



NATIONAL ANNUAL PERFORMANCE REPORT (NAPR) FY2023/2024

FIVE PROGRAMMES OF VALUE ADDITION CLUSTER:

- 1. Agro-Industrialization**
- 2. Petroleum Development**
- 3. Mineral Development**
- 4. Tourism Development**
- 5. Natural Resources, Environment, Climate Change, Land
and Water Management**

AGRO-INDUSTRIALIZATION PROGRAMME



Overall performance-Scorecard

Outcome performance FY2023/24

Key Result Areas		Achieved	Moderately Satisfactory	Not achieved	No Assessment	KPIs
	Programme	70%	19%	11%	0%	27
1	Increase production volumes of agro- enterprises	100%	0.0%	0%	0%	10
2	Increased Water for Production Storage and utilization	67%	33%	0%	0%	3
3	Increased food security	100%	0%	0%	0%	1
4	Increased employment and labour productivity in agro-industry	100%	0%	0%	0%	3
5	Improved post-harvest management	0%	100%	0%	0%	1
6	Increased storage capacity	0%	100%	0%	0%	1
7	Increased processed agricultural exports	33%	33%	33%	0%	3
8	Increased agricultural exports	100%	0%	0%	0%	1
9	Improved quality and standards of agricultural products	0%	0%	100%	0%	1
10	Increased access and utilization of agricultural finance	0%	50%	50%	0%	2
11	Improved service delivery	100%	0%	0%	0%	1

- Overall **70%** KPIs were achieved, **19%** moderately satisfactory and **11%** not achieved.
- Good performance was observed in key result areas of: (i) increase in production volumes of agro-enterprises food security, (ii) employment and labour and (iii) agricultural exports (**100% indicators were achieved**).
- Moderate performance was observed in processed agricultural exports and post-harvest management, and increased storage capacity,
- Slow performance was observed in quality standards of agricultural products (**100% not achieved indicators**) and access to agricultural finance (**50% indicators were not achieved**).

Overall performance-Scorecard

OUTPUT PERFORMANCE - FY2023/24

	Sub-programmes	Achieved	Moderately Satisfactory	Not achieved	No Assessment	KPIs
S/No	Programme overall	20%	1%	41%	38%	278
1	Agricultural Production and Productivity	17%	1%	45%	37%	169
2	Storage, Agro-Processing and Value addition	43%	0%	31%	26%	42
3	Agricultural Market Access and Competitiveness	15%	3%	43%	40%	40
4	Agricultural Financing	5%	0%	36%	59%	22
5	Institutional Strengthening and Coordination	40%	0%	0%	60%	5

- **20%** KPIs were achieved while a significant portion **(41%)** overall indicators were not achieved and **1%** was moderately satisfactory.
- **(38%)** output indicators were not assessed due to lack of data across sub-programmes.
- Sub-programmes of: storage, agro-processing & value addition and institutional strengthening and coordination showed the highest indicator achievement rates of **43%** and **40%** respectively.
- Agricultural Financing had the lowest achieved indicators **(5%)** and with most not assessed **(59%)**.

Overview of programme performance-Votes

Vote	Achieved	Moderately Satisfactory	Not achieved	No Assessment	KPIs
Programme Total	20%	1%	41%	38%	278
MAAIF	11%	0%	42%	47%	93
NAADS	33%	0%	67%	0%	3
NAGRC&DB	38%	0%	54%	8%	13
NARO	29%	0%	46%	25%	28
UCDA	9%	0%	82%	9%	11
UCDO	100%	0%	0%	0%	2
DDA	50%	0%	17%	33%	6
MoWE	75%	0%	25%	0%	4
MoTIC	7%	0%	41%	52%	27
MoICT&NG	20%	0%	40%	40%	5
MoSTI	0%	0%	0%	100%	2
MEACA	0%	0%	67%	33%	3
MoFPED	8%	0%	8%	85%	13
MoGLSD	0%	0%	0%	100%	1
NPA	0%	0%	100%	0%	1
UPS	50%	0%	50%	0%	2
UIA	33%	0%	67%	0%	3
UDC	70%	0%	0%	30%	10
UNBS	17%	0%	67%	17%	6
UWRSA	0%	0%	67%	33%	3
UEPB	0%	17%	0%	83%	6
UNMA	100%	0%	0%	0%	1
MAAIF(OWC)	33%	0%	58%	8%	12
MoTIC(OWC)	20%	7%	53%	20%	15
OPM(OWC)	100%	0%	0%	0%	1
OP(OWC)	0%	0%	0%	100%	1
MoTIC(UDC)	0%	0%	0%	100%	1
MoES	0%	0%	0%	100%	2
MEMD	0%	0%	0%	100%	1
MoLG	0%	0%	0%	100%	1

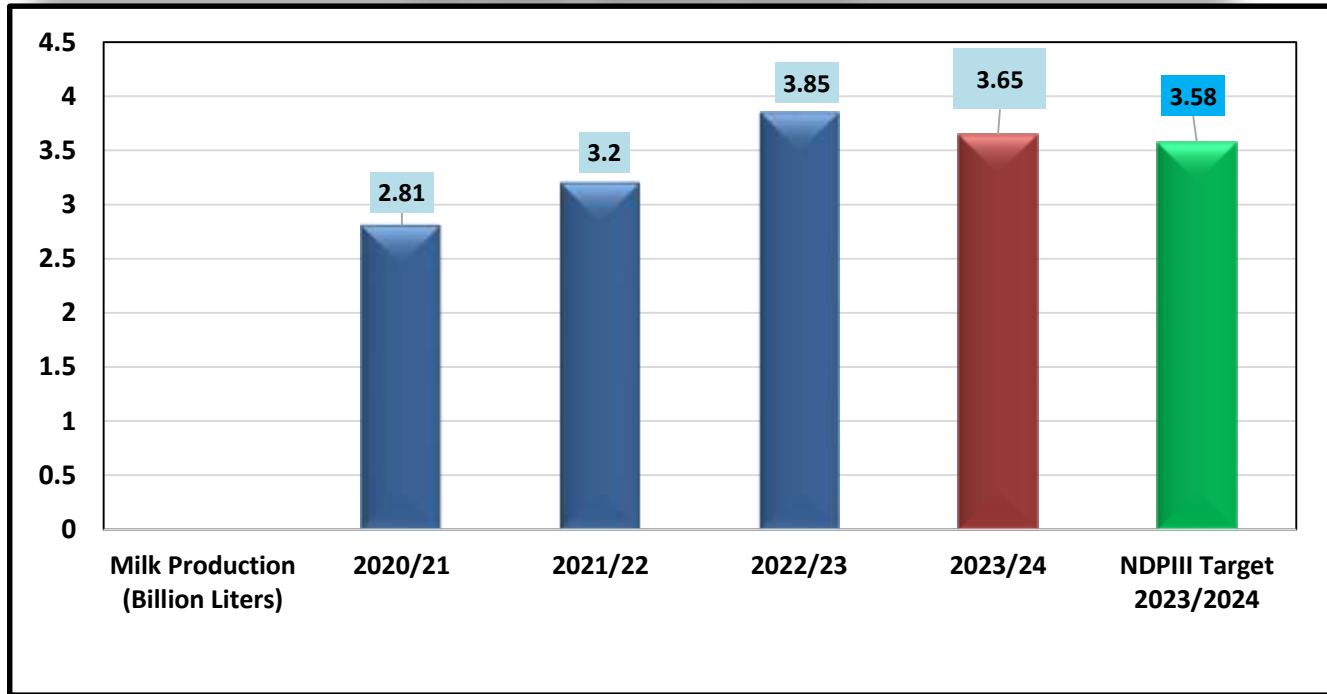
- Good performance was observed in votes of Uganda Development Corporation-**UDC (70%)**, Ministry of Water & Environment-**MoWE (75%)**, Uganda Cotton Development Organization-**UCDO(100%)**, Uganda National Meteorological Authority-**UNMA(100%)** and Office of the Prime Minister(Operation Wealth Creation)-**OPM(OWC) (100%)**.
- Poor performance was observed in votes of Uganda Warehouse Receipt System Authority-**UWRSA**, Ministry of East African-**MEACA**, Ministry of Gender Labour and Social Development-**MoGLSD**, Ministry of Science Technology and Innovation-**MoSTI**, Uganda Export Promotion Board-**UEPB**.
- A number of indicators in Several votes had no data.

