



STRATEGIC PLAN

PARLIAMENT OF UGANDA

FY'2025/2026–FY'2029/2030

STRATEGIC PLAN FOR THE PARLIAMENT OF UGANDA

FY2025/2026–FY2029/2030

Vision:

A transformed, independent and people-centred Parliament

Theme:

Legislating for improved and sustainable
quality of life of Ugandans

June 2025

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PARLIAMENT PRAYER

(Recited at the commencement of sittings of Parliament)

ALMIGHTY GOD, Who in Your infinite wisdom and providential goodness has appointed the offices of leaders and Parliaments for the welfare of society and the just government of humanity;

We beseech You to look upon, with Your abundant favour, these Your servants, whom you have been pleased to call to the performance of such important trusts in this land.

LET YOUR blessing descend upon them here assembled, and grant that they may, as in your presence, treat and consider all matters that shall come under their deliberation, in so just and faithful a manner as to promote Your Honour and Glory, and to advance the good of those whose interests You have committed to their charge.

Amen





THE NATIONAL ANTHEM



Oh Uganda! May God uphold thee
We lay our future in thy hand
United, free;
For liberty
Together we'll always stand.

Oh Uganda! The land of freedom
Our love and labour we give
And with neighbours all
At our country's call
In peace and friendship we'll live.

Oh Uganda! The land that feeds us
By sun and fertile soil grown
For our own dear land
We'll always stand
The Pearl of Africa's Crown.





THE EAST AFRICAN COMMUNITY ANTHEM



Ee Mungu twaomba ulinde
Jumuiya Afrika Mashariki
Tuwezeshe kuishi kwa amani
Tutimize na malengo yetu.

Chorus

***Jumuiya Yetu sote tuilinde
Tuwajibike tuimarike
Umoja wetu ni nguzo yetu
Idumu Jumuiya yetu.***

Uzalendo pia mshikamano
Viwe msingi wa Umoja wetu
Natulinde Uhuru na Amani
Mila zetu na desturi zetu.

Viwandani na hata mashambani
Tufanye kazi sote kwa makini
Tujitoe kwa hali na mali
Tuijenge Jumuiya bora.



FOREWORD

On behalf of the Parliament of Uganda, it is my honour and privilege to present the Strategic Plan for the period 2025/26 to 2029/30. This Plan sets a clear framework to guide policy formulation and the operational direction of Parliament as we continue to serve the people of Uganda with diligence, transparency, and integrity.

Parliament is a cornerstone of our country's governance system. Its constitutional mandate is anchored on three core functions: enacting legislation, exercising oversight over the Executive, and representing the interests of the people. In executing these roles, Parliament upholds the principles of accountability, good governance, and participatory democracy.

Over the years, we have intensified efforts to strengthen Parliamentary systems and uphold the highest standards of public morality, discipline, and integrity. We have fostered a spirit of multi-party democracy and inclusivity—ensuring that even the minority voices find space in our deliberations. The Ugandan public rightly expects Parliament to play a central role in safeguarding democratic values and delivering on national aspirations. This expectation is a responsibility we embrace with commitment and resolve.

This Strategic Plan is aligned with Uganda Vision 2040 and the Fourth National Development Plan (NDP IV), and it outlines a road-map to enhance the effectiveness and efficiency of Parliament. In the next five years, we will prioritise strengthening Members' capacity to scrutinise and enact laws, oversee government programmes, and champion the welfare of all Ugandans.

I commend the collaboration between the political and technical arms of Parliament, whose shared efforts made the development of this Plan possible. The Parliamentary Commission remains committed to supporting its successful implementation under the theme: "Legislating for Improved and Sustainable Quality of Life for Ugandans."

I am confident that the Parliament of Uganda stands ready to deliver on this Plan and meet the growing expectations of the people of Uganda.

For God and My Country.



Anita Annet Among (MP)

SPEAKER OF PARLIAMENT

MESSAGE FROM THE CLERK TO PARLIAMENT

Parliament has made significant strides towards becoming a more efficient and modern Legislature that effectively serves the people of Uganda. The development of this Strategic Plan is another crucial step in our journey towards the maturity and the institutionalisation of the Legislature.

The Parliamentary Strategic Plan FY2025/26-FY2029/30 outlines the objectives and activities that will guide us in deepening our Parliamentary culture and improving the administrative frameworks of our institution to better serve the citizens. This Plan clearly defines Parliament's Vision, Mission and Core Values alongside a set of Strategic Objectives that Parliament aims to achieve over the specified period.

This Strategic Plan is accompanied by a results framework designed to support the monitoring and evaluation of its implementation. Additionally, the Plan incorporates the Service Delivery Standards for the Parliament of Uganda, which are citizen-centred and aimed at improving efficiency and effectiveness in service delivery.

I re-affirm total commitment of the Parliamentary Service to contributing to achieving the objectives of this Plan.

I invite all Members and staff of Parliament to actively leverage partnerships and collaborations with stakeholders as we implement this Plan.



Adolf Mwesige Kasaija
CLERK TO PARLIAMENT

LIST OF ACRONYMS

ACP-EU	The African Caribbean Pacific – European Union
APU	African Parliamentary Union
ATL	Administration and Transport Logistics
AU	African Union
CF	Consolidated Fund
CMT	Contract Management Team
CNDPF	Comprehensive National Development Planning Framework
COC	Certificate of Compliance
COVID-19	Corona Virus Disease of 2019
CPA	Commonwealth Parliamentary Association
CPS	Corporate Planning and Strategy
CSOs	Civil Society Organisations
CSPOC	Conference of Speakers and Presiding Officers of the Commonwealth
CPA	Department of Communication and Public Affairs
DLPS	Department of Legislative and Procedural Services
DOOR	Department of Official Report
DRS	Department of Research Services
DP	Democratic Party
EALA	East African Legislative Assembly
EOC	Equal Opportunities Commission
EU	European Union
FDC	Forum for Democratic Change
FP-ICGLR	The Forum of Parliaments of the International Conference on the Great Lakes Region
FY	Financial Year
HR	Human Resource
ICT	Information Communication and Technology
IPU	Inter-Parliamentary Union
HRC	Human Rights Commission
JEEMA	Justice Forum
KCCA	Kampala Capital City Authority

LOP	Leader of the Opposition
LOR	Legislation, Oversight and Representation
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTR	Mid Term Review
NDP	National Development Plan
NPA	National Planning Authority
NRM	National Resistance Movement
NSI	National Statistical Index
NUP	National Unity Platform
OAG	Office of the Auditor General
OLGB	Office of the Leader of Government Business
OLOP	Office of the Leader of the Opposition
OPM	Office of the Prime Minister
PACs	Public Accounts Committees
PAP	Pan African Parliament
PBO	Parliamentary Budget Office
PC	Parliamentary Commission
PDPG	Parliamentary Development Partners Group
PESTLE	Political, Economic, Social, Technological, Legal, and Environment
PFM	Public Financial Management
PFMA	Public Financial Management Act
PIAP	Programme Implementation Action Plan
PPP	Peoples Progressive Party
PS	Parliamentary Service
PU-OIC	The Parliamentary Union of the Organisation of Islamic Co- operation Member States
REAP	Resource Enhancement Accountability Programme
SAA	Sergeant-at-Arms

SDGs	Sustainable Development Goals
SO	Strategic Objective
SOPs	Standard Operating Procedures
SPP	Strategic Plan for Parliament
SWOT	Strengths, Weaknesses, Opportunities, Threats
TMT	Top Management Team
TV	Television
ULRC	Uganda Law Reform Commission
UPC	Uganda People's Congress
UPDF	Uganda Peoples' Defence Forces

EXECUTIVE SUMMARY

This is the fourth Strategic Plan of the Parliament of Uganda aligned with the Uganda Vision 2040 and is an important step on the road towards maturity and the institutionalisation of the Legislature. This Plan provides a comprehensive framework for the development of Parliament as a whole, recognising the need to further enhance the capacity of both the staff and elected Members during the period FY2025/26 – FY2029/30, in addition to modernisation of systems and processes used within Parliament.

The Vision of the Parliament of Uganda is: "A transformed, Independent and People-centred Parliament" and the Mission Statement is: "To Achieve Improved Accountability, Representation, Democracy and Good Governance for Better Quality of Life of All Ugandans. "

The Strategic Objectives for the Plan are:

1. To increase effectiveness and efficiency in legislative processes.
2. To strengthen oversight and budget alignment to the NDP.
3. To enhance the effectiveness of representation.
4. To strengthen institutional capacity for legislation, oversight and representation.

For each Strategic Objective, Parliament has outlined interventions with corresponding activity areas to be achieved over the five-year period of 2025/26 – 2029/30.

The five key strategic result areas of the Plan are:

- (i) Improved legislative processes as measured by the proportion of laws enacted against Bills presented from 62.5% in FY2023/2024 to 85% in FY2029/2030.
- (ii) Improved alignment of the national budget to the National Development Plan (NDP) as measured by the Certificate of Compliance (COC) from 71.4% in FY 2023/2024 to 90% in FY2029/2030.
- (iii) Strengthened accountability of all government institutions as measured by the proportion of unqualified audit opinions from 90% in FY2023/2024 to 95% in FY2029/2030.
- (iv) Improved responsiveness of Parliament to the needs of the people as measured by the citizen scorecard from 57% in FY2023/2024 to 75% in FY2029/2030.
- (v) Improved effectiveness and efficiency of Parliament performance from 69% in FY2023/2024 to 90% in FY 2029/2030.

The implementation of the Plan will be guided by the Corporate Values, Codes of Conduct for members and staff of Parliament, the Client Charter and Service Delivery Standards. It will also be guided by putting in place risk management systems and an elaborate Communication Action Plan

The cost of implementing this Plan over the five-year period is estimated at UGX 6.568 trillion. The Parliamentary Commission will mobilise the required resources from the Consolidated Fund (CF) and through partnerships with key stakeholders including Development Partners (DPs), the Private Sector and Civil Society.

Monitoring and evaluation of this Plan will be spearheaded by the Department of Corporate Planning and Strategy. A detailed results framework has been developed to establish clear linkages between interventions, activities, indicators and targets. This framework, together with the Service Delivery Standards, will provide the basis for assessing performance of the Plan.

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

The Parliament of Uganda has developed its Fourth Strategic Plan in line with Uganda's Fourth National Development Plan. This is in fulfilment of the requirement of decentralised development plans by Ministries, Departments and Agencies (MDAs). The development of this Plan is also a demonstration of good strategic management practices. The Plan aims to achieve efficiency in legislation, representation and accountability, and specifies the objectives, strategies and interventions to achieve the institution's desired results.

The Plan has been developed for both the political and technical arms of Parliament, and serves as a comprehensive framework for the development of Parliament over a five-year period – covering one year of the 11th Parliament and four years of the 12th Parliament.

The Plan was developed through a consultative process involving extensive deliberations by the Top Management Team and the Parliamentary Commission. It was subsequently validated by key stakeholders and certified by the National Planning Authority in June 2025.

Implementation of the Plan is scheduled to commence on 1st July 2025 and conclude on 30th June 2030. Funding will primarily be sourced from the National Budget. Both internal and external stakeholders have been identified, each with the opportunity to contribute to the successful execution of the Plan. The Implementation framework includes a results framework to track progress and ensure timely and effective service delivery as well as Service Delivery Standards to ensure consistent, quality service provision.

1.2 LEGAL FRAMEWORK OF PARLIAMENT

1.2.1 The Constitution of the Republic of Uganda

Parliament is the national legislative body of Uganda, which derives its mandate and functions from the Constitution of the Republic of Uganda, 1995. Specifically, Article 77 of the Constitution establishes Parliament, stipulating that its term shall be five years from the date of its first sitting, following a general election. Article 78 provides for the composition of Parliament to include directly elected members representing constituencies, a woman representative for every district, and representatives of special interest groups such as the army (UPDF), youth, workers, persons with disabilities and the elderly persons. Additionally, the Vice President and Ministers (Ex-officio) are Members of Parliament, provided they are not already elected Members of Parliament.

Article 79(1) of the Constitution grants Parliament the authority to enact laws on any matter for the peace, order, development and good governance of Uganda.

Article 87A provides for establishment of the Parliamentary Commission, which is responsible for the organisation and strategic oversight of Parliament. The Commission is also responsible for appointing the Deputy Clerks to Parliament and other staff of Parliament.

Article 90 provides that Parliament shall appoint committees necessary for the efficient discharge of its functions. It further empowers Parliament to establish its own Rules of Procedure, and to prescribe the powers, composition and functions of its committees.

1.2.1.1 Functions of Parliament

The functions of the Parliament of Uganda are:

1. To make laws for peace, order, development and good governance of Uganda.
2. To consider and approve the annual National Budget and work plan for the Government.
3. To approve the acquisition and guarantee of loans by the Government
4. To monitor the expenditure of all public funds.
5. To monitor the implementation of Government programmes and projects.
6. To debate matters of topical interest usually highlighted in the President's State-of-the-Nation Address.
7. To approve the appointment of persons nominated for appointment by the President under the Constitution, or any other appointment required to be approved by Parliament under any law.

1.2.1.2 House

The House is the main sitting presided over by the Rt Hon. Speaker or Deputy Speaker and it is where all critical decisions regarding Parliamentary business are made. It is where Members of Parliament convene to deliberate and vote on legislation, government policies and matters of National importance. The House considers work from committees of Parliament, Government and Members of Parliament.

1.2.1.3 Committees of Parliament

Upon constitution of Parliament following each election cycle, committees are appointed as necessary to facilitate the efficient discharge of Parliamentary

functions, in accordance with the Rules of Procedures. The Rules provide for the number of committees, their functions, composition, leadership and reporting protocols.

1.2.2 The Administration of Parliament Act, Cap. 272

In 1997, the Administration of Parliament Act was enacted to provide for autonomy and independence of Parliament. The Act provides for the functions and powers of the Parliamentary Commission, the establishment of the Parliamentary Service and its departments, as well as provisions relating to finances, salaries and allowances, discipline and the preparation of the Annual Report of the Parliamentary Commission.

Over time, the Administration of Parliament Act has been amended to provide for the inclusion of the Deputy Speaker and the Leader of the Opposition as members of the Parliamentary Commission; the procedures for selecting the Leader of the Opposition and the conditions under which the office is vacated; the recognition of the status, role, functions, benefits, and privileges associated with the Office of Leader of the Opposition; the establishment of the Government Chief Whip, Chief Opposition Whip and Party Whips within Parliament together with their respective roles; the mandate for the Parliamentary Commission to provide training to Members of Parliament, staff of the Commission and Local Government Councils; and to repeal the Institute of Parliamentary Studies Act, 2020.

1.2.3 Parliament (Powers and Privileges) Act, Cap 274.

This Act serves to declare and define certain powers, privileges and immunities of Parliament, and of the Members of Parliament. It also aims to safeguard freedom of speech within Parliament, to regulate access to the precincts of Parliament, and to give protection to the persons involved in the publication of Parliamentary reports and other official documents of Parliament.

1.3 GOVERNANCE AND ORGANISATIONAL STRUCTURES

1.3.1 Parliamentary Commission.

The Parliamentary Commission is a body corporate vested with the authority to administer and govern the operations of the Parliament of Uganda. It is chaired by the Rt Hon. Speaker of Parliament and its membership comprises the Rt Hon. Deputy Speaker, the Leader of Government Business, the Minister of Finance, Planning and Economic Development, the Leader of the Opposition and four backbench Commissioners. The Secretary to the Parliamentary Commission is the Clerk to Parliament. The Commission is mandated to manage human resources, mobilise resources for the activities of Parliament,

provide facilities necessary for the effective functioning of Parliament, ensure security within Parliament and its precincts, and establish reporting mechanisms.

1.3.2 Political Parties

During every electoral cycle, political parties represented in the Parliament of Uganda play a vital role in nominating membership and leadership in the Parliamentary Commission and Committees of Parliament. In addition, the leading Opposition party in Parliament designates key leadership positions including the Leader of the Opposition, the Chief Opposition Whip, Party Whips and Shadow ministers, all of whom play a critical role in the operations and management of Parliament.

1.3.3 Parliamentary Service

The Parliamentary Service is composed of persons appointed by the Parliamentary Commission to provide administrative and technical support to the Parliament of Uganda. The Clerk to Parliament is the Head of the Parliamentary Service and he is assisted by three Deputy Clerks. The Parliamentary Service is structured into various Departments and Offices. The leadership of each Department constitutes the Top Management Team (TMT), a decision-making body chaired by the Clerk to Parliament. Each Department has a structure comprising Directors, Assistant Directors, Principal Officers, Senior Officers, Officers and support staff.

1.3.4 Top Management Team

The Parliamentary Commission established the Top Management Team (TMT), which includes the Clerk to Parliament, Deputy Clerks, General Counsel and Heads of Departments and Offices. The TMT is responsible for the effective management of the operations of the Parliamentary Service and makes recommendations for policy decisions to the Parliamentary Commission.

1.4 THE NATIONAL, LEGAL AND POLICY CONTEXT

The development of this Strategic Plan was informed by the following documents: Uganda Vision 2040, the Fourth National Development Plan (NDP IV) FY2025/26 – FY2029/30, and other key documents such as the Laws of Uganda, and the Budget Framework Papers. The purpose was to partly harmonise the provisions and requirements of synchronising Government functions and operations. Moreso, the vision, mission and theme of the Parliament of Uganda for the planning period of FY 2025/26-2029/30 are designed to contribute meaningfully to the broader regional and global development agendas including the East African Community Vision 2050, the Africa Agenda 2063 and the Sustainable Development Goals 2030.

1.4.1 Linkage to the Uganda Vision 2040

The Uganda Vision 2040 provides strategic development paths aimed at operationalising Uganda's Vision which is, "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years," as approved by Cabinet in 2007. The Vision seeks to transform Uganda from a predominantly peasant and low-income country to a competitive upper middle-income economy. Key provisions for the Legislature are: -

- i) **Alignment:** "The Presidency, Parliament, Judiciary, Ministries, Departments and Agencies, Local Governments, Private Sector, Media, Civil Society and Political Organisations will align their plans and strategies to achieve this Vision¹."
- ii) **Constitutionalism:** "Uganda is a constitutional democracy and all the legislative Acts of Government will be enacted in conformity with the Constitution which is both the supreme law at the domestic level and the foundation on which the exercise of all powers within the state is based²."
- iii) **Separation of powers:** "Measures shall be undertaken to ensure separation of powers of the three arms of Government that is, Parliament, the Judiciary and the Executive³".
- iv) **Representation:** "The country will foster good governance through democracy, equal representation, equity, tolerance, constructive dialogue and openness towards others at local, national and international levels⁴."
- v) **Legislation:** "During the Vision period, the country will focus on enacting and operationalising the necessary legal and institutional frameworks to support issue-based political processes⁵."
- vi) **Oversight and accountability:** "Government will review, pass and operationalise necessary policy, legal and institutional frameworks to strengthen public transparency. The specific strategies will involve; E-Government, which will ensure all workflow processes are computerised and improve responsiveness and reduce corruption, computerisation of information systems to increase administrative efficiency; strengthening the legal framework for ethics and integrity; promoting result-based management within the public service; strengthening Parliament's legislative and oversight capacity; and encouraging public access to information and data including special measures to overcome barriers to access.⁶"

1 Page 115, paragraph 343

2 Page 106, paragraph 318

3 Page 106, paragraph 318

4 Page 84, paragraph 240

5 Page 110, paragraph 331

6 Page 111, paragraph 335

1.4.2 Linkage to the Comprehensive National Development Planning Framework and the NDP IV

In 2007, the Government of Uganda adopted the Comprehensive National Development Planning Framework (CNDPF) as the guiding national planning framework to implement the shift from a needs-based to a proactive vision-based planning framework. In proactive planning, this model prioritises the desired outputs, which then inform the basis for selection and implementation of the activities. The CNDPF provides a holistic approach to long-term planning in Uganda, detailing the processes through which plans developed by programmes and decentralised local planning systems, would be synchronised and consolidated into National Plans aligned with time horizons.

