda Development Bank
UDC	Uganda Development Corporation
UEPB	Uganda Exports Promotion Board
UFZA	Uganda Free Zones Authority
UGX	Uganda Shilling
UIA	Uganda Investment Authority
UIRI	Uganda Industrial Research Institute
UMA	Uganda Manufacturers Association
UNBS	Uganda National Bureau of Standards
UNCST	Uganda National Council for Science and Technology
URA	Uganda Revenue Authority
URBRA	Uganda Retirements Benefits Regulatory Authority
URSB	Uganda Registration Services Bureau
USD	United States Dollar
WB	World Bank
WIPO	World Intellectual Property Organisation

FOREWORD



UGANDA Vision 2040 – the blueprint for national development – showcases the private sector as a critical pillar for the country's transformation. Government is aware of the pivotal role that the private sector plays in creating employment, increasing business incomes and widening the tax base. The Private Sector Development (PSD) Programme is one of the 18 NDP IV programmes to be implemented from FY 2025/26 to FY 2029/30.

During the NDP IV, the PSD Programme will mainly aim at increasing the survival and transition of private sector enterprises through the following objectives:

- i. Sustainably lowering the cost of financing.
- ii. Increasing market access, presence, and competitiveness of Uganda's goods and services.
- iii. Supporting capacity development of private sector institutions and organisations.
- iv. Enhancing institutional coordination for MDAs and other programme stakeholders.

To guide the delivery of results from the implementation of the above strategic thrusts, this document details the Programme Implementation Action Plan (PIAP), which is its goal, objectives, outcomes, interventions, actions, indicators, targets, metadata as well as the attendant indicative budgets for the various actions over the five years of the NDP IV.

I call upon all the programme stakeholders to support the implementation of this programme over the course of NDP IV. Let us work cohesively and in a coordinated manner to ensure proficient performance of the private sector for it to spur growth and development under NDP IV.

Hon. Matia Kasaija (MP)

Minister of Finance, Planning and Economic Development

Chairperson, PSD Programme Leadership Committee

ACKNOWLEDGEMENT

Government is embarking on the implementation of the Fourth National Development Plan, one of the six, five-year Development Plans to be implemented to achieve Uganda's thirty-year Vision 2024 under the Comprehensive National Development Planning Framework. In order to assess the progress made by the PSD Programme over the course of NDP IV, this document presents the PSD Programme Implementation Action Plan (PIAP) with details of the Programme goal, objectives, outcomes, interventions, actions, indicators, targets, metadata as well as the attendant indicative budgets for the various actions.

The process of developing this PIAP was led by the Secretariat for Private Sector Development Programme, working with the National Planning Authority and the PSD Programme MDAs. The process took into consideration the key lessons learnt from the development and implementation of previous Development Plans, National Strategies and PIAPs. It was an iterative as well as consultative process, involving all the key stakeholders to ensure the PIAPs' comprehensiveness, ownership by key stakeholders and good quality.

I would like to thank all Programme stakeholders for supporting this Programme. These include Bank of Uganda; Capital Markets Authority; development finance institutions; the Economic Policy Research Centre; Enterprise Uganda; the Insurance Regulatory Authority; Kampala Capital City Authority; the Local Government Finance Commission; the Ministry of Foreign Affairs; the Ministry of Finance, Planning and Economic Development; the Ministry of Gender, Labour and Social Development; the Ministry of Trade, Industry and Cooperatives; Microfinance Support Centre; the National Planning Authority; Public Procurement and Disposal of Public Assets Authority; Private Sector Foundation Uganda; Uganda Bureau of Statistics; Uganda Communications Commission; Uganda Development Bank Limited; Uganda Development Corporation; Uganda Exports Promotion Board; Uganda Free Zones Authority; Uganda Investment Authority; Uganda Industrial Research Institute; Uganda Manufacturers Association; Uganda National Bureau of Standards; Uganda National Council of Science and Technology; Uganda Revenue Authority; Uganda Retirements Benefits Regulatory Authority; and Uganda Registration Services Bureau; as well as Local Governments.

I specifically appreciate our Development Partners, Civil Society and Private Sector players for the insight and contributions made towards the development of this PSD PIAP. I am certain that your continued support, together with the efforts of all the PSD Programme stakeholders, will see the realisation of all the anticipated results in this PIAP.



For God and My Country.

Dr. Ramathan Ggoobi

Permanent Secretary/Secretary to the Treasury

Chairperson, PSD Programme Working Group



1. INTRODUCTION AND CONTEXT

1.1 Introduction

According to the National Private Sector Development Strategy 2022–2027, Uganda's private sector generates 77% of formal jobs, employs approximately 2.5 million people and provides more than 80% of domestic revenues. The National Labour Force Survey, 2021 estimates showed that 82% of the population in paid employment is in the private sector. To this end, the Government's consistent position on employment has been leveraging the private sector's contribution as an engine of job-rich growth. This makes the PSD Programme very critical for socio-economic transformation. The sub-section that follows casts a situational analysis of the programme.

1.2 Situational Analysis

The private sector, particularly MSMEs, has a low uptake of digital technologies and services; this is mainly due to high internet costs, which are driven by high data charges and taxes, coupled with stringent regulations. This has resulted in poor broadband penetration; Uganda's internet access rate was only 10.3% of the population in 2021, much lower than regional neighbours like Tanzania at 38% and Kenya at 53.2%. Despite this, there have been reductions in internet costs from USD 70 to USD 35 per Mbps per month in 2023, following an expansion of the national backbone to 4,300 km, rates remain higher than the USD 20 per month seen in other lower-middle-income countries.

Similarly, a lack of ICT-relevant skills among many MSMEs hampers their ability to leverage ICT for efficiency and productivity gains. This is on account of low digital literacy levels across the population. In 2019 just over one-third (36%) of non-internet users were digitally illiterate, a concerning trend. This digital literacy gap contributes to a smaller customer base, which, in turn, keeps internet prices high despite investments to improve digital infrastructure. The limited number of users restricts telecom companies' ability to reduce internet costs sustainably while still returning a profit.

The prevailing tax policy is stifling private sector growth and technological advancement by burdening businesses with multiple levies, hindering their ability to innovate and offer affordable digital services to consumers. For instance, a 12% excise tax applies to both prepaid and post-paid airtime and value-added services, along with an 18% VAT on all ICT items. Additionally, a 10% withholding tax is imposed on commissions for airtime distribution and mobile money services. Moreover, ICT products face a 10% import charge while corporate tax is fixed at 30%; this collectively drives up costs from services to devices, hardware and software, and, therefore, the general cost of doing business.

Government has made some strides in providing a conducive business environment for the private sector. However, businesses continue to face challenges, primarily due to cumbersome bureaucracies that impede operational efficiency. To mitigate these issues, government has prioritised the automation of various processes to curb bureaucratic delays and reduce operational costs. For instance, UNBS has successfully implemented digital certification services. The impact of these efforts is reflected in the improved average service turnaround time, which reduced to 11.8 days in FY 2022/23 from 14 days in FY 2021/22 and 21 days in FY 2020/21. Processes such as payment of registration fees, business registration, and tax registration have largely transitioned online, streamlining what were once lengthy procedures. Despite these achievements, the business environment remains mired in time-consuming and expensive processes that often lead to inefficient service delivery, ranging from bureaucratic procurement processes, multiple licences, required assessments, and inspections, to other fee requirements; difficulty in linking

to logistical support services; the inability to obtain skilled nationals locally to run factories; and public sector corruption. All these make formalisation very burdensome. While some challenges persist, government is actively working to amend these laws and enhance the infrastructure needed for private industrial development.

Cost of credit: Over the past decade, although lending rates have generally trended downward, reducing from 27.6% in March 2012 to 18.08% in February 2024, these rates remain higher than regional averages; as of 2018, Kenya's lending rates were at 13.1%, Rwanda at 16.9%, and Tanzania at 17.4%. The stubbornly high lending rates can be largely attributed to the government's increased appetite for domestic borrowing. The stock of domestic debt to total debt increased from 34.4% in June 2018 to 40.7% in December 2023. This has had a crowding-out effect on the private sector, which has led to more stringent lending conditions and heightened risk aversion among commercial banks towards the private sector as they opt for the risk-free returns of government securities.

Additionally, the financial sector is burdened by prolonged legal disputes over loan defaults as currently over UGX 6 trillion is tied up in court cases. This drains the liquidity banks have available for lending, considering they have to maintain sufficient cash ratios to ensure they can meet their reserve requirements. With liquidity tightened, banks are forced to elevate lending rates to mitigate the risk associated with a reduced lending pool and the uncertainties of loan recovery. This drives up the cost of credit, making it more challenging for the private sector to access needed funds.

The private sector, despite its resilience, has some structural challenges. Uganda has over 1.1 million firms that employ about 2.5 million people, predominantly in small enterprises with one to four employees. **MSMEs contribute approximately 75% of GDP.** These MSMEs are primarily engaged in trade, repairs, and transport sectors, are typically less than five years old, lack specialised skills, show low innovation and technology uptake, and suffer from low labour productivity, which results in a limited number of bankable projects. In terms of industrial capacity, production revolves around low-value-added goods such as basic household items and building materials, which are typically price-sensitive and uncompetitive in other markets. Furthermore, the lack of formal business practices reduces the financial inclusion of these enterprises, as many of the firms in the informal sector struggle with maintaining adequate financial and management records, which complicates the ability of creditors to assess their creditworthiness and extend credit. Even when firms meet the necessary lending criteria, they often must provide collateral. This can be particularly burdensome for younger entrepreneurs and is a major barrier to accessing needed funds.

Uganda's national savings as a percentage of GDP was 20.54% as at 30th June 2024. Although among the highest in the East African region, it remains below the lower-middle-income average of 26.6%. Lower savings reduce private investment that is required for long-term private sector development. The low level of formal household savings can be attributable to the 39% of the workforce engaging in non-monetised and subsistence activities; a poor savings culture; information asymmetry; lack of diversified financial products; and the financial sector being disincentivised from mobilising savings. However, consumers are willing to adopt new fintech such as mobile financial services, whose users increased from 500,000 in 2009 to 15.3 million in 2019. In 2020/21, mobile money payments increased by 19%, reaching USD 21.6 billion by June 2021. Agent banking is growing and has close to 9,000 agents, providing financial services to remote locations in the country.

The skewed distribution of credit towards personal consumption over growth-inducing sectors also contributes to the high cost of credit, especially in sectors that could drive broader economic development. As of March 2024, 23.4% (see Table 1) of the total private sector credit stock was to personal loans for items like cars, while only 13.3% was directed towards manufacturing. Personal loans are viewed as having lower risk and requiring smaller amounts compared to loans

for manufacturing. This focus on safer, smaller loans increases the scarcity and cost of credit for manufacturing and other capital-intensive sectors that have higher perceived risks but are growth drivers and job creators. As a result, these productive sectors often face higher interest rates and stricter lending conditions. This limits economic expansion and the creation of high-value jobs.

Table 1: Total Outstanding Private Sector Credit

Sector	March 2024 (UGX Billion)	share of total stock
Personal and Household Loans	5,080.6	23.4%
Building, Mortgage, Construction and Real Estate	4,357.5	20.0%
Trade	3,701.8	17.0%
Manufacturing	2,885.8	13.3%
Agriculture	2,459.0	11.3%
Transport and Communication	1,199.2	5.5%
Business Services	971.3	4.5%
Community, Social & Other Services	684.3	3.1%
Electricity and Water	224.7	1.0%
Mining and Quarrying	98.6	0.5%
Other Services	73.2	0.3%
Total	21,735.9	

Source: BoU

Uganda Development Corporation (UDC) has committed UGX 1.4 trillion to help investors access capital at lower rates and invested another UGX 1 trillion into strategic sectors. The interest rates at UDC vary from 7.95% to 9.95% per annum. However, they are affected by factors such as loan amount, term, and deposit size. Key strategic investments extend to sectors such as agro-manufacturing with projects in cotton, coffee, and fruit processing, and financial initiatives such as the Management Fund, Youth Innovation Fund, and Enterprise Recovery Support Fund.

However, UDC still has some operational challenges. In some cases, it bypasses the standard investment appraisal process, leading to potential funding of non-viable projects. Such practices often result in fund misallocation and low absorption rates as resources are allocated to projects not ready for investment. Additionally, the process of securing shareholding in companies where UDC has invested poses significant risks, potentially exposing public funds to substantial losses.

Uganda Development Bank (UDB) is mandated with financing projects that are commercially and technically feasible, economically viable, and socially desirable. The bank's lending rate is 12–14%, which, while lower than those of commercial banks, is higher than those of other regional development banks such as Tanzania's TIB Development Bank, where rates range from 4% to 5%. According to UDB's 2022 Annual Report, there has been an improvement in most of the bank's performance indicators over the last decade.

Notably, the loan portfolio has grown from UGX 70 billion in 2010 to UGX 1.31 trillion in 2022, largely due to an increase in the bank's capitalization. Despite this, UDB still faces challenges such as limited capitalization that restricts the bank's ability to expand, while technical capacity issues and non-performing loans, often due to borrowers' inability to service their loans, further complicate operations. Additionally, the lack of sufficient special guarantee funds, stringent borrowing measures, and lingering reputation risk have impeded the bank from fully executing its roles.

The private sector struggles to access affordable and reliable electricity, which is a key input for industrialisation. Despite a 49.5% increase in generation capacity, which increased from 1,251.5 MW in 2019 to 1,871 MW in 2022, the expansion of the transmission grid has been sluggish, with only a 16.8% increase in transmission length from 2,898 km to 3,385 km during the same

timeframe. This has resulted in an underdeveloped transmission and distribution infrastructure; and this has created bottlenecks that disrupt efficient power distribution. Such inefficiencies increase operational costs due to the need for costly grid management and power balancing measures which disrupt production.

The operational costs (high costs of electricity tariffs and connection charges) are barriers for small-medium scale manufacturers to access reliable power. This translates into the high cost of production, which reduces the competitiveness of manufactured products. In response, the government has introduced lower electricity rates in designated industrial parks, where extra-large industrial users benefit from a subsidised rate of only 5 cents per unit. However, medium-scale and small-scale commercial and industrial consumers still face much higher rates of 16.73 cents per unit, potentially rising to 17.5 cents. This pricing disparity limits expansion of the industrial sector and deters both domestic and foreign investment, which undermines Uganda’s attractiveness as a regional industrial hub.

Public-Private Partnerships (PPPs): Over the years, Uganda has had a number of projects undertaken using the PPP model. The PPP Act 2015 has since streamlined the law and delivery of PPP projects. Some of the projects the government is implementing or has implemented under a PPP modality include:

Previously implemented PPP projects:

PROJECT NAME	FINANCIAL CLOSURE YEAR	INVESTMENT (USD MILLIONS)
Bujagali Hydro Project	2007	\$860.00
Kenya-Uganda Railway	2006	\$404.00
Namanve Power Plant	2008	\$88.00
Kikagati Hydro Power Plant	2019	\$87.00
Umeme Limited	2005	\$84.00
Kinyara Cogeneration Plant	2009	\$59.00
Kakira Cogeneration Plant	2006	\$43.00
Bugoye Hydroelectric Power Plant	2008	\$35.00
SAEMS Nyamwamba SHPP	2012	\$34.00
Uganda Telecommunication Limited	1999	\$33.50

PPPs allow a much larger role for the private sector, from bundling design and construction in one contract (design-build), to long-term operations and maintenance of existing or new facilities (concessions). Some PPPs include equity contributions from the private partner and may also transfer toll collection and rate-setting responsibilities to the private sector. When transferring these responsibilities, it is important to ensure that the private sector has the right motivations to protect the public interest, while allowing investors to meet a return on the investment that is in line with the risk they take.

Most of the concerns about PPPs have been managed through contract terms. Although recent contracts have addressed many of the issues that have caused concerns in the past, unforeseen situations may arise, i.e., when the strength and flexibility of the contract is tested, and clauses that allow for contract termination or buyout are important.

The peculiarities of our environment (structure of our financial market) characterised by high

interest rates, lack of depth in the capital markets for capital raising and lack of exit opportunities, and inadequate capacity to efficiently execute PPPs within most public institutions, mean that it can be extremely challenging to deliver successful PPPs in Uganda rather than in other markets.

Local content, particularly for MSMEs: In the quest to increase local firms' participation in public investment programmes across sectors, the NDP III Private Sector Development Programme included among its objectives the promotion of local content in public programmes, which aims at boosting the local private sector to harness the multitude of opportunities available. Despite the development of related legal and institutional frameworks and many Government Ministries, Departments and Agencies (MDAs) implementing several strategies to support the local content policy, little progress has been made with regard to supporting local firms' participation in public investment programmes.

Uganda has registered some progress in increasing local firms' participation, though the level of local firms' participation in public procurement has been lower than planned over the last years. Although the PPDA Act (Amendment) 2021 was developed, the amendment process of the (PPDA) Regulations has not been completed, which limits the implementation of the revised Act. Furthermore, the Local Content Implementation Strategy was developed with an intention to cater for local content with emphasis on sustainable procurement and to deliberately promote the participation of registered SMEs and registered associations of women, youth and persons with disabilities (PWDs) in public procurement through the use of Preference and Reservation Regulations.

Local providers continue to dominate the number of contracts awarded, rather than the value of contracts awarded. While the number of contracts awarded to local providers remains high, these overwhelming numbers of procurements by local providers are usually small in value as the majority of the big-volume/ticket multi-year commitments are often given to foreign companies. In FY 2022/23, the proportion of procurement value awarded to local contractors was 48%, up from 61% in FY 2021/22.

Additionally, there is limited capacity of the private sector to maximise benefit from public investments partly due to the quality of products and services by local providers and their financial capacity. Notwithstanding the efforts made by UNBS in intensifying product certification and testing as well as calibration of their services to improve competitiveness and the quality of services provided by local enterprises, some products and services provided by most local providers do not meet the Statement of Requirements by consumers, especially the government. As a result, consumers look out for goods and services provided by resident and foreign providers.

Besides, national service providers have limited financial capacity, which has lagged them with regard to winning big contracts. The government's strategy of bolstering local providers' capacities through encouraging the formation of joint ventures between companies has not yielded much due to the informality in Uganda's private sector. This has hampered businesses from taking advantage of the benefits of cooperating with foreign companies.

Despite the rolling out of the electronic Government Procurement system (eGP), the system is not fully operational in some government MDAs and Local Governments. This has hindered the attainment of the government's objective of enhancing transparency and accountability through automating all public procurement processes and enabling government-to-business services (G2B). Furthermore, many government MDAs are not compliant with the presidential directive of submitting their procurement reports to PPDA.

There is a challenge of delayed payments to the local companies by the government. Government entities have continued to delay payment of providers and accumulate domestic arrears, which cripples the operations of the local providers, since they pay surcharges on late loan repayments. This also affects the private sector's ability to reinvest and grow their businesses.

The Uganda Free Zones Authority (UFZA) created and disseminated Local Content Guidelines for Free Zones to assist with the mainstreaming and implementation of the Local Content Policy in Free Zones. Currently, Ugandan citizens account for 99% of all workers in free-zone enterprises. In addition, the Uganda Investment Authority (UIA) established a fund to help local enterprises compete in domestic and international markets, with a concentration on high-value products. It negotiated and signed an MoU with UDB to create a stimulus package for SMEs, and this has assisted SMEs in meeting the minimal UDB loan limits.

The process of developing and publicising a transparent incentive framework to support local investors in Uganda is progressing, with significant strides made. However, gaps still exist with regard to inclusivity and transparency. Some incentives aimed at increasing local service providers' participation are not well-targeted, and some investors are unaware of these incentives, which has hindered the benefits from reaching the most impactful or deserving local investors.

Market Access and Competitiveness

Trade balance: The trade balance remained consistently negative, with deficits widening over the years, reaching USD 3,413.9 million in 2022/23. Despite this, total exports of goods showcased fluctuating patterns, declining to USD 3,836.6 million in 2021/22 before rebounding to USD 5,450.8 million in 2022/23, highlighting the volatility in Uganda's export performance. This growth was propelled by both traditional exports like coffee and non-coffee formal exports, which showed consistent expansion, reaching USD 4,293.02 million in 2022/23. Conversely, total imports of goods experienced a rising trend, reaching USD 8,864.8 million in 2022/23, indicating increasing demand for foreign goods and highlighting the country's reliance on imports.

Despite the rising trends in coffee exports, fish, tea and other commodities, Uganda faces challenges in enhancing its competitiveness and addressing trade imbalance. While export diversification efforts have shown some success, with non-coffee formal exports playing a significant role, structural constraints persist, including reliance on imported petroleum products and infrastructure deficiencies. Strengthening competitiveness through infrastructure development, trade facilitation, and investment promotion remains crucial for sustained economic growth and reducing trade deficits.

Foreign direct investment: Foreign direct investment (FDI) in Uganda has shown substantial growth, increasing from USD 1,419.9 million in 2020/21 to USD 2,879.6 million in 2022/23, indicating confidence in Uganda's investment climate. However, several issues need to be addressed to further enhance FDI inflows and ensure sustainable economic development.

One of the primary challenges is political and economic stability. While Uganda has shown political stability in recent years, occasional political uncertainties and economic volatility can deter potential investors. Ensuring consistent political and economic policies, along with transparent governance, is essential for building investor confidence. Establishing clear and predictable policy frameworks will reduce perceived risks for foreign investors.

Infrastructure deficiencies, including poor transportation networks, unreliable electricity supply, and limited access to water and sanitation, pose significant barriers to investment. To address this, Uganda must invest in infrastructure development, such as roads, railways, and energy projects. Public-private partnerships (PPPs) can be utilised to fund and develop large infrastructure projects, thereby enhancing the overall investment climate.

Bureaucracy and regulatory challenges also hinder investment. Complex regulatory processes and bureaucratic red tape can delay project implementation and increase costs for investors. Streamlining regulatory processes, reducing bureaucratic hurdles, and creating a more business-friendly environment can attract more FDI. Implementing e-governance systems can also enhance efficiency and transparency.

Corruption remains a significant challenge, affecting the ease of doing business and increasing the cost of investment. Strengthening anti-corruption measures, enforcing strict penalties for corrupt practices, and promoting transparency in government dealings can help mitigate this issue. Encouraging a culture of accountability within public and private sectors is also crucial.

Skill shortages can limit the productivity and competitiveness of businesses operating in Uganda. Investing in education and vocational training programmes to develop a skilled workforce tailored to industry needs can attract more FDI. Collaborating with foreign investors to establish training centres and provide on-the-job training can also be beneficial.

Unclear land ownership laws and weak enforcement of property rights can discourage investors who require secure land tenure for their projects. Reforming land ownership laws, ensuring clear and enforceable property rights, and establishing transparent land acquisition processes can build investor confidence in land-related investments.

Limited access to finance, particularly for small and medium-sized enterprises (SMEs), can restrict the growth and scalability of investments. Enhancing the financial sector, promoting financial inclusion, and encouraging banks to offer tailored financial products for businesses can improve access to finance. Establishing credit guarantee schemes can also support SMEs in securing necessary funding.

Uganda's relatively small domestic market can be a limitation for large-scale investments. Leveraging regional integration through trade blocs such as the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA) can provide investors with access to larger markets. Promoting regional trade and reducing cross-border trade barriers can make Uganda a more attractive investment destination.

High tax rates and frequent changes in tax policies can create an uncertain business environment. Implementing stable and competitive tax policies, providing tax incentives for foreign investors, and ensuring a predictable tax regime can attract more FDI. Simplifying tax administration and ensuring fairness in tax collection are also important.

To enhance FDI inflows, Uganda should focus on several key strategies. Strengthening the Uganda Investment Authority (UIA) to actively promote Uganda as a prime investment destination and organising international investment forums and trade missions can showcase investment opportunities. The legal and regulatory framework should be improved by enacting and enforcing investor-friendly laws and equipping the one-stop investment centre to facilitate all investment-related processes and reduce delays. Fostering PPPs in infrastructure development can leverage private sector expertise and funding, while developing sector-specific strategies to identify and promote key sectors with high potential for FDI, such as agriculture, manufacturing, tourism and ICT, can drive targeted growth.

Enhancing human capital development by partnering with the private sector to develop industry-relevant training programmes and establishing centres of excellence in key sectors can provide specialised training and research facilities. Strengthening governance and transparency by implementing robust anti-corruption measures and enhancing the rule of law can ensure fair and efficient judicial processes for resolving investment disputes. Promoting sustainable and inclusive investments by encouraging green investments and projects that contribute to the Sustainable Development Goals (SDGs) can further attract responsible investors.

While Uganda has made significant strides in attracting FDI, addressing the aforementioned issues is crucial for sustaining and increasing FDI inflows.

Remittances: Remittances also saw a steady rise, growing from US\$1,014.4 million in FY 2020/21 to USD 1,457.5 million in FY 2022/23, contributing to foreign exchange reserves and supporting household incomes. However, remittances from abroad are not fully directed at key investment areas in Uganda's economy.