Key Programme Outcomes Performance against NDP III targets

1. Agricultural Production and Productivity

(i) Production of major commodities: (Milk, Cotton and Coffee)

(a) Milk (billion litres)



Source: Programme secretariat submission & PBS FY2023/24

- ❖ Increasing trend in milk production over the last 4 years although there was a slight reduction in the last financial year.
- ❖ Production exceeded the target of **3.58 bn litres** for FY2023/24.



- Investigate the reasons behind the slight decline in milk production in FY2023/24 to prevent potential future negative trends.
- Continue to enhance productivity through improved farming techniques, better livestock health management, and use of technology in dairy farming.

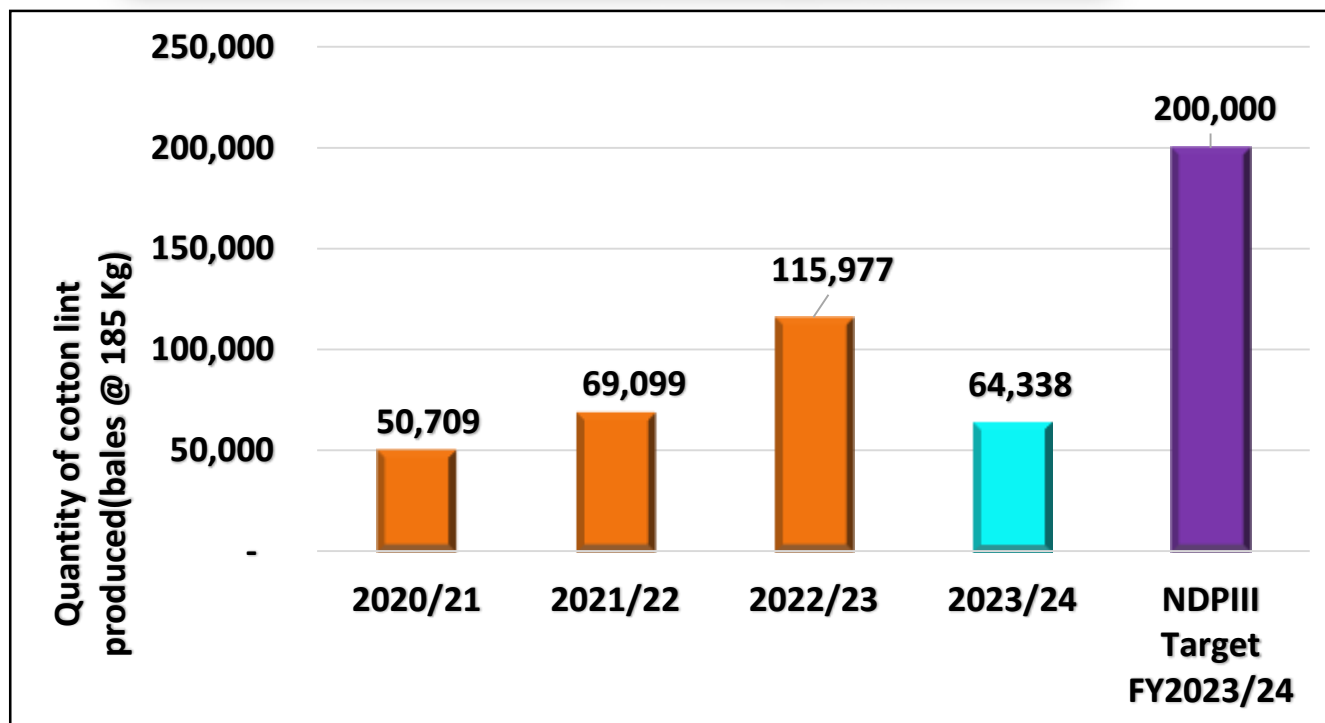
Performance of Outcomes against NDPIII target cont'd...

1. Agricultural Production and Productivity.....cont'd

(b) Cotton Production (bales 185kgs)



Steady increase in cotton production from FY2020/21 to FY2022/23, was observed with production more than doubling over this period.



Source: Programme secretariat submission & PBS FY2023/24

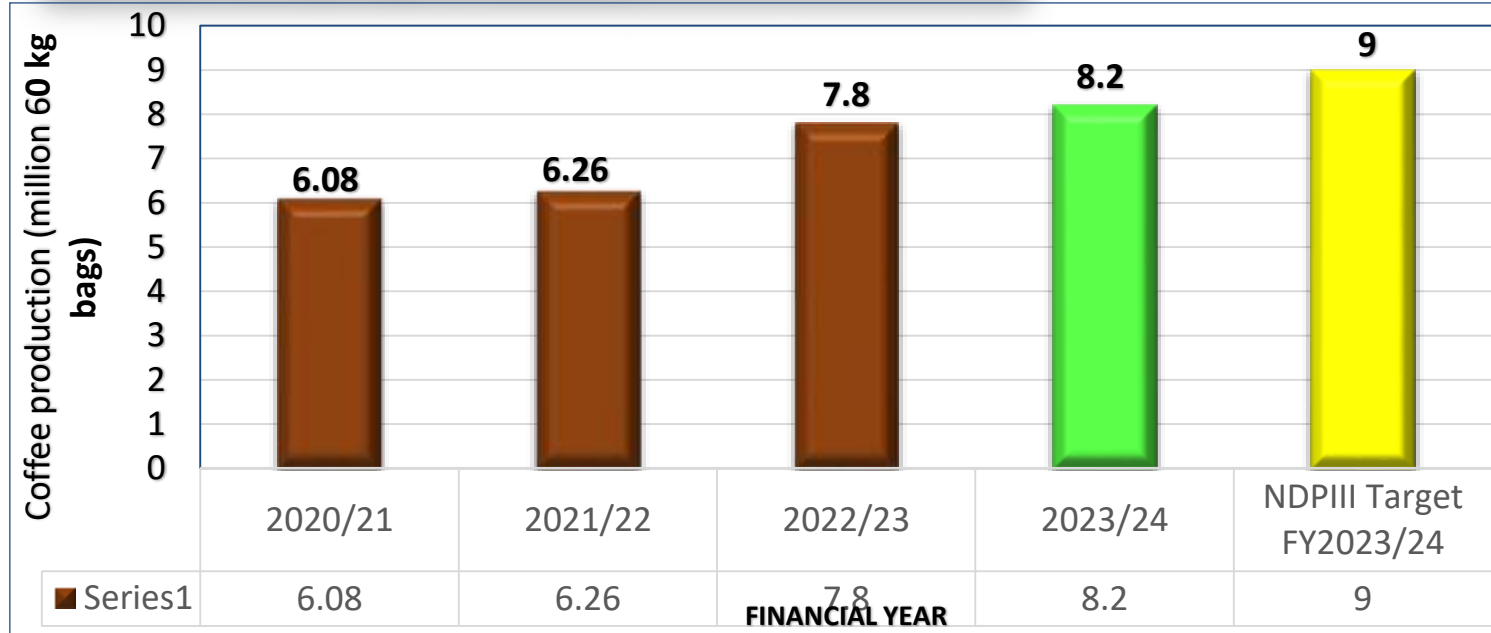
- A significant drop in production was seen in FY2023/24, falling back to levels slightly below FY2021/22.
- Production in FY2023/24 (**64,338 bales**) fell far short of the NDPIII Target (**200,000 bales**), achieving only about **32%** of the target.
- This was attributed to;
 - ✓ **Drop in farm-gate prices in FY2022/23 that discouraged farmers from cotton growing.**

- **Need for implementation of a comprehensive strategy to boost cotton production, which may include;**
 - ✓ **Introducing improved cotton varieties that are more productive and resilient.**
- **Address the decline, establishing a comprehensive strategy to boost production.**

Performance of Outcomes against NDPIII target



(c) Coffee (60kg bags in millions)



- A positive trajectory in production from FY2020/21(**6.08 million bags**) to **8.2million bags** of (60kgs)each FY2023/24 was observed.
- More effort is required to meet the NDPIII target of **9million bags** (60kg bags).