Section 6.4 of the CNDPF mandates Ministries, Government Departments and Agencies to prepare their respective Sector Policies and Master Plans, which must be consistent with the long-term national development goals and objectives. These programme policies map out, among other things, the strategic direction of the programme over the next five years.

The goal of the NDP IV is to aim at higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation. The goal will be pursued under the overall theme of the NDP IV, which is Sustainable industrialisation for inclusive growth, employment and wealth creation. Implementation of the NDP IV is structured along 18 programmes with Parliament falling under the Legislation, Oversight and Representation (LOR) Programme, which is linked to Strategic Objective Five - to "strengthen good governance, security, and the role of the State in development". The LOR Programme provides for effective and efficient legislative processes that are necessary for the establishment of a stable and sustainable policy environment.

Accordingly, the development of this Strategic Plan, was informed by the LOR Programme Implementation Action Plan, which resonates with the goal, theme, relevant objective and identified priorities of the NDP IV.

1.4.3 Linkage to Regional and International Frameworks

Regional and international frameworks such as the Sustainable Development Goals (SDGs), the Africa Agenda 2063 and the East African Community Vision 2050 provide higher level planning aspirations for Parliament. The Strategic Plan of the Parliament of Uganda is directly aligned with Goal 16 of the SDGs, which promotes peaceful and inclusive societies for sustainable development, ensures access to justice for all, and build effective accountable and inclusive institutions at all levels.

In relation to Agenda 2063, the Strategic Plan is directly linked to Goal 11, which addresses issues of democracy, good governance, human rights and the rule of law; Goal 13, which focuses on preserving peace, security and stability; Goal 14,

which envisions a stable and peaceful Africa; and Goal 15, which recognises a fully functional and operational African peace and security architecture. Regarding the East African Community Vision 2050, the Strategic Plan is linked to two (2) goals of democratic values, human rights, access to justice and the rule of law; and a peaceful and secure East African Community.

In addition, the Strategic Plan acknowledges the Parliament of Uganda's commitments to the various international and regional Parliamentary organs. These include the Commonwealth Parliamentary Association(CPA), the Inter-Parliamentary Union(IPU), the African Caribbean and Pacific-European Union(ACP-EU), the Conference of Speakers and Presiding Officers of the Commonwealth(CSPOC), the Pan-African Parliament(PAP), the East African Legislative Assembly(EALA), the Forum of Parliaments of the International Conference on the Great Lakes Region (FP-ICGLR), the Parliamentary Union of the Organisation of Islamic Co-operation (PU-OIC) Member States and African Parliamentary Union(APU).

1.5 PURPOSE OF THE STRATEGIC PLAN FY2025/26 – FY2029/30

The Financial Year 2025/26 marks the conclusion of the Parliamentary Strategic Plan for FY2020/21–FY2024/25. Consequently, the new Plan will provide for the continuation of processes essential for actualisation of the nation's long-term vision through the required Parliamentary operations. Accordingly, the Plan provides for a seamless transition from the last session of the 11th Parliament to the incoming 12th Parliament.

The Strategic Plan, therefore, is both a medium-term blueprint for action and a management tool whose successful execution will improve Parliament's overall efficiency and effectiveness. As a blueprint, the Plan provides direction for aligning resources not only to support the ongoing development of systems, but also to build capacity amongst MPs and staff. These improvements will ultimately strengthen Parliament's ability to effectively perform its constitutional functions of law making, representation, oversight and appropriation.

The purpose of the Strategic Plan is to:

- i. Provide a deliberate direction for institutional growth over the next five years;
- ii. Provide a basic framework to enable Parliament cope with emerging challenges more creatively;
- iii. Inform all internal stakeholders and external partners about the vision, mission, values and strategic direction of the institution;
- iv. Streamline linkages with pertinent national, regional and global democratic governance institutions.

1.6 THE PROCESS OF DEVELOPING THE STRATEGIC PLAN

The strategic objectives and the specific interventions articulated in this Plan are the result of a collaborative process involving the drafting team and the various stakeholders in and outside Parliament. Contributions were solicited from all levels including Departments to the highest policy-making organ – the Parliamentary Commission. Several strategic planning meetings were held with the drafting team, heads of department and other stakeholders. This comprehensive and participatory approach was to ensure ownership, acceptance and commitment by all stakeholders to implement the Plan.

The process also entailed a review of several documents including the following:

- i. Agenda 2063 – The Africa We Want.
- ii. East African Community Vision 2050
- iii. Preliminary Assessment Report of the Strategic Plan for the Parliament of Uganda FY 2020/21-FY2024/25
- iv. Programme Annual Review Reports from 2020/21 – 2024/25
- v. Sustainable Development Goals (SDGs) (2015 – 2030)
- vi. The 1995 Constitution of the Republic of Uganda.
- vii. The Administration of Parliament Act, Cap. 272.
- viii. The Fourth National Development Plan (NDP IV).
- ix. The Mid-term Review Report of the Third National Development Plan (NDPIII)
- x. The Parliamentary Commission Annual Reports
- xi. The Programme Implementation Action Plan for the LOR Programme 2025/26 – 2029/30
- xii. The Public Finance Management Act, Cap. 271
- xiii. The Rules of Procedure of the Parliament of Uganda 2025.
- xiv. The Strategic Plan of Parliament, FY2020/21 – FY2024/25
- xv. The Uganda Vision 2040

Information gathered from these documents and submissions by various departments were used to inform the SWOT (Strengths, Weaknesses, Opportunities and Threats) and the PESTEL (Political, Economic, Social, Technological, Legal and Environmental) analyses, as well as the stakeholder mapping and analysis.

1.7 STRUCTURE OF THE PLAN

This Strategic Plan is organised into nine chapters, in line with the Planning Guidelines of the National Planning Authority (NPA). Chapter One provides an introduction to the Plan, outlining its purpose and the rationale for its development.

It provides a background and mandate of Parliament, and also describes the context within which the Plan will be implemented. The chapter further details the governance and organisational structure of Parliament and delves into the national, legal and policy frameworks.

Chapter Two presents the institutional review, incorporating SWOT and PESTEL analyses, stakeholder mapping and analysis. Chapter Three unpacks the strategic direction and desired outcomes of the Plan. It provides the vision, mission, values, and the goal of SPP 2025/26 - 2029/30; the desired outcomes of the SPP; the strategic objectives and the planned interventions. Chapter Four provides a detailed financing framework of the Plan, including the budget projections in the Medium-Term Expenditure Framework (MTEF), the funding gap and the resource mobilisation strategy.

Chapter Five elaborates the SPP implementation and performance assessment, while Chapter Six presents the communication and feedback strategy of the Plan. Chapter Seven presents the risk management strategy, identifying the key anticipated risks, their assessment and the proposed mitigation measures. Chapter Eight highlights the Performance Monitoring and Evaluation Framework of the Plan and the reporting and feedback mechanisms. Finally, Chapter Nine provides detailed profiles of the projects included in the Plan.

CHAPTER 2: SITUATIONAL ANALYSIS

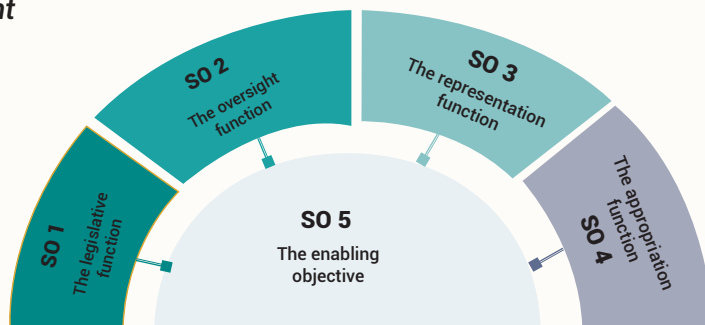
2.1 INTRODUCTION

This chapter provides a review of the performance of the previous Strategic Plan for Parliament, FY 2020/21- FY 2024/25, articulating performance by strategic objectives and interventions. It assesses institutional capacity with regard to financial resources, human resources, monitoring and evaluation and institutional policy review and development; capacity building of MPs, staff and local councils; risk management systems; communication and feedback mechanisms; ICT services; Transport services; and the LOR Programme Secretariat. The chapter also includes a SWOT analysis, PESTEL analysis, stakeholder analysis; and highlights key challenges, achievements, and international engagements addressed by the Parliament of Uganda during the period under review.

2.2 PERFORMANCE SYNOPSIS OF THE PREVIOUS STRATEGIC PLAN (2020/21–2024/25)

The previous Strategic Plan for FY 2020/21–FY 2024/25 was aligned with the NDP III and the Programme Implementation Action Plan (PIAP) of the Legislation, Oversight and Representation (LOR) Programme. During the first year of implementation of the Strategic Plan, the Parliament of Uganda was under the Governance and Security Programme. Subsequently, the LOR Programme was later created as a separate programme in order to reinforce the principle of separation of powers between the Legislature and the Executive. Parliament became the lead agency of the LOR Programme with key partners being the Ministry of Local Government (MoLG), Ministry of Justice and Constitutional Affairs (MoJCA) and Uganda Law Reform Commission (ULRC). The Programme was drawn to address the key functions of legislation, oversight and representation. It is noteworthy that the strategic objectives were not only aligned to the national development agenda, but were also designed in line with the constitutional mandate of Parliament, as illustrated in Figure 1:

Figure 1: Linkage between Strategic Objectives and Constitutional Mandate of Parliament



The review of the SPP that was conducted to assess the extent of its implementation for the period July 2020 to December 2024 scored overall performance at 62%. Table 1 shows a summary of performance by Strategic Objective.

Table 1: Level of Achievement per Strategic Objective

No.	Strategic objective	Level of achievement
1.	To improve the legislative process in Parliament to ensure enhanced scrutiny and quality of legislation.	71%
2.	To improve the oversight role of Parliament over the Executive.	74%
3.	To strengthen the representative role of MPs.	33%
4.	To strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDP III priorities.	71%
5.	Strengthened institutional capacity of Parliament to independently undertake its constitutional mandate effectively and efficiently.	63%
Overall performance score		62%

Source: Preliminary Assessment report of the Strategic Plan for Parliament of Uganda, 2020/21-2024/25

Out of the five strategic objectives, the analysis revealed that strategic objectives 1, 2 and 4 achieved the highest levels of performance rated at 71%, 74% and 71% respectively. This performance was attributed to; increased number of Plenary and committee sittings, improved information management systems for Bills, improved use of evidence to support legislation, successful engagements with the Prime Minister during the Prime Minister's Time on Thursdays, and enhanced skills and knowledge for MPs and staff through training, and certification in budget processes.

Strategic Objective 5 registered a slight increase in performance at 63% as compared to 48% registered at mid-term review of the Strategic Plan of Parliament FY 2020/21-FY2024/2025. This was attributed to the equipping of offices with ICT equipment and furniture, equipping of plenary and committee rooms, procurement of Parliament vehicles, operationalisation of the Gender and Equity Unit, and conducting the mid-term evaluation of the Strategic Plan.

Performance for Objective 3 was comparatively low, rated at 33%. This was attributed to effects of the COVID-19 pandemic in the first two years of the Plan, which resulted into limited attendance in the House, restricted travel for fieldwork activities, and limited funds allocated for field visits.

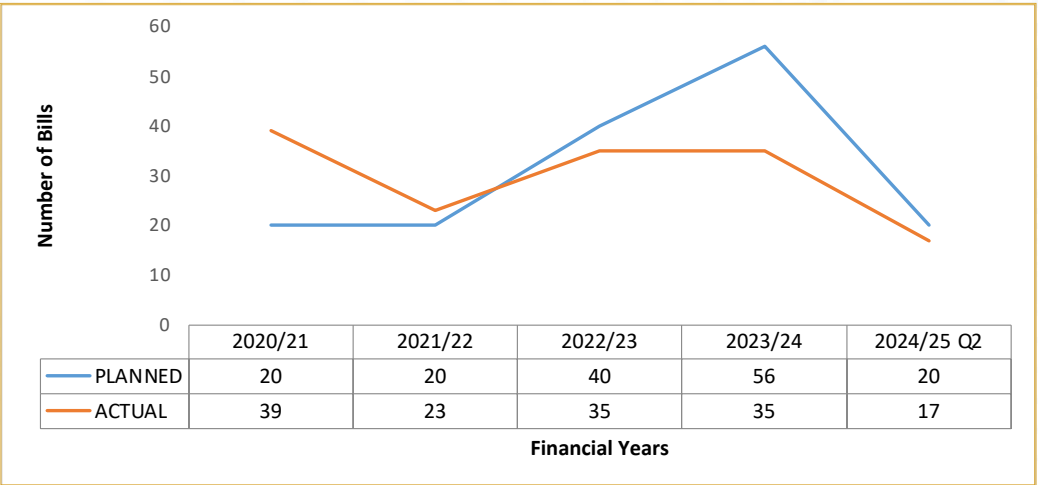
2.3 PERFORMANCE BY OBJECTIVE

The Parliament of Uganda registered several achievements in its core areas of legislation, oversight and representation as outlined in the following sections.

2.3.1 *Improve the Legislative Processes in Parliament to Ensure Enhanced Scrutiny and Quality of Legislation*

The most prominent role of Parliament, as stipulated in Article 79(1) of the Constitution of the Republic of Uganda, is to make laws on any matter for the peace, order, development and good governance of Uganda. The legislative function mainly focuses on the processing of Bills in Parliament from both the Executive and private Members. Accordingly, as at December 2024, Parliament had passed a total of 149 Bills against the planned 156 Bills, thereby registering a 95% success rate as detailed in Figure 2.

Figure 2: Bills enacted under NDP III



Source: Preliminary Assessment Report of the Strategic Plan for the Parliament of Uganda FY 2020/21-FY2024/25.

Enabling factors for the registered performance include: Provision of technical support to the committees through Bill analysis and research, improved use of evidence to support legislation through research and pre-legislative studies, and improved standards of legislative procedures that provide for virtual plenary attendance and benchmarking study visits by MPs and staff to other jurisdictions with similar laws.

In addition, the development of a Bill Tracking System was instrumental in providing real time updates on the status of every Bill that is before Plenary and committees. Nonetheless, there is need to upgrade the legislative tracking system to extend its functionality to other Parliamentary business such as petitions, urgent questions, and matters of national importance.

Despite the achievements, the legislative function of Parliament still faces the following challenges:

- i. Limited knowledge and skills to handle specialised legislation in emerging global areas such as Artificial Intelligence, Oil and Gas, Loan financing modalities, national resource mobilisation, and Public Finance Management reforms.
- ii. Low public engagement in the Bill consultation processes. While Parliament advertises in print media inviting relevant stakeholders' input during the consideration of Bills, the response rate remains lower than anticipated, hence a lower involvement of the public in the business before Parliament. There is need for a consultative framework that will provide mechanisms for identifying and involving stakeholders in Bill analysis. It is worth noting that the current Rules of Procedure of Parliament do not have the legal provisions mandating citizen engagement and participation, which undermines efforts geared towards improving the consultation process.

2.3.2 Improve the Oversight Role of Parliament over the Executive

Parliament exercises its oversight role by holding the Executive accountable for its actions and use of public resources. The key oversight tools include: questions to the Prime Minister and Ministers, Ministerial Statements, Parliamentary resolutions, Committee meetings, Committee field visits, Committee reports and the establishment of Ad-hoc and Select Committees.

During the review of the oversight function under the SPP FY 2020/21 – FY2024/25, the following achievements were noted:

- i. Adopted 86.7% of the Committee reports tabled.
- ii. Received 85.9% of the responses to questions on matters of national importance.
- iii. Considered 97.8% of the ministerial statements presented.
- iv. Considered 99% of the motions moved.
- v. Undertook 59% of the planned Committee oversight field visits.
- vi. Handled all the four Opposition responses to the Address on the State of the Nation presented.
- vii. Considered 44% of the Constitutional and Statutory reports.

It is important to note that Committee oversight field visits were not adequately undertaken during the first two financial years. This is attributed to the COVID-19 pandemic, which restricted travel and field work activities, compounded by limited budgetary allocations for such visits.

In addition, the planned installation of a digitised tracker for accountability committees, which would have enhanced mechanisms for clearing backlog and

follow-up of constitutional reports was not done.

Despite the achievements, the oversight function is still faced with the following challenges:

- i. Limitations in capacity for effective oversight: effective oversight requires specialised knowledge, skills, and adequate financial and human resources. Some Members and staff lack the technical expertise necessary to scrutinise complex government policies and voluminous documents.
- ii. Limited time for scrutiny: Committees and the House were not able to exhaustively consider all the constitutional and statutory reports within the set deadlines. As a result, some reports were adopted by the House without debate.
- iii. Lack of access to information from MDAs: Some MDAs fail or delay to provide crucial information required to carry out oversight.
- iv. Unequitable budget allocation: Budgetary resources for committees of Parliament are sometimes distributed without due consideration of their unique mandates and scope of work.
- v. Failure to institute a digitised tracker for accountability committees, which was due to lack of sufficient financial resources.

2.3.3 Strengthen the Representative Role of MPs

One of the key determinants of Parliamentary performance within the governance framework is the representation quality and effectiveness of its political parties and, ultimately, the Members of Parliament. Political parties perform vital functions in any representative democracy by serving as the principal vehicles for citizen representation and framing political choices during elections.

Membership of the 11th Parliament was stable at 556 Members throughout the Plan period. Constituency representatives formed majority of the MPs at 63.5% while special interest groups accounted for 31.7% as shown in Table 2.