Establishing PPPs that involve diaspora investors can help direct remittance flows into large-scale projects. By collaborating with private sector partners, the government can create investment opportunities in sectors such as renewable energy, transportation and tourism, which can attract remittance funds. Additionally, encouraging entrepreneurship and supporting SMEs can provide viable investment opportunities for remittance funds. Lastly, the government can issue diaspora bonds targeted at Ugandans living abroad. These bonds can be marketed as a safe and patriotic investment option, with the proceeds being directed towards infrastructure projects, education, healthcare, and other development initiatives.

Trade partnerships: Uganda's participation in various trading blocs, including the East African Community (EAC), the African Continental Free Trade Area (AfCFTA), and the Common Market for Eastern and Southern Africa (COMESA), has played a significant role in shaping its export landscape. Assessing Uganda's export performance within these blocs reveals both benefits and challenges. Over the years, Uganda has shown a consistent increase in exports to member countries of these blocs. For instance, the EAC's integration efforts have led to reduced trade barriers and streamlined customs procedures, fostering intra-regional trade. Statistics reveal that Uganda's exports to EAC countries have demonstrated consistent growth, with notable increases in exports to Kenya, Rwanda and Tanzania, reflecting the benefits of regional cooperation.

While Uganda benefits from its exports to various countries, certain trading partners seem to benefit more from Uganda's exports. For instance, Kenya emerges as a key destination for Ugandan exports, particularly in commodities like coffee, gold and electricity. Similarly, the Democratic Republic of the Congo (DRC) demonstrates a reliance on Uganda for imports, especially in electricity and agricultural products.

Moreover, Uganda's export destinations have diversified over the years, with emerging markets in Asia, particularly India, Japan and China, showing increased demand for Ugandan products. However, the magnitude of exports to these countries remains relatively lower compared to imports. Enhancing trade relations with these Asian markets could present opportunities for Uganda to further diversify its export base and reduce dependence on a few key markets. Uganda also exports considerable volumes to European countries like the United Kingdom, Belgium and Italy, but the trade balance remains uneven, with Uganda benefitting less compared to these countries. Despite exporting significant volumes to certain countries, Uganda may not be reaping commensurate benefits in terms of trade balance and economic gains.

Addressing these challenges should include interventions such as establishing Export Guarantee Schemes to mitigate risks, setting up logistical centres to enhance value addition, regulating and nurturing the transport and logistics industry, investing in modern packaging and branding industries, promoting financial inclusion modalities, encouraging certification for market access, strategically investing to de-risk trade, and supporting the development of Free Zones and Special Economic Zones. These measures aim to diversify export markets, improve trade balances, and

enhance Ugandan product competitiveness globally.

1.3 The PIAP formulation Process

Following approval of the NDP IV Strategic Direction by Cabinet, the National Planning Authority issued a Planning Call Circular (PCC) for the NDP IV on 23rd May 2024. The PCC provided guidance to Programmes, MDAs, and LGs on the development of their strategies for implementing NDP IV. It is on this basis that the Secretariat for the PSD Programme commenced facilitating the development of this PIAP.

The PIAP development process involved a review of documents including, but not limited to, the NDP II final evaluation report, the NDP III mid-term review report, and reports of other relevant studies and research, to pick the lessons learnt during the implementation of previous development plans. The process included working sessions with all the PSD Programme Institutions and consultations with key stakeholders. In addition, PSD Programme Working Group meetings were held to present and discuss the draft PSD PIAP before submission to the NPA. In turn, the NPA convened a series of workshops to review, provide clarity/guidance and finalise the PIAPs for NDP IV as follows:

- i. Workshop held 19th–23rd August 2024 at Imperial Golf View Hotel to facilitate the development of PIAPs.
- ii. Workshop held 18th–22nd September 2024 at Speke Resort Munyonyo to complete the Results and Reporting Framework for NDP IV.
- iii. Metadata training workshop held in Jinja between 5th and 15th November 2024 to clarify the process of developing the metadata.
- iv. Validation workshops held between 25th November 2024 and 6th December 2024 at Hotel Africana to discuss the PIAPs and have them officially submitted to NPA.

It is through the above iterative processes that the PSD PIAP and its metadata were developed.

1.4 Implementation Reforms

The key implementation reforms required to fully implement this Programme and realise expected goals in the next five years include:

- i. Adopting the use of National IDs instead of financial cards for accessing financial services;
- ii. Ensuring equitable access to Business Development Services (BDS) through implementing the BDS Framework (policies, laws, standards, strategies etc.);
- iii. Enhancing standardisation of products and services by supporting access to and enforcement of standards;
- iv. Establishing an Export Insurance Credit Guarantee Fund; and
- v. Supporting a retirement scheme for non-salaried/micro-pension scheme to mobilise financing for the private sector.

1.5 PSD Results and Reporting Framework and Metadata

Monitoring of performance under the PSD Programme will be carried out through a series of activities over the NDP IV period. Progress will be assessed based on the implementation of planned interventions and actions and the achievement of the set outcome, intermediate outcome and output indicators and targets.

1.6 Institutional Arrangement of the PSD Programme

Under the leadership of MoFPED, the PSD Programme brings together close to 30 MDAs, CSOs and Development Partner institutions to deliver its goals and objectives. These include:

1. Bank of Uganda (BoU);
2. Capital Markets Authority (CMA);
3. Development Finance Institutions (DFIs);
4. Economic Policy Research Centre (EPRC);
5. Enterprise Uganda Foundation (EUF);
6. Insurance Regulatory Authority (IRA);
7. Kampala Capital City Authority (KCCA);
8. Ministry of Foreign Affairs (MoFA);
9. Ministry of Finance, Planning and Economic Development (MoFPED);
10. Ministry of Gender, Labour and Social Development (MoGLSD);
11. Ministry of Trade, Industry and Cooperatives (MoTIC);
12. Microfinance Support Centre (MSC);
13. National Planning Authority (NPA);
14. Public Procurement and Disposal of Public Assets Authority (PPDA);
15. Private Sector Foundation Uganda (PSFU);
16. Uganda Bureau of Statistics (UBOS);
17. Uganda Development Bank (UDB);
18. Uganda Development Corporation (UDC);
19. Uganda Exports Promotion Board (UEPB);
20. Uganda Free Zones Authority (UFZA);
21. Uganda Investment Authority (UIA);
22. Uganda Industrial Research Institute (UIRI);
23. Uganda Manufacturers Association (UMA);
24. Uganda National Bureau of Standards (UNBS);
25. Uganda National Council for Science and Technology (UNCST);
26. Uganda Revenue Authority (URA);
27. Uganda Retirements Benefits Regulatory Authority (URBRA);
28. Uganda Registration Services Bureau (URSB); and
29. Local Governments.

The PSD has three main structures: The Leadership Committee, chaired by the Hon. Minister of Finance, Planning and Economic Development; the Programme Working Group, chaired by the Permanent Secretary/Secretary to the Treasury; and Technical Working Groups, chaired by Senior Technical Officers from MDAs, CSOs and Development Partners on a rotational basis.

1.7 Linkages with Local Governments and other Programmes

Local Governments (LGs) are expected to include in their Development Plans, Private Sector Development Programme interventions e.g., facilitating the formation of PDM SACCOs and monitoring their operation; monitoring the usage of Emyooga funds under Micro Finance Support Centre; supporting business formalisation through registration and provision of Business Development Services; etc. In turn, the PSD Programme shall support Local Governments (LGs) with an annual grant through the District Commercial Office (DCO), to advance government programmes.

The PSD Programme shall support, while at the same time be supported, by all the 17 NDP IV programmes to achieve its goal and objectives. The table below illustrates some of the programmes and areas where the PSD Programme shall either support or be supported by the other NDP IV programmes to deliver on its goal and objectives.

NDP IV Programme	Input from other Programmes
Integrated Transport Infrastructure and Services	Reducing the cost of doing business (Transport/logistics) i.e.: <ol style="list-style-type: none"> 1. Good road infrastructure in Industrial Parks and free zones; 2. Railway transport connecting EAC Countries to enhance trade and reduce the cost of doing business; 3. Good road network in the country to connect production centers to the markets; etc.
Sustainable Energy Development	<ol style="list-style-type: none"> 1. Cost and reliability of electricity (reduce the cost of doing business) 2. Extension of electricity to Free zones, Industrial parks, etc.
Development Plan Implementation	Favorable tax policy and environment for the private sector to thrive, grow and pay more taxes
Governance and Security	Security for businesses to operate and access volatile markets like South Sudan
Innovation, Technology Development and Transfer	ICT solutions that reduce the cost of doing business and enhance competitiveness; Internet connectivity to facilitate easy access to finance through Mobile banking.

2. PSD INTERVENTIONS AND EXPECTED OUTCOMES

2.1 PSD Programme Goal and Objectives

The overall goal of the PSD Programme under NDP IV shall be to **Increase survival and transition of private sector enterprises**. The objectives of the PSD Programme under NDP IV will be to:

- i) Sustainably lower the cost of financing.
- ii) Increase market access, presence and competitiveness of Ugandan goods and services.
- iii) Support capacity development for private sector institutions and organisations.
- iv) Enhance institutional coordination for MDAs and other stakeholders under the Private Sector Development Programme.

2.2 PSD Programme Outcomes and Interventions

The PSD Programme will purpose to achieve the following objectives, outcomes and intermediate outcomes as well as the planned interventions as tabled below:



Outcome	Intermediate Outcome	Planned Interventions
Objective 1: Sustainably lower the cost of financing		
1.1 Enhanced access to affordable financing	1.1.1 Increased long-term financing for key growth sectors	<ul style="list-style-type: none"> i. Increase access and affordability of financial services. ii. Capitalise and strengthen UDB, UDC and other public banks to provide low-interest loans
	1.1.2 Increased access to alternative financing (non-bank)	<ul style="list-style-type: none"> i. Increase access to short-term finance ii. Implement financial literacy programmes iii. Promote the integration of environmental, social and governance (ESG) criteria in financial services to support sustainable development goals iv. Promote the development, transfer and application of new financial products and services v. Strengthen the financial inclusion pillar of PDM vi. Promote the use of security interest in movable assets in MSMEs
	1.1.3 Increased value of financial savings	<ul style="list-style-type: none"> i. Support a retirement scheme for non-salaried/micro-pension scheme to mobilise financing for private sector ii. Promote the growth of retirement benefits to support investment
	1.1.4 Reduced lending rates	<ul style="list-style-type: none"> iii. Implement strong financial consumer protection measures, including regulations and dispute resolution mechanisms, to ensure the fair and responsible provision of financial services iv. Develop and implement credit information systems to facilitate responsible lending and borrowing to promote financial stability
	1.2 Enhanced efficiency in delivery of financial services	1.2.1 Reduced time and cost of delivery of financial services
Objective 2: Increase market access, presence and competitiveness of Ugandan goods and services		
2.1 Increased quality and value of exported goods and services	2.1.1 Increased value addition	<ul style="list-style-type: none"> i. Establish modern packaging and branding industries and services to support value addition ii. Promote certification of MSMEs products for market access iii. Support access to and enforcement of standards to provide decentralised services to the private sector
2.2 Reduced logistical costs	2.2.1 Reduced warehouse and storage costs	<ul style="list-style-type: none"> i. Establish logistical centres and services such as storage and distribution to facilitate domestic and external trade

Outcome	Intermediate Outcome	Planned Interventions
2.3 Increased local firms' participation in public investments	2.3.1 Increased compliance with local content provisions	<ul style="list-style-type: none"> i. Expand the sectors under the reservation scheme ii. Develop and implement a holistic local content policy, as well as legal and institutional frameworks
2.4 Reduced reliance on imports	2.4.1 Increased distribution of local products	<ul style="list-style-type: none"> i. Eliminate anti-trade practices
2.5 Enhanced efficiency in business and investment processes	2.5.1 Reduced time and cost of business and investment processes	<ul style="list-style-type: none"> i. Implement environmental, social governance (ESG) and climate greening of industrial parks ii. Provide centralised governance services to the private sector through a one-stop centre iii. Implement digitalisation strategies iv. Undertake investment promotion
2.6 Strategic positioning of country improved	2.6.1 Increased production of goods and services within the free-zones and special economic zones	<ul style="list-style-type: none"> i. Support the development of Free Zones and Special Economic Zones
	2.6.2 Strengthen market linkages	<ul style="list-style-type: none"> i. Implement trade facilitation strategies ii. Undertake strategic interventions to de-risk trade in volatile markets like the DRC and South Sudan by establishing export guarantee schemes
Objective 3: Support capacity development for private sector institutions and organisations		
3.1 Enhance survival and growth of MSMEs	3.1.1 Enhanced survival of MSMEs	<ul style="list-style-type: none"> i. Roll out business development services (BDS) to support MSMEs ii. Strengthen insolvency and corporate rescue frameworks iii. Continuously assess the effectiveness of entrepreneurship development programmes
	3.1.2 Enhanced growth of MSMEs	<ul style="list-style-type: none"> i. Foster partnerships between universities, research institutions and private enterprises to encourage uptake and commercialisation of innovation ii. Establish and support start-ups and business incubators and accelerators that provide entrepreneurs with resources, mentoring and workplaces iii. Strengthen partnerships between local governments, MDAs (led by URA, URSB and KCCA, and urban authorities) and the private sector to streamline formalisation regimes

Outcome	Intermediate Outcome	Planned Interventions
Objective 4: Enhance institutional coordination for MDAs and other stakeholders under the Private Sector Development Programme		
4.1 Increased institutional efficiency	4.1.1 Institutional coordination enhanced	<ul style="list-style-type: none"> i. Enhance and strengthen the institutional capacity and effectiveness of the Secretariat ii. Coordinate stakeholders to enhance competitiveness iii. Enhance and strengthen the institutional efficiency and effectiveness of the Programme

3. RISKS AND PROPOSED MITIGATION MECHANISMS

This section presents some of the potential risks that may impede the achievement of the desired results of the Programme, along with the corresponding mitigation measures, as tabled below:

Potential Risk	Likelihood of Risk	Proposed Mitigation with the Programme Plan
<p>High cost of government borrowing. This is exacerbated by uncertainty with regard to the tax regime for collective investment scheme (CIS) payouts, revisions to the Income Tax Act and exemptions of registered private equity funds.</p>	High	Expediting the review and establishment of a National Tax Policy, better implementation of the national debt strategy and detailing a long-term saving system (which will also necessitate reviews of the CMA Act on the registration of private equity; as well as enhancing allocative efficiency in the spending of national resources.
<p>Limited capacity of the private sector to maximise local content. Most local content providers face challenges in meeting needed standards to merit optimal beneficiation from contracts.</p>	High	PSD will support processes that will strengthen the capacity of local content generators to meet standards and favourably compete for contracts in and outside Uganda.
<p>High cost of certification of businesses, mostly associated with processes and fees to register, obtain certification and accreditation.</p>	Medium	PSD will sustain advocacy for a reduction of costs of registration and other accreditation costs to reduce informality and enhance the business potential of the private sector entities that seek certification and accreditation.
<p>Weak organisation and institutional capacities of private entities. Weak capacity for entities to engage in processes needed to formerly engage in business processes and satisfaction of needed contract standards and business requirements, both locally and internationally.</p>	High	PSD will support BDS and other institution-building efforts but shape mindsets around professional corporate and business ethics with codes of conduct for better business delivery and growth.
<p>Delays in project execution. Delays in the implementation of development projects pose a high likelihood and high impact risk to Uganda's development efforts.</p>	High	Mitigation strategies shall include focusing on enhancing project management skills and establishing early-warning systems to detect and address delays before they escalate.
<p>Delayed approval of policy and legal frameworks. Delayed approval of essential policy and legal frameworks poses a medium likelihood risk that can have a moderate impact on the implementation of development programmes.</p>	Medium	To mitigate this risk, policy and legal approval processes shall be expedited, ensuring that essential frameworks are put in place to address bureaucracies and delays and implement reforms and regulatory changes needed to support national priorities.

4. PROGRAMME BUDGET PROJECTIONS

The following are the Programme Budget Projections for the PSD Programme for the duration of the NDP IV

Programme MDA	Baseline	Budget				
	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Ministry of Finance, Planning and Economic Development	1,642.58	1,519.48	1,714.72	1,755.24	1,805.72	1,911.52
Office of the Prime Minister	-	0.50	0.50	0.50	0.50	0.50
Ministry of East African Affairs	1.73	2.68	2.77	2.77	2.87	2.83
National Planning Authority	0.25	1.30	1.30	1.30	1.30	1.30
Uganda Investment Authority	16.04	15.20	24.11	24.41	24.01	22.20
Uganda Free Zones and Export Promotion Authority	18.55	20.78	9.69	11.87	14.66	18.11
Ministry of Trade, Industry and Cooperatives	2.44	188.80	310.02	510.03	611.72	808.97
Micro Finance Support Centre, Post Bank...		80.60	80.60	80.60	80.60	80.60
Uganda Registration Services Bureau	9.99	14.20	15.30	15.68	15.67	17.35
Insurance Regulatory Authority		-	-	-	-	-
Insurance Training College		-	-	-	-	-
National Lotteries and Gaming Regulatory Board	-	-	-	-	-	-
Ministry of Information and Communication Technology		5.00	5.00	6.00	6.00	-
Uganda Development Corporation		0.50	0.50	0.50	0.50	0.50
Ministry of Foreign Affairs	1.51	24.50	26.50	29.00	30.60	32.00
Ministry of Gender, Labour and Social Development		4.00	4.50	5.00	5.50	5.00
Uganda Microfinance Regulatory Authority	12.30	1.58	1.79	2.00	2.07	2.20
Uganda Retirement Benefits Regulatory Authority	15.58	14.50	17.20	15.00	14.80	13.50
Capital Markets Authority	-	3.17	3.72	4.11	4.38	4.88
Uganda National Bureau of Standards	53.16	47.25	52.55	58.51	76.43	80.56
KCCA, other Cities, Municipalities, and LGs	2.83	5.50	43.70	44.30	44.30	44.70
Public Procurement and Disposal of Public Assets Authority	1.32	1.99	2.05	2.11	2.11	2.16

Programme MDA	Baseline	Budget				
		FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Uganda Industrial Research Institute		0.77	0.87	0.91	0.94	0.98
Uganda National Council for Science and Technology		1.68	1.55	1.79	2.03	2.27
Private Sector Foundation of Uganda		0.30	0.40	0.40	0.50	0.60
Enterprise Uganda		8.20	8.20	8.20	8.55	8.55
MDAs (Wage and Fixed Costs)		62.72	48.46	43.69	39.07	42.34
MDAs (UIA, UNBS, URBRA) - Retooling		13.81	16.01	18.08	20.17	22.38
Total Allocations	1,778.28	2,039	2,392	2,642	2,815	3,126

Annex 1: PROGRAMME IMPLEMENTATION ACTION PLAN (PIAP) MATRIX

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Goal: Achieve higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation									
NDPIV Strategic Objective: Support the private sector to drive growth and create jobs									
Higher Household incomes	Real GDP growth rate	6.1	7.3	8.9	9.7	10.4	10.1	National Accounts Statistics	UBOS
	Income per capita (USD)	1,154	1,571	1,824	2,133	2,509	2,942	National Accounts Statistics	UBOS
Employment	Population below the poverty line	16.9	16.1	15.3	14.5	13.7	12.9	UNHS	UBOS
	Share of working population (%)	56.7	58.7	60.6	62.6	64.5	66.5	UNHS	UBOS
	Laborforce participation rate (%)	43	47	50	54	58	61	NLFS	UBOS
	Share of national laborforce employed less subsistence (%)	64.1	65.5	66.8	68.2	69.5	70.9	UNHS	UBOS
	Employment to population ratio	37.5	40.4	43.4	46.3	49.2	52.2	NLFS	UBOS
	Labor productivity (GDP per worker, USD)-Agriculture	2,586	3,103	3,620	4,137	4,655	5,172	NLFS	UBOS
	Labor productivity (GDP per worker, USD)-Industry	28,032	32,733	37,433	42,134	46,835	51,536	NLFS	UBOS
	Labor productivity (GDP per worker, USD)-Services	14,257	16,648	19,039	21,429	23,820	26,211	NLFS	UBOS
	Proportion of households in subsistence economy	33.1	30.7	28.3	25.9	23.5	21.1	UNHS	UBOS
	Full monetization of the economy	Proportion of the population using mobile banking services	64	71.2	78.4	85.6	92.8	100	BOU reports
Remittances as a Share of GDP		2.6	4.0	4.4	4.8	5.2	5.6	UNHS	UBOS
Financial sector inclusion-formal		68	71.6	75.2	78.8	82.4	86	UNHS	UBOS
Objective 3: Support the private sector to drive growth and create jobs									

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Final Outcome: Conducive environment for private sector investment is created, firms are competitive and meet national, regional and international standards	3.1.3 Growth in Private sector credit	7.3	11.8	16.2	20.7	25.1	29.6	BOU reports	BOU/MoFPED
	3.1.5 Savings as a percentage of GDP	19.3	19.76	20.42	20.30	21.74	22.89	Statistical Abstract	UBOS/MoFPED
	3.1.6 competitiveness index	48.94	50.90	52.86	54.81	56.77	58.73	Statistical Abstract	UBOS/MoFPED
	Informal sector contribution to GDP	54.8	50.1	48.0	46.0	44.0	41.5	MoFPED	UBOS/MoFPED
Programme Name: Private Sector Development.									
Programme Goal: Increased survival and transition of private sector enterprises.									
Objective 1: Sustainably lower the cost of financing									
Outcome 1.1: Access to affordable finance	Percentage of financially included adults (≠16 years)	0.81	0.82	0.83	0.84	0.85	0.86	MoFPED	MoFPED
	Domestic market capitalisation to GDP	5.1%	6%	7%	8%	9%	10%	CMA	MoFPED (CMA)
Intermediate Outcome 1.1.1 Increased long-term financing for key growth sectors	Total value (UGX billions) of long-term loans (maturity above 5 years) at DFI	950	1,050	1,150	1,225	1,375	1,457	UDB and UDC	MoFPED
	Insurance penetration	0.93%	0.99%	1.06%	1.14%	1.22%	1.31%	IRA	IRA
	Average lending rate of commercial banks and credit institutions	18%	17.5%	17%	16.5%	16%	15%	BOU publications	MoFPED-FSD
	Average lending rate of DFIs	12%	12%	11%	10%	9%	8%	MoFPED-FSD	MoFPED-FSD
	UDB Portfolio size-(UGX billion)	1,532	1,906	2,171	2,437	2,703	2,969	MoFPED	UDB
Total value of private equity investments by government-owned financial institutions (UDB and UDC)- UGX billion		0.32	0.38	0.44	0.5	0.56	0.56	UDB and UDC	MoFPED
Intervention 1.1.1.1: Increase access and affordability of financial services									
Strategic output: 1.1.1.1: Growth in capital markets assets	Volume of CIS assets under management (UGX Billion)	2,789	4,713	6,127	7,966	10,355	13,462	CMA Annual Performance Report	CMA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
strategic output: 1.1.1.2 Security interest in Movable Property Registry System fully functional and accepted by the industry	Value of security interest registered (UGX tn)	7.5	8.3	9.1	11.6	13.5	15.7	URSB Annual Performance Report	URSB
PIAP Actions		Baseline FY2022/23	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
1.1.1.2.1. Promote usage of the SIMPO system to facilitate prudent borrowing using movable property in Uganda			0.5	0.7	0.9	1	1.2		URSB
Strategic output:1.1.1.3 Access to efficient and convenient financial services increased	Number of digital financial services users (millions)	10	12	13	14	15	18	MoFPED Annual Performance Report	MoFPED
PIAP Actions	Compliance with the National Payment Systems Act, 2020		20%	30%	50%	70%	80%	MoFPED Annual Performance Report	MoFPED
1.1.1.3.1. Review and ensure conducive legal and regulatory framework to foster financial sector efficiency			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
			0.6	0.6	0.4	0.6	0.6		MoFPED (FSD)

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.1.3.2. Define regulations on trust accounts, specifically on accumulated interest, the protection of savings balances on mobile money accounts, as well as ensuring adequate practices around AML/ CFT, accounts, specifically on fraud and corporate governance.			0.85	0.85	0.5	0.85	0.85		MoFPED (FSD)
1.1.1.3.3. Promote shared digital infrastructure to improve interoperability and connectivity, increase competition and reduce costs of financial services; and incentivise fintech innovations among financial service providers.			0.8	0.8	0.5	0.8	0.8		MoFPED (FSD)
1.1.1.3.4. Introduce innovation hubs and trainings for members to innovate new products.								ITC	ITC
Intervention: 1.1.1.2. Capitalise and strengthen UDB, UDC and other public banks to provide low interest loans									
Strategic output:									
1.1.1.2.1. Long-term financing for the private sector	Number of private businesses accessing funds from DFIs	1,022	1,100	1,175	1,250	1,350	1,500	UDB/MoFPED Annual Performance Report	UDB
enhanced through government financial institutions	Number of firms that received private equity funding by local private equity funds	1	12	14	16	18	20	UDB/MoFPED Annual Performance Report	UDB