Source: PBS & Programme Secretariat (FY2023/24)

➤ *As production scales up to the NDPIII target, it is crucial to ensure sustainability growth by investing in modern farming technologies to increase the yield per hectare.*

Programme output performance by subprogramme

1. Agricultural production and productivity

- **Good performance** was in;
 - ✓ Animal breeding and production support facilities constructed **(17 against the 1 planned)**
 - ✓ Farmer animal genetic learning centers established **(2 against the planned 1)**
 - ✓ Infrastructure development for animal breeding (establishment of community breeding centers **(15 against the planned 3)**).
- **Poor performance observed in research outputs** as;
 - ✓ The Poultry varieties that were supposed to be developed, multiplied to five million and promoted were not realized. **(2 against 5,000,000)**.
 - ✓ Technology dissemination (***bio-fortified seed technologies distributed to farmers (3 of targeted 5)***).

Programme output performance by subprogramme...cont`d

2. Storage, agro-processing and value addition

- **Good performance was noted** in centralized, larger-scale projects like;
 - ✓ established community fish drying racks at major landing sites **(5 of 2 planned)**
 - ✓ *established agro-processing regional farm service centers* **(27 of targeted 1)**
- Unambiguous contrast between areas of overachievement like;
 - ✓ milk collection centers rehabilitated and equipped **(10 of 5 targeted)**
 - ✓ established post harvest handling regional storage facilities **(6 of planned 3)**
- **Poor performance in areas of;**
 - ✓ Solar drying demonstration **8 of 30 planned**
 - ✓ Cooperatives supported with milk handling and cooling equipment **(0 of 25 planned).**
 - ✓ Post-harvest handling and storage facilities for priority commodities **(0 out of 45)** for facilities established by 2025.

Emerging issues and Recommendations

No.	Issue	Recommendation	Responsibility Center
1.	<ul style="list-style-type: none"> ▪ Difficulty in meeting international sanitary and phytosanitary standards for production. ▪ Price fluctuations and climate change impacts. 	<ul style="list-style-type: none"> ▪ Invest in processing facilities to add value to more than 50% production. ▪ Focus on developing the local textile industry for creation of substantial market for lint. ▪ Fasttrack the large-scale cotton farmer and institutions registration initiative to increase cotton production. ▪ Improve compliance with international standards to boost export potential. 	UCDO
2.	Ensuring consistent quality coffee standards to uphold coffee excellence may become a challenge as production scales.	<ul style="list-style-type: none"> ▪ Implement a strategic initiative aimed at increasing the acreage dedicated to coffee cultivation through targeted sensitization programs that educate potential growers on the agronomic benefits and economic viability of coffee farming. 	UCDA

Emerging issues and Recommendations

No.	Issue	Recommendation	Responsibility Center
3.	<ul style="list-style-type: none"> ▪ Low performance in cold room storage capacity. ▪ Minimal progress in conducting feasibility studies for agricultural mechanization and post-harvest handling. ▪ Limited linkage of warehouses to the receipt system 	<ul style="list-style-type: none"> ▪ Prioritize completion of cold storage facilities to reduce post-harvest losses. ▪ Accelerate the conduct of feasibility studies to inform evidence-based decision-making on mechanization and post-harvest handling. ▪ Enhance the integration of warehouses with the receipt system to improve market access for farmers. 	Programme Secretariat
4.	Limited Market Access and Information for Agricultural Producers	<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive market information system. ▪ Improve rural infrastructure, especially roads, to facilitate market access. ▪ Promote farmer cooperatives to enhance bargaining power and market reach. 	Programme Secretariat



THE REPUBLIC OF UGANDA

NATIONAL ANNUAL PERFORMANCE REPORT (NAPR) – FY2023/24



SUSTAINABLE DEVELOPMENT OF PETROLEUM RESOURCES PROGRAMME



2.1 Annual Performance Scorecard for Sustainable Development of Petroleum Resources Programme FY2023/24

OUTCOME PERFORMANCE - FY2023/24					
	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No of KPIs
Programme	29.4%	5.9%	47.1%	18%	17
Key Result Area 1 - Increased revenue from oil and gas resources	0.0%	0.0%	100.0%	0%	1
Key Result Area 2 - Increased contribution of the oil and gas sector to employment	0.0%	0.0%	50.0%	50%	2
Key Result Area 3 - Increased investment in the oil and gas industry	0.0%	0.0%	0.0%	100%	1
Key Result Area 4 - Sustainable management of oil and gas resources	50.0%	50.0%	0.0%	0%	2
Key Result Area 5 - Skilled local human resource employed in the oil and gas sector	0.0%	0.0%	100.0%	0%	1
Key Result Area 6 - Increased participation of the local companies in the oil and gas industry	100.0%	0.0%	0.0%	0%	2
Key Result Area 7 - Increased private investment in the oil and gas sector	33.3%	0.0%	33.3%	33.3%	3
Key Result Area 8 - Improved safety in oil and gas industry	0.0%	0.0%	100.0%	0%	3
Key Result Area 9 - Increased days of Security Stock levels of refined petroleum products	0.0%	0.0%	100.0%	0%	1
Key Result Area 10 - High Quality Supply of Refined Petroleum products	100.0%	0.0%	0.0%	0.0%	1

• Overall, 29.4% of the sustainable development of petroleum resources were achieved

• 5.9% were moderately satisfactory

• 47.1 were noted achieved

• 18% were not assessed due to lack of data

Highlights of the Key Result Area (KRA) Performance

- 29.4% of the FY2023/24 outcome targets were “**Achieved**”, notably,

KRA 10: High Quality Supply of Refined Petroleum products

Indicator	Target	Actual	Variance	Performance level	MDA
Level of quality compliance of refined petroleum products, %	98	99	1	Achieved	MEMD

KRA 6: Increased participation of the local companies in the oil and gas industry

Number of contracts awarded to local companies	250.00	461.00	211	Achieved	PAU
Number of local Companies on National Suppliers Database	2,367	2,440	73	Achieved	PAU

KRA 7: Increased private investment in the oil and gas sector

Foreign Direct Investment (FDI) in the oil and gas sector (UGX Billions)	1,500	4,560	3,060	Achieved	MEMD
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KRA 4: Sustainable management of oil and gas resources

Health and safety standards (%)	100%.	100%	0%	Achieved	PAU
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Highlights of the Key Result Area (KRA) Performance

- 5.9% of the annual outcome targets were “**Moderate**”, notably,

KRA 4: Sustainable management of oil and gas resources

Indicator	Target	Actual	Variance	Performance level	MDA
Level of compliance to Environmental standards (%)	100%	75%	-25%	Moderate	PAU

Highlights of the Key Result Area (KRA) Performance

- 47.1% of the outcome targets were “**Not Achieved**”, notably,

KRA 1: Increased revenue from oil and gas resources

Indicator	Target	Actual	Variation	Performance level	MDA
Amount of revenue from oil and gas sector (UGX Billions)	256	183.6	-72.4	Not Achieved	MEMD

KRA 2: Increased contribution of the oil and gas sector to employment

Contribution of the Oil & Gas to GDP (%)	5%.	N/A	N/A	No Assessment	MEMD
Number of Ugandans employed in the oil and gas and related industries	20,000	14,121	-5,879	Not Achieved	PAU

Highlights of the Key Result Area (KRA) Performance

- 47.1% of the outcome targets were “**Not Achieved**”, notably,

KRA 7: Increased Private Sector investment in the oil and gas industry

Indicator	Target	Actual	Variation	Performance level	MDA
Number of licenses issued	10	2	8	Not Achieved	MEMD

KRA 8: Improved safety in oil and gas industry (zero result indicator)

Zero tolerance to fatalities	0	4	4	Not Achieved	PAU
Lost time injury frequency rates (LTIFR)	0	1	1	Not Achieved	PAU
Total Recordable Injury frequency rate (TRIFR)	0	207	207	Not Achieved	PAU

KRA 9: Increased days of Security Stock levels of refined petroleum products

Number of days of Stock levels in the country	10	5	5	Not Achieved	MEMD
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2.2 Sub-Programme Output Performance

OUTPUT PERFORMANCE SCORECARD - FY2023/24					
	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of KPIs
Programme (Overall)	46%	17%	38%	0.0%	24
Sub Programme 031: Upstream	38%	23%	38%	0.0%	13
Sub Programme 032: Mid-stream	57%	0%	43%	0.0%	7
Sub Programme 033: Downstream	50%	25%	25%	0.0%	4