Table 2 Composition of the 11th Parliament

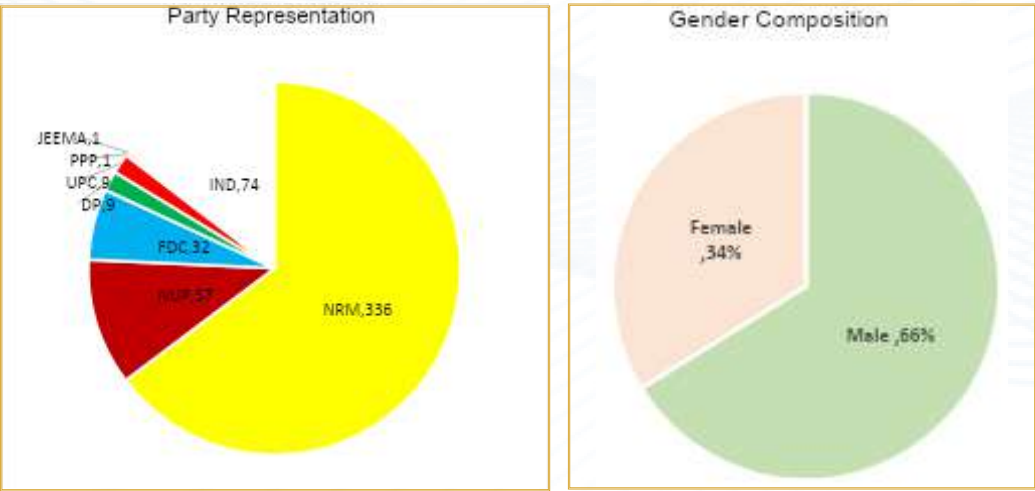
No.	Category	No. of MPs	Percentage
1.	Constituency	353	63.5%
2.	District /City Women Representatives	146	26.3%
3.	Workers' Representative	5	0.9%
4.	Youth Representatives	5	0.9%
5.	Persons with Disabilities Representatives	5	0.9%
6.	Older Persons' Representatives	5	0.9%

7.	Uganda Peoples' Defence Forces	10	1.8%
8.	Ex Officio Members	27	4.9%
	Total	556	100%

Source: Office of the Clerk to Parliament

In terms of political party representation, the National Resistance Movement (NRM) which is the ruling party, held the majority with a total of 336 Members of Parliament, while the National Unity Platform (NUP) was the leading Opposition Party of the 11th Parliament, with 57 members, as indicated in Figure 3. In regard to gender composition, the male MPs constituted the majority at 66%, while female Members accounted for 34% as shown in Figure 3. It is worth noting that majority of the female MPs occupied affirmative action seats, with directly elected women members constituting only 7.4%.

Figure 3: Political Party Representation and Gender Composition



Source: Preliminary Assessment Report of the SPP FY 2020/21 -FY2024/25

To enhance representation, priority was given to public consultation and people participation in Parliamentary business. Key interventions executed were:

- Conducted 597 outreach programmes out of the planned 1,200;
- Public awareness programmes on radio and television stations in all the regions of Uganda;
- Convening the first ever regional Parliament sitting, held in Gulu from 28th to 30th August 2024. The sitting gave Parliament an opportunity to engage directly with the citizens in the region on legislative matters.

To track representation in the Plenary, the biometric attendance system was upgraded and maintained. The average attendance for Plenary and committee sessions over the four-year period is illustrated in Table 3.

Table 3: Annual average attendance of MPs in Plenary and Committees

Item	2020/21	2021/22	2022/23	2023/24
Average attendance of plenary sittings	80	80	280	334
Average attendance of Committee business	16	16	15	13

Source: Annual Parliamentary Commission Performance Reports

During FY 2020/21 and FY2021/22, average attendance was affected by social distancing due to COVID-19 in which the Standard Operating Procedures (SOPs) limited the number of people attending Plenary and Committees. This accounted for the average of 80 MPs attending plenary sittings during this period. The attendance remarkably improved in FY 2022/23 and FY2023/24, from 280 to 334, which is the period when the SOPs were no longer applicable. However, the planned installation of an automated attendance tracking system in Committee rooms, which would have enhanced tracking of attendance, was not implemented as planned.

Further, to promote its representative role at the international level, Parliament participated in 31 international engagements out of the planned 200. These included meetings, conferences and benchmarking visits. During the period under review, Parliament maintained active membership and participation in several regional and international Parliamentary bodies.

International Parliamentary Bodies

i.	The Commonwealth Parliamentary Association (CPA) – Previously known as the 'Empire Parliamentary Association', it works to support good governance, democracy and human rights. Its membership comprises of national, state, provincial and territorial Parliaments and Legislatures across the Commonwealth.
ii.	The Inter-Parliamentary Union (IPU) – Is an international organisation of the national Parliaments of sovereign states, which works to promote democracy, peace and cooperation among people.
iii.	The African Caribbean Pacific – European Union (ACP-EU) - The ACPEU Joint Parliamentary Assembly brings together the elected representatives of the Africa, Caribbean and Pacific states that have signed the Cotonou Agreement and the EU (the Members of the European Parliament). It exists to promote human rights and democracy and the common values of humanity.
iv.	The African Union (AU) – the AU is a continental union consisting of 55 countries of the African continent and a successor to the Organisation of African Union (OAU). AU exists to, among other objectives, promote democratic principles and institutions, popular participation and good governance.

v.	The East African Legislative Assembly (EALA) – Is the legislative arm of the East African Community (EAC) whose function, among others, is to discuss all matters pertaining to the Community and make recommendations for implementation.
vi.	The Pan- African Parliament (PAP) – Is also known as the African Parliament. It is the legislative body of the African Union. It exercises oversight and has advisory and consultative powers.
vii.	Forum of Parliaments of the International Conference on the Great Lakes Region (FP-ICGLR) – A regional organisation bringing together Member states from Central, Eastern and Southern Africa.
viii.	Parliamentary Union of the Organisation of Islamic Co-operation (PUOIC) - This is a grouping of Parliaments that associate as a result of being members of the Organisation of Islamic Conference. The Parliament of Uganda has been a member since 1999.
ix.	Conference of Speakers and Presiding Officers of the Commonwealth (CSPOC) – This is a biennial conference where Speakers and Presiding Officers from Commonwealth countries gather to share experiences, collaborate, and strengthen parliamentary institutions. It focuses on enhancing parliamentary democracy, promoting knowledge, and ensuring impartiality.

The Parliament of Uganda also hosted several international conferences such as the 27th Conference of Speakers and Presiding Officers of the Commonwealth in January 2024, and the 7th Annual African Network of Parliamentary Budget Offices in September 2024.

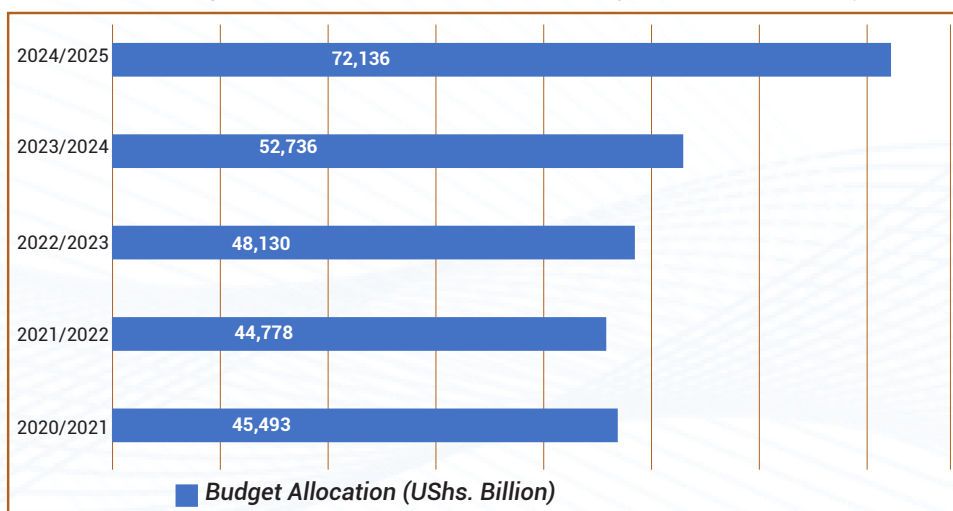
Despite these achievements, the Representation function still grapples with the following challenges:

- i. Low attendance of committee meetings; this undermines the quality of reports and leads to time wastage in following up members to sign reports.
- ii. The stringent time allocated to Members to make submissions on the Floor is limited and affects the quality of representation, and has been a consistent concern among MPs.
- iii. Inadequate funding to facilitate Members' participation in international engagements, which restricts the scope and effectiveness of Parliament's international representation.
- iv. Limited utilisation of information arising from international engagements. The knowledge acquired through international engagements is not sufficiently applied to Parliamentary processes, practices, business and administration.
- v. Mismatch between citizens' expectations and needs. MPs are often expected to provide for direct services such as school fees, paying medical bills, roads, and financial support rather than focusing on their legislative and oversight responsibilities.

2.3.4 Strengthen Parliament to Effectively Play Its Role in the National Budget Processes for Implementation of NDP III Priorities

Overall, the intended outcome, under the Appropriation function during implementation of the SPP FY2020/21-FY2024/25 was approval of the national budget which grew by 37% from FY 2020/21 - FY 2024/25 (refer to figure 4). To attain this, Parliament successfully conducted sessions in the Plenary and Committee sittings to review, consider and approve the National Budget, ensure that the National Budget was aligned to NDP III and that the MDAs/LGs were compliant with the Gender and Equity requirements.

Figure 4: Total Budget allocation for four financial years (Billion UGX)



Source: Parliamentary Budget Committee Reports

Parliament appropriated financial resources for the Executive within the statutory timelines. Initially, there was a notable decrease in FY 2021/22 from UGX 45 trillion to UGX 44 trillion due to the effects of the COVID-19 pandemic. However, it is evident that the funds appropriated increased across four financial years to UGX 72 trillion in Financial Year 2024/25. For all the five financial years, the Parliament approved less funds as compared to the estimated costings for implementing the NDP III (see Table 4).

Table 4: Approved National Budget Vs NDP III Costing for the Four Financial Years (Billions UGX)

FYs	NDP III Costing	Approved Budgets	Variance
2020/2021	73,232	45,493	27,739
2021/2022	73,059	44,778	28,281
2022/2023	81,780	48,130	33,650
2023/2024	84,408	52,736	31,672
2024/2025	99,203	72,130	27,073

Source: NDP III and Budget Committee reports

Whereas Parliament achieved the set targets and complied with the statutory requirements, the following challenges were registered:

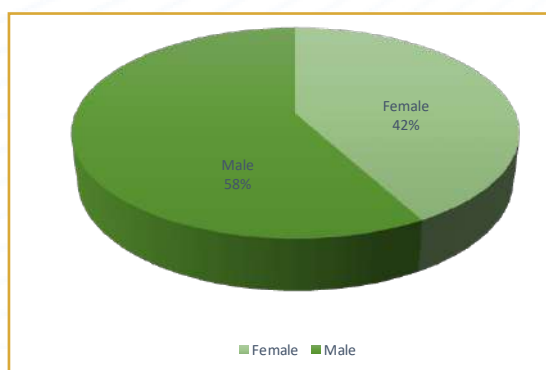
- i. Submission of incomplete budgetary information by Ministers to Parliament which limited the time for committees to effectively process their respective budget proposals in preparation for appropriation. Therefore, there is need to develop measures for holding the Executive accountable for such inadequacies.
- ii. Limited time for processing committee reports by the House.

2.3.5 Strengthen the Institutional Capacity of Parliament to Independently Undertake its Constitutional Mandate Effectively and Efficiently

2.3.5.1 Human Resource Development and Management

Pursuant to the enactment of the Administration of Parliament Act, Cap.272, a basic organisational structure of the Parliamentary Service was mapped out in 1999, and has since been reviewed from time to time (**refer to Appendix 1**). The Parliamentary Service has grown from the initial 516 staff in FY 2020/21 to 749 staff in FY 2024/25. Out of the 749 staff, 438 were male, representing 58% while 311 were female, representing 42%. Figures 5 illustrates the gender distribution of staff in the Parliamentary Service by salary scale as at 31st December 2024. Figure 6 illustrates the gender distribution of staff in the Parliamentary Service by salary scale. There was male domination at the bottom (PC8), with 103 males against 25 females compared to the higher salary scale.

Figure 5: Gender distribution of staff of Parliament as at 31st December 2024



Source: Preliminary Assessment Report of the SPP FY 2020/21 -2024/25

Figure 6: Gender Distribution of Staff of Parliament by PC Salary Scale as at 31st December 2024



Source: Preliminary Assessment Report of the SPP FY 2020/21 -2024/25

To enhance capacity of staff, a total of 320 capacity building programmes in form of trainings and benchmarking were implemented during the Plan period. The programmes were aimed at equipping staff with skills necessary for effective and efficient technical, professional and administrative support services to MPs and other stakeholders.

2.3.5.2 Financial Resources

Overall, the Parliamentary Commission's financial performance from FY 2020/21 to FY 2023/24 illustrates a trajectory of growth in budget allocations and releases, underpinning the Government's commitment to facilitate Parliamentary business and operations. A total of UGX 3,254.827 billion was released against the approved total budget of UGX 3,368.306 billion, indicating that the release rate averaged at 96.6% for the first four years of the plan (See Table 5).

Table 5: Summary of Financial Performance for the Period FY 2020/21-2023/24

Category	FY 2020/2021 (Billion UGX)	FY 2021/2022 (Billion UGX)	FY 2022/2023 (Billion UGX)	FY 2023/2024 (Billion UGX)	Total
Strategic Plan costing	672.829	834.943	1096.477	1039.477	3643.726
Approved Budget	672.829	834.943	914.979	945.555	3368.306
Release	605.159	822.278	914.979	912.411	3254.827
Spent	589.971	818.673	905.839	907.527	3222.01
Absorption rate	97.49%	99.56%	99.00%	99.5 %	98.9%

Source: Parliamentary Commission Budget Performance Reports

Out of the releases, the Parliamentary Commission maintained a high performance in budget absorption, averaging at 98.9% during the period FY 2020/21-FY 2023/24. The trend illustrates the Commission's ability in managing its finances, since the ministry responsible for Finance continued to provide the required finances for the implementation of the Strategic Plan.

Despite the financial performance recorded, the Commission still had a funding gap of UGX 388.899 billion for FY 2020/21- FY 2023/24. This highlighted a need to source for more funds from the Government of Uganda and Development Partners. The Resource Enhancement and Accountability Programme (REAP) supported selected activities of the Public Accounts Committees to the tune of UGX 410 million.

2.3.5.3 Monitoring and Evaluation Function

The Parliamentary Commission, through the M&E function, realised the following achievements;:

- a) Operationalised the M&E framework to measure progress of implementing the Plan.
- b) Prepared the Annual Parliamentary Commission Performance Reports, Annual Programme Review Reports, Mid-term Review Report of the Strategic Plan, Preliminary Assessment of the Strategic Plan, tracking and reporting on Parliament achievement on implementation of the NRM Manifesto (2021-2026)
- c) Provided support to various committees and departments of Parliament in establishing and maintaining M&E systems that supported periodical data capture and reporting on the Legislative Index.
- d) Improved staffing of the M&E division.

The function, however, needs to be strengthened in terms of training, skilling, tooling and automation of systems. In particular, the M&E Division had a manual system through which data collection and information synthesis was done:

The Commission intends to -

- i. To develop an M&E strategy that responds to needs of accountability, evidence-based planning and decision-making, institutional learning through data utilisation and sharing, monitoring Parliament's policies and programmes as well as measuring impact of development interventions.
- ii. To automate the M&E system during this Plan period and develop information database system on policies, programmes and projects, for efficient and effective data support aimed at enhancing implementation, continuous assessment and learning.

2.3.5.4 Institutional Policy Reviews and Development

Under institutional policy reviews and development, the Parliamentary Commission during the period -

- i. amended the Administration of Parliament Act to provide for,
 - a) making the Deputy Speaker a member of the Commission, and
 - b) repealing of the Institute of Parliamentary Studies Act;
- ii. reviewed and updated the Rules of Procedure of Parliament in 2022 and 2025.

Similarly, there were efforts to review the development of regulations and policies on Human Resource, Research Services, Monitoring and Evaluation, ICT, Occupational Safety, Library Services, and Museum services. Going forward the Commission shall-

- i. put in place a framework for reviewing and developing institutional policies for the Parliament of Uganda.
- ii. update the compendium of institutional policies of the Parliament of Uganda.

2.3.5.5 Capacity Building of MPs, Staff and Local Councils

Members and Staff of Parliament were annually facilitated to undertake capacity building programmes in specialised fields as groups or individuals. In addition, in country group trainings were designed and delivered for Members of Parliament, staff and Local Councils.

The Parliamentary Commission shall -

- i. develop policies and regulations for offering Capacity Building to key stakeholders;
- ii. mobilise additional resources for Capacity Building of key stakeholders.

2.3.5.6 Risk Management Systems at Parliament

The Top Management Team considered a paper on institutionalisation of the Risk Management System and establishment of a risk management unit for the Parliament of Uganda. The key purpose is to address the risks that Parliament is exposed to, which may affect its performance and lead to failure to attain its planned objectives.

The Parliamentary Commission shall -

- i. develop and implement a Risk Management Policy for Parliament of Uganda;
- ii. establish a risk management unit within the Parliamentary Service.

2.3.5.7 Communication and Feedback Mechanisms

Parliament communicates to key stakeholders through Press releases by both Members and Staff, Parliamentary outreaches, live streaming of Parliamentary proceedings to the citizenry and conducting public hearings on the business before Parliament.

The Parliamentary Commission intends to -

- i. develop and implement a Communication Policy for the Parliament of Uganda;
- ii. develop and implement a Comprehensive Communication Action Plan for Parliament.

2.3.5.8 ICT services

Since the COVID-19 pandemic, provision of ICT services in the Parliament of Uganda has become very crucial due to the need to support virtual interactions. The Parliamentary Commission put in place a technical e- Parliament Committee that developed an e-Parliament Enterprise Architecture for Uganda which sets out a framework for digitalisation of processes, functions and services.

The Parliamentary Commission intends to -

- i. develop and implement an ICT policy for the Parliament of Uganda;
- ii. develop and implement a 10-year ICT Investment Master Plan.

2.3.5.9 Transport Services

Over the years, the Parliamentary Commission has acquired a fleet of vehicles to support its operations and work. The vehicles that were initially acquired to support the hosting of conferences, mainly the IPU in 2012 and the Commonwealth Parliamentary Conference in 2019, are old and very expensive to maintain.

The Parliamentary Commission intends to -

- i. update the Transport Policy; and
- ii. request for funds to replace the old fleet of vehicles.

2.3.5.10 The LOR Programme Secretariat

Under the programme based approach arrangement of the Government of Uganda for planning and budgeting, the Parliamentary Commission is a lead agency for the LOR Programme with four partners including MoLG, MoJCA, and ULRC, . The Parliamentary Commission designated the Department of Corporate Planning and Strategy (CPS) as the Secretariat of the LOR Programme.

The Parliamentary Commission intends to;

- i. Lobby for resources to facilitate and build capacity of the LOR Programme Secretariat and other Programme organs.
- ii. Automate M&E systems to facilitate data collection and reporting on the LOR Programme.

2.4 CROSS-CUTTING ISSUES

The review analysed cross-cutting issues that were captured in the strategic plan under Sustainable Development Goals and Gender Equality.

2.4.1 Sustainable Development Goals

Uganda is a signatory to the post-2015 Sustainable Development Goals (or 2030 Agenda) which comprises 17 goals and attendant targets. The 2030 Agenda embodies the aspirations of a world characterised by greater equality, prosperity, peace and justice. Parliament of Uganda aligned its strategic plan with the SDGs to ensure that Uganda’s development agenda contributes to global progress while addressing the nation’s unique priorities. Rule 189 (g) of the Rules of Procedure provides for all Sectoral Committees of Parliament to “monitor the progress on implementation” of the SDGs made by the sectors that fall within their jurisdiction.

The Parliament, therefore, through its mandate of legislation, oversight, representation and appropriation made direct and indirect contributions to all the 17 SDGs. Most of the key cross-cutting issues including gender equality, human rights, climate change, HIV/AIDS, food security, population and development, social protection, child health and youth were mainstreamed under the Sustainable Development Goals by Parliament, through its committees. The contribution of Parliament to implementation of SDGs during the period under review is presented in Table 6.