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY2 027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.1.2.1.1. Support the growth of the balance sheets of government financial institutions			250	250	250	250	250		MoFPED (FSD)
1.1.1.2.1.2. Strengthen the legal and regulatory framework for private equity and venture capital (reforms for CMA)			0.5	0.5	0.5	0.5			MoFPED
Intermediate Outcome 1.1.2. Increased access to alternative financing (non-bank)	Short-term credit window	1,386	2,936	4,486	6,036	7,586	9,136	Credit disbursements from PDM, Emyooga, INVITE, GROW & SBRF)	MoFPED
	Total value of funds raised through capital markets (UGX bn)		200	380	265	484	350	CMA Annual Performance Report	CMA
	insurance density		42,394	45,920	49,740	53,877	58,358	IRA Annual Performance Report	IRA
Intervention: 1.1.2.1. Increase access to short-term finance									
Strategic output:1.1.2.1 Access to suitable funding for start-ups enhanced			40%	45%	50%	60%	80%		UDB, Post bank, MSC and HFB
	Uptake of start-up credit							MoFPED-FSD	
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.2.1.1.1 Develop startup-friendly loan products with favourable term			50	50	50	50	50		MoFPED (Post Bank, MSC and HFB)

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.2.1.2.2 Develop and increase the range of financial products and services for women			100	100	100	100	100		MoFPED (FSD)
Strategic output: 1.1.2.1.3 Emyooga SACCOs and other client institutions offered credit and grant financing	Total number of beneficiaries accessing grant and affordable credit disaggregated by women, youth and PWDs (40%, 25% and 5%, respectively)		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	MSC Annual Performance Report	MSC
	Number of Emyooga SACCOs offered grant financing	6,810	4,000	4,000	4,000	4,000	4,000	MSC Annual Performance Report	MSC
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.2.1.3.1. Implement affirmative action in favor of women, youth and PWDs to benefit from government financial products at all levels			30	30	30	30	30		MSC
1.1.2.1.3.2. Identification, appraisal, validation and monitoring of potential client institutions(including Emyooga SACCOs).			50	50	50	50	50		MSC
1.1.2.1.3.3. Credit Disbursements towards Emyooga, INVITE, GROW & SBRF				194	241	282	392		MoFPED

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.2.1.3.4. Promote initiatives that attract more issuers and strengthen regulatory frameworks that will enhance investor confidence and ensure fair market practices			2.11	2.48	2.74	2.92	3.25	MoFPED-CMA	MoFPED-CMA
1.1.2.1.3.5. Partner with financial advisors and institutions to promote CIS as a viable investment option			0.3	0.561	1.05	1.96	3.67	MoFPED-CMA	MoFPED-CMA
Strategic output:	Value of gross written premium	1,796	2,012	2,254	2,524	2,827	3,166	IRA Annual Performance Report	IRA
1.1.2.1.4 Increased gross written premiums	Number of insurance branches operational	222	249	278	312	349	391	IRA Annual Performance Report	IRA
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.2.1.4.1. License micro-insurance players in the insurance industry								IRA Annual Performance Report	IRA
1.1.2.1.4.2. Expand the number of insurance company branches across the country								IRA Annual Performance Report	IRA
1.1.2.1.4.3. Support the expansion of insurance company branches across the country through training and professionalization of insurance players								ITC	ITC

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.2.1.4.4. Strengthen the micro insurance players to reach the underserved.								ITC	ITC
Intervention 1.1.2.2. Implement financial literacy programmes									
Strategic output:1.1.2.2.1									
Increased public awareness and use of insurance and other financial services	Number of CIS accounts	131,563	157,876	181,557	208,790	229,670	252,636	CMA Annual Performance Report	CMA
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA
1.1.2.2.1.1. Implementation of public education activities			1.5	1.5	1	1	1		MoFPED-CMA
1.1.2.2.1.2. Undertake regional awareness for insurance									MoFPED-IRA
1.1.2.2.1.3. Prepare, organise and partner with other institutions to conduct financial literacy programmes to clients									MoFPED-MSC
1.1.2.2.1.4. Undertake/ conduct regional financial literacy campaigns.			2	2	2	2	2		MoFPED (FSD)
1.1.2.2.1.5									
Implementation of publicity/sensitisation activities and events								ITC	ITC

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.2.2.1.6. Undertake regional awareness for insurance thorough regional engagements and conferences								ITC	ITC
1.1.2.2.1.7. Prepare, organize and partner with other institutions to conduct insurance training programmes to clients								ITC	ITC
1.1.2.2.1.4. Prepare, organize and partner with other institutions to conduct insurance training programmes to clients								ITC annual Report	ITC
Intervention: 1.1.2.3 Promote the integration of environmental, social, and governance (ESG) criteria in financial services to support sustainable development goals									
strategic output:1.2.3.1. Environment, Social and Governance (ESG) practices integrated in the financial sector.	Value of green financing (UGX bn) offered to client institutions	1.2	1.2	1.2	1.2	1.2	1.2	MoFPED (FROM CMA, MSC, UMRA)	MoFPED-FSD
	Number of Tier 4 institutions adapting to ESG guidelines for green financing	30	50	100	150	200	250	UMRA Annual Performance Report	UMRA
	Proportion of financial institutions adopting ESG practices		40%	50%	60%	70%	80%	MoFPED Annual Performance Report	MoFPED
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA /LG
1.1.2.3.1.1. Develop frameworks that support incorporation of ESG criteria and standards in the financial sector			10	10	10	10	10		MoFPED-FSD (CMA, UMRA, MSE)
Intervention 1.1.2.4 Promote development, transfer, and application of new financial products and service									

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Strategic output: 1.1.2.4.1. Innovative products for capital markets and Tier 4 institutions developed	Total value of funds raised through innovative capital markets products, e.g. crowd funding (UCX.bn)	479	200	380	265	484	350	CMA Annual Performance Report	CMA
	Number of Tier 4 institutions using a fully functional UC loan shop system	50	350	420	504	605	726	UMRA Annual Performance Report	UMRA
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.2.4.1.1. Establish a regulatory sandbox that will focus on researching, developing, and piloting new capital markets products like digital securities, crowdfunding platforms, and Islamic financing products			3.17	3.72	4.11	4.38	4.88		CMA
1.1.2.4.1.2. Develop and implement a UC digital loan shop system for the Tier 4 institutions.			0.88	0.987	1.097	1.066	1.1		UMRA
Intervention: 1.1.2.5 Strengthen the financial inclusion pillar of PDM									
Strategic output: 1.1.2.5.1. Every parish fully capitalized	Number of Parishes fully capitalized with the Parish Revolving Fund	10,584	10,584	10,584	10,584	10,584	10,584	MoFPED (FSD)	MoFPED (FSD)
	No. of Households accessing the PDM revolving funds (Millions);	1.2	2.2	3.2	3.5	3.5	3.5	MoFPED (FSD)	MoFPED (FSD)
	No. of Enterprises resulting from PDM investments	147,464	220,896	294,528	368,160	441,792	515,424	MoFPED (FSD)	MoFPED (FSD)
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.2.5.1.1. Annual capitalisation of the PRF		1,059	1,059	1,059	1,059	1,059	1,059		MoFPED (FSD)

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.2.5.1.2. Maintaining the 'PDM' information systems			0.3	0.3	0.3	0.3	0.3		MoFPED (FSD)
1.1.2.5.1.3. Partner with parishes to conduct financial literacy and insurance trainings for PDMS									
Intervention 1.1.2.6 Promote use of security interest in movable assets in MSMEs									
Strategic output:									
1.1.2.6 .1. Individual borrowers and MSMEs accessing credit using movable assets as collateral increased	No. of borrowers accessing credit using movable assets as collateral.	8,336	11,670	15,630	18,350	18,650	19,000	URSB Annual Performance Report	URSB
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG
1.1.2.6 .1.1. Popularise usage of the SIMPO system to facilitate prudent borrowing using movable property in Uganda			0.5	0.5	0.5	0.5	0.5		URSB
Strategic output	Proportion of Lending institutions utilizing the SIMPO system (%)	20.88%	26.26%	28.28%	32.32%	36.36%	40.40%	URSB APR	URSB
1.1.2.6 .2 Security Interest in Movable Property Registry System fully functional and accepted by the financial industry	Number of refugees accessing financing using SIMPO		50	100	200	250	300	URSB APR	URSB
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.2.6.2.1. Integration of SIMPO with NIRA system, OBRS and IPAS			2	1.4	1.3	1.2	1.0		URSB
1.1.2.6.2.2. Integrate the refugee movable collateral assets under SIMPO			0.3	0.3	0.3		0.3		URSB
1.1.2.6.2.3. De-risk credit financing for refugees by legalising alternative documentation to support refugees to access financing from formal financing institutions			0.5	0.5	0.5	0.5	0.5		OPM
Intermediate Outcome 1.1.3 Increased value of financial saving									
	Retirement assets to GDP ratio	11.5%	13%	14%	15%	16%	17%	Annual Retirement Benefits Sector Performance Report	URBRA
Intervention 1.1.3.1. Support retirement scheme for non-salaried/micro-pension scheme to mobilise financing for private sector									
Strategic output 1.1.3.1.1. Technology driven informal sector saving scheme in place									
	Cost/ assets ratio of retirement benefits sector	1.06	<1	<1	<1	<1	<1	Annual Retirement Benefits Sector Performance Report	URBRA
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
1.1.3.1.1.1. Develop an operational strategy for shared governance and administration and ICT infrastructure for informal sector saving scheme			9	12	9	8	7		URBRA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.3.1.1.2 Develop ICT infrastructure for informal sector insurance schemes								ITC Annual Report	ITC
Intervention 1.1.3.2. Promote growth of retirement benefits to support investment									
Strategic output:									
1.1.3.2.1 Increased coverage and growth of the retirement benefits sector	No. of retirement benefit member accounts	3,140,000	3,200,000	3,400,000	3,600,000	3,800,000	4,000,000	URBRA Annual Performance Report	URBRA
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA
1.1.3.2.1.1. Design and implement retirement literacy strategy to increase public awareness on the importance of savings for retirement.			5.5	5.2	6	6.8	6.5		URBRA
Intermediate Outcome									
1.1.4. Reduced lending rates	Average lending rate of Tier 3 financial institutions		33.6%	33.6%	33.6%	33.6%	33.6%	UMRA APR	MoFPED-FSD
	Average lending rate of moneylenders	120%	33.6%	33.6%	33.6%	33.6%	33.6%	UMRA APR	MoFPED-FSD
	Average lending rate of Tier 4 microfinance institutions	120%	84.0%	48.0%	33.6%	33.6%	33.6%	UMRA APR	MoFPED-FSD
Intervention 1.1.4.1. Implement strong financial consumer protection measures, including regulations, dispute resolution mechanisms, to ensure the fair and responsible provision of financial services									
Strategic output									
1.1.4.1.1. Strengthened regulatory and supervisory framework for financial sector regulators	Percentage of resolved complaints reported by all financial sector regulators	0.6	0.65	0.7	0.75	0.8	0.85	MoFPED APR	MoFPED (FSD)
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA /LG

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
1.1.4.2.1.1. Develop and roll out a Tier 4 credit information sharing mechanism to minimize information asymmetry in lending.			0.7	0.8	0.9	1	1.1		UMRA
1.1.4.2.1.2. Enhance efficiency by replacing the identification through financial cards with the National Identity Cards through automation.									
1.1.4.2.1.3. Expedite the issuance of the Financial Institutions (Credit Reference Bureau) Regulation and issue guidelines on data collection (database setup, computation of credit scores).			1	1	1	1	1		MoFPED-FSD
Outcome 1.2 Enhanced efficiency in delivery of financial services	Private sector credit to GDP	14.8%	16.1%	17.0%	18.0%	19.1%	20.0%	MoFPED	MoFPED
Intermediate Outcome 1.2.1. Reduced time and cost of delivery of financial services	Average time of obtaining licenses and permits from regulators (weeks)	12	8	4	3	2	1	UMRA, IRA, CMA, URBRA, BoU	MoFPED/FSD
Intervention: 1.2.1.1 Leverage the use of technology in delivering financial services									
Strategic Output 1	Number of applicants successfully approved from the sandbox	0	0	1	3	5	5	CMA APR	CMA
1.2.1.1 Enhance digitalisation and adoption of technology in financial services.	Percentages of Tier 4 institutions licensed using the UMRA online licensing and regulatory reporting system	40%	50%	60%	70%	80%	90%	UMRA APR	UMRA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
PIAP Actions									Responsible MDA/LG
1.2.1.1.1. Facilitative guidelines for a regulatory sandbox which will provide a testing environment for innovations			2.5	2.6	2.8	3	3.5	CMA	MoFPED-FSD
1.2.1.1.2. Develop insurance platforms through the sandbox			0	0	0	0	0	IRA	MoFPED-FSD
1.2.1.1.3. Training and building capacity for Tier 4 institutions on the UMRA online licensing and regulatory reporting system			0.88	0.987	1.097	1.066	1.1	UMRA	UMRA
1.2.1.1.4. Leverage technology platforms to promote participation of informal sector in retirement benefit schemes			1.45	1.45	2	2	2	URBRA	MoFPED-FSD
1.2.1.1.5 Enhance the insurance platforms to reach the micro public								ITC annual Report	ITC
Objective 2: Increase market access, presence and competitiveness of Ugandan goods and services									
Outcome: 2.1 Increased quality and value of exports of goods and services									
	Value of exports (USD bn)	7.3	12.7	14.7	15.9	17.5	19.1		MoTIC
	(a) Merchandise Exports (USD Bn)	5.4	10.3	12.1	13.3	14.8	16.3		MoTIC
	b) Service Exports (USD Bn)	1.9	2.4	2.6	2.6	2.7	2.8		MoTIC
	Export return on value added (net export earnings/export value added)	1	1	1	1	1	1		MoTIC
Intermediate outcome: 2.1.1. Increased value addition									
	Percentage export value added	39%	41%	44%	46%	48%	50%		MoTIC
Intervention: 2.1.1.1. Establishment of modern packaging and branding industries and services to support value addition									

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output: 2.1.1.1. Modern packaging and branding industries supported	Number of trademarks, and industrial designs registered	2,121	2,843	3,543	4,243	4,943	5,643	URSB APR	URSB
	Functional institute of packaging partners of Uganda	1	1	1	1	1	1	MoTIC APR	MoTIC
	Number of businesses targeted and supported	5	10	15	20	25	30	MoTIC APR	MoTIC
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG
2.1.1.1.1. Promote registration of trademarks, copy rights and industrial designs		0.8	0.8	0.8	0.8	0.8	0.8		URSB
2.1.1.1.2. Operationalisation of the institute of packaging partners of Uganda		0.5	0.55	0.605	0.6655	0.73205			MoTIC
2.1.1.1.3. Identify, profile and target investors in the packaging industry		0.1	0.2	0.3	0.4	0.5			MoTIC
Intermediate outcome: 2.1.2. Enhanced standardisation of products	Proportion of standardised products on the market	46%	50.60%	55.70%	61.20%	67.30%	74.10%	UNBS Annual Performance Report	UNBS
	Product standardisation rate (% of products meeting international standards)	3	10	15	25	35	50	UNBS Annual Performance Report	UNBS
	Percentage contribution of standardisation to GDP	23.7%	25.4%	27.3%	29.3%	31.4%	33.7%	UNBS Annual Performance Report	UNBS
Intervention: 2.1.2.1. Promote certification for MSMEs products for market access									
Output: 2.1.2.1.1. cottages and artisan industry supported	Number of jobs created in cottages and artisanal workspaces	20,000		5,000	5,000	10,000	10,000	KCCA, Cities and Municipalities	MoTIC
	Annual turnover of cottages and artisan industry						1,500	KCCA, Cities and Municipalities	MoTIC
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.1.2.1.1 Establish of cottages and artisanal workspaces			5.5	6.2	6.8	6.8	7.2		KCCA
Output: 2.1.2.1.2. Increased certification of products by MSMEs.	Number of MSMEs products certified						200	UNBS Annual Performance Report	UNBS
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.1.2.1.1. Profile MSMEs in priority value chains									
2.1.2.1.2. Create clusters of MSMEs in priority value chains			0.4	0.51	0.51	0.51	0.4		UIA
2.1.2.1.3. Capacity building to enhance quality and standards of MSMEs									
2.1.2.1.4. Accrediting private certifiers			1.2	1.6	1.9	2.5	3.5		UNBS
Support the various actors with the establishment of a common user basic quality infrastructure for promoting product and process quality control			0.4	0.4	0.5	0.5	0.3		MoTIC
Support and facilitate the key actors in the national food fortification programme with product and system certification			0.5	0.5	0.4	0.3	0.3		MoTIC/MOH/MAAIF

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output: 2.1.2.1.3. The Global Standards Barcoding System (GS 1 Uganda) operationalised	Number of firms using the Uganda GS 1 Barcode	0	100	120	150	180	210	MoTIC Annual Performance Report	MoTIC
	Number of products using GS 1 Barcode for Uganda	0	300	500	700	1000	1200	MoTIC Annual Performance Report	MoTIC
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.1.2.1.3.1. Operationalise and strengthen the Global Standards Barcoding System (GS 1 Uganda)			0.8	0.8	0.8	0.8	0.8		MoTIC
Intervention 2.1.2.2. Support the access and enforcement of Standards to provide decentralised services to the private sector									
Output 2.1.2.2.1 Enhanced services for certification, testing, equipment calibration and verification	Number of standards developed	157	400	450	500	550	600	UNBS Annual Performance Report	UNBS
	Number of products certified	4,951	6,000	7,000	8,000	9,000	10,000	UNBS Annual Performance Report	UNBS
	Number of equipment calibrated.	7,117	9,600	12,000	14,400	16,800	19,200	UNBS Annual Performance Report	UNBS
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.1.2.2.1.1. Improve certification, laboratory testing and equipment calibration and verification services to the private sector in all regions.			12.3	14.7	16.8	18.3	21.6		UNBS
2.1.2.2.1.2. Increasing laboratories under the UNBS inter-laboratory recognition scheme			0.7	0.8	0.9	1	1.1		UNBS

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.1.2.1.3. Develop, disseminate and popularise standards to the private sector			10,466	11,89	13,36	15,688	18,16		UNBS
2.1.2.1.4. Provide standards, conformity assessment and equipment calibration services			0.50	0.70	0.80	0.90	1.20		UNBS
2.1.2.1.5. Construction of regional laboratories			19,30	20,00	21,80	35,00	35,00		UNBS
Develop customised business development support tool kits targeting MSMEs across the various sectors with pre-certification audit technical support			0.30	0.35	0.35	0.40	0.30		MoTIC
Outcome 2.2 Reduced logistical costs	Logistical Performance Index (Overall 1=low/worst, 5=high/best)	2.58	2	2.2	2.42	2.662	3		MoTIC
Intermediate Outcome 2.2.1. Reduced warehouse and storage costs	Average warehousing and storage cost per unit (USD)	56	56	54	54	52	52	UFZEPA	MoTIC
Intervention 2.2.1.1. Establishment of logistical centres and services such as storage and distribution to facilitate domestic and external trade									
Output 2.2.1.1.1. Logistical centres and services established in strategic locations	Occupancy rate of logistical centres and workspaces (markets, export zones etc.)	80%	100%	100%	100%	100%	100%	KCCA APR	KCCA, Cities, Municipalities, and LGs
	Volume of trade handled at the border export zones	544	560	570	600	650	700	MoTIC Annual Performance Report	MoTIC
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.2.1.1.1 Construction of integrated market work spaces and abattoirs				37.5	37.5	37.5	37.5		KCCA, Cities, Municipalities, and LGs
2.2.1.1.2. Establishment and operationalisation of border export zones in Katuna, Lwakhakha, Busia and Elegu		80	80	80	80	80	80		MoTIC
2.2.1.1.3. Provide equipment calibration and verification services to logistical centres to minimize losses.			2.781	2.864	2.95	3.038			UNBS
Outcome 2.3 Increased local firms' participation in public investment programmes.									
	Proportion of government contracts awarded to local providers by value	64%	65.50%	66%	68%	69%	70%		PPDA
Intermediate Outcome 2.3.1: Increased compliance with local content provisions									
	Proportion of contracts by value awarded to local providers under the local content framework	48%	50%	55%	60%	65%	70%	PDA APR	PPDA
	Proportion of entities rated compliant with local content	0.55	0.62	0.65	0.67	0.70	0.73	PDA APR	PPDA
Interventions 2.3.1.1. Expand the sectors under the reservation scheme									
Output 2.3.1.1.1. Providers under the reservation scheme expanded									
	Number of active providers	8,404	9,300	10,400	11,600	12,800	14,000	PDA APR	PPDA
PIAP Actions									
			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.3.1.1.1. Maintenance, registration of new providers and renewal of the existing ones			0.41	0.45	0.49	0.49	0.51		PPDA
Interventions 2.3.1.2. Develop and implement a holistic local content policy, legal and institutional frameworks.									

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output 2.3.1.2.1 An overarching local content policy framework implemented	Proportion of entities rated compliant with local content policy	54%	60%	65%	70%	75%	80%		PPDA
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG	
2.3.1.2.1.1. Review the local content policy & legal framework		0	0.32	0	0	0	0		MoFPED (PPMD)
2.3.1.2.1.2. Developing and launching of the national local content framework.		0.32	0.1	0.1	0.1	0.1	0.1		MoFPED (PPMD)
2.3.1.2.1.3. Implement the BUBU policy and M&E system		0.41	0.45	0.49	0.49	0.49	0.51		MoTIC
2.3.1.2.1.4 Review and implement the MSME Policy		1	1	1	1	1	1		MoTIC
2.3.1.2.1.5 Review and implement the National Standards and Quality Policy		1	1	1	1	1	1		MoTIC/UNBS
2.3.1.2.1.6 Develop and implement a national intellectual property management strategy for MSMEs		0.3	0.4	0.5	0.5	0.5	0.5		MoTIC
Output 2.3.1.2.2 Capacity of local service providers strengthened	Proportion of contracts by number, awarded to local providers under the local content framework	80%	83%	86%	90%	92%	95%	PPDA APR	PPDA
	% Change in local consumption and production	0.4	0.05	0.05	0.075	0.075	0.1		MoTIC

Result:	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
	% of local producers and service providers complying to the BUBU Policy	0.2	0.25	0.35	0.45	0.6	0.65		MoTIC
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.3.1.2.1. Monitoring of local content in public procurement			0.93	0.95	0.97	0.97	1		PPDA
2.3.1.2.2. Capacity assessments for local providers			0.45	0.45	0.45	0.45	0.45		PPDA
2.3.1.2.3. Training of local providers to participate in public procurement			0.2	0.2	0.2	0.2	0.2		PPDA
Outcome 2.4. Reduced reliance on imports	Import dependency ratio.	17.65%	16.65%	15.65%	14.65%	13.65%	12.65%	MoTIC	MoTIC
Intermediate Outcome 2.4.1: Increased distribution of local products	GDP import share	29.5%	27.6%	25.7%	23.8%	21.9%	20%		MoTIC
Intervention 2.4.1.1 Eliminate anti-trade practices (e.g. competition regulation developed)									
Strategic output 2.4.1.1 Enhanced consumer welfare	Level of compliance with the Consumer Protection Law and Regulations	N/A	20%	35%	50%	60%	70%		MoTIC
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.4.1.1.1 Enact and implement consumer protection law			2	2	2	2	2		MoTIC
Strategic output 2.4.1.2 Unfair import trade practices reduced	% reduction in number of products experiencing import surges	N/A	0.05	0.1	0.1	0.1	0.1		MoTIC

Result	Indicator	Baseline FY 2022/23	Target		Target FY		Target	Target FY		Data Source	Responsible MDA/LG
			2025/26	2026/27	2027/28	2028/29		2029/30			
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30				
2.4.11.2.1 Develop and implement trade remedies law			1	1	1	1	1				MoTIC
Outcomes 2.5 Enhanced efficiency in business and investment processes	Value of FDI (USD bn)	2.90	3.68	4.70	6.01	7.72	10.04			UJA Annual Performance Report	UJA
Intermediate Outcome 2.5.1 Reduced time and cost of business and investment processes	Growth in FDI	18.3	27	27.5	28	28.5	30			UJA Annual Performance Report	UJA
	Average time for business registration (hours)	4	3	2	1	1	Less 30 min.			Online OBRS Business Registry	URSB
	Average time (hours) to obtain an investment licence at the One-Stop Centre	48	48	48	< 48	< 48	< 48			UJA Annual Performance Report	UJA
Intervention 2.5.1.1 Implement Environmental, Social and Governance (ESG), and climate greening of Industrial Parks											
Output 2.5.1.1.1 Industrial Business Parks greened in line with ESG guidelines	Percentage of Industrial Business Parks Greened in line with ESG guideline	5%	0.1	0.2	0.3	0.4	0.5	0.5			UJA
	% of investors adopting ESG	0.1	0.15	0.25	0.4	0.5	0.6			UJA Annual Performance Report	UJA
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30				Responsible MDA/LG
2.5.11.1.1 Develop and implement a strategy for greening Industrial and Business Parks			1	1	1	0.5	0.5				UJA
2.5.11.1.2. Incorporate ESG framework in the One-Stop Centres			0.5	0.5	0.5	0.5	0.5				UJA
Intervention 2.5.1.3. Provide both centralised and decentralised government services to the private sector through the One-stop centre											