- 46% of the outputs at subprogramme level were achieved
- 17% were moderately satisfactory, and
- 38% were not achieved

Output Performance Highlights

1.Upstream sub-programme: Did **not achieve 38%** of its planned output indicators, notably:

Indicator	Target	Actual	Achievement	Performance Rating	MDA
Stage of development of National Petroleum Data Repository (%)	66%	37%	56%	Not Achieved	PAU
Volume of additional petroleum resources (Billion barrels Stock Tank of Oil Initially In Place-(STOIIP)	1	0	0%	Not Achieved	PAU
Number of laws and regulations enacted	2	1	50%	Not Achieved	MEMD
Number of Quality Health Safety Security Environment (QHSSE) standards in place.	40	6	15%	Not Achieved	MEMD
Number of standards on Climate Change developed	10	7	70%	Not Achieved	MEMD

Output Performance Highlights

2. Midstream sub-programme: Did **not achieve 43%** of its planned output indicators, notably:

Indicator	Target	Actual	Achievement	Performance Rating	MDA
Value addition strategy Progress of implementation (%)	75%	50%	66%	Not Achieved	MEMD
Marketing Strategy of Oil and Gas projects	5	1	20%	Not Achieved	MEMD
Number of Vocational Training Institutions (VTIs) internationally accredited	5	1	20%	Not Achieved	MOES

Note:

- The only Vocational Training Institute (VTI) Internationally accredited is Kigumba Petroleum Institute in Masindi, under the Ministry of Education and Sports

Output Performance Highlights

3.Down-stream sub-programme: Did **not achieve 50% of its planned output indicators, notably:**

Indicator	Target	Actual	Achievement	Performance Rating	MDA
Number of Strategic terminals developed	5	1	20%	Not Achieved	MEMD

4.0: Emerging/Outstanding Issues and Recommendations

#	Issue	Recommendation	Responsibility
1	Delayed completion of projects such as the National Data and Repository Centre, EACOP	Fast track the <u>completion</u> of the National oil and gas data and Repository Centre for Uganda, EACOP, etc.	MEMD,PAU
2	Local Content development And slow accreditation of more Vocational Training Institutions (VTIs)	<ul style="list-style-type: none"> • Strengthen the local content regulations to strengthen capacity of private enterprises by encouraging local participation in the oil gas sector • Fast track accrediting more VTIs to international standards 	MEMD, PAU, MoES UNOC
3	Inadequate Fuel stock levels and Fuel reserves management	Minimize over reliance on the private sector Oil Marketing Companies to provide reserves by restocking the Government reserves in Jinja	MEMD, MoFPED, UNOC

NATIONAL ANNUAL PERFORMANCE REPORT (NAPR) - FY2023/2024

MINERAL DEVELOPMENT PROGRAMME



2.a) Programme Annual Outcome Performance- FY2023/24

2.0: Minerals Programme Outcome Performance

	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of KPIs
Programme overall KRAs	46.2%	11.5%	38.5%	4%	26
1. Increased investment in the sector ^{r*}	100.0%	0.0%	0.0%	0%	1
2. Competitive mining sector	0.0%	0.0%	100.0%	0%	1
3. Increased mineral production	33.3%	0.0%	66.7%	0%	6
4. Increased mineral revenue earnings	50.0%	50.0%	0.0%	0%	2
5. Sustainable mining practices adopted	0.0%	0.0%	100.0%	0%	1
6. Increased mineral beneficiation facilities	100.0%	0.0%	0.0%	0%	1
7. Effective regulatory framework	0.0%	0.0%	100.0%	0%	1
8. Skilled and competitive human resource	0.0%	100.0%	0.0%	0%	2
9. Functional and sustainable physical infrastructure	100.0%	0.0%	0.0%	0%	4
10. Increased investment in the sector [*]	50.0%	0.0%	0.0%	50%	2
11. Number of people employed mineral sector (million)	100.0%	0.0%	0.0%	0%	1
12. Reduced importation of mineral products	25.0%	0.0%	75.0%	0%	4

- 46.2% outcome targets were “**Achieved**”, 11.5% were “**Moderately Satisfactory**”, and 38.5% “**Not achieved**”.
- 4% of outcome targets were “**Not assessed**” due to no data.

**Increase exploration and quantification of priority minerals and geothermal resources across the country.*

**Increase investment in mining and value addition*

2.b. Highlight of programme Outcome Performance-FY2023/24

2.0: Minerals Programme Outcome Performance

	Key Result Areas	Indicators	Target	Actual	Score
Achieved (46.2%)	Increased Investment in the Sector,	• Value of Investment in the Sector, (Ugx Bn)	200	2,200	1,100%
	Increased mineral production	• Increased value of refined Gold exports (US\$ Bn);	1.00	3.00	300%
		• Increased volume of Iron Ore produced; (Tonnes)	15,000	466,547	3110.3%
	Increased mineral revenue earnings	• Increased Non Tax Revenue earnings (NTR)-UGX Bn	16.0	25.0	156.3%
	Functional and sustainable physical infrastructure	• Number of functional Laboratory techniques	25	46	184.0%
	Reduced importation of mineral products	• Reduced Volume of imported Iron and Steel (Tonnes)	200,000	110,896	180.3%

- ❑ Value of investment (UGX 2,200Bn against UGX 200Bn) attributed to;
 - ✓ **Increased investment in major projects by mining developers i.e (construction of the demonstration plants by Rwenzori Rare Metals (RRM), exploration drilling by View Mining, Samta Mines, and Direct Reduced Iron plants (DRI))**
- ❑ Production of Iron Ore (466,547 Tonnes against 1,500 Tonnes) attributed to;
 - ✓ **Development of Statutory Instrument No. 20 of 23 (The Mining and Minerals Regulations, 2023.) in February 2023. This promoted mining and exportation of Raw and Semi-Processed Iron ore**
- ❑ Value of refined Gold exports (US\$ 3 Bn against US\$ 1Bn) attributed to;
 - ✓ **Strengthening of monitoring which has reduced gold smuggling; and the increment in the value of gold from USD 37,000/kg in FY 2017/18 to USD 80,000/kg in FY 2023/24**
- ❑ Non Tax Revenue (UGX 25 Bn against UGX 16 Bn) attributed to;
 - ✓ **i) Increase in Royalty amounts; ii) Statutory instrument that allowed export of unprocessed Iron ore; and iii) Strengthening of monitoring, inspection and Enforcement of license operations**

2.b. Highlight of programme Outcome Performance-FY2023/24

2.b.1: Minerals Programme Outcome Performance

	Key Result Areas	Indicators	Target	Actual	Score
Moderately Satisfactory (11.5 %)	Increased mineral revenue earnings	• Contribution of Mining sector to GDP (%)	2.5	1.9	40.0%
	Skilled and competitive human resource	• No. of skilled human resource	1,300	1,150	88.5%
		• No. of Geoscientists trained	180	165	91.7%
Not Achieved (38.5 %)	Competitive mining sector	• Share of global investments in mining (%)	0.5%	0.11%	22%
	Increased mineral production	• Volume of Limestone produced (Million Tonnes)	2.0	1.00	50%
		• Volume of Copper produced (Tonnes)	1,500	0	0%
		• Volume of Gold produced (Tonnes)	0.06	0.026	43.3%
	Effective regulatory framework	• Proportion of licensees adhering to requirements (%)	75	52.5	70.0%
	Reduced importation of mineral products	• Value of imported Iron and Steel (US\$ Mn)	136	219.4	62.0%
		• Volume of imported inorganic fertilizers (Tonnes)	30,982	108,034	28.7%
		• Value of imported inorganic fertilizers (US\$ Mn)	10.1	50	20.2%

❑ Volume of imported inorganic fertilizers (108,034 Tonnes against 30,982 Tonnes)

❑ Value of imported inorganic fertilizers (US\$ 50 Mn against US\$10.1 Mn)
attributed to;

- ✓ **Sukulu phosphate fertilizer plant in Tororo which was involved in litigation processes for a large period of the financial year and therefore started their production very late.**

❑ Volume of Copper (0 against 1,500 Tonnes)

attributed to;

- ✓ Delayed process of redevelopment of Kilembe Mines.