Table 6: Parliament’s Contribution Towards Implementation of the SDGs

No.	SDG Goal	Actions by Committees of Parliament during the period under review
1.	No Poverty	Committees responsible for Finance, Local Government and Gender. Adopted a report on the status of implementation of the Parish Development Model in sub-regions of Uganda, 2023. Adopted a report on the status of implementation of the Parish Development Model Funds for FY 2021/22. Passed the National Planning Authority (Amendment) Bill, 2024.

No.	SDG Goal	Actions by Committees of Parliament during the period under review
		<p>Passed the National Population Council (Amendment) Bill, 2024.</p> <p>Passed the National Physical Planning (Amendment) Bill, 2024.</p> <p>Passed the Market Bill, 2021.</p> <p>Passed the Micro Finance Deposit-Taking Institutions (Amendment) Bill, 2022.</p> <p>Passed the National Local Content Bill, 2022.</p> <p>Passed the National Social Security Fund (Amendment) Bill, 2021.</p> <p>Presented a ministerial statement on the status of Parish Development Model (PDM), 2022.</p> <p>Presented a Resolution to urge Government to work on impediments that are making Ugandans poor.</p>
2.	Zero Hunger	<p>Committees responsible for Agriculture and Gender.</p> <p>Passed the Veterinary Practitioners' Bill, 2023.</p> <p>Passed the Animal Feeds Bills, 2023.</p> <p>Passed the Agricultural Chemicals (Control) (Amendment) Bill, 2024.</p> <p>Passed the Uganda Trypanosomiasis (Repeal) Bill, 2024.</p> <p>Presented a Resolution to urge Government to prioritise interventions to address challenges of mycotoxins contamination in the country.</p> <p>Adopted the report on a petition by Nursery Operators to supply coffee seedlings.</p> <p>Adopted the report on a Petition by Zombo Tea Nursery Operators and Farmer's Association on delayed supply of tea seedlings to farmers in the District.</p> <p>Presented a ministerial statement on provision of food to starving communities.</p>
3.	Good Health and Well-Being	<p>Committees responsible for Health and National Economy.</p> <p>Passed the Uganda Human Organ Donation and Transplant Bill, 2022.</p> <p>Passed the Public Health (Amendment) Bill, 2022.</p> <p>Adopted the report on the petitions about delayed commencement of medical internship for 2023 intake and welfare of medical interns.</p> <p>Adopted the report on the assessment of high HIV prevalence rates and accessibility of HIV service delivery in Police detention centres and prison facilities.</p> <p>Presented a Ministerial Policy Statement on COVID-19 In the Country, 2023.</p>

No.	SDG Goal	Actions by Committees of Parliament during the period under review
		Presented a Resolution to borrow up to twenty million United States Dollars (USD 20 million) from the Arab Bank of Economic Development in Africa (BADEA); Thirty million United States Dollars (USD 30.0 Million) from Saudi Fund for Development; and Twenty Million United States Dollars (USD 20.0 million) from the OPEC Fund for International Development (OFID) for the construction and equipping of the Uganda Heart Institute Project.
		Adopted a Resolution to urge Government to prioritise investment in Health Centre IVs.
4.	Quality Education	Committees responsible for Education and National Economy Passed the National Sports Bill, 2023. Passed the Uganda National Commission for UNESCO (Amendment) Bill, 2024. Passed the Higher Education Students Financing (Amendment) Bill, 2024 Presented a Resolution to establish the Uganda National Institute for Teacher Education Adopted a report on the matter of phasing out the Comprehensive Nursing Certificate and Diploma courses by the Ministry of Education and Sports Adopted a Resolution to borrow up to USD 45 million from the Islamic Bank to Finance Technical and Vocational Education and Training (TVET) Support Projects
5.	Gender Equality	Committee on Gender Labour and Social Development. Passed the Narcotic Drugs and Psychotropic Substances (Control) Bill, 2023. Passed the Children (Amendment) Bills, 2024. Passed the National Youth (Amendment) Bill, 2024. Passed the Persons with Disabilities (Amendment) Bill, 2024. Passed the National Women's Council (Amendment) Bill, 2024. Passed the National Council for Older Persons (Amendment) Bill, 2024. Adopted a report on the state of children affairs in Uganda. Adopted a report on remand homes in Uganda. Adopted a resolution to urge Government to increase funding for implementation of the Prohibition of Female Mutilation Act 2010.
		Adopted a Resolution to Urge Government to Establish and Implement Policies to Strengthen Existing Laws to Stop Teenage Pregnancies in Uganda, 2019.

No.	SDG Goal	Actions by Committees of Parliament during the period under review
6.	Clean Water and Sanitation	<p>Committees responsible for Natural Resources and Climate Change.</p> <p>Presented a Report on the Ministerial Policy Statement and Budget Estimates for FY 2022/2023 for the Environment and Natural Resources Sector.</p> <p>Withdrew the Rationalisation of Government Agencies (Water and Environment Sector) (Amendment) Bill, 2024.</p> <p>Referred to the responsible Minister the Petition on deprivation of fundamental rights and freedoms on natural resources and blockage of access routes to public water dams by the National Forestry Authority and its agents in Nakasongola District, 2024.</p> <p>Passed a resolution to allow Hon. Apollo Ofwono Yeri (Tororo Municipality) to introduce a Private Members 'Bill on the Rainwater (Harvesting and Storage) Bill, 2023.</p> <p>Adopted the committee report on the Report of the Auditor-General on the Financial Statements of the National Water and Sewerage Corporation for the year ended 30th June 2022.</p> <p>Received an action-taken report by the Minister on Uganda's climate status and interventions on climate change and budget estimates for environment and natural resources sectors for FY2023/2024.</p>
7.	Affordable and Clean Energy	<p>Parliamentary committees responsible for natural resources and national economy.</p> <p>Passed the National Meteorological Authority (Amendment) Bill, 2024.</p> <p>Passed the Mining and Mineral Bill, 2022.</p> <p>Passed the East African Crude Oil Pipeline (EACOP) Special Provisions) Bill, 2021.</p> <p>Passed the Electricity (Amendment) Bill, 2022.</p> <p>Adopted a resolution of Parliament urging Government to sign and ratify the treaty on the prohibition of nuclear weapons.</p> <p>Adopted a Presidential pledge to extend electricity to industrial parks, directly from power generation plants.</p> <p>Presented a ministerial statement on the electricity sector, 2023.</p>
		<p>Adopted a resolution of Parliament to borrow up to Special Drawing Rights (SDR) 237.7 million (Equivalent to USD 331.5 Million) and receive a grant of up to SDR 198.2 million (Equivalent to USD276.5 million) From the International Development Association (IDA) of the World Bank Group to finance the Electricity Access Scale-Up Project (EASP) .</p>

No.	SDG Goal	Actions by Committees of Parliament during the period under review
8.	Decent Work and Economic Growth	<p>Parliamentary Committees responsible for gender, finance and national economy.</p> <p>Adopted a Resolution of Parliament to borrow up to SDR 68.6 million (equivalent to USD 96 Million) and receive a Grant of SDR 74.3 million (equivalent to USD 104 million) From the International Development Association (IDA) To Finance the Investment for Industrial Transformation and Employment (INVITE) Project.</p> <p>Adopted a Resolution to respond to the plight of Karamojong children enslaved in street begging and child labour.</p> <p>Adopted a Resolution to Urge Government to Prioritise the State of Youth in Uganda.</p> <p>Adopted a Resolution to Urge Government Develop the National Agricultural Bank.</p> <p>Presented a Ministerial Statement on Government strategies to mitigate the closure of business ventures and foster economic recovery.</p>
9.	Industry Innovation and Infrastructure	<p>Parliamentary committees responsible for trade, Infrastructure and national economy.</p> <p>Passed the Competition Bill, 2023.</p> <p>Passed the Warehouse Receipt System (Amendment) Bill, 2023.</p> <p>Passed the Free Zone (Amendment) Bill, 2024.</p> <p>Passed the Uganda Export Promotions Board Act (Repeal) Bill, 2024.</p> <p>Passed the National Wildlife (Amendment) Bill, 2024.</p> <p>Passed the Uganda Wildlife Conservation Education Centre Act (Repeal) Bill, 2024.</p> <p>Passed the Cooperative Society (Amendment) Bill, 2022.</p> <p>Resolution to borrow up to UA 125.6 million (Euro 147.69 million) from the African Development Bank and Euro 25.984 million from the Corporate International Fund of Spain for the refurbishment of the Kampala Malaba Meter Gauge Railway Project.</p> <p>Resolutions to borrow up to SDR 98.8 million (equivalent to USD 140 million) and secure a grant financing amounting to SDR 42.2 million (equivalent to USD 60 million) from the International Development Association (IDA) of the World Bank to finance the Uganda Digital Acceleration Project (UDAP)-Government Network.</p>

No.	SDG Goal	Actions by Committees of Parliament during the period under review
		<p>Passed a Resolution to borrow up to Renminbi (RMB) Yuan 1,050,000,000 from the Export Import Bank of China to finance the supply, installation, commissioning and support of the National Data Transmission Backbone Infrastructure/E-Government Infrastructure Project Phase V.</p> <p>Passed a Resolution to borrow 295 million from the Islamic Development Bank and USD 30 million from the OPEC Fund for International Development for the upgrading of the National Roads Projects.</p> <p>Adopted a report on the Inquiry of Governance of Cooperatives and Value-for-money for Budgetary Appropriation for Cooperative for FY 2011/12-FY202/23.</p> <p>Presented ministerial statement on the status of roads.</p>
10.	Reduced Inequalities	<p>Parliamentary committees responsible for Equal Opportunities, Human Rights and Gender.</p> <p>Adopted a report on the famine situation in Karamoja sub region.</p> <p>Adopted a Report on the 25th Annual Report of the Human Rights Commission for the Year, 2022.</p> <p>Adopted a Petition on deprivation of fundamental rights and freedoms on Natural Resources and blockage of access routes to public water dams by the National Forestry Authority and its agents in Nakasongola district.</p> <p>Adopted a report on Acholi sub-region to assess the prevalence of nodding syndrome.</p> <p>Adopted a report on the state of equal opportunities in selected sectors and affirmative action programmes, 2022.</p>
11.	Sustainable Cities and Communities	<p>Parliamentary committees responsible for physical infrastructure and presidential affairs.</p> <p>Adopted a Resolution to withdraw the Local Governments (Cities Regulations, 2022).</p>
12.	Responsible Consumption and Production	<p>Parliamentary committees responsible for trade, agriculture and natural resources.</p> <p>Passed the Narcotic Drugs and Psychotropic Substances (Control) Bill, 2023.</p> <p>Passed the Competition Bill, 2023.</p> <p>Passed the Animal Feeds Bill, 2023.</p> <p>Passed the Markets Bill, 2023.</p> <p>Passed the Warehouse Receipt System (Amendment) Bill 2024.</p>

No.	SDG Goal	Actions by Committees of Parliament during the period under review
		Received a Ministerial Statement on the commemoration of the World Food Day, 2023.
13.	Climate Action	<p>Parliamentary committees responsible for Natural Resources, Climate Change and National Economy.</p> <p>Resolution to borrow up to USD 325 million and receive a grant of up to SDR 19.5 million (equivalent to USD 25 million from the International Development Association (IDA) of the World Bank Group to finance the Uganda Climate Smart Agricultural Transformation Project.</p> <p>Adopted a report on the Motion for a Resolution of Parliament urging Government to address climate change in Uganda.</p> <p>Presented the Ministerial Statement on the Regional Inter-Ministerial Conference on Migration, Environment and Climate Change</p>
14.	Life Below Water	<p>Parliamentary committees responsible for Natural Resources and Agriculture.</p> <p>Passed the Fisheries and Aquaculture Bill, 2021.</p>
15.	Life on Land	<p>Parliamentary sectoral Committee on Natural Resources.</p> <p>Passed the Petroleum Supply (Amendment) Bill, 2023.</p> <p>Passed the Physical Planners Registration Bill, 2021.</p> <p>Presented the Ministerial Statement on the status of Gunda forest reserve, Namwoya forest reserve and Gulu forest reserve.</p>
16.	Peace Justice and Strong Institutions	<p>Parliamentary Committees Responsible for Human Rights, Defence, Equal Opportunities, Public Accounts, Legal and Parliamentary Affairs.</p> <p>Passed the Narcotic Drugs and Psychotropic Substances (Control) Bill, 2023</p> <p>Passed the Judicature (Amendment) Bill, 2023.</p> <p>Passed the Registration of Persons (Amendment) Bill, 2024.</p> <p>Passed the Anti- Terrorism (Amendment) Bill, 2022.</p> <p>Passed the Anti-Money Laundering (Amendment) Bill, 2022.</p> <p>Passed the Trustees Incorporation (Amendment) Bill, 2022.</p> <p>Passed the Companies (Amendment) Bill, 2022.</p> <p>Passed the Insolvency (Amendment) Bill, 2022.</p> <p>Passed the Partnerships (Amendment) Bill, 2022.</p> <p>Passed the Landlord and Tenant Bill, 2021.</p> <p>Passed the Succession Amendment Bill, 2021.</p> <p>Resolution of Parliament to urge Government to take immediate steps to restore peace and security in Karamoja sub-region.</p>

No.	SDG Goal	Actions by Committees of Parliament during the period under review
17	Partnerships for the Goals	<p>Parliamentary committees responsible for Foreign Affairs and EAC Affairs.</p> <p>Elected Ugandan representatives to the East African Legislative Assembly, 29th Sept 2022.</p> <p>Presentation by the technical team of the East African Community alleging that some medical and dental schools in Uganda have inadequate facilities to train and graduate medical and dental practitioners.</p> <p>Presented a statement on the East African Legislative Assembly (EALA) Bills and Acts, 2022</p> <p>Presented a statement on the implementation of the 21st EAC Summit directive to adopt Kiswahili as an official language of the community in Uganda</p>

Source: Official Programme Booklet for the Opening of Sessions in the 10th and 11th Parliament, June 2021,2022,2023,2024

In order to streamline the tracking of Parliament's contribution to the SDGs, it is paramount to put in place -

- i. a dedicated SDGs Secretariat.
- ii. a mechanism of tracking and reporting implementation of SDGs by Parliament.

2.4.2 Gender and Equity

An assessment of the Parliamentary Commission budget for FY 2024/25 by the Equal Opportunities Commission (EOC) ranked the Parliament of Uganda among the top five MDAs in compliance with gender and equity mainstreaming. This exemplary performance was among others attributed to the following:

- (i) Establishment and operationalisation of a Gender and Equity Unit, as required by the Equal Opportunities Commission, at the level of a Division in the Department of Corporate Planning and Strategy. The Division has three dedicated staff who are being supported by Focal Point Officers drawn from all the departments of the Parliamentary Service.
- (ii) Development of a Gender Equality Action Plan (GEAP) to provide a clear roadmap towards mainstreaming gender equality. The GEAP focuses on strengthening institutional capacity and commitment towards gender equality, addressing gender-responsive legislation and reinforcing the use of evidence for gender-sensitive and responsive legislation.

- (iii) Development of a Gender Checklist as a basis for monitoring progress towards mainstreaming gender and equity in Parliament.
- (iv) Provision of disability-friendly facilities in Parliament such as offices, washrooms, and meeting rooms.
- (v) Inclusivity in the recruitment process by ensuring marginalised groups are given equal chance to join the Service.
- (vi) Provision of a breast-feeding facility for both Women MPs and Staff of Parliament.

In addition, the Commission intends to -

- i. build capacity of Members and staff of Parliament and Local Councils on gender and equity matters; and
- ii. update and operationalise the Gender and Equity Action Plan (GEAP).

2.5 KEY ACHIEVEMENTS AND CHALLENGES

2.5.1 Key Achievements

Parliament made considerable progress during the Plan period and was able to accomplish the following:

1. Sustained capacity-building interventions for both MPs and staff, including training workshops, seminars, conferences and familiarisation visits, amongst others.
2. Parliament passed a total of 149 Bills that have contributed to the advancement of good governance and human rights.
3. Parliament facilitated timely approval of the National Budget in accordance with the budget cycle as stipulated in the PFMA, Cap. 271
4. Technical support to Members of Parliament was enhanced in terms of staff numbers and skills development.
5. Strengthened citizen's engagement through Parliamentary outreach programmes and the historic regional Parliament sitting held in Gulu.
6. A Document Management System was established to ease management and usage of Parliamentary information.
7. Public access to Parliamentary proceedings and remote participation by MPs was improved and enabled by the installation of cameras and audio-visual recording equipment in the Chamber. This enabled live streaming of Parliamentary business to the public as a means of enhancing citizen engagement and participation.

2.5.2 Challenges

Parliament continues to face the following key challenges:

1. Low response of the public to Bills consultation mechanisms due to low awareness of the legislative processes and limited avenues for meaningful public participation.
2. Limited knowledge and skills in handling specialised legislation and oversight in emerging global areas, such as Artificial Intelligence, Oil and Gas, Loan financing modalities, national resource mobilisation and PFM reforms.
3. Limited time for scrutiny as the committees and the House were often unable to exhaustively review all the constitutional and statutory reports before the mandated deadlines. As a result, some reports were adopted without committee scrutiny.
4. Lack of a mechanism to evaluate the quality of debates, with evaluations limited to only attendance records.
5. Low attendance of committee proceedings affects quality of reports and leads to time wastage in following up Members to sign reports.
6. Inadequate committee and office space for Members and Staff of Parliament due to slow progress of the construction of the new Chamber, and delays in commencement of construction of new office buildings.
7. Delayed or inadequate responses from the Cabinet and MDAs to the Questions and concerns raised by MPs during Plenary and Committee meetings.
8. Inadequate information on the implementation of the international protocols, which makes it challenging for Parliament to oversee Government's commitments and/ or activities carried out at international level.
9. Inadequate financial resources to carry out evidence-based Parliamentary oversight.
10. Insufficient equipment to support the work of Parliament and the Departments.
11. The Committee rooms are equipped only with public address systems and lack cameras, audio-visual recording equipment, and automated member attendance tracking systems. This limits transparency and public access to the proceedings.

2.6 ENVIRONMENTAL SCANNING

The principal orientation and strategic direction of any strategic plan needs to be grounded in a sound understanding of the environment in which it is to be implemented. The work of Parliament is influenced by several development trends within the global, continental and national contexts, including the effects of evolving democracies, emerging contestations, uneven global economic growth, increased expectations and demands and changing forces in global governance. The following section describes how this understanding was reached.

2.6.1 The SWOT Analysis

An assessment of the internal and external environmental factors affecting the Plan's successful implementation began with consultation with various stakeholders. This participatory method was aimed at collecting as much relevant information as possible to obtain a realistic snapshot of the Parliament's current strengths and weaknesses. This will determine the Plan's successful implementation, as well as the opportunities that could promote such implementation, and the threats that may prevent it as presented in **Table 7**. The reasons behind these four perspectives were explored so that viable alternatives could be sought where necessary. A second assessment tool was a determination of the political, economic, social, technological, environmental and legal factors at work in the Plan's implementation environment.

Table 7: SWOT Analysis

INTERNAL INFLUENCES	
STRENGTHS	WEAKNESSES
(Existing factors that have promoted outstanding performance of Parliament)	(Factors that increase operational costs or reduce the quality of service delivery)
Strong history and precedence of Parliamentary practice and procedures.	Inadequate office space which affects work.
Strong growing human resource for continuity and sustainability; it is inclusive and versatile.	Inadequate disability-friendly facilities and spaces.
E-government procurement.	Failure to adhere to timelines in conducting Parliamentary business.
Culture of evaluation – production of legacy reports.	Manual monitoring and evaluation systems.
Existence of in-house printing services.	
Acquisition of Development House property as an extra office block building. Parliament has a title deed.	