Result	Indicator	Baseline FY 2022/23		Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output 2.5.1.3.1. Regional OSC implemented and operationalized	Percentage of fully operationalized Regional OSCs	0		20%	40%	60%	80%	100%	UJA Annual Performance Report	UJA
	Percentage increase in the number of clients served at the regional OSC	0		20%	40%	60%	80%	100%	UJA Annual Performance Report	UJA
PIAP Actions				Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.5.1.3.1.1. Acquire land, implement, retool, furnish and operationalize Regional One-Stop Centers for Investment				6.8	15	15	15	14		UJA
2.5.1.3.1.2. Develop and implement the Client Charter Services of MDAs at investment One-Stop-Centre				0.3	0.3	0.3	0.3	0.3		UJA
Output 2.5.1.3.2 An integrated One-Stop Centre e-Biz Investment Management System implemented	Percentage of investment business processes served through the e-Biz Investment Management System			35%	90%	95%	99%	100%	UJA Annual Performance Report	UJA
	Number of domestic and foreign investment licenses processed and issued from the One-Stop Centre e-Biz System	400		420	440	460	480	500	UJA Annual Performance Report	UJA
PIAP Actions				Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.5.1.3.2.1. Integrated One-Stop Centre with GoJ PFM Reforms Systems and the Industrial Parks Land Management System				0.5	0.5	0.5	0.5	0.5		UJA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.5.1.3.2.2. Develop and operationalise a digitalised One-Stop Centre e-Biz Investment Facilitation Management System for domestic and FDIIs implemented, and maintained		3	3	3	3	3	3		UIA
2.5.1.3.2.3. Undertake capacity building and training of stakeholders on investment facilitation and strategies to reduce cost of doing business									UIA
2.5.1.3.2.4. Design and implementation of the Digital Strategy on Investment Promotion and Facilitation on enhanced information sharing and publicity of the Domestic, FDIIs and Regional One-Stop Investment Centres									UIA
2.5.1.3.2.5. Facilitate domestic and foreign investors in the registration and processing of investment licences at the One-Stop Centre		0	0	0	0	0	0		UIA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.5.1.3.2.6. Train and build capacity of the One-Stop Centre to facilitate faster processing of investment licences									UIA
2.5.1.3.2.7. Undertake training and capacity building in ICTs and digital investment facilitation strategies			0.6	0.7	0.6	0.5	0.6		UIA
2.5.1.3.2.8. Develop, coordinate and implement strategies to facilitate timely processing of investment licences			0.5	0.6	0.6	0.8	1		UIA
Interventions 2.5.1.4. Implement digitalization strategies									
Output 2.5.1.4.1. SMEs using e-commerce platforms and connected to the ITES service providers									
	Number of SMEs using e-commerce platforms	10	20	35	45	55	60	UEPB Annual Performance Report	MoTIC
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG
2.5.1.4.1.1. Develop digital literacy and skills training programmes to equip individuals and businesses with the necessary skills to engage in e-commerce and have online presence									UFZEPA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output 2.5.1.4.2: Business processes simplified through automation	% of automation for URSB registries	0.85	0.88	0.9	0.96	0.98	1	URSB Annual Performance Report	URSB
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG
2.5.1.4.2.1. Automate URSB processes and integrate with systems			1	3	3.2	3.5	4		URSB
Output 2.5.1.4.3. Increased adoption and utilization of e-commerce services	Value of e-commerce services (UGX Bn)		301.6	342.7	389.3	442.2	500.2	MoTIC Annual Performance Report	MoTIC
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG
2.5.1.4.3.1. Develop & operationalise an e-commerce platform for local products			0.8	0.8	0.8	0.8			MoTIC
2.5.1.4.3.2. Develop and implement an e-commerce policy			0.240	0.240	0.240	0.240	0.240		MoTIC
2.5.1.4.3.3. TILED department capacity to deliver e-commerce services to the private sector developed			0.240	0.240	0.240	0.240	0.240		MoTIC
2.5.1.4.3.4. Develop and implement a programme on accelerating gender and digital technology									MoGLSD

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG						
2.5.1.4.3.5. Intensify skilling of women and girls for improved uptake of available technology	2.5.1.4.3.6. Digitalise community resource centres/hubs	1	1	1	1	1			MoCLSD						
										4	4	5	5		MoICT
Intervention 2.5.1.5. Undertake investment promotion															
Output 2.5.1.5.1. Investment promotion undertaken	Actual number of new investments	400	420	440	460	480	500	UIA Annual Performance Report	UIA						
	Number of investors licensed.	100	110	120	140	160	180	UIA Annual Performance Report	UIA						
	Value of Direct Diaspora Investment (\$ Million)	4	4	4.5	5	6	8	MoFA Annual performance Report	MoFA and Missions Abroad						
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG						
2.5.1.5.1.1 Implement targeted promotion campaigns and business development programmes			1	1	1	1			UIA						
2.5.1.5.1.2 Develop and implement the diaspora policy and strategy			5	5.5	5	4	3	UIA	MoFA						

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.5.1.1.3. Outward and inward missions facilitated		0.6	1	1.4	1.4	1.4	1.4		UIA
2.5.1.1.4. Engagements with Ugandans in the diaspora to invest in Uganda		2.5	2.5	3	4	4	4.5		MoFA and Missions Abroad
2.5.1.1.5. Establish business development, quality assurance and IP management help desks		0.1	0.1	0.2	0.3	0.3	0.3		MoTIC
Outcome 2.6 Strategic positioning of the country improved	Logistical cost % of export value	N/A	0.25	0.22	0.18	0.15	0.15	UFZA/UEPB Annual Performance Report	MoTIC
	Share of global markets (Uganda's exports globally/total global market size)	0.023%	0.023%	0.030%	0.050%	0.080%	0.100%	UFZA Annual Performance Report	MoTIC
Intermediate Outcome 2.6.1. Increased production of goods and services within the Free Zones and Special Economic Zones	Production value in Free Zones and Special Economic Zones	54,1088	668,010	734,811	808,292	889,121	969,950	UFZA Annual Performance Report	MoTIC
	Intervention 2.6.1.1 Support the development of free zones and special economic zones								

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Strategic output: 2.6.1.1.1. Free Zones (Public and Private) and Special Economic Zones established and operationalised	Occupancy rate of Free Zones and SEZs	83%	85%	90%	90%	95%	98%	UFZA Annual Performance Report	MoTIC
	No. of new jobs created in free zones and Special Economic Zones	N/A	1,000	1,000	1,000	1,000	1,000	UFZA Annual Performance Report	MoTIC
	Export Values from Free Zones (USD million)	468	1203.4	1270.1	1340.6	1414.8	1491.9	UFZA Annual Performance Report	MoTIC
	Percentage of Free Zones and SEZ laws and policies harmonised with the regional frameworks (EAC, COMESA, AfCTA etc.)		60%	70%	80%	90%	100%	UFZA Annual Performance Report	MoTIC
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.6.1.1.1. Completion of civil works at Entebbe International Airport Free Zone			12	0	0	0	0		UFZEPA
2.6.1.1.2. Market and attract developers and operators in the Public and Private Free Zones and Special Economic Zones			0.19	0.2	0.22	0.24	0.26		UFZEPA
2.6.1.1.3. Develop Public SEZ/Free Zones with the required infrastructure			0.5	0.5	0.5	0.5	0.5		UFZEPA
2.6.1.1.4. Establish international business links for registered Free Zones			0.1	0.1	0.1	0.1	0.1		UFZEPA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.6.1.1.5. Collaborate with EAC/COMESA, AfCFTA countries to streamline the policy environment for Free Zones			0.1	0.1	0	0	0		UFZEPA
2.6.1.1.6 Undertake export-readiness programmes			0.092	0.25	0.313	0.391	0.489		UFZEPA
2.6.1.1.7 Identify, profile local suppliers of goods and services to Free Zones			0.1	0.2	0.3	0.4	0.5		UFZEPA
Intermediate outcome 2.6.2 Strengthened market linkages	Annual growth in value of export earnings (USD million)		2,752	3,046	3,119	3,156	3,229		MoTIC
	Market access rate (% of businesses accessing new markets)		6%	8%	10%	12%	14%		
Intervention 2.6.1.2. Implement Trade facilitation strategies									
Strategic output 2.6.1.2.1 Trade facilitation measures implemented	% of investee companies that produce goods that meet foreign market standards		10	10	10	10	10	MoTIC Annual Performance Report	UDC, MoTIC
	Value of exports to the new export markets (USD million)	0	50	60	60	70	70	UEPB Annual Performance Report	UEPB
Strategic output 2.5.6.8.2. Connections between entrepreneurs, investors, and industry experts in the EAC facilitated	Number of cross-border business partnerships formed		2	2	2	2	2	MECA Annual Reports	MEACA
	Percentage of businesses reporting improved access to the EAC market		50%	55%	60%	68%	76%	MEACA Annual Reports	MEACA
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.6.1.2.1.1. Facilitate private sector to participate in EAC events			0.25	0.25	0.25	0.25	0.25		MEACA
2.6.1.2.1.2. Conduct studies on topical issues			0.18	0.205	0.21	0.215	0.22		MEACA
2.6.1.2.1.3. Establish the National Commodity Platform									UDC
2.6.1.2.1.4. Conduct regional export awareness engagements & campaign			0.354	0.4425	0.553125	0.69140625	0.864257813		UFZEPA
2.6.1.2.1.5. Conduct export business clinics			0.24	0.3	0.375	0.46875	0.5859375		UFZEPA
2.6.1.2.1.6. Establish working relations (MoUs) with strategic trade and business development organisations in target markets (export promotion agencies, Chambers of Commerce, industry associations etc.)			0.856	1.07	1.338	1.672	2.0898		UFZEPA
2.6.1.2.1.7. Enhance country brand/image in target export markets			3.368	2.96	3.7	4.625	5.781		UFZEPA
Strategic output 2.5.6.8.2. Connections between entrepreneurs, investors, and industry experts in the EAC facilitated	Number of cross-border business partnerships formed		2	2	2	2	2	MECA Annual Reports	MEACA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
	Percentage of businesses reporting improved access to the EAC market		50%	55%	60%	68%	76%	MEACA Annual Reports	MEACA
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.6.12.1.8. Directly link the Ugandan export community and the diaspora to strategic partners (individuals and institutions) in target markets by subscribing to key international organisations for the target export sectors			0.2	0.25	0.313	0.391	0.488		UFZEPA
2.6.12.1.9. Build capacity of investee companies to produce goods that meet foreign market standards			10	10	10	10	10		MoTIC
2.6.12.1.10. Partner with other Government agencies to identify markets for UDC investee companies produce in in foreign markets			0.5	0.5	0.5	0.5	0.5		UDC
2.6.12.1.11. Support and coordinate MSMEs to participate in local, regional and international expositions, trade fairs and exhibitions			0.3	0.3	0.3	0.3	0.3		MoTIC

Result:	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Support MSMEs to create intangible assets by adopting best practices for intellectual property value chain management (generation, protection, commercialization and enforcement) while participating in local, regional and international expositions, trade fairs and exhibitions			0.3	0.4	0.5	0.6	0.7		MoTIC
Strategic output 2.6.1.2.2 Gender- and equity-responsive policies, systems developed and adopted in private sector in line with international practices	Proportion of exporting enterprises adopting gender- and equity-responsive practices		50%	55%	60%	70%	80%	MoGLSD Annual Performance Report	MoGLSD
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.6.1.4.2.2.1 Support private sector enterprises to develop and implement gender- and equity responsive policies, systems and working environment for improved productivity and profitability									MoGLSD

Result:	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Strategic output 2.6.1.2.3 Markets negotiated and penetrated leveraging on economic and commercial diplomacy	Value of exports to negotiated markets	5.5	6.2	7.1	7.7	7.9	8.3	MoFA Annual Performance Report	MoFA and Missions Abroad
	Number of NTBs in the EAC tariff offer for the African Continental Free Trade Area (AfCFTA) resolved	436	20	20	20	30	32	MEACA Annual Performance Report	MEACA
	Number of trade partnerships secured	1	2	2	3	3	3	MEACA Annual Performance Report	MEACA
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.6.1.2.3.1. Undertake economic and commercial diplomacy activities involving promoting global awareness of investment opportunities in Uganda			2	1.5	1.4	1.2	1		MoFA and Missions Abroad
2.6.1.2.3.2. Provide training and capacity-building programmes for commercial diplomats to enhance their understanding of international marketing, product and services requirements and standards.			1.5	1.7	2.2	2.5	3		MoFA and Missions Abroad

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.6.12.3.3. Undertake economic and commercial diplomacy activities to strengthen business linkages between the private sector and international markets (business forums, trade exhibitions, joint permanent commissions, missions etc.)		13.5	15.3	17.4	18.9	20.5			MoFA
2.6.12.3.4. Organise trade missions to target markets to showcase Uganda's export potential and build relationships with key stakeholders		2,368	2,96	3,7	4,625	5,78125			UFZEPA
2.6.12.3.5. Resolve the outstanding tariff lines for consideration in the EAC tariff offer by AfCFTA		0.2	0.2	0.2	0.2	0.2			MEACA
2.6.12.3.6. Facilitate participation by Ugandan youths and women in the EAC entrepreneurial and trade programmes		0.31	0.325	0.321	0.326	0.232			MEACA

Result:	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.6.1.2.3.7. Work with Ugandan embassies in these countries to provide professional job lists to Ugandan professionals to apply			0.085	0.106	0.133	0.166	0.208		UFZEPA
2.6.1.2.3.8. Training and support local contractors to start bidding for works in regional markets			0.124	0.13	0.175	0.196	0.216		UFZEPA
Provide technical support to MSMEs for alignment to product and service standards compliance and harmonization in selected markets.			0.35	0.3	0.4	0.4	0.25		MoTIC
Interventions 2.6.1.4. Undertake strategic investments to de-risk trade in volatile markets like South Sudan, DRC (e.g. establish export guarantee schemes)									
Output 2.6.1.4.1. Export guarantee schemes established	Utilisation rate of the Export Guarantee Fund			10%	20%	40%	80%	MoTIC Annual Performance Report	MoTIC/ MoFPED/
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.6.1.4.1.1 Undertake market research, risk assessments and stakeholder engagements, and ensure compliance with international standards to develop export guarantee schemes			0.3	0.3	0.3	0.3	0.3		MoTIC

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.6.1.4.1.2 Establish Export Insurance Credit Guarantee Fund			80.26	200	400	500	700		MoTIC
Strategic output 2.6.1.4.2. Improved risk management in volatile markets	Number of bilateral/multilateral engagements towards conflict resolutions in volatile markets		4	6	6	8	8	MEACA Annual Performance Report	MEACA
PIAP Actions		Baseline FY 2022/23	Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
2.6.1.4.2.1. Create a database to key market intelligence information points in volatile markets			0.2	0.2	0.2	0.2	0.2		MEACA
2.6.1.4.2.2. Undertake continuous risk assessments in volatile markets			0.538	0.585	0.59	0.679	0.726		MEACA
2.6.1.4.2.3. Implement risk mitigation measures in volatile markets			1	1	1	1	1		MEACA
Objective 3: Support capacity development for private sector institutions and organisations									
Outcome 3.1 Enhanced survival & growth of MSMEs									
Intermediate Outcome 3.1.1. Enhanced survival of MSMEs									
	Transition rate of MSMEs	5%	7%	8%	10%	12%	14%	UBOS	MoTIC
	Average life of businesses (years)	6	6	7	8	9	10	UBOS	MoTIC
Intervention 3.1.1.1. Roll out business development services (BDS) to support MSMEs.									
Strategic output: 3.1.1.1.1. Compliance with good corporate governance best practices improved									
	Proportion of firms filing annual returns with URSB	50%	60%	70%	75%	80%	90%	Online business registry	URSB
	Proportion of MSMEs filing annual returns with URA	50%	60%	70%	75%	80%	90%	URA	MoTIC

Result	Indicator	Baseline FY 2022/23		Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30				
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30				Responsible MDA/LG
3.1.1.1.1. Scale up awareness campaigns on filing annual returns with URSB		2.1	1.5	1.2	1	0.5				URSB
3.1.1.1.2. Skill MSMEs in prudent financial practices		0.3	0.3	0.3	0.3	0.3				MoTIC
3.1.1.1.3. Develop a National MSME Corporate Governance Training & Certification Programme and its implementation		0.4	0.4	0.25	0.3	0.3				MoTIC
3.1.1.1.4. Establish MSME governance clinics & Regional Compliance Helpdesks to support the programme across the country		0.5	0.5	0.4	0.4	0.4				MoTIC
Strategic output: 3.1.1.2. National BDS Framework operationalized	Proportion of MSMEs supported with BDS	10	45	50	55	60			MoTIC Annual Performance Report	MoTIC
	Proportion of MSMEs accessing BDS through digital BDS platforms	5	15	20	25	30			MoFPED Annual Performance Report/ Enterprise Uganda	MoTIC
	Percentage of hand-held small informal enterprises graduating into medium competitive enterprises		20%	30%	40%	50%			MoFPED Annual Performance Report	MoFPED (PSDU)
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30				Responsible MDA/LG

Result:	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.1.1. Provide business development services (BDS) to MSMEs			0.3	0.25	0.4	0.5	0.6		MoTIC
3.1.1.1.2. Develop a national BDS Policy, attendant guidelines & strengthen the regulation function			0.5	0.5	0.6	0.8	0.9		MoTIC
3.1.1.1.3. Construct regional BDS centres			5.5	5.5	5.5	5.5	5.5		ENT UG
3.1.1.1.4. Deliver structured BDS to MSMEs utilising Government investment			0.700	0.700	0.700	1.050	1.050		ENT UG
3.1.1.1.5. Provide quality and impactful BDS to RHD enterprises									MoTIC, PSFU
3.1.1.1.6. Offer client institutions business development services to support business establishments			0.6	0.6	0.6	0.6	0.6		MSC
3.1.1.1.7. Develop a data base system for BDS providers			0.6	0.65	0.65	0.65			MoTIC
3.1.1.1.8. Digitalise BDS delivery			2.0	2.0	2.0	2.0	2.0		ENT UG
3.1.1.1.9. Develop BDS standards for BDS providers.		0.9375	-	0.94	-	0.94			MoTIC, ENT UG
3.1.1.1.10. Implement the informality management for compliance and Revenue Mobilisation Programme			1.00	1.50	2.00	2.50	3.00		PSDU

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.2.1.1. Track and study the jobs created in the economy annually			0.3	0.3	0.3	0.3	0.3		NPA
3.1.1.2.1.2. Undertake studies on private sector developments in the economy			1	1	1	1	1		NPA, PSD/DPI SECRETARIAT
Intervention 3.1.1.2. Strengthen insolvency and corporate rescue frameworks									
Strategic Output									
3.1.1.2.1. Insolvency legal framework strengthened	Proportion of businesses rehabilitated (after care services)		25%	30%	35%	45%	50%	URSB Annual report	URSB
PIAP Actions	No. of insolvency practitioners registered	75	120	131	135	140	150	URSB Annual report	URSB
			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
3.1.1.2.1.1. Creating public awareness about insolvency services			0.3	0.35	0.4	0.46	0.5	URSB Annual report	URSB
3.1.1.2.1.2. Automating insolvency procedures			0.3	0.2	0.23	0.26	0.15	URSB Annual report	URSB
Intervention: 3.1.1.3. Continuously assess the effectiveness of entrepreneurship development programs									
Strategic output: 3									
1.1.3.1. Annual Reports on private sector developments published	Annual jobs report	0	1	1	1	1	1	NPA Annual Performance Report	NPA
PIAP Actions	Annual Pulse of the Economy Report	1	1	1	1	1	1	NPA Annual Performance Report	NPA
			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
3.1.1.3.1.2. Track and study the jobs created in the economy annually			0.3	0.3	0.3	0.3	0.3		NPA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.3.1.3. Undertake studies on private sector developments in the economy			0.3	0.3	0.3	0.3	0.3		NPA
Intermediate Outcome of MSMEs			1.5	1.7	2	2	2.3		MoTIC
	% change in annual turnover		2	2.2	2.4	3	3.2		MoTIC
	Employment growth rate (MoTIC)		20	30	40	50	60	MoTIC Annual Performance Report	MoTIC
	Strategic output								
3.1.2.1. A functional Confederation in place to promote, protect, represent and develop the private sector	Number of private sector bodies registered with the Confederation	10							
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
3.1.2.1.1. Develop and disseminate a National Framework for Private sector representation			0.5	0.5					MoFPED/PSDU
Strategic output									
3.1.2.2. Associations and cooperatives strengthened	No. of firms that are registered members of the Chamber of Commerce	800	800	1,000	1,100	1,200	1,300	Uganda National Chamber of Commerce and Industry (UNCCI)	MoTIC
	% increase in volume of trade by Cross-Border Traders Association (CBTAs)	N/A	0.05	0.1	0.15	0.2	0.25		MoTIC
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
3.1.2.2.1. Build capacity and facilitate formation of private sector associations			0.3	0.3	0.3	0.3	0.3		MoFPED

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.2.2.2. Construct and equip Cross-Border Traders Association (CBTA) offices at 10 major borders			2	2	2	2	2		MoTIC
3.1.2.2.3. Build collaborations and capacities of Cross-Border Traders Associations			0.5	0.8	1.2	1.5	1.5		MoTIC
3.1.2.2.4. Strengthening mechanisms for public, private dialogue			0.2	0.2	0.2	0.2	0.2		MoTIC
Intervention 3.1.2.4 Foster partnerships between universities, research institutions, and private enterprises to encourage uptake and commercialisation of innovation									
Strategic output 3.1.2.4.1 Partnerships established and fostered	Number of new technologies or innovations developed through partnerships.		10	10	10	10	10	UIRI Annual Performance Report	UIRI
	No. of MSMEs linked and up taking research for commercialization		0	200	300	300	400		ENT UG
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
3.1.2.4.1.1. Adapt the lead firm structure model to build business partnerships and businesses to business learning									PSFU/MoTIC
3.1.2.4.1.2. Prepare research institutions and businesses to enable them benefit from innovation grants									UIA

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.2.4. 1.3. Build collaborations between local start-up incubators and local and international partners to promote innovations									UIRI
3.1.2.4. 1.4. Establish innovation-friendly intellectual property (IP) frameworks to facilitate knowledge transfer and commercialisation.			0.4	0.3	0.25	0.2	0.2		MoTIC
3.1.2.4. 1.5. Establish and support technology transfer offices (TTOs) at universities to facilitate licensing and commercialization of research outputs.			0.4	0.4	0.45	0.45	0.35		MoTIC
Intervention 3.1.1.5. Establish and support start-up and business incubators and accelerators that provide entrepreneurs with resources, mentoring, and workspace									
Strategic output:									
3.1.1.5.1 Established TISCs (Technology Innovation Support Centres)	Number of TISCs created	35	38	40	43	47	51	URSB Annual report	URSB
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
3.1.1.5.1.1 Engage with universities tertiary institutions in promoting innovation creativity			0.6	0.6	0.6	0.6	0.6		UIRI

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.5.1.2 Develop a national mentor network comprising successful entrepreneurs, industry experts, and academia to guide startups.		0.3	0.3	0.35	0.35	0.35	0.3		MoTIC
3.1.1.5.1.3 Organise idea-to-business (I2B) clinics, masterclasses, and hackathons to support ideation and prototyping.		0.4	0.4	0.4	0.4	0.4	0.4		MoTIC
Strategic output 3.1.1.5.2 Business incubators established	No. of incubators and accelerators established	113	166	190	217	247	280	UIRI Annual Performance Report	UIRI
	No of innovative technologies and processes created by MSMEs	23	35	38	40	42	45	UIRI Annual Performance Report	UIRI
	No. of women and PWDs using business incubation centres and facilities for value addition	32	68	78	87	95	100	UIRI Annual Performance Report	UIRI
	Capacity utilisation of the established incubators		60%	70%	80%	90%	100%	Universities (MUK), UIRI, etc..	MOTIC
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			Responsible MDA/LG
3.1.1.5.2.1 Establish and support business incubators and accelerators that provide entrepreneurs with resources, mentoring, and workspace		0.113	0.166	0.19	0.217	0.247			UIRI

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.5.2.2. Create incentives for businesses to invest in innovative technologies and processes			0.023	0.035	0.038	0.04	0.042		UIRI
3.1.1.5.2.3. Support women entrepreneurs to take advantage of existing business incubation centres and facilities for value addition			0.032	0.068	0.078	0.087	0.095		UIRI
Strategic output 3.1.1.5.3 Open innovation Network (OIN) established	No of government and academic research and innovation outputs on the innovation portal	0	8	10	25	35	50	UNCST Annual report	UNCST
	No. of companies registered on the OIN	6	10	14	18	22	26	UNCST Annual report	UNCST
	No of Platforms to trigger, facilitate, and promote innovation.	2	5	5	5	5	5	UNCST Annual report	UNCST
PIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
3.1.1.5.3.1 Establish an innovation portal which will serve as a repository of government and academic research and innovation outputs			0.8500	0.4800	0.4800	0.4800	0.4800		UNCST
3.1.1.5.3.2 Support companies on their innovation journey			0.6000	0.8400	1.0800	1.3200	1.5600		UNCST
3.1.1.5.3.3. Expand digital skills development programmes for MSMEs			0.2300	0.2300	0.2300	0.2300	0.2300		UNCST