3.a. Programme Output Performance - FY 2023/24

3.a.1: Minerals Programme Output Performance

	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of KPIs
Programme 02: Mineral Development	25%	50%	25%	0.0%	4

By end of FY 2023/24, 4 programme output targets were tracked and the results show that;

- 25 percent of the output targets were “Achieved”
- 50 percent registered moderate performance and
- 25 percent not achieved

Highlights of Output Performance /Key Deliverables

	Outputs	Indicators	Target	Actual	Score
Achieved (25 %)	1. Increased private sector investment along the minerals value chain	Percentage in the value of private sector investment in minerals value chain (%);	5	10	200%
Moderately Satisfactory (50%)	2. Good governance and best practices applied in the mining industry	Number of treaties, conventions, agreements, protocols domesticated	4	3	75%
	3. Safe working conditions in the mining industry and a protected environment	Percentage of mining sites having safe working conditions and clean/ protected environment	50	48	96%
Not Achieved (25 %)	4. Mineral reserves established	Quantity of known mineral reserves (Number)	13	4	30.8%

- ❑ Percentage in the value of private sector investment in minerals value chain **(10 % against 5%)** attributed to;
 - ✓ **Increased investment in major projects by mining developers i.e (construction of the demonstration plants by; Rwenzori Rare Metals (RRM), exploration drilling by View Mining, Samta Mines, and Direct Reduced Iron plants (DRI))**
- ❑ Number of known mineral reserves established **(4 against 13)**
 These included;
 - ✓ **Iron Ore in Kigezi region (South Western Uganda),**
 - ✓ **Uranium exploration in Boma - Sembabule district**
 - ✓ **2 large scale mining licenses granted to; i) Rwenzori Rare Metals Ltd (Dec. 2023); and ii) Sun bird Resources Ltd (24/01/2024)**

5. Emerging Issues and Recommendations

#	Issues	Recommendations	Responsibility centre
1.	Delayed process of appraising prospective developers for the redevelopment of Kilembe Mines. Which affected the production of copper	<ul style="list-style-type: none">The Ministry of Energy and Mineral Development (MEMD) to fast track the process of procuring an investor for redevelopment of Kilembe Mines.	MEMD, MoFPED, Kilembe Mines Administrators
2.	Delayed operationalization of the Uganda National Mining Company, which is indirectly affecting performance in the Key Result Area of; <i>Skilled and competitive human resource</i> .	<ul style="list-style-type: none">MEMD to consider speeding up the operationalization of the National Mining Company to create jobs. For instance in the Uranium exploration where the company is expected to take lead.	MEMD, MoFPED, MoJCA, MoPS



TOURISM DEVELOPMENT PROGRAMME

NATIONAL ANNUAL PERFORMANCE REPORT FY 2023/24



Overview of the Programme Outcome Performance for FY 2023/24



Programme Key Result Areas	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of KPIs
Overall Programme Performance	50%	27%	23%	0%	22
Increased Tourism Receipts	50%	12%	38%	0%	8
Improved accessibility to Tourism Goods and Services	33%	67%	0%	0%	3
Improved Wildlife Ecosystems	43%	43%	14%	0%	7
Increased Employment/Job Creation along the Tourism Value Chain	50%	0%	50%	0%	2
Improved Compliance to Tourism Service Standards	100%	0%	0%	0%	2

- The Programme achieved 50% of its outcome indicator targets for FY 2023/24 while 27% were rated moderately satisfactory and 23% not achieved.

Overview of the Programme Output Performance for FY 2023/24



Sub-Programmes	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of KPIs
Overall Performance	76%	6%	18%	0%	34
Tourism Promotion and Marketing	62%	15%	23%	0%	13
Infrastructure, Product Development and Conservation	83%	0%	17%	0%	6
Regulation and Skills Development	87%	0%	13%	0%	15
Output Performance at MDA Level					
	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	Denominator
Overall Performance	76%	6%	18%	0%	34
Ministry of Tourism, Wildlife and Antiquities	89%	0%	11%	0%	19
Uganda Tourism Board	60%	13%	27%	0%	15

- At output level, the Programme achieved 76% of the indicator targets, 18% was not achieved and 6% were rated moderately satisfactory.
- The Ministry of Tourism, Wildlife and Antiquities achieved 89% while Uganda Tourism Board achieved 60% of their output targets.

Highlights of Outcome and Output Performance for FY 2023/24-Achieved



No.	Key Performance Indicators	Target FY 2023/24	Achieved FY 2023/24	% Achieved
1.	Average inbound tourism revenues per leisure tourist (USD)	1,431	1,550	108%
2.	Number of Ugandans visiting key tourist attraction	568,885	1,115,169	196%
3.	Average annual Hotel occupancy rate (room occupancy rate)	45 %	53.9 %	120%
4.	Number of people directly employed along the tourism value chain	320,000	610,806	191%
5.	Level of compliance to Tourism Service Standards (% enterprise)	55	55	100%
6.	Establishment of new ranger outposts in protected areas.	5	6	120%
7.	No. of domestic drives/campaigns conducted	6	6	100%
8.	Development of the tourism information management system.	70%	80%	114%
9.	Construction of a modern pier at Source of the Nile.	30%	70%	233.3%
10.	Proportion of Ugandan enterprise associating with Uganda's brand, %	30%	37%	123.3%
11.	Number of Tourism Products upgraded/ developed(cumulative)	1	1	100%
12.	No. of tourism information centers established	1	1	100%
13.	No. of tour and travel agents registered and trained.	250	740	296%
14.	Number of MDR firms contracted in key source markets	2	2	100%

Highlights of Outcome and Output Performance for FY 2023/24-

Moderately Satisfactory



No.	Key Performance Indicators	Target FY 2023/24	Achieved FY 2023/24	% Achieved
1.	International Tourism arrivals	1,515,335	1,274,210	84.1%
2.	Length of stay/overnights in all types of accommodation	9.1	9.0	98.9%
3.	Proportion of leisure to total tourists (%)	18%	16%	89%
4.	Incidence of human wildlife conflicts (number)	5,779	6,999	83%
5.	Number of visitors to Museums and cultural sites	167,821	128,346	76%
6.	Proportion of leisure to total tourists	20%	16.0%	80%