Legal framework for the autonomy of Parliament to budget and plan for its operations.	
Institutionalised multi-party dispensation and governance.	
Existence of a contributory pension scheme, SACCO and a Staff Welfare Fund.	
Existence of facilities like the breastfeeding centre, gymnasium and emergency medical unit.	
EXTERNAL INFLUENCES	
OPPORTUNITIES	THREATS
(External factors that the organisation can engage to overcome threats)	(External factors that could negatively affect organisational performance)
Interest by stakeholders to forge partnerships, linkages and collaborations with Parliament.	Mismatch between national planning periods and the tenure of Parliament.
Emerging political and economic regional integration.	High public expectations and demands on MPs.
Existence of national, regional and global planning frameworks.	Multiplicity of parliamentary fora which duplicate the work of committees.
An emerging and enlightened citizenry	Delays by the Executive to introduce business in Parliament.
Availability of space for construction of offices (Prisons and Ministry responsible for Lands location).	Negative perception by the public about the role of Parliament in governance, through social media.
Enhanced ICT connectivity and social media engagement.	Security and global pandemics.
Strategic linkages with other Parliamentary bodies at regional and international levels.	

2.6.2 PESTEL Analysis

Table 8: PESTEL Analysis and implications

Category	Issue	Implications
Political	<ul style="list-style-type: none"> Emerging and dynamic political structures, coalitions and status of the Opposition. Heightened political awareness among Ugandans. Interference by the other arms of the state. Interest by stakeholders to forge partnerships, linkages and collaborations with Parliament. Increased political cooperation and alliances i.e. EALA, PAP, CPA, IPU, etc. Increased democratisation. Political instability of Uganda's neighbours. High turnover of elected MPs 	<ul style="list-style-type: none"> Change of structure and operations of Parliament. An informed electorate that increases the chances of election of competent leaders. Weakening role of Parliament in delivering its mandate. Strengthened legislative work coupled with possible interference due to conflict of interest. Cohesion in political decision-making. Political stability and effective leadership. Insecurity due to proliferation of small arms through the porous borders. Loss of skilled MPs and costly regular capacity building programmes.
Economic	<ul style="list-style-type: none"> Shrinking public resource envelope. Increasing national debt with its related cost of payments. Increased supplementary budgets. Transition to e-commerce. Perceived or real economic crimes and corruption. Macro-economic instability and high inflation rates. 	<ul style="list-style-type: none"> Strain on service delivery including the functioning of Parliament. Declining fiscal space/discretion for the national budget. Weakening appropriation role of Parliament. Quest for effective Parliamentary oversight. Non-delivery of services and unfulfilled development agenda. Increased public demand for a strengthened legal framework to eliminate corruption.

Category	Issue	Implications
		<ul style="list-style-type: none"> Low economic growth and rising poverty among the electorate.
Social	<ul style="list-style-type: none"> Increased focus under Vision 2040. Increased awareness of Human Rights. Drive towards Agenda 2030 (Sustainable Development Goals). High population growth rate. High levels of poverty among the citizenry; 	<ul style="list-style-type: none"> All programme plans and budgets aligned to the vision. Observance of Human Rights & increased number of petitions. Inclusive development (leave no one behind). A strain on available resources, but also potential demographic dividends.
	<ul style="list-style-type: none"> Increased awareness of social equity. Increased movement of skilled human resources worldwide. 	<ul style="list-style-type: none"> Strategies to address causes and effects of poverty. Strategies to revamp the economy post COVID-19. Agitation for equity in distribution of resources. Attraction of highly qualified personnel to work in Parliament. Declining economic growth. Increased poverty levels and income inequality.
Technology	<ul style="list-style-type: none"> Growing use and evolution of ICT 	<ul style="list-style-type: none"> Increased leverage of ICT in operations and communications. Continuous updating of software and ICT equipment. The need for information security, data protection and privacy.

Category	Issue	Implications
Legal	<ul style="list-style-type: none"> • Constitutional underpinnings on the role of Parliament and the presence of the Administration of Parliament Act. • Continued enactment creating new districts and municipalities. • Enhanced role of Parliament in creating new legislation. • Revision of the Rules of Procedure of Parliament. • Increased pressure for Constitutional amendments. 	<ul style="list-style-type: none"> • A strong establishment of institution of Parliament and its governance structures. • The need to review the Administration of Parliament Act with the view of strengthening the role of Parliament in democratisation process. • Increased representation but enlarged Parliament membership with constraints on the resource envelope. • Enhanced participation by Members in Plenary and committees. • Increased demand for capacity to draft legislative proposals and public participation. • Enhanced process and entrenchment of Parliament in its legislative and oversight process.
Environmental	<ul style="list-style-type: none"> • Increased environmental awareness. • Increased call for development of a "Green Parliament". 	<ul style="list-style-type: none"> • Enactment of legislation on environmental issues. • Development of a "Green Parliament" strategy.

2.6.3 Stakeholder Analysis

The Parliamentary Commission has strong linkages with Local, National, Regional and Global Partners and this enables Parliament to play its major roles of representation, legislation, oversight, and budget appropriation. Parliament also bears overall responsibility for implementation of the Plan including use of the synergy derived from leveraging its stakeholders. In particular, a number of Development Partners (DPs) will continue to support specific activities that are linked to the Strategic Plan through provision of technical and financial assistance. Table 9 lists some of the Commission's stakeholders and their expectations.

Table 9: Stakeholder Analysis

Stakeholder	Stakeholder expectation	Performance expectation
Members of Parliament	<ul style="list-style-type: none"> Efficient services i.e. legislative and administrative services. Conducive work environment. Capacity building. Stronger constituency services, offices and staff. 	<ul style="list-style-type: none"> Evidence-based legislation. Increased public participation in Parliamentary business. Improved quality of debates. Improved Parliamentary oversight. Improved accountability of public resources.
Staff of Parliament	<ul style="list-style-type: none"> Adequate remuneration. Improved staff welfare. Enhanced training and career development. Safety and security while at work. Conducive environment. Career growth, development, retention and exit management strategy. 	<ul style="list-style-type: none"> Improved performance/ service delivery. Staff satisfaction. Timely implementation of work programmes. Adherence to rules and regulations.
The Executive	<ul style="list-style-type: none"> Consideration of business brought by Government. 	<ul style="list-style-type: none"> Timely submission of business to the House. Timely response to the questions and issues raised in the House.
Ministries and other public institutions Including Local Governments	<ul style="list-style-type: none"> Debate and scrutiny of policies and budgets in a timely manner. Better and effective communication on all issues. Partnership and collaboration. 	<ul style="list-style-type: none"> Implement enacted policies and laws. Efficient and effective utilisation of resources and feedback on all issues. Provide requisite information to Parliament for informed decision-making.
Judiciary	<ul style="list-style-type: none"> Adherence to the rule of law. Increased demonstration of separation of powers. 	<ul style="list-style-type: none"> Provide clarity in law interpretation of laws. Demonstrate the ideals of separation of powers. Allocate adequate resources

Stakeholder	Stakeholder expectation	Performance expectation
The Media	<ul style="list-style-type: none"> Timely access to information and Parliamentary proceedings. 	<ul style="list-style-type: none"> Objective reporting on Parliament.
Civil Society	<ul style="list-style-type: none"> Inclusiveness in the legislative process. Continuous engagement. 	<ul style="list-style-type: none"> Objective criticism. Contribution to the legislative process and oversight.
Development Partners	<ul style="list-style-type: none"> Growth in democracy and good governance. Appropriate utilisation of resources. 	<ul style="list-style-type: none"> Rule of law. Increased collaboration.
The Public	<ul style="list-style-type: none"> Effective oversight. Effective representation. Good governance. Improved legislation. Appropriate utilisation of resources. 	<ul style="list-style-type: none"> Participation in the legislative process. Feedback on performance of Parliament. Informed public on the workings of Parliament.
The Private Sector	<ul style="list-style-type: none"> Good laws. Effective Parliamentary oversight in the use of public resources. 	<ul style="list-style-type: none"> Adherence to legislation. Responsive Legislature. Feedback and regular engagement on areas that require enhanced oversight.
Global Partners	<ul style="list-style-type: none"> Active participation in international fora. Implementation of resolutions/domestication of relevant statutes. 	<ul style="list-style-type: none"> Capacity building for members and staff of Parliament. Implementation of a bi-cameral Parliament. Adoption of best practices. Participation in global decision-making.

CHAPTER 3:

STRATEGIC DIRECTION, STRATEGIC OBJECTIVES AND DESIRED OUTCOMES OF THE PLAN

3.1 STRATEGIC DIRECTION

The strategic direction of this plan is aligned to the Legislation, Oversight and Representation (LOR) Programme, whose goal is Efficient Legislation, Representation and Accountability.

3.1.1 Vision

In reviewing the Parliament's Vision, it was agreed that the institution's Vision for the period 2020/21- 2024/25 be maintained, as it was still relevant and pertinent. Therefore, the Vision for the 5-year planning period (2025/26-2029/30) is: **"A transformed, independent and people-centred Parliament."**

3.1.2 Mission

The Mission statement for the period 2020/21 - 2024/25 has also been maintained. The Mission statement for the period 2024/25- 2029/30 is: **"To achieve improved accountability, representation, democracy and good governance for better quality of life of all Ugandans."**

The Vision and Mission of Parliament resonate with the main goal of the NDP IV which is to, **"To attain higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation."**

3.1.3 Goal

The goal is the broad high-level objective that captures the aspirations of a transformed, independent and people-centred Parliament. The Goal of the Plan is, **"To achieve strong legislation, representation and accountability for development and good governance."**

3.1.4 Strategic Objectives

The plan will be implemented through four strategic objectives, which reflect core areas of performance that the Parliament of Uganda will seek to implement during the tenure of the plan:

- 1) To increase effectiveness and efficiency in legislative processes.
- 2) To strengthen oversight and budget alignment to the NDP.
- 3) To enhance effectiveness of representation; and
- 4) To strengthen institutional capacity for legislation, oversight and representation.

3.1.5 Corporate Values

The core values of the Parliament of Uganda are adopted to facilitate realisation of the vision, mission and strategic objectives. The values guide Members and staff of Parliament when executing assigned roles that contribute to the mandate of Parliament. As a democratic Parliament that serves the people of Uganda must hold and follow ethos, ethics and values that are impeccable. These core values are:

- i) **Integrity**- We demonstrate high ethical standards in our activities.
- ii) **Professionalism**- We strive to act on the basis of sound and established Rules of Procedure, facts, insight and experience.
- iii) **Transparency**- We communicate to all stakeholders in an open and inclusive way.
- iv) **Innovation**- We undertake to generate new ideas, products, services and solutions to improve the efficiency and effectiveness of Parliament.
- v) **Independence**- We undertake to safeguard the independence of Parliament in all our actions.

The core values of the Parliament are supported by the Code of Conduct for Members of Parliament as enshrined in the Rules of Procedure and for staff of Parliament in the Uganda Public Service Standing Orders, 2021 (**see Appendices 2 and 3**).

3.2 EXPECTED KEY RESULTS

The Plan aims to achieve the following key results by end of FY 2029/30:

- (i) Improved legislative processes as measured by the proportion of laws enacted against Bills presented from 62.5% in FY2023/2024 to 85% in FY2029/2030.
- (ii) Improved alignment of the national budget to the National Development Plan (NDP) as measured by the Certificate of Compliance (COC) from 71.4% in FY 2023/2024 to 90% in FY2029/2030.
- (iii) Strengthened accountability of all government institutions as measured by the proportion of unqualified audit opinions from 90% in FY2023/2024 to 95% in FY2029/2030.
- (iv) Improved responsiveness of Parliament to the needs of the people as measured by the citizen scorecard from 57% in FY2023/2024 to 75% in FY2029/2030.
- (v) Improved effectiveness and efficiency of Parliament performance from 69% in FY2023/2024 to 90% in FY 2029/2030.

3.3 THE LINK BETWEEN OUTCOMES AND OBJECTIVES

Table 10 illustrates the linkage of the overall strategic objectives to the goal while the outcomes are linked to the strategic objectives.

Table 10: Mapping of Objectives to Outcomes

Outcomes	Indicators	Baseline 2023/24	Targets 2029/30
Goal: To achieve strong legislation, representation and accountability for development and good governance			
Improved standards of living	Proportion of Ugandans living on less than a dollar per day	16.1%	8%
Objective 1: To increase effectiveness and efficiency in legislative processes			
Improved legal framework for supporting national development	Proportion of laws enacted against Bills presented	62.5	85
Objective 2: To strengthen oversight and budget alignment to the NDP			
Effective and efficient allocation and utilisation of public resources.	Proportion of Parliamentary recommendations on the Budget implemented	55	85
Objective 3: To enhance effectiveness of representation			
Improved representation by elected leaders	People's views reflected in the decisions of Parliament as measured by Citizen's Scorecard	57	75
Objective 4: To strengthen institutional capacity for legislation, oversight and representation			
Improved effectiveness and efficiency of Parliament	Proportion of Parliament results achieved.	69	90

3.4 LINKING OBJECTIVES AND SPECIFIC INTERVENTIONS

Based on the achievements alluded to above, challenges faced, opportunities available and emerging issues, Parliament intends to implement the interventions in Table 11 to deliver on its strategic objectives.

Table 11: Mapping of Planned Objectives to Interventions and Actions

Objective 1: To increase effectiveness and efficiency in legislative processes		
Interventions	Outputs	Actions
Develop and upgrade legislative tracking system	Legislative tracking system upgraded.	1. Design and develop new modules for the system (petitions, audit recommendation, committee hearings, resolutions, submitted action-taken reports, questions, loans and motions).
		2. Train MPs and staff as end users of the system.
Ratify international treaties	International treaties ratified.	Process all international treaties presented to Parliament.
Fast track legislative business	Bills enacted within 45 days.	1. Hold plenary sittings.
		2. Enact legislation.
		3. Hold committee sittings
		4. Produce committee reports on Bills.
Strengthen citizen participation in legislative processes	Citizen participation in the legislative process strengthened	1. Develop a citizen consultation and engagement framework on legislative processes.
		2. Conduct committee meetings to consider and incorporate citizen's views on the proposed legislation.
		3. Operationalise the Parliament-CSO engagement framework for CSOs to participate in Parliamentary processes
		4. Develop information, education and communication materials.
		5. Roll out Parliamentary digital platforms for public participation (Parliament App, Web TV, social media platforms).

Objective 2: To strengthen oversight and budget alignment to the NDP		
Interventions	Outputs	Actions
Strengthen the capacity of Parliament to scrutinise and approve budgets.	Capacity of Parliament in budgeting process strengthened	1. Train Members of Parliament in budget scrutiny
		2. Train staff of Parliament in budget analysis
		3. Sensitise Members of Parliament on gender and equity budgeting and planning compliance assessment checklist
		4. Conduct parliamentary committee field visits
		5. Facilitate international exchanges on best practices
		6. Conduct bi-annual workshops and seminars on the national budget
		7. Develop and implement analytical frameworks for performance of the economy
Strengthen mechanisms for Parliamentary oversight function	Parliamentary oversight function strengthened	1. Hold plenary sittings
		2. Hold Committee sittings
		3. Conduct oversight field visits
		4. Debate and adopt committee reports
		5. Prepare action-taken reports, as provided for in the Rules of Procedure of Parliament
		6. Facilitate Ad-hoc/Select Committees
		7. Consider petitions submitted to Parliament
	Improved consideration of Audit Reports by Accountability Committees	1. Provide technical support to accountability committees during discussion of audit reports.
		2. Hold sensitisation engagements on the findings and results in the annual report of the Auditor-General.

Develop a system to monitor budget implementation and compliance	Budget implementation and compliance monitoring system developed.	Design and develop a budget implementation and compliance monitoring system.
Strengthen follow-up mechanisms for budgetary actions	Follow-up mechanisms for budgetary actions strengthened.	1. Prepare report on the recommendations of Parliament on the Ministerial Policy Statements.
		2. Track and document actions on budget related recommendations.
Institute measures for collaborative budget decision-making and monitoring among stakeholders.	1. Collaborative budget decision-making and monitoring strengthened	1. Develop a citizen consultation and engagement framework on budget processes.
	2. Citizen consultation and engagement framework on budget processes developed and reviewed	2. Conduct citizen consultative meetings to gather views in the budget proposals
		3. Engage in media and other forms of public fora to discuss and explain the actions and decisions of Parliament to the public and other stakeholders
Objective 3: To enhance effectiveness of representation		
Interventions	Outputs	Actions
Strengthen the whipping mechanisms for both Plenary and Committees	Improved attendance of Members of Parliament in plenary and committees	1. Strengthen the attendance tracking system to monitor and record MP's attendance of plenary.
		2. Make attendance records of committee sittings publicly available to promote transparency and accountability.
		3. Establish clear consequences for MPs who fail to attend plenary and committees regularly.

Strengthen engagements between Parliament, local councils and the citizens	Improved engagements between Parliament, local councils and the citizens	1. Hold public outreach programmes including Regional Parliamentary sittings
		2. Host visiting delegations in Parliament
		3. Develop a framework for regular engagement between Parliament, Local Councils, and the citizens.
Participate in regional and international fora	Improved participation in regional and international fora	1. Foster bilateral and multilateral engagements.
		2. Attend regional and international membership meetings.
		3. Pay membership and subscription fees to regional and international bodies.
Objective 4: To strengthen institutional capacity for legislation, oversight and representation		
Interventions	Outputs	Actions
Develop physical infrastructure for Parliament	Completion of the new Chamber for Parliament	1. Facilitate the Contracts Management Committee (CMT) meetings.
		2. Expedite payment of verified and certified works on the New Chamber (Project).
	Construction of an office building for Parliament	1. Conduct feasibility studies.
		2. Design building plans.
		3. Engage consultancy services.
		4. Facilitate Contracts Management Committee (CMT) meetings.
	Parliament processes automated.	5. Undertake civil works for the construction of the office block.
		1. Develop the concept, process approval and implement automation of Parliament processes.
	2. Implement the e-Parliament Project	
	New Chamber, office building equipped and furnished.	Procure furniture and fittings for the Chamber, Committees and offices

Develop and upgrade digital infrastructure for Parliament.	Reliable data centres and network infrastructure and security systems developed.	1. Digitise Parliamentary business products and services.
		2. Assess functionality of the network system.
		3. Address faults and redundancies of the system.
		4. Upgrade security systems.
		5. Install security systems within the precincts of Parliament.
	Digital performance management systems updated and developed.	1. Develop, integrate and automate M&E system.
		2. Update and integrate a Research services system.
		3. Develop stakeholder engagement systems.
		4. Develop and implement macro-economic Modules.
		5. Digitise committee operations and attendance.
Strengthen the capacity of Parliament to undertake its mandate	Members of Parliament inducted.	1. Develop training materials.
		2. Conduct the induction.
	Staff of Parliament recruited to replace those retiring.	1. Advertise for vacant positions
		2. Conduct interviews.
	Trainings for Members of Parliament conducted.	1. Train Members of Parliament in legislative processes.
		2. Update the Rules of Procedure of Parliament to facilitate effective scrutiny.
		3. Sensitise Members of Parliament on operational tools and frameworks for legislation, representation, oversight and budgeting.
		4. Conduct international exchanges on best practices.
		5. Promote knowledge sharing and best practices among Programme actors.