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.5.3.4. Establish a National Open Innovation Strategy to define guidelines for collaboration among businesses, academia, and research institutions			0.3000	0.2500	0.2500	0.2500	0.2500		MoTIC
Strategic output									
3.1.1.6.1 Uptake of business registration enhanced									
	Number of businesses registered	50,893	49,000	52,100	54,000	58,000	65,000	URSB Annual report	URSB
	Number of start-ups registered		100	200	300	400	500		URSB
PIAP Actions									
3.1.1.6.1.1 Promote registration of businesses in Uganda			2	2	2.3	2.5	4		URSB
3.1.1.6.1.2 Support women in the private sector to formalise business and access business development services and opportunities i.e. technology, value addition, market services, capacity development			2	2	2	2	2		URSB
3.1.1.6.1.3 Reviewing the laws, regulations and administrative processes in doing business/ business licensing reforms			0.5	0.5	0.5	0.5	0.5	PSDU	PSDU/MoFPED
2.3.12.3.4. Streamline regulatory processes to make it easier for start-ups to register and operate.			0.2	0.25	0.3	0.3	0.3		URSB

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
2.3.1.2.3.5. Promote the utilisation of trademarking as an indirect uptake of business registration and formalisation			0.4	0.4	0.5	0.5	0.4		MoTIC
2.3.1.2.3.6. Engage business associations, chambers of commerce, and cooperatives to drive collective formalisation efforts			0.2	0.2	0.2	0.2	0.2		MoTIC
Strategic output 3.1.1.6.2. Decentralized services for improved formalisation of private sector									
	Number of businesses registered under the decentralized service centers	20,885	21,929	23,026	24,177	25,386	26,655	URSB Annual reports	URSB
	No. of business enterprises registered in Refugee Hosting Districts	1	4	3	3	5	4	MoTIC, PSFU,URSB	URSB
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		
3.1.1.6.2.1 Establish decentralised service centres to scale up registration services			0.2	0.3	0.25	0.15	0.1	URSB Annual report	URSB
3.1.1.6.2.2. Facilitate business registration in refugee-hosting districts (RHDs)			0.3	0.4	0.4	0.5	0.6	MoTIC Annual Performance Report	PSFU
Strategic output 3.1.1.6.3. Cultural and Creative Industry formalisation incentives developed									
	Number of creative enterprises accessing finance from the Arts Trust Fund		100	200	300	400	500	MoGLSD Annual Report	MoGLSD
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
3.1.1.6.3.1. Setting up an Arts Trust Fund to support cultural and creative enterprises			3	3.5	4	4.5	5		MoCLSD
3.1.1.6.3.2. Develop a national strategy for the professionalization of Uganda's creative industry and its implementation			0.4	0.4	0.3	0.35	0.3		MoTIC
Intervention 3.1.1.7. Strengthen partnerships between local Governments, MDAs (URA, URSB) and Private sector to streamline formalisation regimes									
Strategic output 3.1.1.7.1.									
Business registration system at all levels of Government (Central and local Government) integrated	Number of systems integrated to the business registry	2	3	4	5	6	7	URSB Annual report	MoLC, URSB, LGs
PIAP Actions			Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG
3.1.1.7.1.1. Harmonise and integrate business registration system at all levels of Government (Central and Local Government).			2	2	2	2	2		URSB
Objective 4: Enhance institutional coordination for MDAs and other stakeholders under the private sector development programme									
Outcome 4.1: Increased institution efficiency	Percentage of PSD Programme results on Target	25%	37%	49%	61%	73%	85%	PSD Prog. Secretariat	MoFPED
Intermediate: 4.1.1 Institutional coordination enhanced	Percentage of PSD Programme performance indicators reported on	62%	65%	70%	80%	85%	90%	PSD Prog. Secretariat	MoFPED
Intervention: 4.1.1.1. Enhance and strengthen the institutional efficiency and effectiveness of the Secretariat									

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output 4.1.1.1.1. PSD Programme institutions coordinated	Number of PSD Programme mandatory meetings held (LC, PWG, TWG)	6	14	14	14	14	14	PSD Prog. Secretariat	MoFPED
	Number of PSD Programme mandatory reports produced	1	2	2	2	2	2	PSD Prog. Secretariat	MoFPED
	Number of Programme Review Held	1	2	2	2	2	2	PSD Prog. Secretariat	MoFPED
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30			
4.1.1.1.1. Organise PSD Programme Leadership, PWG and TWG meetings		0.05	0.05	0.05	0.05	0.05	0.05		MoFPED
4.1.1.1.2 Prepare PSD programme quarterly, semi-annual and annual performance reports		0.16	0.16	0.16	0.16	0.16	0.16		MoFPED
4.1.1.1.3 Undertake Programme semi-annual and annual reviews		0.4	0.4	0.4	0.4	0.4	0.4		MoFPED
4.1.1.1.4 Prepare Programme BFPs		0.01	0.01	0.01	0.01	0.01	0.01		MoFPED
4.1.1.1.5 Undertake technical studies		0.5	0.5	0.5	0.5	0.5	0.5		MoFPED
4.1.1.1.6 Undertake PSD Programme M&E activities		0.36	0.36	0.36	0.36	0.36	0.36		MoFPED
4.1.1.1.7 Programme staff training and skilling		0.12	0.12	0.12	0.12	0.12	0.12		MoFPED
Intervention 4.1.1.2. Coordinate the stakeholders to enhance competitiveness									

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
Output 4.1.1.2.i: Consultative engagements with the private sector undertaken	Percentages of National Competitiveness Forum recommendations implemented		50%	60%	70%	75%	80%		MoFPED
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG	
4.1.1.2.1.1 Compile the Private Sector Development Report and State of the Nation's Enterprises (STANE) report.			0.10	0.10	0.12	0.15	0.10		MoFPED
4.1.1.2.1.2 Host the NCF and regional stakeholder platforms			0.15	0.15	0.15	0.15	0.15		MoFPED
4.1.1.2.1.3 Update and align NSPSD II to NSPSD III and ensure implementation.			0.10	0.10	0.10	0.10	0.10		MoFPED
Intervention: 4.1.1.3 Enhance and strengthen the institutional efficiency and effectiveness of the Programme									
Output: 4.1.1.3.1	Percentage of Vote PSD indicators on target	25%	37%	49%	61%	73%	85%		
Programme institutional efficiency and effectiveness strengthened	Percentage of Vote PSD indicators reported on	62%	65%	70%	80%	85%	90%		
PIAP Actions		Budget FY 2025/26	Budget FY 2026/27	Budget FY 2027/28	Budget FY 2028/29	Budget FY 2029/30		Responsible MDA/LG	
4. 4.1.1.3.1.1: Institutional Development of UIA		7.54	4.71	2.85	1.21	0.99		UIA	
4. 4.1.1.3.1.2: Institutional Development of UNBS		5.55	7.77	12.43	16.16	18.59		UNBS	
4. 4.1.1.3.1.3: Institutional Development of URBRA		0.72	3.53	2.80	2.80	2.80		URBRA	

Result	Indicator	Baseline FY 2022/23	Target 2025/26	Target 2026/27	Target FY 2027/28	Target 2028/29	Target FY 2029/30	Data Source	Responsible MDA/LG
4. 4.11.3.1.4. Carry out administrative and support services (wage and fixed costs)			62.72	48.46	43.69	39.07	42.34	All PSD MDAs	MoFPED
4. 4.11.3.1.5. Coordinate the implementation of the PSD projects (INVITE, Standards, GROW ...)			26	26	20	26	18		MoFPED
4. 4.11.3.1.6. Local Government grant (UGX bn)			2.83	2.83	3.11	3.42	3.77	MoFPED	MoFPED

Annex 2 RESULTS FRAMEWORK METADATA

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
<p>NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.</p> <p>NDPIV Strategic Objective: Support the private sector to drive growth and create jobs</p>									
<p>Final Outcome: Conducive environment for private sector investment is created, firms are competitive and meet national, regional and international standards</p>	Growth in Private sector credit	<p>This is the annual percentage change in private sector credit between the previous year and the current year. Private sector credit refers to domestic financial resources provided to the private sector (borrower) by regulated financial institutions</p>	$\frac{(\text{Private Sector Credit in Current Period} - \text{Previous Period})}{\text{Previous Period}} \times 100$	percentage (%)	UBOS National accounts Administrative Sources	Annual	UBOS	UBOS	UBOS Statistical abstract
	Savings as a percentage of GDP	<p>The aggregates of total savings in the economy divided by the GDP of the same period</p>	<p>Aggregate savings in regulated financial institutions are compiled through regular returns. The GDP estimates are based SNA and is provided by UBOS.</p>	percentage (%)	UBOS National accounts	Annual	UBOS	UBOS	UBOS Staistical Abstract

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Competitiveness index	<p>The Competitiveness Index measures a country's ability to provide an environment conducive to business growth and economic performance. It considers various factors, including infrastructure, macroeconomic stability, innovation capability, market efficiency, and institutional quality. A higher index indicates a more competitive economy that can attract investment and promote sustainable growth.</p>	Score is derived from aggregation of 12 pillars scored on a 0-100 scale and ranked among participating countries	Global Ranking	World Economic Forum (WEF) – Global Competitiveness Report	Sporadic	MFPEP	MoFPED	
	Percentage of the informal sector	This indicator measures the proportion of economic activity that occurs in the informal sector, which includes unregistered businesses and workers who are not officially recognized by the government.	$(\text{Value of Informal Sector Output} / \text{Total Economic Output}) \times 100$	Percentage (%)	UBOS National accounts	Annual	UBOS	UBOS	UBOS Statistical abstract

Program Name: Private Sector Development.

Program Goal: Increased survival and transition of private sector enterprises.

Objective 1: Sustainably lower the cost of financing

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Outcome 1.1: Access to affordable finance	% of financially included adults (≥16 years)	The number of Ugandans aged 16 years and above who have access to and use financial services. The indicator is used to measure the level of financial inclusion in the country	FinScope statistics on financial inclusion are computed using data gathered through a nationally representative, demand-side household survey. This survey, developed by the FinMark Trust, collects detailed information on how individuals source income, manage their financial lives, and interact with various financial products and services, both formal and informal.	Percentage (%)	FinScope Surveys	Annual	MoFPED	MoFPED	Published FinScope Reports, both in hard and electronic versions
Intermediate Outcome 1.1.1 Increasing long time financing for key growth Sectors	Domestic Market Capitalization to GDP	Total value of all listed shares in a stock market as a percentage of GDP.	The value of all the publicly listed stock of all companies in a given economy divided by the gross domestic product of that economy multiplied by 100.	Percentage (%)	CMA Annual report	Annual	MoFPED	CMA	MoFPED Annual report
	Insurance Penetration	This is the measure to which insurance services are utilized in an economy relative to the Country's GDP. The value of total insurance premiums written (both life and non-life) providing insight into the market's maturity and the level of risk management among individuals and businesses.	Summation of total Value of insurance premiums (Life Insurance Premiums+Non-Life Insurance Premiums) divided by the GDP multiplied by 100	Percentage (%)	IRA Annual Performance Report	Annual	IRA	IRA	IRA Annual performance report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Percentage point change in UGX lending rate of Commercial Banks	The percentage point change in the UGX (Ugandan Shilling) lending rate measures the change in the interest rate at which Commercial banks lend money to borrowers, expressed in percentage points. This indicator helps assess the cost of borrowing over time and can provide insights into monetary policy, inflation expectations, and economic conditions.	Current Lending Rate – Previous Lending Rate (expressed in percentage points)	percentage points	Annual Financial Sector Performance Report	Annual	MoFPED	BOU	BOU Annual Financial Sector Performance Report
	Percentage point change in UGX lending rate of Tier 4 Financial Institutions	The percentage point change in the UGX (Ugandan Shilling) lending rate measures the change in the interest rate at which Tier 4 Financial Institutions lend money to borrowers, expressed in percentage points. This indicator helps assess the cost of borrowing over time and can provide insights into monetary policy, inflation expectations, and economic conditions.	Percentage change of the previous lending rate from the current lending rate to find the change in percentage points.	percentage points	UMIRA Annual Performance reports	Annual	MoFPED	UMIRA	UMIRA Annual Performance reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Percentage point change in UGX Lending rate of Money Lenders	The percentage point change in the UGX (Ugandan Shilling) lending rate measures the change in the interest rate at which Money Lenders lend money to borrowers, expressed in percentage points. This indicator helps assess the cost of borrowing over time and can provide insights into monetary policy, inflation expectations, and economic conditions.	Percentage change of the previous lending rate from the current lending rate to find the change in percentage points.	percentage points	UMRA Annual Performance reports	Annual	MoFPED	UMRA	UMRA Annual Performance reports
	Percentage point change in UGX lending rate of DFIs	The percentage point change in the UGX (Ugandan Shilling) lending rate measures the change in the interest rate at which DFIs lend money to borrowers, expressed in percentage points. This indicator helps assess the cost of borrowing over time and can provide insights into monetary policy, inflation expectations, and economic conditions.	Percentage change of the previous lending rate from the current lending rate to find the change in percentage points.	percentage point	UMRA Annual Performance reports	Annual	MoFPED	UMRA	UMRA Annual Performance reports
	UDB Portfolio size- UGX billion	The total value of the Bank's loan, equity, and other development finance assets held in the reporting year.	Sum of the gross value of loans, equity investments, and other portfolio assets as reported in the Bank's audited financial statements.	UGX Billions	UDB Annual Reports	Annual	MFPEP	UDB	UDB Annual Report
	Total value of private equity investments by Uganda Development Bank- UGX billions	The total amount invested by UDB in private equity holdings across all investee companies during the reporting year.	Total disbursed equity investments as reflected in UDB's audited financial statements.	UGX Billions	UDB Annual Reports	Annual	MFPEP	UDB	UDB Annual Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intervention 1.1.1: Increase access and affordability of financial services									
Strategic output: 1.1.1.1 Growth in Capital markets assets	Growth in the value of CIS Assets under management (UGX Billion)	The indicator measures the change in the total value of assets managed by CIS over a specific period.	Value of change of Assets Under Management(AUM) at the end and beginning of the specified period divided by AUM at the beginning of the period multiplied by 100	UGX Billion	CMA Annual Performance Report	Annual	CMA	CMA	CMA Annual Performance Report
	Gross Written Premium	Value of total premium income generated by an insurance company from policies written during a specific period, before any deductions for reinsurance or cancellations.	The summation of the value of insurance policies issued during a specific period of time	UGX Billion	IRA Industry Market Report	Annual	IRA	IRA	IRA Industry Market Report
Strategic output: 1.1.1.2 Increased gross written premiums	Number of insurance branches operational	The total count of physical locations (branches) where insurance companies conduct businesses and offer services to clients.	The total of Operational Branches of each Insurance Company	Count (Number of Branches)	IRA Industry Market Report	Annual	IRA	IRA	IRA Industry Market Report
	Value of security interest registered	Monetary value of security interests (liens or claims) that are registered against movable assets (such as vehicles, equipment, inventory, etc.) within a specified period.	The total of Security Interest registered of movable assets within a specified period of time.	UGX	URSB Annual Report	Annual	URSB	URSB	URSB Annual Report
strategic output: 1.1.1.3. Security Interest in Movable Property Registry System fully functional and accepted by the industry	Number of collaterals used to access credit from financial institutions	The count assets pledged as collateral by individuals or businesses to secure loans from financial institutions.	collecting data from financial institutions, categorizing the types of collateral used, and summing the total number of distinct assets pledged by borrowers to secure loans.	Count (Number of Collateral)	Administrative data from Financial Institutions	Annual	URSB	URSB	Administrative data from Financial Institutions

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output: 1.1.1.4. Access to Efficient and Convenient Financial Services increased	Compliance with National Payment systems Act, 2020	The formal enactment and enforcement of the National Payment Systems Act in 2024, which regulates and governs payment systems and services within the jurisdiction.	The implementation is measured through compliance reports, the issuance of regulatory guidelines, and the operationalization of legal mandates within the Act.	Yes/No	Annual Financial Sector Performance Report	Annual	MoFPED	MoFPED	MoFPED Annual Financial Sector Performance Report
	National Payment Systems (Anti-Competition) Regulation Developed and Issued	The creation and issuance of regulatory measures aimed at preventing anti-competitive practices in the national payment systems, ensuring fair competition among payment service providers.	whether the regulation has been developed and officially issued within timeliness	Yes/No	National Payment Systems (Anti-Competition) Regulation	Annual	MoFPED	MoFPED	National Payment Systems (Anti-Competition) Regulation
	Increased number of digital financial services users	the total number of individuals and businesses utilizing digital platforms and services for financial transactions, such as mobile banking, online payments, e-wallets, and digital lending.	Sum of digital financial services users	Count (Number of Users)	FinScope Surveys	Annual	MoFPED	MoFPED	FinScope Surveys
Intervention: 1.1.1.2. Capitalize and strengthen UDB, UDC and other public banks to provide low interest loans									
Strategic output: 1.1.1.2. Long-term financing for the private sector enhanced through government financial institutions	Increased percentage of Private businesses accessing funds from UDB	The proportion of private businesses in Uganda that successfully secure financial assistance, such as loans or credit, from the Uganda Development Bank (UDB) over a given period.	Total Number of Private Businesses	Percentage (%)	Annual Report	Annual	UDB	UDB	Annual Report
	Increased percentage of Private businesses accessing funds from UDB	Applying for UDB Funds divided by the Number of Private Businesses Receiving UDB Funds							

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Gross Annual UDBL capitalization	The total value of capital held by the Uganda Development Bank Limited (UDBL) framework, before any deductions or adjustments	Gross Capitalization=Total Equity+ Total Debt+Othe Financial Contributions	UGX Billion	Annual Report	Annual	UDB	UDB	Annual Report
	Volume disbursed to enterprises	The amount of money disbursed as credits to MSMEs	Summation of the total credits to MSMEs by government Financial Institutions	UGX	Annual Performance Reports of Gov't-owned Fis - Pearl Bank, Housing Finance, Pride, & UDB	Annual	UDB	UDB, Pride, Pearl & Housing Finance	Annual Performance Reports of Gov't-owned Fis - Pearl Bank, Housing Finance, Pride, & UDB
	Ratio of long-term credit through DFIs/ GDP	measures the ratio of the value of long-term financing provided by Development Finance Institutions (DFIs) to GDP	Summation of total value of long-term credit through DFIs/GDP	Ratio	UDB Annual Performance Report	Annual	UDB	MFPED	UDB Annual Performance Report
	Cummulative UDBL Capitalization	measures the total amount of capital (funds) that the Uganda Development Bank Limited (UDBL) has accumulated from all sources over a specific point in time.	sumation of value of capital (funds) that the Uganda Development Bank Limited (UDBL) has accumulated over a specific point in time	Summation of government capitalisation over the years	UDB Annual Performance Report	Annual	UDB	MoFPED	UDB Annual Performance Report
	Number of firms that received private equity funding by local private equity funds	Counts the total number of firms that successfully secure private equity (PE) investment from locally registered or domiciled private equity funds within a given reporting period.	Total number of unique firms that received PE funding from local PE funds	Number	UDB/MFPED Annual Performance Report	Annual	UDB	UDB	UDB/MFPED Annual Performance Report
Strategic output:1.1.2.2. Access to suitable funding for start-ups enhanced	Number of start-up-friendly loan products developed	Measure of the number of financial products specifically designed to support startups.	Count of Unique Loan Products Meeting Criteria	Count (Number of Products)	MoFPED FSD Annual Report	Annual	UDB, Post bank, MSC and HFB	MoFPED	MoFPED FSD Annual Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic Output: 1.1.1.2.3.. Women and PWDs benefited from Government financial products	Uptake of startup credit	Measures the number of credit facilities accessed by registered startups from licensed financial institutions	Count of Credit Products Accessed by Startups	Count	MoFPED FSD Annual Report	Annual	UDB, Post bank, MSC and HFB	MoFPED-FSD	MoFPED FSD Annual Report
	Increased number of women-led enterprises	measures the change in the count of businesses that are owned, controlled, and managed by women over a specific period	count of number of women led enterprises in the current period - count of number of women led enterprises in the previous period	count (number)	Ent Ug/MoTIC Annual Report		ENT UG APR	MoTIC	Ent Ug/MoTIC Annual Report
Intermediate Outcome 1.1.2. Increased Access to Alternative Financing (non- bank)	Short term credit window	Measures the number of enterprises that accessed short-term financing (≤1 year) under government-supported credit programmes	Total number of enterprises receiving short-term loans during the reporting period.	Count (Number of Enterprises)	Credit Disbursements from PDM, Emyooga & SBRF)	Annual	MFPEP	MoFPED	Credit Disbursements from PDM, Emyooga & SBRF)
	Total value of Funds raised through Capital Markets	This indicator measures the total amount of money that companies and other entities have raised by issuing securities (such as stocks and bonds) in the capital markets over a specified period. It reflects the effectiveness of capital markets in providing financing for businesses and can be indicative of overall market conditions.	Total Value of Funds Raised= Total Equity Raised+ Total Debt Raised where; Total Equity Raised is the summation of number of Shares Issued*Issue Price and Total Debt Raised is the summation of Face Value of Bonds Issued	UGX	CMA Annual performance report	Annual	CMA	CMA	CMA Annual performance report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Insurance Density	measures the total value of premium collected per capita within a specific geographic area (such as a country or region) over a year. It reflects the level of insurance coverage and penetration in the market, providing insights into how much insurance individuals or entities are purchasing on average.	value of total Premiums divided by total Population	UGX per capita	IRA Industry Market Report	Annual	IRA	IRA	IRA Industry Market Report
Intervention: 1.1.2.1. Increase access to short term finance									
Strategic output: 1.1.2.1.1. Emyooga SACCOs and other client institutions offered credit and grant financing	Total number of beneficiaries accessing grant and affordable credit disaggregated by (women, youth and PWDS)	This indicator measures the total number of women, youth, and persons with disabilities accessing financial resources specifically allocated provided in the form of credit (loans) and grants over a defined period.	Total Number of beneficiaries of Financing=Total Number accessing credits (women, youth and PWDS)+Total number accessing Grants(women,youth and PWDS	UGX	Emyooga System and Field Survey	Annual	MoFPED	MSC	Emyooga System and Field Survey
	Number of Emyooga SACCOs offered grant financing	measures the total number of Emyooga Savings and Credit Cooperative Organizations (SACCOs) that have received grant financing	Count of Emyooga SACCOs offered grant financing	Count (Number of SACCOs)	Emyooga system and Field Survey	Annual	MoFPED	MSC	Emyooga system and Field Survey
Intervention 1.1.2.2. Implement financial literacy programs									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output:1.1.2.2.1. Increased public awareness and understanding of capital markets, insurance and other financial services	Number of CIS Accounts	This is the total count of Capital Investment Scheme (CIS) accounts that have been opened and are active within a specific timeframe. These are typically investment accounts that allow individuals or entities to invest in various financial instruments, often aimed at promoting savings and investments.	count of Capital Investment Scheme (CIS) accounts	Count (Number of Accounts)	CMA Annual performance report	Annual	CMA	CMA	CMA Annual performance report
	Strategic output: 1.1.2.2.2. Increased coverage and growth of the Retirement Benefits Sector	No. of retirement benefit member accounts	The indicator measures the total number of individual accounts held by members participating in retirement benefit schemes. These accounts can include various types of retirement plans, such as pension funds, or individual retirement accounts. The indicator helps assess the coverage and reach of retirement benefit programs within a given population.	total number of member accounts that are active and in good standing	Electronic Risk Based Supervision System (ERBSS)	Annual	URBRA	URBRA	Electronic Risk Based Supervision System (ERBSS)
	Annual Retirement Benefits Sector Asset to GDP Ratio	measures the proportion of the total assets of the retirement benefits sector to GDP over a specific annual period	Total Assets at End of Period divided by GDP of the Period multiplied by 100	Percentage (%)	Electronic Risk Based Supervision System (ERBSS)	Annual	URBRA	URBRA	Electronic Risk Based Supervision System (ERBSS)