Highlights of Outcome and Output Performance for FY 2023/24-Not Achieved

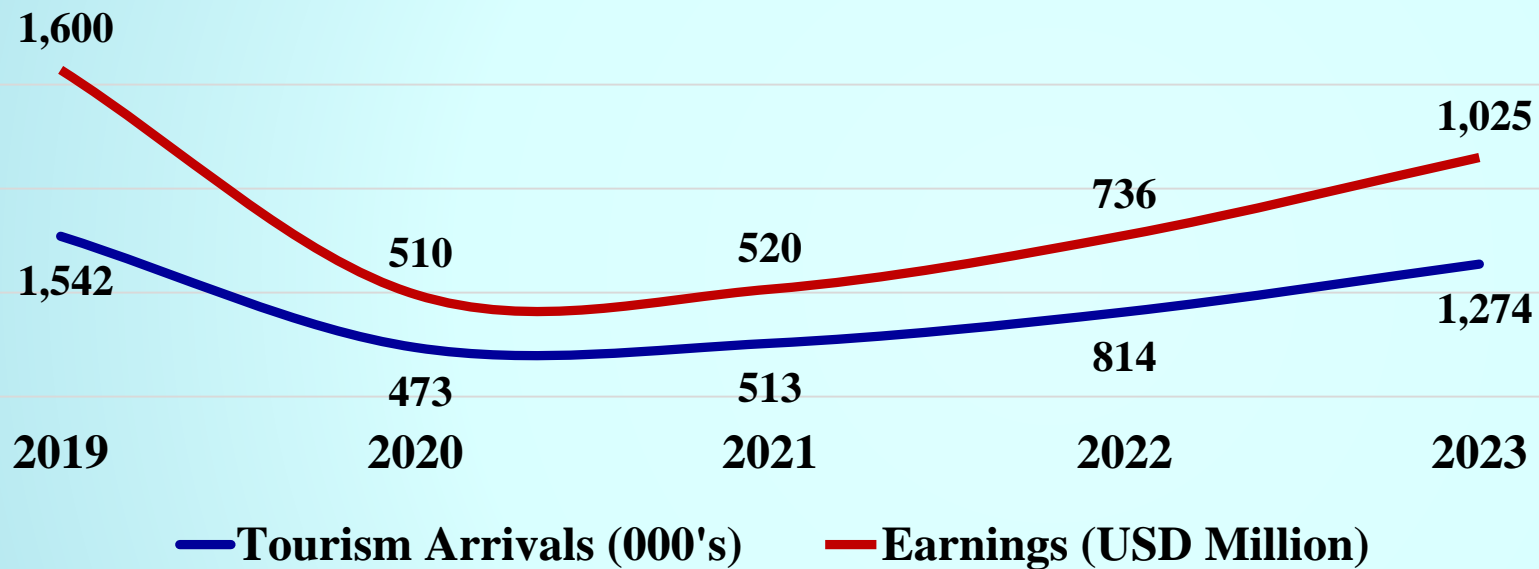


No.	Key Performance Indicators	Target FY 2023/24	Achieved FY 2023/24	% Achieved
1.	Contribution of Tourism to GDP (%)	8.1%	5.5%	68%
2.	Contribution of tourism to total employment.	8.0%	5.7%	71%
3.	Annual Foreign Exchange Earnings (USD Bn)	1.774	1.025	58%
4.	No. of tourism promotional materials produced ('000) and distributed	40,000	15,000	37.5%
5.	Kms of protected areas fenced off	260	106.8	41.1%
6.	Development and implementation of the National Tourism Marketing Strategy.	Yes	No	0%
7.	Level of development of UWRTI infrastructure (class rooms, labs, admin block, fence, staff housing, guest house, etc), %	100%	50%	50%
8.	Inspection and registration of accommodation facilities.	900	482	54%

Tourist Arrivals and Earnings for 2019-2023 against the NDP III Targets



Tourist Arrivals and Foreign Exchange Earnings for the period 2019-2023



- The Programme is recovering from the post COVID-19 pandemic effects thus registering an increase in tourist arrivals from 814,508 visitors in 2022 to 1,274,210 visitors in 2023; though still short of the 1.6million registered in 2019 before the COVID pandemic and the NDP III target of 1.87million arrivals.
- Similarly, earnings from tourism exports also increased from USD 736million in 2022 to USD 1,274million in 2023 but still short of the USD 1774million NDP III target.

Contribution of Tourism to GDP, Revenues & Employment Generation against the NDP III Targets



The Tourism Development Programme equally registered substantial improvement in other indicators related to GDP, Revenue and Employment Generation in 2023 as highlighted below;

- The total contribution to GDP increased from 4.7% (UGX. 7.92Tn) in 2022 to 5.5% (UGX. 10.60Tn) in 2023 although was still short of 5.8% (UGX. 11.39Tn) registered in 2019 prior to COVID-19 Pandemic and 8.1% of the NDP III target.
- The International Tourist receipts alone grew by 48.5% in 2023 from UGX. 2,571.5Bn in 2022 to UGX. 3,818.6Bn. This was 83.4% of the UGX. 4,580.4Bn recorded in 2019 and 11% of the total exports.
- UGX. 156.5Bn was generated by the Programme MDAs in FY 2023/24 which was an increase from UGX. 105.3Bn collected in FY 2022/23.
- The contribution of tourism to total employment was 5.7% in FY 2023/24 with 610,806 people directly employed along the tourism value chain although it fell short of the 8.0% NDP III target.



Outstanding/Emerging Issues in the TD Programme



S/N	Emerging Issue	Recommendations	Responsible MDAs
1.	Delayed completion of the Tourism Marketing Strategy thus failure to effectively promote and market Uganda's tourism products.	<ul style="list-style-type: none"> This has been a persistent issue which should be fast-tracked and completed by the end of this FY. 	MoTWA UTB
2.	Insufficient number of certified hotel assessors (only nine in Uganda) which hinders the classification of accommodation facilities/hotels.	<ul style="list-style-type: none"> Since the training and certification is done at East African Regional level, more Ugandans should be supported to enroll for this program. 	MoTWA UTB
3.	Continued human-wildlife conflicts and encroachment/poaching in conservation areas.	<ul style="list-style-type: none"> Continuous sensitization of communities neighboring protected areas. Fast track/prioritize electric fencing around the protected areas. Create alternative livelihoods through the 20% revenue sharing policy. 	MoTWA UWA
4.	Land conflicts and encroachment of the cultural heritage sites such as Nyero in Kumi, Bweyore Capital site in Isingiro, Kasonko and Ntusi in Sembabule.	<ul style="list-style-type: none"> The Ministry should prioritize processing of land titles for these sites to protect them from encroachment. 	MoTWA MoLHUD



OFFICE OF THE PRIME MINISTER

**NATIONAL ANNUAL
PERFORMANCE REPORT (NAPR)
FY2023/24**

**NATURAL RESOURCES, ENVIRONMENT,
CLIMATE CHANGE, LAND AND WATER
MANAGEMENT PROGRAMME**

Programme Goal and Objectives

Goal:

“Reduce environmental degradation and the adverse effects of climate change as well as improve utilization of natural resources for sustainable economic growth and livelihood security”

Objectives:

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Ensure availability of adequate and reliable quality fresh water resources	Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands	Strengthen land use and management	Maintain and/or restore a clean, healthy, and productive environment	Promote inclusive climate resilient and low emissions development at all levels	Reduce human and economic loss from natural hazards and disasters	Sustainable use and value addition to water, forests and other natural resources

Programme Outcome Performance

OUTCOME PERFORMANCE - FY2023/24

Key Results Area (KRA)	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of Indicators
Programme (Overall)	25%	43%	18%	14%	28
KRA1: Water abstraction permit compliance	66.7%	33.3%	0.0%	0%	3
KRA2 : Water quality management	0.0%	100.0%	0.0%	0%	2
KRA3 : Forest & Wetland restoration/protection	50.0%	25.0%	25.0%	0%	4
KRA4 : Land titling	0.0%	66.7%	0.0%	33%	3
KRA5 : Compliance to ESIA conditions	0.0%	25.0%	50.0%	25%	4
KRA6 : Air quality improvement	0.0%	100.0%	0.0%	0%	1
KRA7 : Climate Change responsiveness	50.0%	50.0%	0.0%	0%	2
KRA8 : Meteorological services	33.3%	67%	0.0%	0%	3
KRA9 : Reduced loss from disasters	50.0%	0.0%	0.0%	50%	2
KRA 10: Increase incomes from Natural Resources	0.0%	0.0%	100.0%	0%	1

- **22%** of outcome targets were **Achieved**; notably Land area covered by forests (9.3% up from 9%), and Reduced economic loss due to disasters as a % of GDP (0.5%, down from 7.5%).
- **37%** had **Moderate Performance**; notably Govt Land under title (33.7%), & Accuracy of Met. Info (75%)
- **18%** were **Not Achieved**, notably: Municipal solid waste disposed-of safely (35%, down from 50%), and Protection of degraded catchment areas (0.02% against target of 43%).

Suu-Programme Output Performance

<u>OUTPUT PERFORMANCE - FY2023/24</u>					
	Achieved	Moderately Satisfactory	Not Achieved	No Assessment	No. of Indicators
Programme Overall	40%	7%	31%	22%	176
Sub-Prog 061: Water Resources Manangement	48%	13%	30%	10.0%	40
Sub-Prog 062: Environment and Natural Resources Management	36%	5%	35%	23.1%	91
Sub-Prog 063: Land Management	42%	4%	22%	31.1%	45