	Trainings of staff conducted	1. Train staff of Parliament in the various aspects related to their duties.
		2. Undertake knowledge sharing and best practices among Programme actors.
	Institutional development of the Parliamentary Commission effected	1. Procure and equip MPs with iPads.
		2. Equip the Parliamentary Museum.
		3. Procure and equip offices with necessary equipment including printers, computers and specific communication gadgets.
		4. Procure and maintain the transport fleet.
	SDG desk for Parliament operationalised	1. Develop and operationalise guidelines for Parliament committees to track SDGs.
		2. Conduct bi-annual Parliamentary seminars on SDGs.
		3. Participate in international exchanges on SDGs.
		4. Evaluate Parliament's contribution on implementation of SDGs.

Strengthen the production and utilisation of evidence for Parliament business	Evidence-based decision making strengthened	1. Undertake field studies.
		2. Disseminate study reports produced to committees and MPs.
		3. Provide access to up-to-date data and analytical tools.
		4. Initiate partnerships and collaborations with academic, research institutions and think tanks.
		5. Conduct midterm Strategic Plan review workshop.
		6. Conduct end-term evaluation of the Strategic Plan
		7. Develop, review, and implement institutional policies review, and development of review guidelines.
		8. Develop and implement a comprehensive M&E Policy for the Parliament of Uganda.
		9. Conduct regional national budget public participation seminars.
		10. Conduct bi-annual seminars for institutional policies.
		11. Compile and disseminate the contribution of international engagements to improving administration and business of Parliament
		12. Conduct review of the Rules of Procedure of the Parliament of Uganda.
		13. Prepare and disseminate policy briefs.
		14. Profile all constituencies for Members of the 12 th Parliament.
		15. Conduct comprehensive policy studies biannually.

		16. Develop a data collection, analysis and management system for the Department of Research Services.
		17. Develop and implement a Communication Policy for the Parliament of Uganda.
		18. Conduct evaluation of services offered to Parliament of Uganda under framework contracts.
		19. Develop and implement guidelines to cascade the Strategic Plan to departments and committees of Parliament
		20. Develop standardised training modules for building capacity of MPs, staff and local councils.
	Risk assessment and management institutionalised.	1. Develop and implement a risk management policy for the Parliament of Uganda.
		2. Operationalise a Risk Management Desk.
		3. Develop and implement a Risk Management Action Plan.
Strengthen the Programme secretariat	Programme performance reports produced.	1. Hold technical and Programme Working Group meetings.
		2. Hold annual Programme review workshops.
		3. Conduct midterm Programme review.
		4. Conduct end-term evaluation of the Programme.
		5. Settle all statutory operational overheads (utilities, and staff allowances).

CHAPTER 4:

FINANCING FRAMEWORK AND STRATEGY

It is expected that Government will continue to finance operations of Parliament to enable it to discharge its mandate. Table 12 shows a summary of the total budget required annually to implement the Plan. A detailed breakdown of the budget estimates is provided in the results framework of the Plan.

Table 12: Summary of SPP Budget by category in Billion UGX by category

Classification	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	119.661	122.900	129.045	135.497	142.272
Non-wage Recurrent	922.325	922.325	935.587	1,122.704	1,312.692
Total Recurrent	1,041.986	1,045.225	1,064.632	1,258.201	1,454,964
Total Development	76.274	130.260	274.008	153.789	69.106
Total Budget	1,118.260	1,175.480	1,338.640	1,411.990	1,524.070

Source: NPA

The following are the major cost drivers over the planned period:

- a) Emoluments, and associated benefits of MPs (e.g. medical insurance) of MPs.
- b) Committee oversight field activities.
- c) Parliament public outreach activities/programmes.
- d) Committee benchmarking activities undertaken to strengthen the institutional capacity of Parliament for effective legislation.
- e) Parliament Participation in International Parliamentary Associations and committee benchmarking activities.
- f) Annual East African Community Inter-Parliamentary Games.
- g) Annual Government Contribution to the East African Community for the East African Legislative Assembly (EALA).
- h) Multi- year commitments under the construction of the New Chamber of Parliament Project, Institutional Development of the Parliamentary Commission Project and construction of new office building.

4.1 MTEF PROJECTIONS & IMPLICATIONS FOR STRATEGIC PLAN FINANCING

Table 13 shows the Medium-Term Expenditure Framework (MTEF) projections for the Parliamentary Commission as provided by the Ministry of Finance Planning and Economic Development.

Table 13: Parliamentary Commission MTEF Projections for FY2025/26 – FY2029/30 in Billion UGX

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	117.048	122.900	129.045	135.497	142.272
Non-wage	779.788	813.554	935.587	1,122.704	1,347.245
Recurrent Budget	896.836	936.454	1064.632	1258.201	1489.517
Development	20.806	23.927	26.319	31.583	37.900
Total Budget	917.642	960.381	1,090.951	1,289.785	1,527.417

Source: MFPED

The MTEF projections provided fall short of the budget required to fully implement this plan thus leaving funding gaps as indicated in Table 14 below.

Table 14: SPP funding gaps in Billion UGX

Classification	2025/26	2026/27	2027/28	2028/29	2029/30
Wage Gap	2.613	0	0	0	0
Non-wage Recurrent	142.537	108.771	0	0	34.553
Total Recurrent Gap	145.15	108.771	0	0	34.553
Total Development Gap	55.468	106.333	247.69	122.21	(31.206)
Total Funding Gap	200.618	215.104	247.69	122.21	3.347

4.2 RESOURCE MOBILISATION STRATEGY

In order to achieve the planned outputs and desired outcomes, Parliament identified actions to be implemented. However, the funding gaps indicated in Table 14 imply that some of the SPP targets may not be achieved, hence the need to address the gaps. The Parliamentary Commission will negotiate for more funding from the Government of Uganda. In addition, the Commission will strengthen mechanisms to attract funding from Developments Partners. It is noteworthy that resource mobilisation is not solely about securing additional resources, but also effectively utilising available resources. Appropriate deployment of resources will foster the successful and smooth implementation of the Plan.

During the period of the Plan, the Parliamentary Commission will source funding for the unfunded priorities not provided for in the committed resources in the Results Framework. The areas among others include;

1. Development and implementation of analytical frameworks for the performance of the economy;
2. Training the users of the Budget Implementation and Compliance monitoring system;
3. Conducting bi-annual stakeholder workshops and seminars on the national budget; and
4. Critical activities of the LOR Programme and other emerging issues that may be identified.
5. Producing a legacy report.
6. Conducting end-term evaluation of the Plan.

CHAPTER 5:

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.1 ROLES AND RESPONSIBILITIES OF PARLIAMENTARY ORGANS

5.1.1 The Parliamentary Commission

The Parliamentary Commission serves as the policy-making body for the Parliament of Uganda and was responsible for approving this Plan. In addition, the Commission is responsible for reviewing, continuous guidance, providing policy framework, maintaining control and oversight and approvals of mechanisms for implementing the Plan.

5.1.2 The Finance and Planning Committee of the Commission

The Finance and Planning Committee of the Commission shall provide implementation oversight on the Strategic Plan of the Parliament of Uganda. The committee shall receive half-yearly reports and shall be responsible for -

- a) reviewing progress of implementation of the Plan;
- b) updating and providing progress reports to the Parliamentary Commission; and
- c) identifying and recommending institutional policy reviews, updates and developments to support implementation of the strategic plan.

5.1.3 Top Management Team

The Clerk to Parliament chairs the Top Management Team (TMT) meetings. At these meetings, Head of Departments, in consultation with the CPS department, will periodically report on the status of implementation of the Plan, and report regularly to the Parliamentary Commission.

5.1.4 Departments and Offices of the Parliamentary Commission

The departments are critical in implementing the strategic plan. They cascade the plan into their annual work plans and budgets in line with objectives, interventions, indicators and activities. For areas where implementation arrangements and activities are multi-year, departments will develop three- to five-year action plans aligned to the approved strategic plan. The Department responsible for Clerks will ensure that all Parliamentary Committees have work plans and budgets aligned to the approved strategic plan. Departments will be an important source of periodic information and reporting on implementation of the Plan.

5.1.5 Department of Corporate Planning and Strategy

The Department of Corporate Planning and Strategy (CPS) is responsible for -

- a. spearheading the implementation, monitoring and evaluation of the SPP;
- b. mobilising of extra budgetary resources from Development Partners for implementation of the Plan;
- c. coordinating the preparation of operational annual work plans for committees, departments and offices to ensure that they are in line with this Plan;
- d. organising the annual Programme review retreats and other assessments of Parliament;
- e. preparation of monitoring and evaluation reports in regard to implementation of the Plan; and
- f. conducting a mid-term review and final evaluation of the Strategic Plan; and
- g. reviewing and advising TMT on alignment of the annual work plans or three to five-year action plans to the Strategic Plan.

5.1.6 Parliamentary Development Partners Group

The Parliamentary Development Partners Group (PDPG) is the main forum for coordination of development partners' support to implementation of the Plan. It meets half yearly for information sharing, discussing progress reports and addressing emerging issues as well ensuring that overlaps and omissions are avoided.

5.2 SUSTAINABILITY PLAN

This section examines the extent to which the benefits of various planned activities will continue to flow even after the Strategic Plan has expired. The benefits that will be generated by implementing the Strategic Plan are expected to continue flowing beyond its lifespan. Indeed, the Plan has been designed to enable continued effective discharge by Parliament of its representative, legislative, oversight and budget processing responsibilities in a manner that is consistent with the principles of good governance and inclusive democracy, both in the short and long run.

5.2.1 Transfer of Knowledge and Skills

The Strategic Plan interventions are aimed at creation and uptake of knowledge and skills by Members and staff of Parliament for effective and efficient execution of legislative, representative, oversight, budget process and administrative

roles. During implementation of the Strategic Plan, Parliament will further be strengthened and resourced to deliver both online and offline trainings that would promote a strong base of knowledge and skills for effective operations.

5.2.2 Strengthened Legal and Policy Environment

Institutional policies are a vital part of strategic plan implementation and management. During the period of the strategic plan, it is envisaged that existing institutional policies of Parliament shall be reviewed and updated while new policies will be developed to support the operations and work of Parliament. With a strong policy and legal environment, it is expected that the benefits that will be gained by implementing the Plan shall transcend the subsequent Parliaments.

5.2.3 Strategic Plan ownership

Ownership of Strategic Plan activities is vital in ensuring sustainability of the benefits generated from effective implementation. During the development of the Plan, all relevant organs of the Parliamentary Commission were consulted with a view of increasing ownership. The consultative process was also extended to all key external stakeholders. Further, the monitoring and evaluation plan has been designed to ensure that the lessons learned during design and implementation of the Strategic Plan shall provide a basis for ownership by both the 11th and 12th Parliaments.

5.3 PARTNERSHIPS AND COLLABORATIONS

The Parliament of Uganda works with several partners in her roles of legislation, appropriation, oversight, and representation at the local, national, regional and global levels. The highest level of partnership is with the Executive and Judiciary Arms of Government. These partnerships are entrenched within the legal and institutional frameworks for planning, budgeting, oversight and monitoring of government programmes.

Under Programme 18 of the NDP IV, the partners of the LOR Programme are Parliament, Ministry of Local Government, Ministry of Justice and Constitutional Affairs, Law Reform Commission, Office of the Auditor-General and Kampala Capital City Authority (KCCA). The Programme is supported by National Planning Authority, Office of the Prime Minister (OPM), Ministry of Finance, Planning & Economic Development, Development Partners (DPs), Civil Society Organisations (CSOs), researchers, academia, etc.

5.4 SERVICE DELIVERY STANDARDS

The National Planning Authority, through Regulation 28 of the National Planning Authority (Development Plan Regulation of 2018), requires every Government Institution to develop and publish Service Delivery Standards for services provided by the institutions as a basis for planning and budgeting. Section (A-n) 30 of the Uganda Public Service Standing Orders, 2021 states that Ministries, Departments and Local Governments shall develop and publish Service Delivery Standards with regard to the respective services they provide.

The Service Delivery Standards for the Parliament of Uganda are aligned with the four Strategic Objectives and will provide the minimum acceptable levels of services provided by Parliament in terms of quality and timeliness. The Service Delivery Standards demonstrates Parliament's commitment to meet the standards and is in **Appendix 4** of the Plan. It is expected that besides managing the expectations of stakeholders and providing stakeholders with knowledge of their rights, the standards will result into improved transparency and accountability, fairness and equity, enhanced quality and management in service provision.

CHAPTER 6:

COMMUNICATION AND FEEDBACK STRATEGY/ARRANGEMENTS

6.1 RATIONALE

The Communication and Feedback Strategy is aimed at supporting implementation of the Strategic Plan for the Parliament of Uganda by focusing on increased stakeholder awareness of the functions of Parliament as well as Parliamentary Business. It will also seek to ensure a consistent projection of the institution's image and an increase in public trust in Members of Parliament and the institution of Parliament.

Accordingly, this Strategy is in line with the Parliamentary Commission's efforts to bolster the institution's image and to become 'a transformed, independent and people-centred Parliament'. The Communication Strategy will provide guidelines to facilitate dissemination of information from Parliament in a systematic manner and will streamline the channels of communication both internally and externally. It is also hoped that the Strategy will help to demystify Parliament as well as provide for opportunities through which the institution can interact and engage with the public more effectively.

6.1.1 Objectives of the Communication Strategy

Effective communication between Members of Parliament and their constituents is critical for any Parliament. The key objective of the Strategy is to increase and maintain public awareness of the Parliament's mission, functions, and programmes. It will also seek to foster and ensure a consistent projection of the institution's corporate image and raise public trust in Members of Parliament and the institution of Parliament.

6.2. KEY COMMUNICATION PRIORITIES

Key communication priorities of this plan mirror objectives of the communication and feedback strategy which are to:

- i. Promote public participation and empower citizens to be involved in the legislative process;
- ii. Strengthen the accountability and transparency of Parliament;
- iii. Promote Parliament as a defender of democratic governance, accountability and sustainable development;

- iv. Enhance sensitisation of the public on the concept of multi-party democracy and the role of a Member of Parliament; and
- v. Enhance brand consistency and awareness.

6.3. IMPLEMENTATION OF COMMUNICATION PRIORITIES

Implementation of the communication priorities under this Plan will mainly be informed by the Parliament Communication Strategy. The SPP communication strategy will mainly be geared towards increasing public participation in Parliamentary legislative, oversight, appropriation and representative processes.

Accordingly, Parliament will endeavour to reach out to the citizenry and stakeholders, internally and externally through provision of timely briefs on key emerging issues, timely provision of public information, education about parliamentary processes, and holding regular parliamentary outreaches for appropriation and representative processes.

6.3.1 Who to Communicate with (Target Audiences)

The target audience to communicate to on the Strategic Plan include;

- i. The general public
- ii. Government (Executive and Judiciary)
- iii. Local Governments
- iv. Civil Society Organizations/Community Based Organisations
- v. The media
- vi. Development partners
- vii. Educational institutions
- viii. International and regional parliaments and peer institutions such as PAP, CPA, IPU, EALA, etc., and
- ix. Members and staff of Parliament.

6.3.2 How to Communicate (Strategic Focal Areas)

A combination of public information and education, community engagement and social mobilisation, media and public relations, internal and external communication, as well as knowledge transfer shall be used.

A) Internal Communication

- i. Support open and transparent internal communication and information sharing among Members of Parliament and staff
- ii. Define and streamline communication roles for each department of the Parliamentary Service and other stakeholders.

- iii. Hold regular staff meetings to discuss updates, strategies, and emerging issues.

B) External Communication

- a) Public Information and Education
 - i. Mass dissemination of information to generate awareness and understanding of Parliament.
 - ii. Increase the availability and accessibility of information about Parliament.
- b) Media and Public Relations
 - i. Facilitate regular and timely flow of information from Parliament to the public.
 - ii. Build relationships and network with the media.
 - iii. Anticipate and respond to questions and issues raised in the media.
 - iv. Proactively shape and frame the coverage of Parliament and its interventions.
 - v. Widely publicise success stories of Parliament.
- c) Community Engagement and Social Mobilisation
 - i. Engage communities to mobilise and facilitate learning.
- d) Knowledge Transfer
 - i. Provide evidence-based and action-oriented research findings to key diverse audiences.

6.3.3 Communication/feedback Channels and Tools

The main channels of communication and sources of information during implementation of the SPP priorities will include the following:

- i. Brochures and fact sheets
- ii. Media information packs
- iii. Posters, banners, bumper stickers, pins, badges, commemorative plaques and other promotional materials
- iv. Newsletters
- v. Newspaper Q&A interviews
- vi. Op-ed articles
- vii. Press releases
- viii. Press conferences
- ix. News articles
- x. Newspaper supplements
- xi. Radio and television talk shows

- xii. Media advertising (Print adverts and radio and TV spots)
- xiii. Website
- xiv. Social media (YouTube, X, Instagram, Facebook, TikTok)
- xv. Online media
- xvi. Short Messaging Service (SMS)
- xvii. Background briefings for media
- xviii. Community dialogues
- xix. School outreach programmes
- xx. Community theatre
- xxi. Briefing papers
- xxii. Research reports
- xxiii. Email, notices, and staff meetings
- xxiv. National Day Functions
- xxv. Exhibitions
- xxvi. Open Days and Speaker's meetings
- xxvii. Parliament Outreach Forums
- xxviii. Face-to-Face communication

CHAPTER 7:

RISK MANAGEMENT

7.1 INTRODUCTION

Risk management is a systematic process of identifying, assessing, mitigating, and monitoring risks that could hinder an organisation from achieving its objectives. During implementation of the previous Strategic Plan, Parliament faced several challenges, which disrupted operations. Therefore, risk management will be a critical component of the successful implementation of this Strategic Plan. Parliament will adopt a proactive methodology of managing risks by ensuring that all potential risks are detected, and mitigation measures put in place. This action will avert or minimise their impact on the operations of the Parliament.

7.2 RISK ASSESSMENT AND MANAGEMENT

The complexities of Parliamentary operations, ranging from legislative processes to financial oversight and policy scrutiny, present numerous risks that can impede progress, affect public trust, and disrupt effective governance. As such, risk management is a core strategy that must be embedded across all Parliamentary functions. Addressing risks proactively enhances Parliament's ability to deliver its mandate with accountability and transparency, safeguarding both institutional integrity and public confidence. Key areas of risk for Parliament include the following:

7.2.1. Operational Risks

These include challenges related to the day-to-day functioning of Parliament, such as inefficient processes, resource shortages, and staffing challenges. A robust risk management framework helps identify weaknesses in administrative structures and ensures continuity in operations, even in the face of unforeseen disruptions.

7.2.2. External Risks

These risks include security challenges, pandemic and health hazards, natural hazards and are usually beyond the control of an institution. Therefore, ensuring proactive monitoring and adaptive strategies will safeguard the integrity and effectiveness of Parliament as it executes its functions.

7.2.3 Strategic Risks

Parliament's long-term objectives depend on aligning its strategic goals with shifting political, social, and economic environments. A forward-looking risk management approach ensures that Parliament is agile and responsive to emerging issues while staying on course with its vision and mission.

7.2.4 Reputation Risks

As a public institution, Parliament's reputation is central to its legitimacy. Any incident of corruption, failure to uphold transparency, or perceived inefficiency can erode public trust. Risk management strategies address these risks through communication strategies, compliance frameworks, and transparent decision-making processes.