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
strategic output:1.1.2.3.1. Environment, Social and Governance (ESG) practices intergrated in the financial sector.	Value of green financing (UGX) offered to client institutions	measures the total monetary value of funds allocated for projects and investments that have positive environmental impacts, such as renewable energy, energy efficiency, sustainable agriculture, and pollution reduction.	Sum of total value of all green financing offered to client institutions during the specified period. Include all forms of financing, such as loans, equity investments, and grants.	UGX	Credit Quarterly Report	Annual	MSC	MSC	Credit Quarterly Report
	Number of Tier 4 institutions adapting to ESG guidelines for green financing.	measures the total number of Tier 4 financial institutions that have adopted ESG guidelines specifically for the purpose of green financing. This adaptation signifies a commitment to sustainable practices and responsible lending aimed at promoting environmentally friendly projects.	Total Count of the number of Tier 4 institutions that have successfully integrated ESG guidelines into their operations or financing strategies.	Count (Number of Institutions)	Uganda Microfinance Regulatory Department Report	Annual	MoFPED	UMRA	Uganda Microfinance Regulatory Department Report
	Proportion of financial institutions adopting ESG practices	measures the percentage of financial institutions that have adopted ESG practices within a specific timeframe.	Number of Institutions Adopting ESG Practices divided by Total Number of Financial Institution multiplied by 100	Percentage (%)	ESG Sustainability Framework for supervised financial Institutions	Annual	MoFPED	MoFPED	ESG Sustainability Framework for supervised financial Institutions

Intervention 1.1.2.4 Promote development, transfer, and application of new financial products and service

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output: 1.1.2.4.1. Innovative products for capital markets and Tier 4 insitutions developed	Total value of funds raised through innovative capital markets products e.g crowd funding (UGX Billion)	measures the total monetary value of funds raised through innovative capital market products, such as crowdfunding, peer-to-peer lending, green bonds, and other non-traditional financing mechanisms. It reflects the effectiveness and growth of alternative financing avenues in the capital market.	For each product type, sum the total value of funds raised during the specified period.	UGX Billion	CMA Annual Performance report	Annual	CMA	CMA	CMA Annual Performance report
	Number of Tier 4 institutions using a fully functional UG loan shop system.	the total number of Tier 4 financial institutions that have implemented a fully functional Ugandan loan shop system. A loan shop system is a digital platform that facilitates the management, disbursement, and repayment of loans, enhancing operational efficiency and customer service.	total number of Tier 4 institutions that have implemented the fully functional UG loan shop system	Count (Number of Institutions)	Uganda Microfinance Regulatory Department Report	Annual	MoFPED	UMPA	Uganda Microfinance Regulatory Department Report
Intervnetion:1.1.2.5 Strengthen the financial inclusion pillar of PDM									
Strategic output:1.1.2.5.1. Every Parish fully capitalized and effectively utilize the UGX. 100 million every year	All Parishes fully capitalized with the Parish Revolving Fund (No.???)	measures the total number of parishes that have been fully capitalized with the Parish Revolving Fund, which is designed to provide financial resources for community development and support local initiatives.	total number of parishes that meet the criteria for being fully capitalized with the fund.	Count (Number of Parishes)	The Annual Budget Performance Reports; and the Quarterly PDM Press Briefs	Annual	MFPEP	MoFPED	The Annual Budget Performance Reports; and the Quarterly PDM Press Briefs

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	No. of Households accessing PDM funds	not clear	not clear	Count (Number of Households)	The Annual Budget Performance Reports; and the Quarterly PDM Press Briefs	Annual	MFPEP	MFPEP	The Annual Budget Performance Reports; and the Quarterly PDM Press Briefs
	No. of Enterprises resulting from PDM investments	measures the total number of new enterprises established as a direct result of investments made through the Parish Development Model (PDM).	total number of new enterprises that have been established as a direct result of PDM investments during a specific timeframe	Count (Number of Enterprises)	The Annual Budget Performance Reports; and the Quarterly PDM Press Briefs	Annual	MFPEP	MFPEP	The Annual Budget Performance Reports; and the Quarterly PDM Press Briefs
Intervention 1.1.2.6 Promote use of Security interest in Movable assets in MSMEs									
	Strategic output: 1.1.2.6.1. Individual borrowers and MSMEs accessing credit using movable assets as collateral increased.	measure of individual borrowers and micro, small, and medium enterprises (MSMEs) that have successfully accessed credit by using movable assets (such as inventory, equipment, or vehicles) as collateral. It reflects the effectiveness of lending practices that allow borrowers to leverage their movable assets to secure financing.	value of unique individual borrowers and MSMEs that have successfully obtained credit using movable assets as collateral.	Count (Number of Borrowers)	URSB Annual Report	Annual	URSB	URSB	URSB Annual Report
	Intermediate Outcome 1.1.3: Increased value of financial saving	Retirement Assets to GDP Ratio	value of Total Retirement Assets divided by GDP multiplied by 100	Percentage (%)	Electronic Risk Based Supervision System (ERBSS) and BOU website	Annual	URBRA	URBRA	Electronic Risk Based Supervision System (ERBSS) and BOU website

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intervention 1.1.3.1. Support retirement scheme for non-salaried/micro-pension scheme to mobilize financing for private sector									
Strategic output 1.1.3.1.1. Technology driven informal sector Saving Scheme in place		measures of the total operating costs of the retirement benefits sector relative to the total assets under management. This ratio indicates the efficiency and cost-effectiveness of managing retirement funds	value of Total Operating Costs divided by total assets multiplied by 100	Percentage (%)	Annual Retirement Benefits Sector Performance Report	Annual	UBRA	UBRA	Annual Retirement Benefits Sector Performance Report
		measures the average interest rate charged on loans by Tier 4 financial institutions (typically microfinance institutions and community banks) over a specific year.	Value of Annual Tier 4 interest Lending Rates divided by Number of Loans	Percentage (%)	Uganda Microfinance Regulatory Department Report	Annual	Ministry of Finance	UMRA	Uganda Microfinance Regulatory Department Report
Intermediate Outcome 1.1.4. Reduced lending rates		measures the percentage increase in the number of borrowers accessing credit from Tier 4 financial institutions (typically microfinance institutions and community banks) over a specific period.	Number of Borrowers at End of Period-Number of Borrowers at Beginning of Period divided by Number of Borrowers at Beginning of Period multiplied by 100	Percentage (%)	Uganda Microfinance Regulatory Department Report	Annual	UMRA	UMRA	Uganda Microfinance Regulatory Department Report
		Growth in borrowers in Tier 4 institutions							
Intervention 1.1.4.1. Implement strong financial consumer protection measures, including regulations, dispute resolution mechanisms, to ensure the fair and responsible provision of financial services									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output 1.1.4.1.1. Strengthened regulatory and supervisory framework for financial sector regulators	Percentage of resolved complaints reported by all financial sector regulators	measures the percentage of consumer complaints received by financial sector regulators that have been resolved within a specified period. It reflects the effectiveness of regulatory bodies in addressing consumer grievances and ensuring fair practices within the financial sector.	Number of Resolved Complaints divided by total number of complaints received multiplied by 100	Percentage (%)	Bank of Uganda Annual Reports	Annual	MFPEd	MFPEd	Bank of Uganda Annual Reports
	Percentage of insurance service providers complaint with the industry best practices	The proportion of insurance service providers (companies) that adhere to industry best practices in terms of governance, operational standards, and service delivery, specifically relative to the Gross Written Premium (total premium amount that an insurance company writes (or collects) during a specified period, before deducting reinsurance costs. It includes all direct and assumed premiums written.).	(Gross Written Premium from Compliant Providers/Total Gross Written Premium from All Providers) x100	Percentage (%)	IRA Annual report	Annual	IRA	IRA	IRA Annual report
	Percentage of complaints resolved	This indicator measures the proportion of customer complaints within the insurance sector that have been addressed and resolved, in relation to the total number of complaints received.	complaints solved divided by complaints	Percentage (%)	IRA complaints bureau reports	Annual	IRA	IRA	IRA complaints bureau reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output: 1.1.1.4. Improved licensing, regulation and supervision of Tier 4 institutions and money lenders	Percentage of complaints resolved	This indicator measures the proportion of customer complaints within the Tier-4 sector that have been addressed and resolved, in relation to the total number of complaints received.	complaints solved divided by complaints	Percentage (%)	Uganda Microfinance Regulatory Department Report	Annual	Ministry of Finance Report	UMRA	Uganda Microfinance Regulatory Department Report
	Percentage institutions complaint with the regulations or guidelines.			Percentage (%)	Uganda Microfinance Regulatory Department Report	Annual	Ministry of Finance Report	UMRA	Uganda Microfinance Regulatory Department Report
	Number of licensed and regulated Tier 4 institutions that offer financial services.	the total number of Tier 4 financial institutions that are officially licensed and regulated by Bank of Uganda relevant authorities to provide financial services.	total number of licensed and regulated Tier 4 institutions that offer the defined financial services.	Count (Number of Institutions)	UMRA Online licensing and regulatory reporting system	Annual	Ministry of Finance Report /Uganda Microfinance Regulatory Department Report	UMRA	UMRA Online licensing and regulatory reporting system
Intervention 1.1.4.2 Develop and implement credit information systems to facilitate responsible lending and borrowing, promoting financial stability									
Strategic output 1.1.4.2.1. Credit information sharing mechanism for the Tier 4 Microfinance Institutions and Money Lenders established.	Percentage of Tier 4 institutions participating in credit information sharing mechanism.	proportion of Tier 4 financial institutions that actively participate in a credit information sharing mechanism.	Number of Participating Institutions divided by total number of tier 4 institutions multiplied by 100	Percentage (%)	Uganda Microfinance Regulatory Department Report	Annual	MoFPED	UMRA	Uganda Microfinance Regulatory Department Report
	Percentage of money lending institutions participating in credit information sharing mechanism.	proportion of Tier 4 financial institutions that actively participate in a credit information sharing mechanism.	Number of Participating Institutions divided by total number of tier 4 institutions multiplied by 101	Percentage (%)	Uganda Microfinance Regulatory Department Report	Annual	Ministry of Finance	UMRA	Uganda Microfinance Regulatory Department Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output 1.1.4.2.2. Security Interest in Movable Property Registry System fully functional and accepted by the financial industry	Number of systems integrated with SIMPO	total number of financial systems or platforms that have been successfully integrated with the SIMPO	The total number of systems that have achieved successful integration with SIMPO	Count (Number of Systems)	URSB Annual Report	Annual	URSB	URSB	URSB Annual Report
	Number of refugees accessing financing using SIMPO	total number of refugees who have successfully accessed financial services or financing through the SIMPO	Total number of refugee beneficiaries who have accessed financing through SIMPO during a specified time period	Count (Number of Refugees)	URSB Annual Report	Annual	URSB	URSB	URSB Annual Report
	Reduction in loan default rate among newly assessed borrowers (%)	measures the percentage decrease in the rate of loan defaults among borrowers who have been evaluated using the improved or enhanced risk-assessment system, compared to the baseline default rate prior to its introduction.	{Number of loans in default/Total Loans disbursed}x100	Percentage	MoFPED Annual reports	Annual	MFPED	MFPED	MoFPED Annual reports
Outcome 1.2 Enhanced efficiency in delivery of financial services	Percentage reduction in processing time for payments, approvals, or disbursements for tier 4 Institutions.	Measures the Percentage reduction in processing time for payments, approvals, or disbursements.	{(Baseline Time-Current Time)/Baseline time}x100	Percentage	MoFPED Annual reports	Annual	MFPED	MFPED	MoFPED Annual reports
Intermediate Outcome 1.1.5. Reduced time and cost of delivery of financial services	Average time of obtaining UMRA licences and permits	The average duration it takes for financial institutions and other relevant entities to receive licenses and permits from UMRA.	Time to Obtain Each Licence/Permit divided by Number of licenses/Permits Issued	Days	UMRA Online licensing and regulatory reporting system	Annual	Ministry of Finance Report	UMRA	UMRA Online licensing and regulatory reporting system
Intervention: 1.1.5.1. Leverage the use of technology in delivering financial services									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic Output: 1.5.1.1. Enhance digitalisation and adoption of technology in financial services.	Number of applicants successfully approved from the sandbox	The total number of applicants who have successfully met the criteria and received approval to operate within the regulatory sandbox, a controlled environment allowing innovators to test their products or services with regulatory oversight.	Count of applicants that have received approval notifications from the sandbox program.	Count	CMA Annual performance report	Annual	CMA	CMA	CMA Annual performance report
	Number of Tier 4 institutions licensed using the UMRA Online Licensing and regulatory reporting system	The total number of Tier 4 financial institutions that have been officially licensed through the UMRA (Uganda Microfinance Regulatory Authority) Online Licensing and Regulatory Reporting System.	Total number of Tier 4 institutions that have been licensed using the UMRA Online Licensing and Regulatory Reporting System.	Count (Number of Institutions)	UMRA Online licensing and regulatory reporting system	Annual	Ministry of Finance	UMRA	UMRA Online licensing and regulatory reporting system
	Cost/ assets ratio of retirement benefits sector from the informal sector	measures the operational efficiency of retirement benefits schemes targeting the informal sector.	calculated by dividing the total operational costs of these schemes by their total assets.	Percentage (%)	Electronic Risk Based Supervision System (ERBSS)	Annual		URBRA	Electronic Risk Based Supervision System (ERBSS)
Objective 2: Increase market access, presence and competitiveness of Ugandan goods and services									
Outcome: 2.1 Increased quality and value of exports of goods and services	Value of Exports	measures the total monetary value of goods and services sold by a country to other countries over a specific period. It reflects the strength of a country's economy and its competitiveness in international markets.	value of total export where export value is Quantity*Unit Price	USD Millions	Administrative data from BOU reports	Annual	UFZEPA	BOU	Administrative data from BOU reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Export return on value added (Net export earnings/export value added)	measures the efficiency and profitability of exports relative to the value added by the domestic economy in producing those exports.	Divide the Net Export Earnings by the Export Value Added.	Ratio	Administrative data from BOU reports	Annual	UFZEPA	BOU	Administrative data from BOU reports
intermediate outcome:	Export value added ratio (export value to raw material import value)	Measures the degree of value addition by comparing total export value to the value of imported raw materials used in production	Total export value ÷ Total value of imported raw materials	Ratio	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report
Intervention: 2.1.1.1 Establishment of modern packaging and branding industries and services to support value addition									
Output: 2.1.1.1.1	Modern Packaging and branding industries supported	quantifies the total number of trademarks and industrial designs that have been formally registered with UNBS	total number of registered trademarks and industrial designs for the specified period. This can often	Count (Number of Trademarks)	URSB Annual Report	Annual	URSB	URSB	URSB Annual Report
	Functional institute of packaging partners of Uganda	Tracks whether a national packaging institute has been legally established and is operational	Binary assessment based on confirmation of legal establishment and operational status (Yes = operational, No = not operational)	Yes/No	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report
	Number of businesses targeted and supported	the total number of businesses that have been identified for assistance and have received support from a specific program, initiative, or organization. Support can include financial aid, training, resources, mentorship, or any other form of assistance aimed at enhancing business performance and growth.	The number of businesses targeted and supported is determined by counting the distinct businesses that have received any form of targeted support within a defined time period. This measure helps evaluate the outreach and effectiveness of programs designed to assist the business community.	Count (Number of Businesses)	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intermediate outcome: 2.1.2. Enhanced standardization of products	Number of packaging and branding Industries identified, profiled and facilitated	the total number of packaging and branding businesses that have been identified and documented through profiling, as well as those that have received facilitation or support. This facilitation may include assistance with improving operational practices, access to funding, training, and resources aimed at enhancing their market presence and competitiveness.	counting the distinct businesses that have been successfully identified, profiled, and provided with any form of facilitation or support during a year	Count (Number of Industries)	UIA Performance reports	Annual	UIA	UIA	UIA Performance reports
	Proportion of standardized products on the market	measures the share of products in a specific market that adhere to recognized standards, such as quality, safety, and performance specifications.	Number of certified/standard-compliant products ÷ Total number of inspected products) × 100	Percentage (%)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Product standardization rate (% of products meeting international standards)	measures the percentage of products in a specific market that meet internationally recognized standards.	Number of Products Meeting International Standards divided total number of products multiplied by 100	Percentage (%)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
Intervention:2.1.2.1. Promote certification for MSMEs products for market access									
Output: 2.1.2.1.1: cottages and artisan industry supported	Number of jobs created in cottages and artisan workspaces	measures the total number of employment generated in small-scale, often informal production settings.	Summation of all the new jobs across all surveyed cottages and artisan workspaces.	Count (Number of Jobs)	Employment service Bureau Reports	Annual	KCCA, Cities and municipalities	KCCA, Cities and municipalities	Employment service Bureau Reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output: 2.1.2.1.2. Increased certification of products by MSMEs.	Number of products from cottages and artisans certified	measures the total number of products produced by cottage industries and artisans that have received certification for quality, safety, or compliance with specific standards from UNBS	Sum the number of certified products from all cottage and artisan producers.	Count (Number of Products)	Administrative data from UNBS	Annual	KCCA, Cities and municipalities	UNBS	Administrative data from UNBS
	Number of stakeholder engagements conducted with MSMEs to popularize and promote standardization	measures the total number of interactions, meetings, workshops, or outreach activities organized with Micro, Small, and Medium Enterprises (MSMEs) aimed at raising awareness and encouraging the adoption of standardization practices.	Count of stakeholder engagements conducted with MSMEs to popularize and promote standardization	Count (Number of Engagements)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
Output: 2.1.2.1.3. The Global Standards Barcoding System (GS 1 Uganda) operationalised	Number of firms using the Uganda GS 1 Barcode	measures the total number of businesses that have adopted and are utilizing the GS1 barcode system.	Count of firms using the Uganda GS1 Barcode	Count (Number of Firms)	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report
	Number of products using GS1 Barcode for Uganda	measures the total number of distinct products that have been assigned and are utilizing GS1 barcodes within the Ugandan market.	Sum of total number of distinct products using GS1 barcodes	Count (Number of Products)	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report
Intervention 2.1.2.2. Support the access and enforcement of Standards to provide decentralized services to the private sector									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output 2.1.2.2.1 Certification, testing, equipment calibration and verification services enhanced	Number of regions with accredited certification, laboratory testing and equipment calibration and verification services	measures the total number of regions that have facilities accredited to provide certification, laboratory testing, and equipment calibration services.	total number of regions that have at least one accredited facility offering certification, testing, or calibration services.	Count (Number of Regions)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Number of laboratories under the UNBS inter-laboratory recognition scheme	measures the total number of laboratories that participate in the inter-laboratory recognition scheme	total number of laboratories that meet the criteria and are actively participating in the inter-laboratory recognition scheme.	Count (Number of Laboratories)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Number of standards developed	measures the total quantity of standards that have been created and officially adopted within a specific timeframe.	Sum of standards developed	Count (Number of Standards)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Number of products certified	measures the total number of products that have received certification within a specified timeframe.	Sum of products certified	Count (Number of Products)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
Outcome 2.2 Reduced Logistical costs	Number of equipment calibrated.	the total count of equipment that has undergone calibration processes to ensure accuracy and reliability in measurements.	Total Count of Equipment Calibrated in a Given year	Count (Number of Equipment)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Number of certified products in free zones and special economic zones	measures the total number of products that have received certification within designated free zones and special economic zones during a specified timeframe.	Sum of certified products in free zones and special economic zones	Count (Number of Products)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Logistical Performance Index (Overall 1=low/worst; 5=High/best)	Measure of the efficiency of logistics in the country based on customs, infrastructure, shipment ease, logistics competence, tracking ability, and timeliness of deliveries.	World Bank global survey and statistical aggregation of six core logistics dimensions	Scale (1-5)	MoTIC Annual Report	Annual	MTIC	World Bank	MoTIC Annual Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intermediate Outcome 2.2.1. Reduced warehouse and storage costs	Average warehousing and storage cost per unit	measures the average cost incurred by a business to store goods in a warehouse for a specific period, expressed on a per-unit basis.	value of Total Warehousing Cost divided by total units scored	UGX	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report
Intervention 2.2.1.1. Establishment of logistical centres and services such as storage and distribution to facilitate domestic and external trade									
Output 2.2.1.1.1. Logistical centres and services established in strategic locations	Occupancy rate of market workspaces	measures the percentage of available market workspaces including stalls, pitches, kiosks and lockups that are currently occupied by vendors or businesses.	Total number of Occupied Workspaces divided by total Workspace multiplied by 100	Percentage (%)	Directorate quarterly Reports	Annual	KCCA , Cities Municipalities, and LGs	KCCA , Cities Municipalities, and LGs	Directorate quarterly Reports
	no of New markets constructed	measures the percentage of refugees who have been assigned designated workspaces in markets	Number of Refugees with Workspaces divided by total number of refugees multiplied by 100	Percentage	KCCA Annual report/ Ministry of Local Government	Annual	KCCA , Cities Municipalities, and LGs	KCCA , Cities Municipalities, and LGs	KCCA Annual report/ Ministry of Local Government
	Number of abattoirs constructed	defines the extent to which newly constructed abattoirs are being used relative to their maximum operational capacity.	divide Actual Output with total capacity and multiply with 100	Number	KCCA Annual report/ Ministry of Local Government	Annual	KCCA , Cities Municipalities, and LGs	KCCA , Cities Municipalities, and LGs	KCCA Annual report/ Ministry of Local Government
	Number of jobs created in the new workspaces	Measures the number of jobs created in the new workspaces	Total Count of the number of jobs created in the new workspaces	Count (Number of Jobs)	KCCA Annual report/ MoTIC Annual reports	Annual	KCCA , Cities Municipalities, and LGs	KCCA , Cities Municipalities, and LGs	KCCA Annual report/ MoTIC Annual reports
	Number of boarder export zones established	measures the total number of designated areas near borders where export-oriented businesses can operate.	Count of boarder export zones	Count (Number of Zones)	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Outcome 2.3 Increased local firms' participation in public investment programmes.	volume of trade handled at the boarder export zones	measures the total value or quantity of goods that are exported through border export zones over a specific period.	Sum of the weight or quantity of goods exported through these zones over a specific period.	UGX Billion	MoTIC Annual Report	Annual	MTIC	MTIC	MoTIC Annual Report
	Number of logistical centres with calibrated and verified equipment.	It measures the total number of logistical centres that have equipment that has been properly calibrated and verified for accuracy and reliability.	total number of logistical centres that have at least one piece of calibrated and verified equipment.	Count (Number of Centres)	UNBS Annual performance report	Annual	UNBS	UNBS	UNBS Annual performance report
	Proportion of government contracts awarded to Local providers by value	percentage of the total monetary value of government contracts that are awarded to local (domestic) providers, compared to the total value of all government contracts awarded within a given time period.	Total Value of Contracts Awarded to Local Providers divided by total value of all government contracts multiplied by 100	Percentage (%)	PPDA Electronic Government System, E-reporting System	Annual	PPDA	PPDA	PPDA Electronic Government System, E-reporting System
Intermediate Outcome 2.3.1.: Increased Compliance to local content provisions	Proportion of entities rated compliant to local content	measure the percentage of organizations that comply with a country's local content requirements.	Rated Compliant divided by total number of entities assessed multiplied by 100	Percentage (%)	PPDA Annual Assessment Report	Annual	PPDA	PPDA	PPDA Annual Assessment Report
Interventions 2.3.2.1. Expand the sectors under the reservation									
Output 2.3.2.1.1. Providers under the reservation scheme expanded	Number of active providers	measures the total number of domestic (businesses) actively participating in a government or institutional reservation scheme.	Total number of Eligible Providers Actively Engaged Under the Reservation Scheme	Count (Number of Providers)	PPDA Register of Providers	Annual	PPDA	PPDA	PPDA Register of Providers
Interventions 2.3.2.2. Build and strengthen capacity of the local contractor to participate in the domestic market									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output 2.3.2.1.2. Local content Policy and legal framework reviewed	Level of compliance with existing policies and legal framework	Measures the proportion of the value of local products procured viza-aviz total value of the procurement the count of organizations actively engaged in the development of a local content policy framework. These providers are typically stakeholders such as government agencies, private sector entities involved in drafting, advising on, or contributing to the creation or revision of policies aimed at promoting local content.	The value of local products procured divided by total value of the procurement x 100!	percentage	MoTIC Annual Report	Annual	MFPED)	MoTIC	MoTIC Annual Report
	Number of active providers		Total number of Providers Actively Contributing to the Development of the Local Content Framework	Count (Number of Providers)	PPDA Electronic Government System, E-reporting System	Annual	PPDA	PPDA	PPDA Electronic Government System, E-reporting System
Output 2.3.2.1.2.4. Capacity of local service providers strengthened	No of local content Assessments Undertaken	the total count of formal evaluations conducted to measure the compliance and effectiveness of local content policies.	summation of local content Assessments Conducted in a year	Count (Number of Assessments)	PPDA Annual Report	Annual	PPDA	PPDA	PPDA Annual Report
	No of Capacity assessments Conducted	the total count of evaluations carried out to measure the capabilities and competencies of organizations in meeting specific requirements related to local content policies.	Summation capacity assessments Completed in a year	Count (Number of Assessments)	PPDA Assessment Report	Annual	PPDA	PPDA	PPDA Assessment Report
	No of local service providers acquiring public contracts	the total count of local businesses and service providers that have successfully secured contracts to provide goods or services to government entities or public sector organizations.	Sum of Local Providers Who Secured Contracts in a Given Period	Count (Number of Providers)	PPDA Electronic Government System, E-reporting System	Annual	PPDA	PPDA	PPDA Electronic Government System, E-reporting System