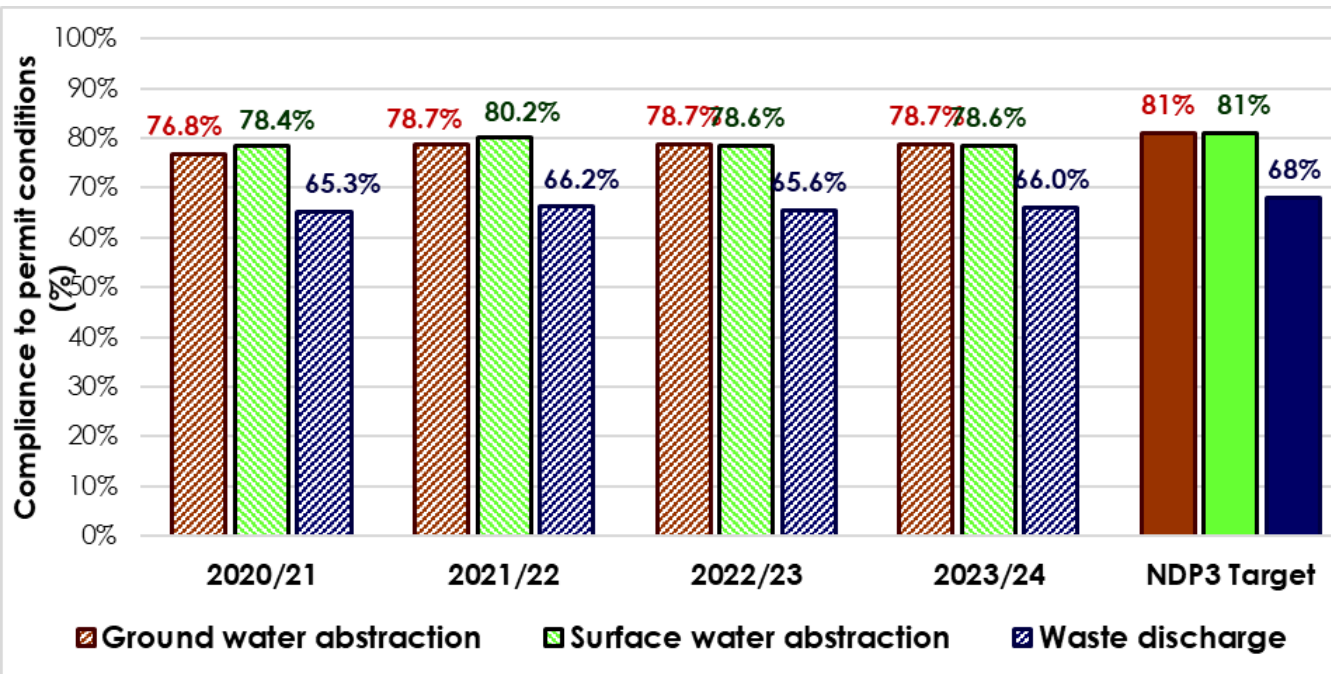
- **40%** of output targets were **Achieved**; notably Establishment of fuel wood plantations; Central Forest Reserves (CFRs) freed from encroachment; and Restoration of degraded wetlands.
- **7%** had **Moderate** performance; notably Functionality of the water monitoring network.
- **31%** of output targets were **Not Achieved**; notably Implementation of catchment management measures, Resurveying of CFRs boundaries, and No. of Districts with Physical Development Plans

Programme Budget Performance

	Approved Budget (Ugx Bn)	Q4 Cumm Release (Ugx Bn)	Q4 Cumm Spent (Ugx Bn)	% Budget Released	% Releases Spent	Spending Rating
OPM (003)	20.747	15.875	15.463	76.5%	97.40%	Moderate
MoLHUD (012)	70.196	210.827	77.65	300.3%	36.83%	Unsatisfactory
MoWE (019)	213.854	214.79	145.199	100.4%	67.60%	Unsatisfactory
UNMA (109)	16.441	15.537	14.677	94.5%	94.46%	Moderate
KCCA (122)	18.079	33.209	32.453	183.7%	97.72%	Moderate
NEMA (150)	38.36	37.355	33.16	97.4%	88.77%	Moderate
ULC (156)	27.333	46.912	46.201	171.6%	98.48%	Moderate
NFA (157)	24.987	20.187	20.18	80.8%	99.97%	Moderate
LG Grants (606)	4.500	4.500	4.500	100.0%	100.00%	Satisfactory
Total for Programme	434.497	599.192	389.483	137.9%	65.0%	Unsatisfactory

- **Releases were good**, with 138% of the programme budget released (arising from a supplementary for MoLHUD for processing of titles for bonafide occupants under WB funding)
- **Absorption was also good** for most of the institutions, with the exception of MoLHUD and MoWE, which only spent 37% (compared to 27% last FY) and 67% of the releases respectively.

KRA1 : Water quality management



- Ground water compliance slightly improved from 76.8% to 78.7% (NDP3 target: 81%)
- Surface water compliance improved from 78.4% to 78.6% (NDP3 target: 81%)
- Waste water discharge permit compliance also improved from 65.6% to 66%

Highlights of FY2023/24 Output performance

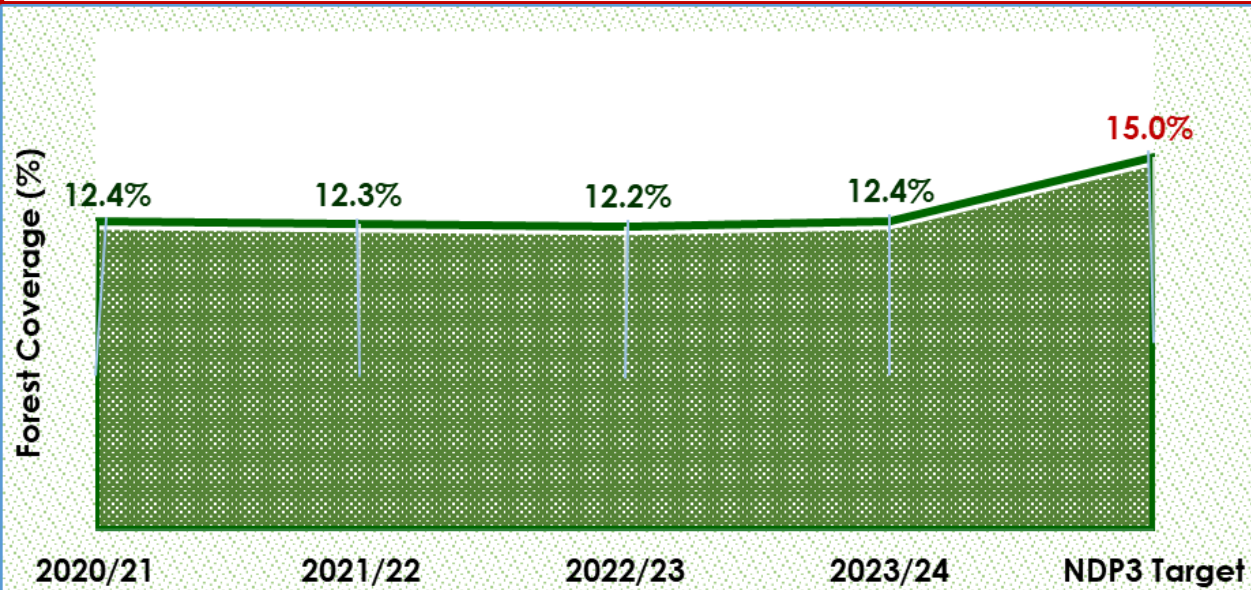
Good performance:

- 4,806 water samples were taken, that complied with national standards; against target of 4,000
- 140Km of natural water bodies and river banks were surveyed and demarcated; against target of 100

Low performance:

- 2,457Ha of fragile forest ecosystems were restored, which was 18% of the target of 13,975
- 429 water permit applications assessed and permits issued, against target of 1,000

KRA2 : Forest restoration/protection



12.4%

of land is covered by forests, a marginal improvement from 12.2% in 2022/23 (NDP-3 Target is 15% tree cover)

- Uganda lost 644 Kilo-hectares (kHa) of tree cover between 2015 - 2023, equivalent to 302 Metric tonnes of CO₂e emissions.
- Mubende (27.9 kha) registered the highest tree cover loss of 27.9kHa, followed by Luwero (27.7 kHa), Kyenjojo (19.3 kHa), Mukono (14.7 kHa) & Masindi (14.6 kHa).

Highlights of FY2023/24 Output performance

Good performance:

- Survival rate of planted tree seedlings increased from 80% in 2022/23 to 93.8% in 2023/24
- 57,397 hectares of fuel wood plantations were planted and established; against target of 20,300.
- 14,724,110 tree seedlings were sold to the public, which was 98% of the targeted 15,000,000 seedlings.