7.2.5 Financial Risks

Financial mismanagement, lack of budgetary controls, or inefficient resource allocation can undermine the ability of Parliament to fulfil its responsibilities. Risk management ensures that financial processes and procedures are tightly controlled and updated, with oversight mechanisms in place to prevent fraud, waste, and misappropriation of funds.

7.2.6 Technological Risks

The increased reliance on technology for Parliamentary activities from harnessing social media for citizen engagements to data management introduces new risks related to cybersecurity, system failures, and data breaches. A strong risk management plan incorporates safeguards for technological infrastructure, ensuring data security and operational continuity.

7.2.7 Security risks

Security risks have been of great concern for the Parliament of Uganda. Over the years, Parliament has witnessed cyber-attacks that have led to data breaches and access to confidential documents, illegal demonstrations, threats and attacks on Members of Parliament, among others. Several measures have been put in place to strengthen security within Parliament. These initiatives include deployment of more security personnel, closing the Eastern gate after a bomb threat, implementation of the biometric access system for staff, provision of identification for staff and non-staff, and encouraging staff to always move with their Identity cards for ease of identification, among others.

7.3 RISK MANAGEMENT MATRIX

The Matrix in **Table 15** gives a list of possible risks that could occur during implementation with their ranking and suggested mitigation strategies.

Table 15: Risk Management Matrix

No.	Risk category	Risk	Risk factor	Risk level	Mitigation Strategy
1.	Operational Risks	Cybersecurity and emerging technologies	Outdated technology and insufficient cybersecurity preventive measures	High	Invest in modern IT Infrastructure and staff, and robust cybersecurity protocols like e-Parliament
		Infrastructure failures	Over-reliance on manual processes and lack of automation.	Medium	Automation of Parliament systems and establishing contingency plans in case of infrastructure failures.
		Human resource challenges	Inadequate training and development programmes for Members and staff.	Medium	Conduct regular training and development of Members and staff
		Budget challenges	Insufficient budgetary provisions and budget releases.	High	Planning, prioritisation and rationalisation of resources .
		Procedural inefficiencies	-Delays in legislative process	Low	-Automate legislative tracking systems
			-Delayed Procurements.		-Train procurement players on procurement procedures.

2	External Risks	Security Challenges.	Weak security controls.	High	-Maintaining tight security controls at all levels.
					-Fast-track the integrated security system
		Pandemic and health hazards.	Lack of a pandemic preparedness plan.	Low	Develop a comprehensive pandemic preparedness plan.
		Natural disasters.	Lack of disaster preparedness and recovery plans.	Low	Develop comprehensive disaster recovery and business continuity plan.
3	Strategic Risks	Failure to adapt to changing public needs.	Demographic shifts leading to changing priorities.	High	Encourage collaboration among various Parliamentary committees to address complex, multifaceted issues holistically.

CHAPTER 8:

PERFORMANCE MONITORING AND EVALUATION OF THE PLAN

8.1 INTRODUCTION

In line with NDP IV Monitoring and Evaluation (M&E) Strategy, all MDAs and Programmes are required to produce and disseminate progress reports. It is therefore important to strengthen the monitoring and evaluation of results and measure the impact of this Plan in line with the NDP IV development priorities. The M&E activities help to track progress and performance of the Plan in addition to supporting learning and decision-making.

8.2 MONITORING AND EVALUATION ACTIVITIES

Monitoring of performance will be carried out through a series of activities over the implementation period. Monitoring is about reviewing the progress made while implementing actions or activities whereas evaluation looks at the extent to which the results achieved are in line with the planned objectives. The M&E activities will provide evidence to inform decision-making, documenting challenges and identifying lessons learnt in implementation thereby improving performance and achieving planned outcomes within the set timelines.

The Commission will ensure activities are implemented through the following:

- i. Development of an overarching Monitoring and Evaluation Policy.
- ii. Resourcing of M&E structures.
- iii. Automation of the M&E System.
- iv. Development of Annual work plans at the respective cost centres for the implementation of the Strategic Plan.
- v. Resourcing and reconciliation of the work plans in line with identified priorities in the Strategic Plan.
- vi. Development of Parliament Statistical Plan for FY2025/26- FY2029/30 to provide direction for coordination of statistical activities, production of quality statistics, and increased use of evidence in debates and decision-making.
- vii. Continuous monitoring, evaluation, reporting and learning.

The implementation of the Strategic Plan will be evaluated mid-term in FY2027/28 and at the end of its implementation in FY2029/30. The evaluations will involve examining the relevance, effectiveness, efficiency, impact and sustainability of strategies. The mid-term and end term evaluations shall examine the progress

made towards achieving the set targets. The results will inform changes aimed at improving Plan implementation process and the development of the next strategic plan.

8.3 RESULTS FRAMEWORK

The Monitoring and Evaluation (M&E) Results Framework has been developed to guide planning including activities and annual work plans during implementation of the strategic plan and performance assessments. **(See Appendix 5).**

The results framework integrates LOR- Programme indicators in the Programme Implementation Action Plan (PIAP); and national indicators as identified in the National Standard Indicator (NSI) framework. Progress towards the targets of Parliament and the NDP IV will be measured by a series of indicators in the results framework. This comprehensive framework illustrates how attainment of lower objectives and interventions contribute to the overall goal of this Plan, PIAP and the National Development Plan IV.

The indicators will be tracked against the baseline and targets for outcomes and outputs as illustrated hereunder. This will provide information on the activities undertaken and the results achieved on the basis of the following:

- (a) Monitoring performance towards achieving the strategic objectives.
- (b) Measuring the contribution of Parliament to the achievement of national development priorities.
- (c) Ensuring that best practices and lessons learnt from implementation are well documented and shared.
- (d) Strengthening the M&E capacity at the institutional level.



The framework will act as a communication tool to outline roles and responsibilities regarding the M&E function in Parliament and an operational tool for the measurement and analysis of progress and management actions.

Data quality standards for Parliament will be based on the following principles:

1. Validity: data must reflect what it intends to measure.
2. Reliability: consistency in data collection, analysis and reporting.

3. Timeliness: data collection, analysis and reporting in a timely manner so that information is relevant all the time.
4. Precision: data must be free from bias and errors as much as possible
5. Integrity: data should be free of manipulation by respondents, collectors or analysts.
6. Cost-effective: costs should not outweigh benefits of conducting monitoring and evaluation.
7. Global comparability: data should meet international standards for global comparability of progress with other Parliaments.

8.4 REPORTING

Reporting on the progress of this Strategic plan will involve a continuous follow-up of the performance indicators and targets as set out in the M&E results framework and annual work plans. The plan will largely use existing institutional M&E processes, which fall within the annual planning and budgeting cycle. The monitoring and evaluation function helps to coordinate and compile data for production of the following:

- (1) Quarterly progress reports by departments, political offices, committees and projects.
- (2) Annual report of the Parliamentary Commission will provide input into the annual review process and preparation of the Annual LOR Programme Performance Report.
- (3) Diagnostic studies or surveys to obtain a deep analytical assessment of progress or impact of the Plan or any part of it on a specific subject area.
- (4) Mid-term and end-term evaluations of the Plan will inform Parliament on the progress made and changes that are necessary to improve performance of Parliament and the LOR Programme. The methodology for assessing the performance of the Plan against the targets for two and a half years will adopt a scoring criterion that includes: achieved (100%), partially achieved (50-99%), and not achieved (less than 50%).
- (5) National Annual Performance Report (NAPR)
- (6) NDP IV Performance Report.

CHAPTER 9:

PROJECT PROFILES

9.1 CONSTRUCTION OF THE NEW CHAMBER OF PARLIAMENT

Table 16: Project Profile on Construction of the New Chamber of Parliament

Project Title	Construction of the New Chamber of Parliament ⁷
NDPIV Programme	LOR
Implementing Agency	Parliamentary Commission
NDP PIP Code	0355
Project Status (% of completion)	Ongoing (45% as of Q1 FY 2024/25)
MFPED PIP Code	0355
Location	Kampala
Estimated Project Cost	UGX 220,235,288,728
Project Duration/Life span (Financial Years)	Start Date: 1 st July 2025 End Date: FY 2027/28
Project Financier	Government of Uganda
Officer Responsible (Title)	Clerk to Parliament
PROJECT INTRODUCTION	
Project Brief:	<p>The current Parliament building was commissioned in 1960 with a House Chamber that had a seating capacity of 82 Members of Parliament. Over the years, the number of MPs has increased from 82 Members during the First Parliament in 1962 to 556 Members in the 11th Parliament. Further, the 11th Parliament is operating with 14 Standing Committees and 15 Sectoral Committees, bringing the total number of Committees to 29. There are only 12 Committee rooms in Parliament implying that some Committees do not hold meetings as and when necessary, due to lack of seating space. As such, construction of a new, modern and secure chamber was commenced on 25th July 2017. The Chamber that had originally been targeted to be completed on 27th July 2020 stands at 44.9% complete as at 1st September 2024. There is need to expedite construction of the new Chamber in order to avail a conducive environment for effective legislation, oversight and representation in line with the Strategic Plan of Parliament for FY 2025/26-2029/30 and NDP IV LOR Programme priorities.</p>

⁷ Project commenced on 30th June 2017

Project Outputs	A new, modern and secure Chamber of Parliament					
Project Coverage in terms of Parishes	Not applicable.					
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		45.37	32.2	24.43	0	0

9.2 INSTITUTIONAL DEVELOPMENT OF THE PARLIAMENTARY COMMISSION

Table 17: Project Profile of the Institutional Development of the Parliamentary Commission

Project Title	Institutional Development of the Parliamentary Commission
NDPIV Programme	LOR
Implementing Agency	Parliamentary Commission
NDP PIP Code	New
Project Status (% of completion)	New
MFPED PIP Code	New
Location	Kampala
Estimated Project Cost	UGX 134,503,029,993
Project Duration/Life span (Financial Years)	Start Date: FY 2025/26 End Date: FY 2029/30
Project Financier	Government of Uganda
Officer Responsible(title)	Clerk to Parliament
PROJECT INTRODUCTION	
Project Brief:	Parliament conducts extensive research and wide consultations on Bills, petitions, motions, constitutional reports and Ministerial reports before the House pronounces itself. This brings about increased wear and tear of the Commission's fleet of vehicles and other facilities such as computers, laptops, iPads, projectors, cameras and furniture, hence a need for constant replacement. Though efforts have been made to facilitate Parliament with working tools through the First Institutional Development of the Parliamentary Commission Project (FY 2021/22-2024/25), the facilities available to Members and staff of Parliament have not expanded sufficiently to enable them execute their Constitutional mandate effectively. The replacement rate for the Parliamentary equipment and tools still does not match the rate of wear and tear.

	Additionally, construction of the new chamber of Parliament is projected to be completed in September 2025 which will pose new retooling needs. Also, the 12 th Parliament is expected to commence in May 2026 upon which the MPs will be facilitated with new working tools. Consequently, the Parliamentary Commission still has outstanding retooling needs which should be addressed under the NDP IV period.					
Project Outputs	Transport equipment, ICT equipment, machinery, furniture and fixtures and office equipment.					
Project Coverage in terms of Parishes	Not applicable.					
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		43.76	31.36	23.16	25.59	10.64

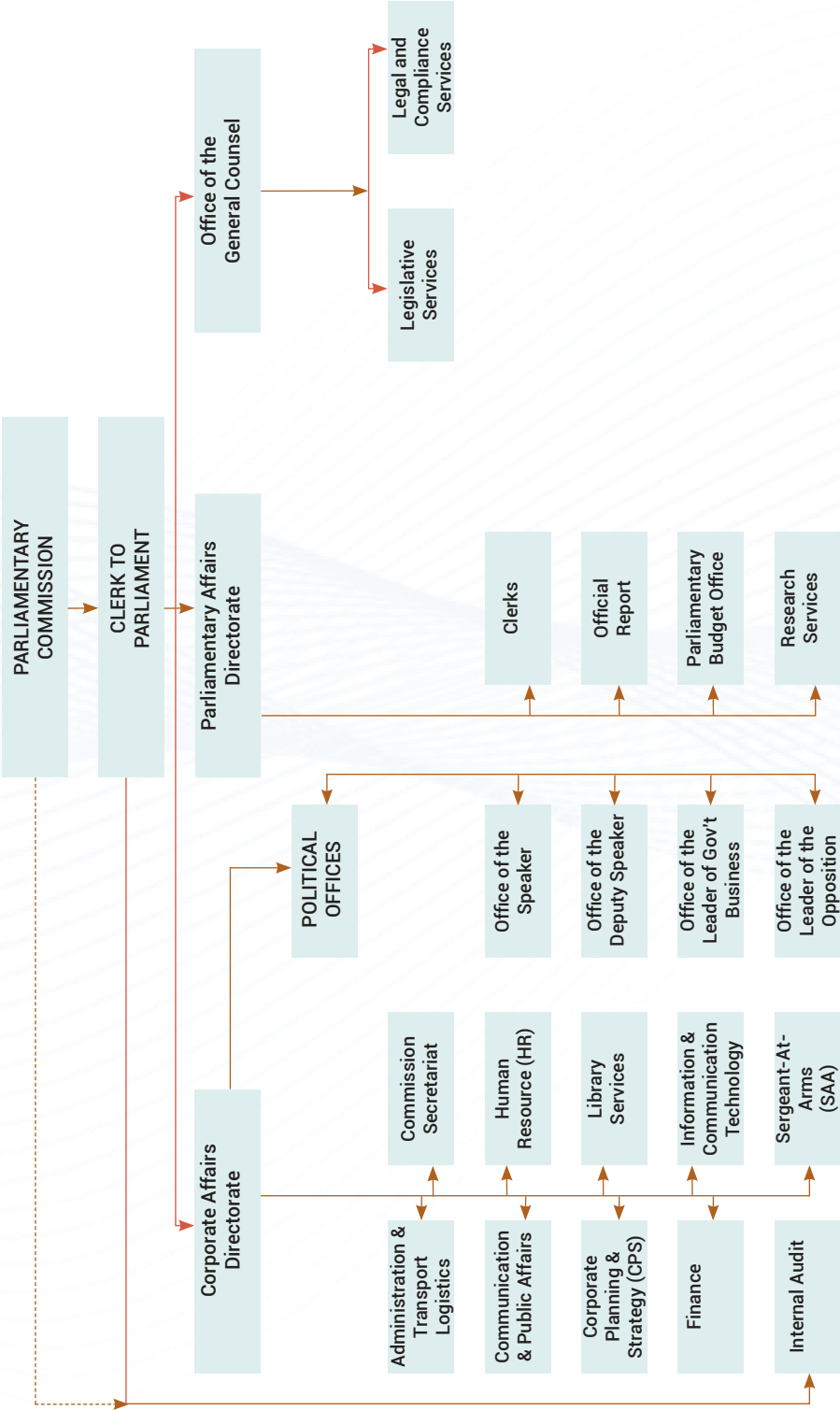
9.3 CONSTRUCTION OF A NEW OFFICE BUILDING

Table 18: Project Profile of the Construction of a new office building

Project Title	Construction of a new office building					
NDPIV Programme	LOR					
Implementing Agency	Parliamentary Commission					
NDP PIP Code	New					
Project Status (% of completion)	New					
MFPED PIP Code	New					
Location	Kampala					
Estimated Project Cost	UGX					
Project Duration/Life span (Financial Years)	Start Date: FY 2025/26 End Date: FY 2029/30					
Project Financier	Government of Uganda					
Officer Responsible (Title)	Clerk to Parliament					
PROJECT INTRODUCTION						
Project Brief:						
Project Outputs	A modern office building for MPs and staff.					
Project Coverage in terms of Parishes	Not applicable.					
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	16.308	23.508	92.13	102.808	108.708	343.462

APPENDICES

APPENDIX 1: PARLIAMENTARY COMMISSION ORGANOGRAM



APPENDIX 2:

THE CODE OF CONDUCT FOR MEMBERS OF PARLIAMENT

5.1 Purpose of the Code

The purpose of the Code is to assist Members in the discharge of their obligations to the House, their constituents and the public at large.

5.2 Public Duty

- i. By virtue of the Oath of allegiance taken by all Members, Members have a duty to bear faithful and true allegiance to the Republic of Uganda; to preserve, protect and defend the Constitution; to uphold the law and act on all occasions in accordance with the public trust placed in them.
- ii. Members have a general duty to act in the interests of the nation as a whole; and a special duty to their constituents.

5.3 Personal Conduct

Members shall observe the general principles of conduct specified below:

- i. **Selflessness** - Members should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends;
- ii. **Integrity** - Members should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties;
- iii. **Objectivity** - In carrying out business, including making recommendations on public appointments, awarding contracts, or recommending individuals for rewards and benefits, Members should make choices on merit;
- iv. **Accountability** - Members are accountable for their decisions and actions to the electorate and must submit themselves to whatever scrutiny is appropriate;
- v. **Openness** - Members should be as open as possible about all the decisions and actions that they take and should give reasons for their decisions and restrict information only when the public interest clearly demands;
- vi. **Honesty** - Members have a duty to declare any private interests relating to their Parliamentary duties and to take steps to resolve any conflicts arising in a way that protects the public interest;

- vii. **Leadership** - Members should promote and support good governance by leadership and example.

5.4 Public Interest

Members shall base their conduct on full consideration of the public interest, avoid conflict between personal interest and public interest, and resolve any conflict between the two at once and in favour of the public interest.

5.5 Public Trust

Members shall, at all times, conduct themselves in a manner which will maintain and strengthen the public's trust and confidence in the integrity of Parliament and never undertake any action which may bring the House or its Members generally, into disrepute.

5.6 Corruption

The acceptance by a Member of a bribe to influence his or her conduct as a Member, including any fee, compensation or reward in connection with the promotion of, or opposition to, any Bill, Motion or other matter submitted or intended to be submitted to the House, or to any Committee of the House, is contrary to this Code of Conduct.

5.7 Declaration of Interest

Members shall fulfil conscientiously the requirements of the House in respect of the declaration of interest and shall always draw attention to any relevant interest in any proceedings of the House or its Committees, or in any communication with Ministers, Government departments or Executive agencies.

5.8 Openness

In any activities with, or on behalf of, an organisation with which a Member has a financial relationship including activities which may not be a matter of public record such as informal meetings and functions, Members must always bear in mind the need to be open and frank.

5.9 Acting as paid advocate

No Member shall act as a paid advocate for any person or organisation in any proceedings of the House.

5.10 Improper use of Payments

No improper use shall be made of any payment or allowance made to Members for public purposes and any rules which apply to such payments and allowances must be strictly observed.

5.11 Use of Information Received

Members must bear in mind that information which they receive in confidence in the course of their Parliamentary duties should be used only in connection with those duties, and that such information must never be used for purposes of publicity or financial gain.

5.12 Matters not Provided for

For any matter, which is not provided for, Members may seek advice of the Speaker or of the Committee on Rules, Privileges and Discipline.

APPENDIX 3:

GUIDING PRINCIPLES OF THE CODE OF CONDUCT AND ETHICS FOR STAFF OF PARLIAMENT

1.0 PRINCIPLES

The Code of Conduct and Ethics is based on the following principles: –

Accountability - An officer shall hold office in public trust and shall be personally responsible for his or her actions or inactions.

Decency - An officer shall present himself or herself in a respectable manner that generally conforms to morally accepted standards and values of society.