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Number of start-ups registered	the total count of new businesses that have officially registered with relevant governmental or regulatory bodies within a specified period.	New Businesses Registered in a year	Count (Number of Start-ups)	URSB Annual Reports	Annual	URSB	URSB	URSB Annual Reports
	% of businesses complying to the BUBU Policy	Measures the percentage of shelf space allocated to local products	Number of shelf space allocated to local products divided by the total number of Shelf space	percentage	MoTIC Annual Reports/MoLc-LED Reports	annual	MTIC	MTIC	MoTIC Annual Reports/MoLc-LED Reports
	Proportion of entities rated compliant to local content	the percentage of businesses or entities that have been assessed and found to meet the local content requirements as stipulated by relevant regulations or policies.	Number of Compliant Entities divided by total number of entities multiplied by 100	Percentage (%)	PPDA Compliance reports	Annual	PPDA	PPDA	PPDA Compliance reports
Intervention 2.3.2.3. Develop and implement a holistic local content policy, legal and institutional frameworks.									
	Import dependency ratio. GDP-Exports)*Imports/(GDP-Exports) - Assessing overall reliance on imports including those for production and re-export	measure a country's reliance on imported goods and services relative to its overall domestic production. It provides insight into how dependent an economy is on imports to meet its consumption and production needs	(GDP-Exports)*Imports divided by (GDP - Exports) multiplied by 100	Ratio	BoU/URA Annual Reports	Annual	MTIC	MTIC	BoU/URA Annual Reports
	Import share of domestic demand (IMPORTS/(GDP-EXPORTS+IMPORTS)) - assessing reliance on imports to meet domestic consumption	the proportion of domestic demand that is satisfied by imports.	value of comparing the total value of imports to the total domestic demand, which is the sum of imports and the Gross Domestic Product (GDP) minus exports ie (Imports divide by GDP-Exports+Imports) multiplied by 100	Percentage (%)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Intervention 2.3.4 1. Eliminate anti-trade practices (eg. Competition regulation developed)									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output 2.3.4.1.1 Enhanced consumer welfare	Level of Compliance with Consumer Protection Law and Regulations	Measures the number of consumer grievances addressed viza-aviz the number reported	Count of consumer grievances		MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Strategic output 2.3.4.1.2 Unfair import trade practices reduced	% reduction on number of products experiencing import surges	the effectiveness of policies aimed at controlling and reducing the incidence of unexpected increases in imports of specific products that could adversely impact domestic industries.	Reduction in Products divided by Number of Products in Baseline Period multiplied by 100	Percentage (%)	MTIC/URA Annual Report	Annual	MTIC	MTIC	MTIC/URA Annual Report
Intervention 2.4.4.3. Increase distribution of local products									
Strategic output 2.4.4.2.1 Increased local consumption and production	% increase in local consumption	Measures the percentage change in the consumption of local products viza-aviz total consumption through government procurement and ordinal channels of commerce (Supermarkets and distributors/agents)	Value of local products consumed divided by the total consumption x 100%	Percentage (%)	MoTIC Annual Report	Annual	MTIC		MoTIC Annual Report
Outcomes 2.3 Enhanced efficiency in business and investment processes	%Increase in FDI	measures the growth rate of foreign Direct Investments made in a country over a specified period.is crucial for assessing the attractiveness of a country's economic environment for foreign investors and understanding its impact on economic growth.	Increase in FDI divide by FDI in previous period multiplied by 100	Percentage (%)	UIA Annual Investment Report	Annual	UIA	UIA	UIA Annual Investment Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	%Increase in Domestic Investment	the growth rate of investments made by domestic entities within a country over a year.	Increase in Domestic Investment divided by Domestic Investment in Previous Period multiplied by 100	Percentage (%)	UIA Annual Investment Report	Annual	UIA	UIA	UIA Annual Investment Report
	%Increase in domestic and FDI	the combined growth rate of both domestic investments and foreign direct investments in a country over a specified period.	Increase in Total Investment divide by total investment in previous period multiplied by 100	Percentage (%)	UIA Annual Investment Report	Annual	UIA	UIA	UIA Annual Investment Report
Intermediate Outcome 2.3.1 Reduced time and cost of business and investment processes	Average time for business registration (Hours)	the average duration required for businesses to complete the registration process in Uganda.	Sum of Total Registration Time divided by number of businesses registered	Hours	online business registry (OBRs)	Annual	URSB	URSB	online business registry (OBRs)
	Average time of obtaining business licences and permits	measures the average duration required for businesses to secure all necessary licenses and permits to operate legally within a specific jurisdiction.	Total Time (hours) taken from application to obtaining a Licensing divide by Number of businesses licensed	Hours	Revenue management system database	Annual	KCCA	KCCA	Revenue management system database
	Volume of business on e-commerce platforms	measures the total value of transactions conducted through online platforms over a year	Volume in Current Period - Volume in Previous Period divide by volume in previous period multiplied by 100	UGX	MoTIC Annual Report	Annual	MTIC	MoTIC	MoTIC Annual Report
	Average time to obtain an investment licence at the one-stop centre	measures the average duration investors take to obtain an investment licence through the one-stop centre This indicator is crucial for assessing the efficiency and effectiveness of the investment licensing process, reflecting how conducive the regulatory environment is for attracting investments	Total Processing Time(difference between the time of obtaining the licence minus the time of application) divided by number of licences issued	Hours	licensing system/ Quarterly internal performance report)	Annual	UIA	UIA	licensing system/ Quarterly internal performance report)

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intervention: Implement Environmental, Social and Governance (ESG), and Climate Greening of Industrial Parks									
Output: Industrial Business Parks Greened inline with ESG guidelines	Percentage of Industrial Business Parks Greened inline with ESG guideline	The proportion of industrial business parks that have implemented greening initiatives in alignment with Environmental, Social, and Governance (ESG) guidelines.	The number of parks that have successfully implemented such initiatives and dividing it by the total number of industrial business parks, then multiplying by 100 to convert it into a percentage.	Percentage (%)	Quarterly industrial parks Assessment reports	Annual	UIA	UIA	Quarterly industrial parks Assessment reports
	% of investors adopting ESG	measures the proportion of investors (individuals or organizations) that have integrated ESG criteria into their investment strategies and decision-making processes.	Number of Investors Adopting ESG divided by Total Number of Investors multiplied by 100	Percentage %	UIA Annual Report	Annually	UIA	UIA	UIA Annual Report
Output: 2.3.1.3.1 MSMEs clustered, Profiled and supported	Number of MSMEs in priority value chains profiled, clustered and supported	The total number of Micro, Small, and Medium Enterprises (MSMEs) that have been identified, organized into clusters, and provided with support services within designated priority value chains.	Total number of MSMEs that have been profiled, clustered, and supported.	Count (Number of MSMEs)	UIA Annual Performance report	Annual	UIA	UIA	UIA Annual Performance report
Intervention 2.3.1.1. Provide decentralized government services to the private sector through the One-stop centre									
Output 2.3.1.1.1. Regional OSC implemented and operationalized	Number of Regional OSC implemented and operationalized	measures the total count of One-Stop Centres established and fully functional within specific regions.	Summation of Operational OSCs in all region	Count (Number of OSCs)	UIA Annual performance Report	Annual	UIA	UIA	UIA Annual performance Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	No of clients informed about the Client Charter and its benefits.	measures the total count of clients who have been made aware of the OSC Client Charter , including its provisions, rights, responsibilities, and the benefits associated with it.	The of total count of Clients informed through each method (TRANSACTIONS AND LICENSES PRODUCED)	Count (Number of Clients)	e_Biz System/ attendance register	Annual	UIA	UIA	e_Biz System/ attendance register
Interventions 2.3.1.2. Implement Digitalisation strategies									
Output 2.3.1.2.1. An Integrated One Stop Centre EBiz Investment Management System Implemented and interfaced with other CoU PFM Reforms ICT Systems	Percentage completion of a modern Investment Management Systems and Investment Licences issued within 48 hours upon submission of all requirements	measures the progress made towards implementing a modernized system designed to manage investment processes, including the issuance of investment licenses.	Completed Milestones divided by Total milestones multiplied by 100	Percentage (%)	Digital Investment Management System	Annual	UIA	UIA	Digital Investment Management System
Output 2.3.1.2.2. SMEs trained in digital literacy and linked to E-commerce platforms and ITES service providers	SMEs trained and registered in E-Commerce	measures the number of Small and Medium Enterprises (SMEs) that have received training in e-commerce practices and have successfully registered to engage in online business activities.	Number of SMEs Trained+ Number of SMEs Registered	Count (Number of SMEs)	SME training Report	Annual	UFZEPA	UFZEPA	SME training Report
Output 2.3.1.2.3: Business processes simplified through automation	% of automation for URSB registries	indicator measures the extent to which the registries managed by the Uganda Registration Services Bureau (URSB) have been automated.	Number of Automated Registries divided by total number of registries multiplied by 100	Percentage (%)	URSB Annual report	Annual	URSB	URSB	URSB Annual report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output 2.3.1.2.4. Increase adoption and utilization of e-commerce services	A Functional E-commerce platform	the operational readiness and effectiveness of an e-commerce platform in facilitating online transactions, showcasing products or services, and providing a seamless user experience for both buyers and sellers.	Number of Functional Features divided by total number of identified features multiplied by 100	Yes/No	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
	E-Commerce Policy	the existence and comprehensiveness of policies and regulations that govern e-commerce activities within a specific jurisdiction.	Number of Components Addressed divided by total number of identified components multiplied by 100	Yes/No	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Output: 2.3.1.2.1. Staff trained & Capacity Built in ICTs and Digital Investment facilitation	Number of local governments delivering E-commerce services to the private sector	measures the total count of local government entities that have implemented and are actively providing e-commerce services or support to businesses within the country.	Sum of local governments delivering E-commerce services to the private sector	Count (Number of Local Governments)	MoTIC Annual Reports	Annual	MFPED	MFPED	MoTIC Annual Reports
	Percentage of Staff trained & Capacity Built in ICTs and Digital Investment facilitation	the proportion of staff who have undergone training and capacity-building programs focused on information and communication Technologies (ICTs) and the facilitation of digital investments.	The percentage is calculated by dividing the number of staff who have received relevant training by the total number of staff eligible for training in ICTs and digital investment facilitation, then multiplying by 100 to express it as a percentage.	Percentage (%)	UIA HR final report	Annual	UIA	UIA	UIA HR final report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output: 2.3.1.2.2. A Digitalized One Stop Centre EBiz Management Facilitation System for Domestic and Foreign Direct Investments Developed and operationalized	Percentage completion of a fully operational One Stop Centre EBiz Investment Facilitation System	the extent (completed components or functionalities of the system) to which the One Stop Centre EBiz Investment Facilitation System has been developed and is operational.	The percentage completion is calculated by dividing the number of completed components or functionalities of the system by the total number of planned components or functionalities, then multiplying by 100 to express it as a percentage.	Percentage (%)	UIA Annual report	Annual	UIA	UIA	UIA Annual report
	Number of Domestic and Foreign Investment Licenses processed and issued from the One Stop Centre EBiz System	tracks the total count of investment licenses that have been successfully processed and issued through the One Stop Centre EBiz System for both domestic and foreign investors.	counting the total number of domestic and foreign investment licenses that have been finalized and approved through the One Stop Centre EBiz System within a specified time frame.	Count (Number of Licenses)	UIA Annual performance report	Annual	UIA	UIA	UIA Annual performance report
Intervention 2.3.1.3. Undertake Investment Promotion									
Output 2.3.1.3.1. Investment promotion undertaken	Number of new investments	measures the total count of initiatives or activities organized to attract new investments into a specific region, sector, or project.	total count of promotional activity or initiative aimed at attracting new investments over a period of time.	Count (Number of Investments)	e_Biz System	Annual	UIA	UIA	e_Biz System
	Number of Investors targeted and licenced	the total number of investors who have been actively targeted by investment promotion initiatives and subsequently granted licenses to operate within a specified period.	counting all investors who have been engaged through targeted investment promotion activities and have successfully obtained their licenses.	Count (Number of Investors)	UIA Annual report	Annual	UIA	UIA	UIA Annual report
	Number of contact leads generated and investors licenced.	markets and sectors that have been analyzed and documented to attract investment.	total markets and sectors that have been successfully profiled during the assessment period.	Count (Number of Contacts)	e_Biz System	Annual	UIA	UIA	e_Biz System

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Number of NDP PSD projects informed by the feasibility studies undertaken	indicator measures the total count of projects in the National Development Plan's Private Sector Development initiative that have been guided or influenced by comprehensive feasibility studies.	The number of feasibility studies conducted to assess various aspects (economic, technical, financial, environmental) of proposed projects under the NDP's PSD framework.	Count (Number of Projects)	MoFPED reports	Annual	NPA	MoFPED	MoFPED reports
Intervention 2.4.4.5. Increased local firms access and usage of free zones and special economic zones. (Mainstream and implement local content in free zones and industrial parks)									
Outcome 2.5 Strategic positioning of the country improved	Number of SMEs benefiting from supplying goods and services to Free Zones	the total count of Small and Medium Enterprises (SMEs) that directly supply goods or services to businesses operating within Free Zones.	Count of SMEs that supplied goods or services to Free Zone businesses during the assessment period.	Count (Number of SMEs)	Freezones Annual Enterprise survey	Annual	UFZEPA	UFZEPA	Freezones Annual Enterprise survey
	Logistical cost % of export value	measures the proportion of total logistical costs in relation to the total value of exports.	total logistical costs associated with exports and expressing this as a percentage of the total export value.	Percentage (%)	Annual Enterprise survey report	Annual	UFZEPA	UFZEPA	Annual Enterprise survey report
	Share of regional and global markets (Uganda's exports globally / total global market size)	Total exports to regional or global markets as a percentage of the total market size	Uganda's Exports divided by total global or regional market size multiplied by 100	Percentage (%)	BOU reports	Annual	UFZEPA	BOU	BOU reports
Intermediate Outcome 2.5.5. Increased access to and production of goods and services within the freezones and special Economic zones	Production volume in free zones	measures the total output of goods and services produced within designated Free Zones over a specific period.	summing the total quantity or value of goods and services produced in all Free Zones within the assessment period.	UGX Billion	UFZEPA Annual report	Annual	UFZEPA	UFZEPA	UFZEPA Annual report
Intervention 2.5.5.7 Support the development of free zones and special economic zones.									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output: 2.5.5/7.1. Free Zones and Special Economic Zones established and operationalised	% Completion of Entebbe International Airport Free Zone	The percentage indicating the extent to which the construction and development of the Entebbe International Airport Free Zone project have been completed, reflecting progress towards operational readiness and infrastructure establishment.	(Completed works / Total planned works) x 100	Percentage (%)	Completion certificate	Annual	UFZEPA	UFZEPA	Completion certificate
	Number of Designated Free Zones and SEZs	The total count of geographical areas that have been officially designated by the government as Free Zones or Special Economic Zones (SEZs), aimed at promoting economic activity through favorable regulations and incentives.	Count of designated Free Zones and SEZs as per government records.	Count	UFZEPA Annual report	Annual	UFZEPA	UFZEPA	UFZEPA Annual report
	Occupancy rate of Free Zones and SEZs	The ratio of the total space occupied by businesses within Free Zones and SEZs to the total available space, expressed as a percentage, indicating the attractiveness and utilization of these zones for business operations.	(Occupied space / Total available space) x 100	Percentage (%)	Annual Monitoring Reports	Annual	UFZEPA	UFZEPA	Annual Monitoring Reports
	No. of jobs created in free zones	The total number of employment opportunities generated as a direct result of operations within Free Zones and SEZs, reflecting the zones' impact on job creation and economic development in the region.	Count of jobs reported by businesses operating within the Free Zones/SEZs.	Count	Annual Enterprise Survey	Annual	UFZEPA	UFZEPA	Annual Enterprise Survey

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Export Values from Free Zones (USD Million)	The total monetary value of goods and services exported from Free Zones during a specific period, measured in millions of US dollars, showcasing the contribution of these zones to the national export economy.	Sum of the value of exports reported by Free Zones, converted to USD million.	USD Million	URA Customs Systems	Annual	UFZEPA	URA	URA Customs Systems
	No. of manufacturers/exporters (SEZ/Free Zones operators) linked to export markets	The number of manufacturers and exporters operating within Free Zones or SEZs that have established connections or agreements with foreign markets, demonstrating the global reach and competitiveness of these entities.	Count of manufacturers/exporters linked to at least one export market.	Count	UFZEPA Monitoring Report	Annual	UFZEPA	UFZEPA	UFZEPA Monitoring Report
Strategic output 2.5.5.7.2. Legal and regulatory Framework for SEZs and Free Zones Strengthened	Number of policies harmonized in the EAC/COMESA, AfCFTA frameworks	measures the total number of national or regional policies that have been aligned with the frameworks of the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), or the African Continental Free Trade Area (AfCFTA).	Total count of Fully Harmonized Policies in EAC, COMESA, AfCFTA	Count (Number of Policies)	EAC/COMESA policies	Annual	UFZEPA	UFZEPA	EAC/COMESA policies
Strategic output 2.5.5.7.3. Export-Ready EPZ/SEZ operators / producers	Number of Export-ready companies	measures the total number of businesses or companies that meet the necessary requirements and have the capacity to export goods and services to international markets	Total count of Companies meeting export readiness criteria	Count (Number of Companies)	Export Readiness Assessment reports	Annual	UFZEPA	UFZEPA	Export Readiness Assessment reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Market studies conducted & disseminated	the number of in-depth research studies completed and shared with relevant stakeholders, focusing on market trends, consumer behavior, competitive analysis, and potential opportunities for growth.	Total count of Market Studies Completed and Disseminated	Count (Number of Studies)	Market study Survey reports	Annual	UFZEPA	UFZEPA	Market study Survey reports
Intermediate outcome 2.5.6 Strengthened market linkages	Market access rate (% of businesses accessing new markets)	the percentage of businesses that have successfully accessed new markets within a specified timeframe.	dividing the number of businesses that have entered new markets by the total number of businesses assessed for market expansion, then multiplying by 100 to express it as a percentage.	Percentage (%)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Intervention 2.5.6.8. Implement Trade facilitation strategies									
strategic output 2.5.6.8.1. Establishment of the National Marketing Commodity platform	Number of small-scale producers using the platform.	The total number of small-scale producers (such as farmers, artisans, or micro-enterprises) who are registered on or actively using a digital or physical platform to market, sell, or distribute their products.	Total count of small-scale producers using the platform.	Count (Number of Producers)	UDC Annual Performance Reports	Annual	UDC	UDC	UDC Annual Performance Reports
Strategic output 2.5.6.8.2.	Connections between entrepreneurs, investors, and industry experts in the EAC facilitated	MEACA Annual Reports	This refers to the number of new business partnerships, collaborations, MoUs, or joint ventures created between Ugandan entrepreneurs and counterparts from other EAC Partner States as a result of MEACA-facilitated engagements.	count of signed partnership agreements, MoUs, or verified collaborations	Count (Number of signed partnership agreements, MoUs, or verified collaborations)	Annual	MECA	MECA	MEACA Annual Reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Percentage of businesses reporting improved access to the EAC market	MEACA Annual Reports	Proportion of supported businesses that report increased market access, visibility, or market linkages within the EAC region due to MEACA interventions.	(Number of businesses reporting improved market access ÷ Total number of businesses supported) × 100	Percentage (%)	Annual	MEACA	MEACA	MEACA Annual Reports
Strategic output 2.5.6.8.3. Trade facilitation measures implemented	Number of Export Awareness Campaigns held	The total count of events, activities, or initiatives organized to promote awareness and understanding of export opportunities among businesses, entrepreneurs, and other stakeholders.	summation of Export Awareness Engagements & Campaigns held	Count (Number of Engagements)	Quarterly performance Reports	Annual	UFZEPA	UFZEPA	Quarterly performance Reports
	No. Export Business Clinics held	the total count of specialized workshops or clinics organized to provide targeted support, guidance, and resources to businesses interested in or currently engaged in exporting.	Total count of Export Business Clinics held	Count (Number of Clinics)	Quarterly performance Reports	Annual	UFZEPA	UFZEPA	Quarterly performance Reports
Strategic output 2.5.6.8.4. Market linkages between domestic, regional and internal MSMEs created	No. of strategic trade relations established with business development organizations	the formal partnerships, collaborations, or alliances formed between a country's trade-related agencies and external business development organizations (BDOs) at both national and international levels.	Total count of strategic trade relations established with business development organizations	Count (Number of Relations)	Quarterly performance Reports	Annual	UFZEPA	UFZEPA	Quarterly performance Reports
	No of new export markets	the total count of new international markets into which domestic businesses have begun exporting their products or services within a specified timeframe.	Total count of new export markets	Count (Number of Markets)	Trade Analytic Tools	Annual	UFZEPA	UFZEPA	Trade Analytic Tools

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Value of exports to the new export markets	measures the total monetary value of goods and services exported by a country to newly identified international markets within a specified timeframe	Total Value of exports to the new export markets	UGX Billion	BOU report on trade indicators	Annual	UFZEPA	BOU	BOU report on trade indicators
	%ge of investee companies that produce goods that meet foreign market standards	The proportion of companies receiving investment (investee companies) that produce goods compliant with the regulatory, quality, and safety standards required in international markets. This indicator is vital for assessing the export-readiness of investee companies and their ability to compete in global markets.	Number of compliant investee companies divide by total number of investee companies multiplied by 100	Percentage (%)	UNBS Annual Reports	Annual	UDC, MTIC	UNBS	UNBS Annual Reports
	Number of SMEs trade partnerships obtained from participating in local, regional and international expositions, trade fairs and exhibitions	measures the proportion of trade partnerships established by Small and Medium Enterprises (SMEs) as a direct result of their participation in trade-related events.	Number of Partnerships from Trade Events divided by total number of partnerships multiplied by 100	Count (Number of Partnerships)	MoTIC Annual Reports	Annual	MTIC	MoTIC	MoTIC Annual Reports
Intervention 2.5.6.9. Organize networking events, conferences, and seminars to facilitate connections between entrepreneurs, investors, and industry experts									
strategic output 2.5.6.9.1	Market linkages between domestic, regional and internal MSMEs created	the total count of trade partnerships established by Small and Medium Enterprises (SMEs) as a direct result of their involvement in trade-related events.	Total count of SMEs trade partnerships obtained from participating in local, regional and international expositions, trade fairs and exhibitions	Count (Number of Partnerships)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Interventions 2.5.7.10. Undertake strategic investments to de-risk trade in volatile markets like South Sudan, DRC (e.g Establish export guarantee schemes)									