Low performance:

- 2,457Ha of fragile forest ecosystems were restored, which was 18% of the 2023/24 target of 13,975Ha
- 519Km (8% of targeted 6,200Km) of Central Forest Reserve boundaries were resurveyed & marked.
- Only 18 33%) of the country's 55 Forest Management Plans were valid by end of FY2023/24.

KRA3 : Wetland management



9.3% of land is covered by wetlands;
declined from 13.9% in 2022/23

0.02% of degraded river banks, lakeshores, mountains
and rangelands were put under restoration and
maintenance in 2023/24 (against target of 43%)

Highlights of FY2023/24 Output performance

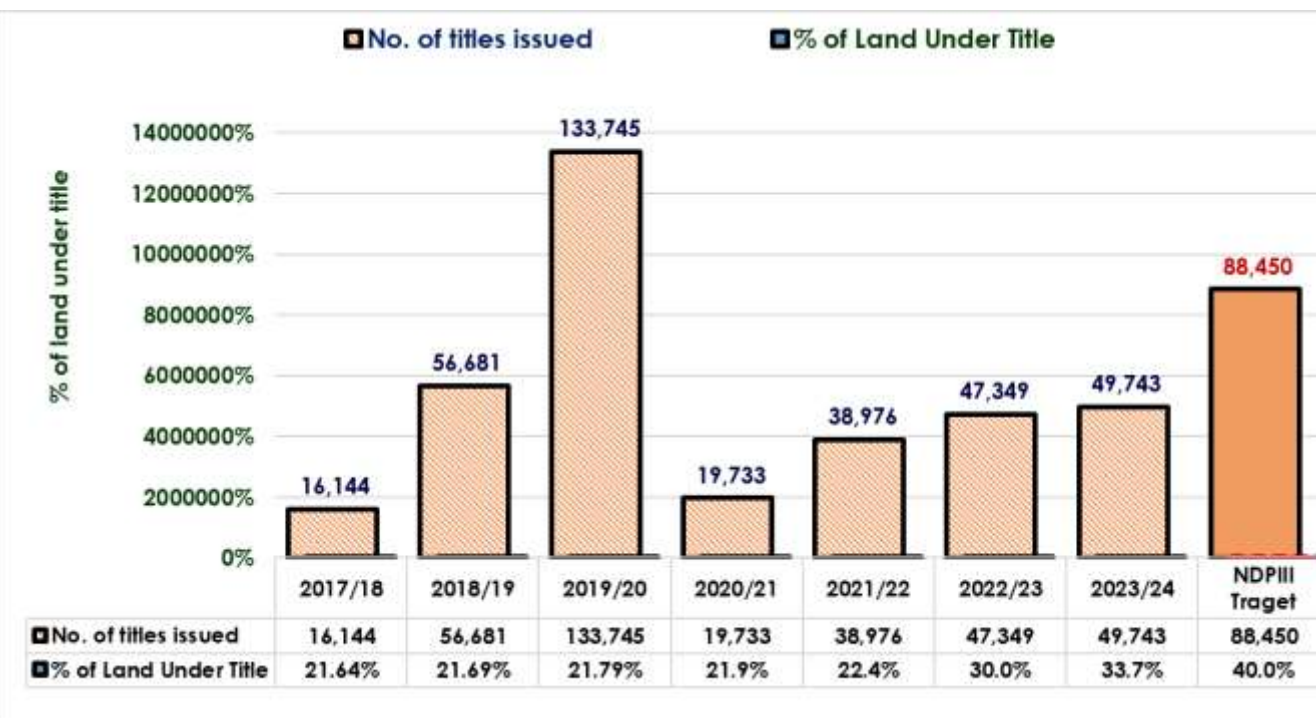
Good performance:

- 10 degraded wetlands were restored against target of 1; including Lubigi wetland system .
- 5 fragile wetland ecosystems were protected against target of 4; facilitated by LGs and Off-budget support

Low performance:

- 329.8 Km of conserved & degraded wetland systems were demarcated, against target of 622Km
- Only 694.42Ha of the targeted 13,000Ha of degraded wetland sections were restored

KRA 4: Increased titled land



33.7%

of total land was under title; up from 30% in 2022/23 (NDP3 target is 40%)

30.9%

of Govt land was registered/titled; up from 30.7% in 2022/23

15 days

Average time taken tiling land has stagnated over the last 3FYs

27.02%

of titled land is owned by women; against a target of 30% for 2023/24

Achievements for FY2023/24

Good performance:

- 8,049 parcels of land surveyed for compensation of lawful and bonafide occupants, against target of 5,000
- 306 land disputes mediated, against target of 200
- 1,092 lease transactions processed out of target of 600

Low performance:

- 2,327.71Ha of land from acquired from absentee landlords, against a target of 3,643.75Ha
- Only 5 of the 292 court cases managed were successfully concluded

KRA 5: Clean and productive environment

1



70% of permit holders
complying with ESIA conditions;
down from 87% in 2022/23

2



1,067 Env. Compliance
inspections & audits undertaken in
2023/24; against target of 500

3

2,855 applications for project
development were assessed;
against a target of 1,000.

4



123 violators of Env. regulations were
prosecuted, against target of 50
508 operations were undertaken by the
Environment Police Force, against target of 500

5



2,566 EIA certificates were
issued, against target of 1,500

KRA 6: Reduce Human and Economic Loss from Natural Hazards and Disasters



102,281 Disaster affected HHs supported with relief items, against target of 200,000

271 HHs from Bududa district supported with cash transfers for relocation, against target of 30 HHs

49 Disaster preparedness assessments undertaken, against target of 132 districts

Achievements for FY2023/24

Good performance:

- 12 districts supported to develop Disaster Contingency Plans, against target of 15
- Draft Principles for the National Disaster Preparedness & Management Bill finalized

Low performance:

- Commenced permanent resettlement for 163 flood-affected IDP HHs in Kasese, against target of 400
- Provision of water, electricity, access roads for HHs resettled in Bulambuli not undertaken

Emerging issues & Recommendations			
#	Issue	Recommendation	
1.	Increased solid waste pollution, especially single-use polyethylene carrier bags and plastic bottles	i. Strict enforcement of the ban on importation, local manufacture, sale & use of plastics. ii. Incentivize alternatives to plastic use E.g. paper-based packaging.	<ul style="list-style-type: none"> ▪ NEMA ▪ KCCA ▪ All Urban Authorities
2.	Encroachment on Govt land and fragile ecosystems; and resistance to cancellation of the titles	i. Fast-track titling of all Govt land including railway & road reserves ii. Fund restoration activities using the Environment Levy collections	<ul style="list-style-type: none"> ▪ MoLHUD ▪ ULC ▪ NEMA
3.	Increased illegal land evictions & issuance of illegal land titles	i. Title all land for absentee landlords, to be placed under temporary custody of Govt ii. Fast-track the closure of the blue pages register iii. Reinstate District Land Tribunals to reduce case load.	<ul style="list-style-type: none"> ▪ MoLHUD ▪ MoJCA ▪ MoLG

Emerging issues & Recommendations

#	Issue	Recommendation	
4.	Illegal land titles, land claims and court injunctions, especially on urban forest reserves	<ul style="list-style-type: none">i. Incentivize conservation of natural forests on private landii. Scale up use of geospatial technology to monitor urban forest boundaries and detect encroachment in real-time	<ul style="list-style-type: none">▪ NFA▪ MEMD▪ LGs
5.	Lengthy process of mobilization & response to disasters	<ul style="list-style-type: none">i. Operationalize the Disaster Risk Management Planii. Review Contingency Fund guidelines to fast-track access	<ul style="list-style-type: none">▪ OPM▪ MoFPED
6.	Environmental degradation with impunity, especially air, water and noise pollution	<ul style="list-style-type: none">i. Strict enforcement of attendant laws on Air quality, Chemicals & Noise.ii. Designate specific zones for residential, industrial, and commercial activities	<ul style="list-style-type: none">▪ NEMA▪ MoLHUD▪ MoGLSD
7.	Low collection rates, unsound waste disposal, and poverty-driven recycling	<ul style="list-style-type: none">i. Incentivize waste separation at the source, and pursue PPPs on formal waste management and recycling	<ul style="list-style-type: none">▪ NEMA▪ MoWE▪ Cities

THANK YOU

OFFICE OF THE PRIME MINISTER

SEPTEMBER, 2024