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output 2.5.7.10.1. Export guarantee schemes established	Number of SMEs benefiting from the Export guarantee scheme	the total number of small and medium-sized enterprises (SMEs) that have received support from the Export Guarantee Scheme, which aims to enhance the export capabilities of SMEs.	counting all SMEs that have received guarantees or support under the scheme during a specified period.	Count (Number of SMEs)	MoTIC Annual Reports	Annual	MTIC/MFPED/	MTIC/MFPED/	MoTIC Annual Reports
	Utilization rate of Export Guarantee Fund	Measures the number of companies that have accessed the Export Guarantee Fund viza-aviz the total number of applications	The number of companies that have accessed the Export Guarantee Fund divided by the total number of applications X 100%	Percentage (%)	MoTIC Annual Reports	Annual	MTIC/MFPED/	MTIC/MFPED/	MoTIC Annual Reports
Strategic output 2.5.7.10.3. Strategic trade partnerships in governments and private sector in EAC Partner States strengthened.	Number of strategic partnerships secured	the total number of formal collaborations or partnerships established between organizations, entities, or stakeholders aimed at achieving specific strategic objectives	Total count of strategic partnerships secured	Count (Number of Partnerships)	MEACA Annual Reports	Annual	MEACA	MEACA	MEACA Annual Reports
Strategic output 2.5.7.10.4. Gender and Equity responsive policies, systems developed and adopted in private sector enterprises.	Number of private sector enterprises adopting gender and equity responsive practices	the total number of private sector enterprises that have implemented practices and policies aimed at promoting gender equality and equity in their operations.	Total count of private sector enterprises adopting gender and equity responsive practices	Count (Number of Enterprises)	MoGLSD Annual Reports	Annual	MOGLSD	MOGLSD	MoGLSD Annual Reports
Intervention 2.5.8.1. Leverage economic and commercial diplomacy to negotiate targeted markets for the country's exports									
Strategic output 2.5.8.1.1 Markets negotiated and penetrated	Value of exports to negotiated markets.	the total monetary value of goods and services exported to countries or regions where specific trade agreements or negotiations have been established.	calculated total value of exports to negotiated markets as a monetary figure,	UGX Billion	MoFA Annual Reports	Annual	MoFA and Missions Abroad	MoFA	MoFA Annual Reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Number of business relationships formalised with IBAs	measures the total count of formal agreements, partnerships, or collaborations established between businesses and Industry-Based Associations.	Total count of business relationships formalised with IBAs	Count (Number of Relationships)	UIA Quarterly Performance Reports	Annual	UIA	UIA	UIA Quarterly Performance Reports
	Buyer seller-Linkages negotiated	measures the total count of formal agreements or partnerships established between buyers (such as companies or organizations purchasing goods and services) and sellers (suppliers or service providers).	Total count Buyer seller-Linkages negotiated	Count (Number of Linkages)	UFZEPA Buyer -Seller Trade Agreements	Annual	UFZEPA	UFZEPA	UFZEPA Buyer -Seller Trade Agreements
Strategic output 2.5.8.1.2 Exportation of professional service exports promoted	Number of Uganda exporters linked to buyers in target markets and number of strategic relationships established	measures the total count of Ugandan individuals who have secured employment in professional roles outside of Uganda.	Total count of Ugandans linked to professional jobs abroad	Count (Number of Ugandans)	Admin data from MoGLSD report	Annual	UFZEPA	MoGLSD	Admin data from MoGLSD report
	Number of NTBs in the EAC tariff offer for the African Continental Free Trade Area (AfCFTA) resolved	Measures the number of NTBs that have been resolved	Count of NTBs that have been resolved	Count (Number of NTBs resolved)	MoTIC NTB reporting system	Quarterly	MEACA	MoTIC	MoTIC NTB reporting system
	Number of trade partnerships secured	measures the total count of international business relationships or contacts that local companies or organizations establish as a result of securing contracts or partnerships.	Total count of foreign contacts acquired by local contracts	Count (Number of Contacts)	Expo Quarterly reports	Annual	UFZEPA	UFZEPA	Expo Quarterly reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Number of Ugandans linked to professional jobs abroad	measures the total count of Ugandan individuals who have secured employment in professional roles outside of Uganda.	Total count of Ugandans linked to professional jobs abroad	Count (Number of Ugandans)	MoGLSD Report	Annual	UFZEPA	MoGLSD	MoGLSD Report
	Number of foreign contacts acquired by local contracts	measures the total count of international business relationships or contacts that local companies or organizations establish as a result of securing contracts or partnerships.	Total count of foreign contacts acquired by local contracts	Count (Number of Contacts)	Expo Quarterly reports	Annual	UFZEPA	UFZEPA	Expo Quarterly reports
Strategic output 2.5.8.1.1.3. Direct Diaspora investment increased	Diaspora Policy Implementation	the existence, implementation, and effectiveness of policies aimed at engaging and leveraging the contributions of the diaspora community towards national development.	Developed and approved Diaspora Policy	Yes/No	MoFA Annual Reports	Annual	MoFA and Missions Abroad	MoFA	MoFA Annual Reports
	Value of Direct Diaspora Investment	measures the total amount of financial capital that individuals from the diaspora community invest directly into their home country.	Total amount of Each Diaspora Investment	USD Million	MoFA Annual Reports	Annual	MoFA and Missions Abroad	MoFA	MoFA Annual Reports
Objective 3: Strengthen the organisation and institutional Capacity of the private sector									
Outcome 3.1 Enhanced survival & Growth of MSMEs	Transition rate of MSMEs	The percentage of MSMEs that move from one classification to another over a specified period.	Number of MSMEs that transitioned divided by Total number of MSMEs at the start multiplied by 100	Percentage (%)	MoTIC Annual Reports	Annual	MTIC	MoTIC	MoTIC Annual Reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intermediate Outcome 3.1.1. Enhanced survival of MSMEs	The informal sector contribution to GDP	The total value added by informal sector activities to the economy, expressed as a percentage of the overall Gross Domestic Product (GDP).	Value Added by Informal Sector divided by Total GDP x 100	Percentage (%)	Annual GDP Publication by UBOS	Annual	MFPED	UBOS	Annual GDP Publication by UBOS
	Average Life of businesses	Measures the lifespan of MSMEs	Use of Survival Models	Years	MoTIC Annual Reports	Annual	MTIC/UBoS	MTIC	MoTIC Annual Reports
	Proportion of Firms filing Annual Returns with URSB	The percentage of registered firms that submit their annual returns to the URSB within a specified period	value of Number of Firms Filing Annual Returns divide by Total Number of Registered Firms multiplied by 100	Percentage (%)	URSB Online Business Registry	Annual	URSB	URSB	URSB Online Business Registry
Intervention 3.1.1.1. Roll out business development services (BDS) to support MSMEs.									
Strategic output: 3.1.1.1. Compliance to Good corporate Governance best practices improved	Number of Annual Returns filed with URSB	The total number of annual returns submitted by registered companies to the URSB during a designated reporting period.	Sum up all the returns filed to get the total count for the reporting period.	Count (Number of Returns)	URSB Online Business Registry	Annual	URSB	URSB	URSB Online Business Registry
	Proportion of MSMEs supported with BDS	Measures the percentage of the MSMEs that have been supported viz total number of registered MSMEs	Number of MSMEs that have been supported divided by the total number of registered MSMEs x 100%	Percentage (%)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Strategic output: 3.1.1.2. National BDS Framework Operationalized	No. of regional BDS centres constructed	measures the total number of regional Business Development Services (BDS) centres that have been constructed within a specified timeframe	summation of Centres Constructed per Region	Count (Number of Centres)	Quarterly Budget Performance reports	Annual	MFPED	ENT UG	Quarterly Budget Performance reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	Number of Entrepreneurs/MSMEs on government programs trained and supported	measures the total number of entrepreneurs or micro, small, and medium enterprises (MSMEs) that have received training and support from government programs within a specified timeframe.	Count of Entrepreneurs/MSMEs on government programs trained and supported	Count (Number of Entrepreneurs)	Training Reports and Operation Management System database	Annual	MFPED	ENT UG	Training Reports and Operation Management System database
	% Increase in MSMEs accessing bank financing after accessing BDS	measures the percentage increase in micro, small, and medium enterprises (MSMEs) that access bank financing after participating in Business Development Services (BDS) programs.	Identify the number of MSMEs accessing bank financing before they participated in BDS programs. This is your baseline number (e.g., NT). gather data on the number of these MSMEs that are now accessing bank financing. This is your post-BDS number (e.g., N2). Determine the absolute increase in the number of MSMEs accessing bank financing: Increase= N2-NT ; therefore % increase is value of increase divided by NT multiply by 100	Percentage (%)	Business progress survey	Annual	MFPED	ENT UG	Business progress survey
	Number of enterprises provided with BDS in RHS	measures the total number of enterprises located in refugee hosting districts that have received Business Development Services (BDS) within a specified timeframe.	Sum of enterprises provided with BDS in RHS	Count (Number of Enterprises)	Annual reports	Annual	MTIC, PSFU	MoTIC	MoTIC Annual reports
	Number of client institutions offered business development services to support business establishments	measures the total number of client institutions that have been offered Business Development Services (BDS) to assist in supporting business establishments within a specified timeframe.	count total number of Client Institutions Offered BDS Services	Count (Number of Institutions)	Quarterly performance reports	Annual	MSC	MSC	Quarterly performance reports
	No of BDS Service providers registered on the data base	measures the total number of Business Development Services (BDS) providers that are officially registered in a designated database within a specified timeframe.	Count of unique BDS service provider entries in the database	Count (Number of Providers)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
	The proportion of SMEs supported with Business Advisory Services (BAS) by UDB	measures the percentage of small and medium-sized enterprises (SMEs) that have received Business Advisory Services (BAS) from the Uganda Development Bank (UDB) compared to the total number of SMEs in the target population.	value of Number of SMEs Supported divided by Total Number of SMEs multiply by 100	Percentage (%)	UDB Annual Report	Annual	UDB	UDB	UDB Annual Report
	Proportion of MSMEs accessing BDS through digital BDS platforms	measures the percentage of micro, small, and medium enterprises (MSMEs) that access Business Development Services (BDS) via digital platforms compared to the total number of MSMEs accessing BDS in a specified timeframe.	Number of MSMEs Accessing BDS Digitally divide by Total Number of MSMEs Accessing BDS multiply by 100	Percentage (%)	Attendance register	Annual	MFPED	ENT UG	Attendance register
	No. of standards developed and operationalised.	measures the total number of BDS standards that have been developed and implemented within a specified timeframe.	Count of unique standards that have been developed and are actively being used.	Count (Number of Standards)	BDS framework	Annual	MoFPED	ENT UG	BDS framework
	Percentage of hand held Small Informal Enterprises graduating into medium competitive enterprises	Measures the percentage of hand held Small Informal Enterprises viza-aviz the total number of Medium Competitive Enterprises	Number of hand- held Small Informal Enterprises divided by the total number of Medium Competitive Enterprises X 100%	Percentage (%)	MoTIC Annual Reports	Annual	MoTIC	MoTIC	MoTIC Annual Reports
Strategic output 3.1.1.1.3. Professional MSMEs.	No of MSMEs filing tax returns	the total count of Micro, Small, and Medium Enterprises (MSMEs) that comply with tax regulations by filing their tax returns within a specific period (typically annually)	Total count of All MSMEs that Filed Returns	Count (Number of MSMEs)	Business progress survey	Annual	MFPED	ENT UG	Business progress survey

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intervention 3.1.1.2. Strengthen insolvency and corporate rescue frameworks									
Strategic Output 3.1.1.2.1, Insolvency legal framework strengthened	No. of businesses rehabilitated (after care services)	the number of businesses that have been provided with aftercare support services aimed at restoring or improving their operational capacity after facing challenges such as financial distress, operational disruptions, or external shocks.	Total count of businesses rehabilitated (after care services)	Count (Number of Businesses)	URSB Annual report	Annual	URSB	URSB	URSB Annual report
		the total count of professionals authorized to manage insolvency cases, including liquidation, bankruptcy, administration, and restructuring of financially distressed companies or individuals.	Total count of Insolvency Practitioners registered	Count (Number of Practitioners)	URSB Annual report	Annual	URSB	URSB	URSB Annual report
	No. of Insolvency Practitioners registered								
Intervention: 3.1.1.3. Continuously assess the effectiveness of entrepreneurship development programs									
Strategic output: 3.1.1.3.1. Annual Reports on private sector developments published	Annual jobs report	dataset compiled annually that tracks and analyzes employment trends, job creation, labor market dynamics	The data for this report is collected from national labor surveys, administrative data from social security and employment agencies, and economic censuses.	Yes/No	Administrative data from different agencies like UBOS, NSSF,etc	Annual	NPA	NPA	Administrative data from different agencies like UBOS, NSSF,etc
	Annual Pulse of the Economy Report	comprehensive analysis produced yearly to assess the overall performance of a country's economy.	computed based on national accounts, government fiscal data, and central bank reports	Yes/No	Aminstrative data from BOU, MoFPED	Annual	NPA	NPA	Aminstrative data from BOU, MoFPED

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Intermediate Outcome 3.1.2. Enhanced Growth of MSMEs	Number of studies undertaken	the total count of research studies, assessments, evaluations, or analyses that have been completed within a specified period.	Total count of studies undertaken	Count (Number of Studies)	PSD Annual Reports	Annual	MoFPED	PSD/DPI SECRETARIAT	PSD Annual Reports
	% change in annual turnover	measures the year-over-year percentage difference in a company's or organization's turnover, which is typically the total revenue generated from sales of goods or services during a financial year.	Turnover of Current Year - Turnover of Previous Year divided by turnover of previous year multiplied by 100	Percentage (%)	SME Profiling, MTIC Report	Annual	MTIC	MTIC	SME Profiling, MTIC Report
	Employment growth rate (MoTIC)	measures the percentage increase or decrease in the number of people formally or informally employed in the economy annually.	Number of Employed in Current Year - Number of Employed in Previous Year divided by number of employed in previous year multiplied by 100	Percentage (%)	SME Profiling, MTIC Report	Annual	MTIC	MTIC	SME Profiling, MTIC Report
	Intervention 3.1.1.4. Increased functionality of business associations, cooperatives and chambers								
Strategic output 3.1.1.4.1. A functional Confederation in place to promote, protect, represent and develop the private sector	Number of private sector bodies registered with the Confederation	the total number of private sector bodies that have completed the registration process with the confederation annually.	Total count of private sector bodies registered with the Confederation	Count (Number of Bodies)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
	No. of firms that are registered members of the Chamber of Commerce	measures level of registration of firms as members of the chamber of commerce.	Total count of firms that are registered members of the Chamber of Commerce	Count	PSDU	Annual	MoFPED	MoFPED	PSDU
Strategic output 3.1.2.3 Associations and cooperatives strengthened	Number of private sector associations/platforms formed	Number of private sector associations/platforms formed	Total count of private sector associations/platforms formed	Count	PSDU	Annual	MoFPED	MoFPED	PSDU

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output: 3.1.1.4.4 Cross-Border Traders Associations Organized	Number of Private sector associations strengthened	Number of Private sector associations strengthened	Total count of Private sector associations strengthened	Count	PSDU	Annual	MoFPED	MoFPED	PSDU
	Number of CBTA offices constructed and equipped	the total count of physical offices built and furnished for use by Cross Border Trade Associations.	Total count of CBTA offices constructed and equipped	Count (Number of Offices)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
	% increase in volume of trade by CBTAs	measures the growth in the total value or quantity of goods traded by CBTAs annually, expressed as a percentage.	Current Year Trade Volume – Previous Year Trade Volume divide by previous year trade volume multiplied by 100	Percentage (%)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
	No. of policies influenced by business associations	the total count of formal policies and regulations that have amended and developed as a result of advocacy, input, or initiatives led by business associations.	Total count of policies influenced by business associations	Count (Number of Policies)	MoTIC Annual Reports	Annual	MTIC	MTIC	MoTIC Annual Reports
Intervention 3.1.2.2. Foster partnerships between universities, research institutions, and private enterprises to encourage uptake and commercialisation of innovation									
Strategic output 3.1.2.2.1. Partnerships established and fostered	Number of trainees from research institutions and businesses benefiting from UJA innovation grants	the total count of individuals who have received training as part of programs funded by innovation grants from the Uganda Investment Authority (UIA). Sum of Trainees from All Programs Funded by UJA Innovation Grants	Total count of trainees from research institutions and businesses benefiting from UJA innovation grants	Count (Number of Trainees)	UIA Annual performance report	Annual	UIA	UIA	UIA Annual performance report
	Number of new technologies or innovations developed through partnerships.	Number of new technologies or innovations developed through partnerships.	Total count of new technologies or innovations developed through partnerships.	Count (Number of Innovations)	UIA Annual Performance Report	Annual	UIRI	UIRI	UIRI Annual Performance Report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output. 3.1.2.2. Increased internal capacities for enterprises to compete	No of MSMEs linked and up taking research for commercialisation	Measures the number of MSMEs linked and up taking research for commercialisation	Total count of MSMEs linked and up taking research for commercialisation as generated from the database	Count	MoTIC Annual Reports/MSME Database	Annual	ENT UG	MoTIC	MoTIC Annual Reports/MSME Database
Intervention 3.1.2.3. Establish and support start-up and business incubators and accelerators that provide entrepreneurs with resources, mentoring, and workspace									
Strategic output:3.1.2.3. Established TISCs (Technology Innovation Support Centers)	Number of TISCs created	measures the total count of new TISCs established annually in response to national policies aimed at promoting technology transfer, innovation, and entrepreneurship.	Total count of TISCs created	Count (Number of TISCs)	URSB Annual report	Annual	URSB	URSB	URSB Annual report
Strategic output 3.1.2.3.4. Business incubators established	No. of incubators and accelerators established	measures the total count of new business incubators and accelerators created annually .	Total count of incubators and accelerators established	Count (Number of Incubators)	Production and performance Reports	Annual	UIRI	UIRI	Production and performance Reports
	No of innovative technologies and processes created by MSMEs	measures the total count of new technologies or processes developed and implemented by MSMEs annually	Total count of innovative technologies and processes created by MSMEs	Count (Number)	UIRI Engineering unit report	Annual	UIRI	UIRI	UIRI Engineering unit report
	No. of women using business incubation centers and facilities for value addition	measures the total count of women entrepreneurs and business owners who utilize incubation centers and facilities specifically aimed at enhancing the value of their products or services annually.	Total count of women using business incubation centers and facilities for value addition	Count (Number of Women)	Incubation Facilities and Training reports of marginalised groups	Annual	UIRI	UIRI	Incubation Facilities and Training reports of marginalised groups

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output 3.1.2.3.5. Open innovation Network (OIN) established	No. of government and academic research and innovation outputs on the innovation portal	measures the total count of research findings, publications, reports, patents, and other innovation-related outputs produced by government institutions and academic entities that are made accessible on a designated innovation portal annually.	Total count of government and academic research and innovation outputs on the innovation portal	Count (Number of Outputs)	UNCT Innovation portal	Annual	UNCT	UNCT	UNCT Innovation portal
	No. of companies registered on the OIN	measures the total count of distinct companies that have successfully registered on the Online Innovation Network platform within a specified timeframe.	Total count of companies registered on the OIN	Count (Number of Companies)	Online business registry	Annual	UNCT	UNCT	Online business registry
	No. of Platforms to trigger, facilitate, and diffuse innovation.	measures the total count of distinct platforms (forum) established to support innovation activities within annually.	Total count of Platforms to trigger, facilitate, and diffuse innovation.	Count (Number of Platforms)	Innovation Support report	Annual	UNCT	UNCT	Innovation Support report
Intervention 3.1.2.3. 3.1.3.1. Promote formalisation and business registration									
Strategic output 3.1.3.1.1. Uptake of business registration enhanced	Number of businesses registered (New Company + Business names)	measures the total count of new businesses officially registered within a specified period.	Total count of businesses registered (New Company + Business names)	Count (Number of Businesses)	URSB Annual report	Annual	URSB	URSB	URSB Annual report
	No. of women enterprises formalized	measures the count of businesses owned or operated by women that have transitioned from the informal to the formal sector annually	Total count of women enterprises formalized	Count (Number of Enterprises)	MoGLSD, URSB Annual report	Annual	URSB	URSB	MoGLSD, URSB Annual report

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output 3.1.3.1.2. Decentralized services for improved formalization of private sector	No. of new service centers established to increase formalization (TREP)	measures the count of new service centers set up under the Trade and Enterprise Resilience Project (TREP) initiatives aimed at facilitating the formalization of businesses, particularly those in the informal sector.	Total count of new service centers established to increase formalization (TREP)	Count (Number of Centers)	URSB Annual report	Annual	URSB	URSB	URSB Annual report
	No. of business enterprises registered in RHDs	measures the total count of new businesses that have been officially registered within Regional Hub Districts (RHDs) annually reporting period.	Total Count of New Business Registrations	Count (Number of Enterprises)	MoTIC Annual reports	Annual	MTIC, PSEU, URSB	MoTIC	Ministry Annual reports
Strategic output 3.1.3.1.3. formalization incentives developed	Number of creative enterprises accessing finance from the Arts Trust Fund	measures the total count of creative businesses or enterprises that have successfully obtained financial support from the Arts Trust Fund annually.	Total count of creative enterprises accessing finance from the Arts Trust Fund	Count (Number of Enterprises)	MoGLSD Annual Reports	Annual	MoGLSD	MoGLSD	MoGLSD Annual Reports

Intervention 3.1.3.3. Strengthen partnerships between local Governments, MDAs (URA, URSB) and Private sector to streamline formalisation regimes

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Strategic output 3.1.3.3.1. Business registration system at all levels of Government (Central and local Government) integrated	No. of businesses updated into the National businesses registry from the LG business registers.	the total number of businesses that have been registered or updated in the National Business Registry after being initially recorded in local government (LG) business registers.	the total number of businesses that have been registered or updated in the National Business Registry as a result of the information provided by local government business registers over a specified period.	Count (Number of Businesses)	MoTIC Annual Reports/ MoLG-LED reports	Annual	MoLG, URSB, LGs	MoTIC	MoTIC Annual Reports/ MoLG-LED reports
Objective 4: Enhance institutional coordination for MDAs and other stakeholders under the private sector development program									
Outcome 1: Increased institution efficiency	Percentage of PSD programme results on Target	Proportion of Programme Outcome and Intermediate outcome indicator targets met in a given year	Total number of indicator targets met divided by total number of indicators at outcome and intermediate outcome levels	percentage	PSD Programme/ MDAs Annual Performance Reports	Annual	MoFPED/MDAs	MoFPED	PSD Programme/ MDAs Annual Performance Reports
Intermediate: 4.1.1 Institutional coordination enhanced	Percentage of PSD programme indicators reported on	Proportion of Programme Outcome and Intermediate outcome indicators reported on in a given year	Total number of indicators reported on divided by total number of indicators at outcome and intermediate outcome levels	percentage	PSD Programme/ MDAs Annual Performance Reports	Annual	MoFPED	PSD Secretariat	PSD Programme/ MDAs Annual Performance Reports
Output 4.1.1.1. PSD Programme institutions coordinated	Number of PSD Programme mandatory meetings held (LC, PWG, TWG)	Total number of meetings held across all PSD Programme structure (LC, PWG, TWG) in a given year	Count of meetings held across all PSD Programme structure (LC, PWG, TWG) in a given year	Count (Number of Engagements)	PSD Programme Annual Performance Reports	Annual	MoFPED	PSD Secretariat	PSD Programme Annual Performance Reports
	Number of PSD Programme mandatory reports produced	Total number of mandatory reports approved in a given year	Count of mandatory reports approved in a given year	Number	PSD Programme Annual Performance Reports	Annual	MoFPED	PSD Secretariat	PSD Programme Annual Performance Reports
	Number of Annual Programme Review Held	Total number of mandatory Programme reviews held in a given year	Count of mandatory Programme reviews held in a given year	Number	PSD Programme Annual Performance Reports	Annual	MoFPED	PSD Secretariat	PSD Programme Annual Performance Reports

Result	Indicator	Indicator Definition	Method of computation	Unit of measure	Data Source	Frequency of data collection and reporting	MDA Responsible for reporting.	Responsibility for data collection	Accessibility
Output 4.1.1.1.2: Institutions retooled	Percentage of Budgeted ICT and Office Equipment Procured.	Measures the proportion of ICT equipment purchased viza-aviz the number of ICT equipment in the procurement plan	Number of ICT equipment purchased divided over the number of ICT equipment in the procurement plan x 100	Percentage	Quarterly and Annual Budget Performance Reports	Annual	MoFPED	MoFPED/MDAs	Quarterly and Annual Budget Performance Reports
Intervention: Coordinate the stakeholders to enhance competitiveness									
Output: Consultative engagements with the Private Sector undertaken	National Competitiveness Forum organized annually	the occurrence of an the competitive forum	The number of National Competitiveness Forums organized annually	Count (Number of Forums)	PSDU Quarterly Budget Performance Reports	Annual	MFPEP	MFPEP	PSDU Quarterly Budget Performance Reports
Output: Mainstream the EXIM Think Tank to coordinate export and import replacement interventions to penetrate key Markets	Number of meetings organized	the total number of meetings organized by an organization or entity within a specific timeframe, typically annually.	Sum of meeting held	Count (Number of Meetings)	PSDU Quarterly Budget Performance Reports	Annual	MFPEP	MFPEP	PSDU Quarterly Budget Performance Reports
Output: NSPSD III prepared and aligned to NDPiV and implemented	NSPSD III in place	The establishment and operational readiness of the NSPSD III	NSPSD III approved and disseminated	Yes/No	NSPSD III	Annual	MFPEP	MFPEP	NSPSD III

PSD Institutions



MINISTRY OF PUBLIC SERVICE
The Republic Of Uganda



OFFICE OF THE PRIME MINISTER
The Republic Of Uganda



THE REPUBLIC OF UGANDA
MINISTRY OF GENDER,
LABOUR & SOCIAL DEVELOPMENT



MINISTRY OF LOCAL GOVERNMENT
Republic of Uganda



Ministry of East African Community Affairs



MINISTRY OF ICT AND NATIONAL GUIDANCE



MTIC
Ministry of Trade,
Industry & Cooperatives
REPUBLIC OF UGANDA



BANK OF UGANDA



LOTTERIES AND GAMING REGULATORY BOARD
Responsible Gaming



NIRA
National Identification and Registration Authority
Uganda-My Country My Identity



UDB
Inspiring Development



URSB
UGANDA REGISTRATION SERVICES BUREAU



psfu
PRIVATE SECTOR FOUNDATION UGANDA
Business growth is our business



UFZEPa
UGANDA FREE ZONES AND EXPORT PROMOTIONS AUTHORITY



UIA
Uganda Investment Authority



NATIONAL PLANNING AUTHORITY
PLANNING FOR DEVELOPMENT



ITC
Insurance Training College
Enhancing Professionalism



msf
Affordable Finance



EOC
Equal Opportunities Commission



ENTERPRISE UGANDA
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UNBS
UGANDA NATIONAL BUREAU OF STANDARDS
Quality Everywhere



IRA
Insurance Regulatory Authority of Uganda
Driving insurance growth



UDC
UGANDA DEVELOPMENT CORPORATION
Driving Industrial Growth



CMA
Capital Markets Authority
Protecting Your Investments



PPDA
Public Procurement & Disposal of Public Assets Authority



URBRA
UGANDA RETIREMENT BENEFITS REGULATORY AUTHORITY
Protecting your retirement benefits



EPRC
ECONOMIC POLICY RESEARCH CENTRE



UIRI



UNCST
UGANDA NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY



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