Diligence - An officer shall be careful and assiduous in carrying out his or her official duties.

Discipline - An officer shall behave in a manner as to conform with the rules, regulations and the Code of Conduct and Ethics for the Parliamentary Service generally and codes of professional conduct for the specific professions.

Effectiveness - An officer shall strive to achieve the intended results in terms of quality and quantity in accordance with set targets and performance standards set for service delivery.

Efficiency - An officer shall endeavour to optimally use resources including time in the attainment of organisational objectives, targets or tasks.

Impartiality - In carrying out public business, an officer shall give fair and unbiased treatment to all customers irrespective of gender, race, religion, disability or ethnic background. A public officer shall make choices based solely on merit.

Integrity - An officer shall be honest and open in conducting public affairs.

Loyalty - An officer shall be committed to the Policies and programmes of the Parliament both at national and local levels.

Professionalism - An officer shall adhere to the professional codes of conduct, exhibit a high degree of competence and best practices as prescribed for in a given profession in the Parliamentary Service.

Selflessness - An officer shall not put his or her own interest before the public interest. He or she should not take decisions in order to gain financial and other benefits.

Transparency - An officer shall be as open as possible about all the decisions and actions taken. He or she must always be prepared when called upon to give reasons for the decisions he or she has taken.

2.0 WORK ETHICS

2.1 Attendance to Duty

- i. An officer shall observe the official working days in accordance with the regulations and shall always be available for official duty when called upon.
- ii. An officer shall without exception perform his or her duty in a manner that conveys professionalism and respect and conforms to morally accepted standards.
- iii. An officer shall commit working hours to official duties.
- iv. An officer in a position of authority shall exercise such authority with due diligence and trust and shall demonstrate a high standard of performance of duty and conduct.
- v. An officer shall not hold two jobs at any point in time (moonlighting), and shall not draw two salaries from Government payrolls.
- vi. An officer shall be results-oriented and committed to the performance of his or her duties.
- vii. An officer shall set clear standards of performance that customers can reasonably expect.

2.2 Time Management

- i. A public officer shall have strict regard to working hours. He or she shall not come late to office meetings and official functions without reasonable cause.
- ii. An officer shall endeavour to accomplish planned activities on time. He or she shall desist from engaging in behaviour or conduct that disrupts or interferes with the work of other officers, such as, but not limited to: -
 - a) being lazy and idle at work;
 - b) reading newspapers full time;
 - c) keeping the radio loud as to disrupt concentration;
 - d) playing computer games or surfing the internet irresponsibly; The only exceptions are training- related television and video programmes, video conferencing, open and distance Learning.
 - e) transacting private business in office and during office hours.
 - f) engaging in private conversation and gossip during working hours.

2.3 Absence from duty

- i. An officer shall seek and obtain permission from his or her supervisor to be absent from duty. Permission shall not be unreasonably denied or granted.

- ii. An officer shall, during official working hours, report his or her absence from office to his or her immediate supervisor or relevant persons.

2.4 Sexual Harassment

An officer shall adhere to the sexual harassment policy of the Parliamentary Commission.

2.5 Customer Care

An officer shall serve customers with fairness, transparency, promptness, clarity, respect and courtesy with a view to ensuring customer satisfaction and enhancing the image of the public service. Therefore, an officer shall:

- i. Serve every customer in a professional manner in accordance with the set standards.
- ii. Not discriminate or harass any customer and ensure that the services are available and applied equally to all.
- iii. Accord courtesy, empathy and fairness to all customers with special attention to persons with disabilities, the aged, sick and expectant mothers.
- iv. Respond to all customers' requests with promptness and clarity.
- v. Uphold teamwork and advance the public good for efficient service delivery.

2.6 Conflict of interest

- i. In the execution of official Parliament business, an officer shall not put himself or herself in a position where his or her personal interest conflicts with his or her duties and responsibilities as a public officer. The officer is required to inform his or her supervisor of the nature and extent of his or her interest.
- ii. Any public officer infringing this regulation shall be liable to disciplinary action.

2.7 Financial Credibility

An officer shall not engage in any arrangement that would cause him or her financial embarrassment, e.g. bankruptcy.

2.8 Communication of Information

2.8.1 Secrecy and Confidentiality

- i. An Officer is a custodian of official information that comes into his or her possession in the course of his or her duty in the Parliamentary Service. The release of such information must be

guided by the laws relating to rights of access to information as prescribed in the Official Secrets Act and other relevant laws that may be enacted from time to time.

- ii. A public officer shall continue to maintain secrecy and confidentiality of official information even after he or she has left the Public Service. Such information shall not at any point in time be used against the Government.
- iii. A public officer shall not at any time engage himself or herself in loose talk and make unguarded statements.

2.8.2 Publishing of Official Information

- i. An Officer shall not publish any official information in any document, article, book, play, film or otherwise without explicit permission from the Responsible Officer.
- ii. For royalties, patents and copyrights, an officer shall notify his or her responsible officer if he or she creates what is believed to be an invention.

2.8.3 Communication to the Press

- i. An officer shall not communicate with the media on issues related to work or official policy without due permission from the authorising officer.
- ii. Official information will be released to the media by officials who have been authorised to do so according to the laid down procedures.

2.8.4 Anonymous Communication

An officer is prohibited from writing or disseminating anonymous and malicious letters and printing of graffiti intended to demean the image of Parliament or public institution, public officer or any other person.

2.8.5 Use of Official Information for Personal Gain

An officer shall not use official information acquired in the course of official duties to advance personal gain.

2.8.6 Chain of Command

An officer aggrieved by the decisions or actions of his or her immediate supervisor shall follow the established disputes and settlement procedure in seeking redress.

2.9 Removal, Destruction or Altering of Records

An officer shall not, without the permission of the person immediately in charge, willfully remove, destroy or alter public records from the office or section to which they belong or from any other office premises.

2.10 Accountability

An officer shall hold office in public trust and shall be accountable to the public. He or she shall be accountable for all resources under him or her as follows: -

2.10.1 . Financial

- i. An officer shall ensure proper and frugal utilisation of public funds and value for money.
- ii. An officer shall at all times promptly account for any financial resources entrusted to him or her in accordance with the Financial Regulations, Treasury Accounting Instructions (Part I Finance and Part II Stores) and Procurement Regulations.

2.10.2 Public Property/Assets

An officer shall safeguard public property/assets entrusted to him or her and shall ensure that no damage, loss or misappropriation occurs in the process of procurement, storage, utilisation and disposal.

2.10.3 Human Resource

- i. An officer shall ensure that staff under his or her supervision have clear job descriptions and understand the scope of their work.
- ii. An officer shall, without favour, support staff under his or her supervision to enhance their competencies and self- development.
- iii. An officer shall ensure respect for subordinates, colleagues and supervisors.

2.10.4 Administrative

- i. An officer shall be accountable both for actions and inactions through normal tiers of authority and will adhere to meritocratic principles in decision making.
- ii. Where an officer believes that he or she is being required to act in any way which is inconsistent with this Code he or she shall refrain and report the matter to the next line officer.

2.11 Handling of Gifts, Bribes, Favours and Presents by officers

2.11.1 Gifts

- i. An officer or any member of his or her family shall not solicit or accept valuable gifts, presents, hospitality gratuity or favour or other benefits, if he or she has reason to believe that the acceptance of such gifts, presents and other benefits is bound to influence his or her judgement or action in a matter he or she is dealing with or will handle in future.
- ii. An officer shall not give such gifts to influence the judgement or action of another person in his or her favours.
- iii. An officer who, in the course of discharging his or her duties, receives any gifts or other benefits of a value of five currency points or above from anyone source shall disclose that gift or benefit to Government and shall be treated as a gift or donation or commission to Government.
- iv. An officer may accept or give a gift if the gift is in the nature of a souvenir or ornament and does not exceed five currency points in value.
- v. An officer may accept personal gift or donation from a relative or personal friend for such an extent and on such occasion as is recognised by custom.

2.11.2 Bribes

- i. An officer who in his or her personal or official capacity, demands, accepts or gives any bribe or is an agent of any person who intends to influence him or her or another Officer is in breach of this Code.
- ii. A member of the public who corruptly makes promises or offers any gift or present or reward or gratuity (tips) to any officer as an inducement is guilty of a misdemeanour and shall be dealt with in accordance with the laws of Uganda.

2.12 Dress and Appearance

For the promotion and projection of a good image of the Parliamentary Service, an officer shall at all times dress appropriately and appear decent and respectable in a way that is generally acceptable.

2.12.1 Uniformed and Non-uniformed.

A public officer on duty shall dress in a way which is compatible with the generally accepted standards of propriety in the Uganda community. Where an officer is in part of the Service which is uniformed, such a uniform shall be provided at public expense. The officer shall wear the uniform during working hours, maintain and keep it clean.

2.12.2 *Mode of Dress*

An officer shall dress in a manner that is acceptable and as prescribed under the Parliamentary Service Regulations and Human Resource Policy Manuals.

2.13 ENGAGEMENT OF OFFICERS IN POLITICAL ACTIVITIES

An Officer may participate in politics within the provisions of the law, rules and regulations. He or she shall avoid in particular -

- i. engaging in active politics;
- ii. canvassing political support for candidates;
- iii. participating in public political debates;
- iv. displaying party symbols.

Where the officer's conduct is found to be inconsistent with the code, the relevant laws and regulations shall apply.

2.14 REWARDS

An appropriate reward and recognition shall be accorded to an officer who exhibits good ethical conduct in line with the reward and recognition scheme.

2.15 OBLIGATIONS OF THE EMPLOYER

While an officer is expected to observe the Code, the Parliamentary Commission as the employer has the following obligations as laid down in the Constitution and operationalised by the relevant laws: —

- i. To provide a satisfactory, safe and healthy working environment;
- ii. To ensure reasonable pay for officers.
- iii. To ensure equal pay for work of equal value.
- iv. To ensure that employees are accorded rest and reasonable working hours and periods of holidays with pay as well as remuneration for Public holidays.
- v. To enable every employee to practice his or her profession consistent with the professional Code of Conduct and Ethics, the Constitution and other laws of Uganda.
- vi. To accord every officer the right to join a trade union of his or her choice for the promotion and protection of his or her economic and social interests in accordance with the law.

- vii. To protect officers' rights, including the right to withdraw labour in accordance with the law.
- viii. To accord protection to female Officers during pregnancy and after birth.
- ix. To provide Officers with the necessary tools, equipment and gear for performance of their duties.

APPENDIX 4:

SERVICE DELIVERY STANDARDS MATRIX FOR PARLIAMENT OF UGANDA FY2025/26-FY2029/30

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
Objective 1: To increase effectiveness and efficiency in legislative processes	Bills passed	Time taken to scrutinise and process the Bills by Committees. Time taken by Parliament to process the Bill. Proportion of Bills passed by Parliament against those presented	Bills scrutinised by a committee within 45days Bills passed and presented for ascent within 90 days. 100% Bills passed against those presented (debated and approved).	Citizens and MDAs.	On request; online platforms such as the website, YouTube, and the Hansard.	Plenary sittings (1 st , 2 nd , 3 rd readings); Committee meetings (consultations and public hearings); Field visits; and Benchmarking	Allowances, transport, committee rooms, chamber, flight tickets, provision of briefs and analytical reports	N/A	Clerk to Parliament
	International and regional treaties, conventions and protocols domesticated.	Proportion of treaties, conventions, and protocols domesticated against those presented.	100% of the instruments domesticated against those presented.	Citizens and MDAs.	On request; online platforms such as the website, YouTube, and the Hansard.	Plenary sittings; committee meetings; and benchmarking.	Allowances, transport, committee rooms, chamber, and flight tickets.	N/A	Clerk to Parliament
		Time taken to domesticate treaties, conventions and protocols.	Conventions, treaties and protocols domesticated within 90 days.						

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
Objective 2: To strengthen the oversight and budget alignment to the NDP	Public participation conducted.	Proportion of stakeholders engaged .	At least 50% of the stakeholders engaged.	Citizens, and civil society.	On request.	Stakeholder mappings; meetings; and sittings.	Rooms, and equipment.	N/A	Director, Clerks Department.
	Consideration of audit reports.	Proportion of audited reports considered against those received.	All audited reports considered within 6 months from the date of receipt (31 st December every year).	Citizens and MDAs,	Through the Hansard, and on request.	Plenary sittings; committee meetings; and field visits.	Allowances; transport; committee rooms; chamber; provision of briefs and analytical reports.	N/A	Clerk to Parliament.
	Oversight reports presented.	Time taken to process and present oversight reports.	Oversight reports processed and presented to the house within 45 days from the date of the visit.	Citizens; MDAs; Committees; and MPs.	Through the Hansard, and on request.	Plenary sittings; committee meetings; and field visits.	Allowances; transport; committee rooms; and the Chamber.	N/A	Clerk to Parliament.
	Consider and dispose constitutional and statutory reports. ¹	Number of reports processed and presented by the assigned committee. Number of reports considered.	At least two reports processed and presented in a year. At least 10 reports considered annually.	Citizens and MDAs.	Through the Hansard, and on request.	Plenary sittings; committee meetings; and field visits.	Allowances; transport; committee rooms; and the Chamber.	N/A	Clerk to Parliament.

¹ Human Rights Commission(HRC), Equal Opportunity Commission, Inspectorate of Government(IG)

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
	Approved the National Development Plan.	Time taken to approve the National Development Plan.	Approval of the NDP by 1st September of the financial year of expiry of the current plan	Citizens; MDAs; NPA; and MoFPED.	On request, online platforms such as the website, YouTube, and the <i>Hansard</i> .	Plenary sittings; committee meetings; field visits; stakeholder and consultation.	Allowances, transport, committee rooms, and the Chamber.	N/A	Clerk to Parliament.
	Approved Charter of Fiscal Responsibility	Time taken to approve the Charter of Fiscal Responsibility.	Approval of the Charter of Fiscal Responsibility three months after presentation by the Minister.	Citizens; MDAs; and MoFPED.	On request, online platforms such as the website, YouTube, and the <i>Hansard</i> .	Plenary sittings; committee meetings; field visits; stakeholder and consultation.	Allowances; transport; committee rooms; and the Chamber.	N/A	Clerk to Parliament.
	Approved Budget Framework paper (BFP)	Time taken to scrutinise and approve the BFP.	BFP approved by 1 st February.	Citizens MDAs,	On request, online platforms such as the website, YouTube, and the <i>Hansard</i> .	Plenary sittings; committee meetings; field visits; stakeholder and consultation.	Allowances; transport; committee rooms; Chamber; provision of briefs and analytical reports.	N/A	Clerk to Parliament.
	Scrutinise and advise on the Certificate of Compliance of the national budget to the NDP.	Time taken by the Committee to scrutinise and process a report on the certificate.	Certificate scrutinised and report presented to Parliament within 45 days.	Citizens, NPA, and MDAs,	On request, online platforms such as the website, YouTube, and the <i>Hansard</i> .	Plenary sittings, Committee meetings, Field visits, Stakeholder, and consultation,	Allowances; transport; committee rooms; Chamber; provision of briefs and analytical reports.	N/A	Clerk to Parliament.

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
	Scrutinise and advice on the Certificate of Gender and Equity Responsiveness	Time taken by the Committee to scrutinise and process a report on the certificate	Certificate scrutinised and report presented to Parliament within 45 days.	Citizens, MDAs, and EOC	On request, online platforms such as the website, YouTube, and the <i>Hansard</i> .	Plenary sittings; committee meetings; field visits; stakeholder, and consultation.	Allowances; transport; committee rooms; Chamber, provision of briefs and analytical reports.	N/A	Clerk to Parliament.
	Consideration of Ministerial Policy Statements (MPS)	Time taken to scrutinise MPS's	Sectoral committees must report to the House by 20 th April.	Committee on Budget; citizens; and MDAs.	On request, online platforms such as the website, YouTube, and the <i>Hansard</i> .	Plenary sittings, Committee meetings, Stakeholder consultations, and hearings.	Allowances; committee rooms; briefs; and analytical reports	N/A	Clerk to Parliament.
	National Budget proposals harmonised.	Time taken by the Committee on Budget to harmonise the budget.	Budget proposals harmonised within 10 days from the time of adoption of committee reports	Committee on Supply	YouTube, and the <i>Hansard</i> .	Committee meetings.	Allowances; and committee rooms	N/A	Clerk to Parliament.
	Budget proposals considered by the Committee of Supply.	Time taken to supply the budget	National budget supplied by 20 th May	Citizens, MDAs; and MoFPED	YouTube, and the <i>Hansard</i>	Plenary sittings	Chamber and allowances	N/A	Clerk to Parliament.
	Taxation Bills passed.	Time taken to scrutinise, debate and pass the Bills.	Taxation Bills passed within 45 days.	Citizens, and MDAs	On request, the <i>Hansard</i> , online platforms such as the website, and YouTube.	Plenary sittings, committee meetings, stakeholder consultations, public hearings.	Briefs, and analytical reports.	N/A	Clerk to Parliament.

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
	Appropriation Bill passed.	Time taken to pass the Bill.	Appropriation Bill passed by 31 st May	Citizens, and MDAs	On request, online platforms such as the website, YouTube, and the Hansard	Plenary sittings, committee meetings, field visits, provision of consultations and public hearings.	Allowances; transport; Chamber, briefs, and analytical reports	N/A	Clerk to Parliament.
	Loan and guarantees considered.	Proportion of loans and guarantees considered against those presented Time taken to scrutinise loans and guarantees by the committee.	100% of the loan and guarantees considered against those presented. Loans and guarantees scrutinised within 45 days.	Citizens, MDAs, and MoFPED	On request, online platforms such as the website, YouTube, and the Hansard	Plenary sittings; committee meetings; and field visits.	Briefs and analytical reports; consultations and public hearings.	N/A	Clerk to Parliament.
Objective 3: Enhance the effectiveness of representation	Quorum for MPs in plenary	Quorum	At least $\frac{1}{3}$ of Members participating in plenary sittings; At least $\frac{1}{2}$ of members participating in Committee meetings	Citizens	On request, online platforms such as the website.	Plenary sittings, Committee meetings, and whipping.	Allowances; transport; committee rooms; and the Chamber.	N/A	Clerk to Parliament.

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
	Participation by MPs in regional and international fora ² .	Number of regional and international bodies that Parliament subscribes to and has Member representation.	Representation in all regional and international Parliamentary bodies. Delegation reports laid within 14 days after return to station.	Parliament, MDAs	Nomination by Parliament.	Participation in meetings, conferences, and sittings.	Fight tickets, and allowances.	Membership and subscription fees	Clerk to Parliament.
	Regional Parliamentary sittings held.	Number of regional Parliamentary sittings held.	One regional Parliamentary sittings held annually.	Local Govts, constituents, schools, cultural and religious leaders, Citizens, MDAs	By invitation, You Tube, the Hansards.	Plenary sittings, committee meetings, outreach activities, and meetings.	Allowances, transport, equipment, and venue.	N/A	Clerk to parliament.
	Access to Parliament.	Number of national delegations visiting Parliament.	At least 80% of the requests honoured.	Schools, constituents,	On request.	Tour of parliament; meetings; and presentations.	Chamber; protocol; committee rooms; meals; and refreshments	N/A	Director CPA
	Outreach engagements carried out	Number of outreach engagements.	At least two in a quarter.	Constituents, local govts, citizens, schools, churches	By invitation, on request.	Meetings; Workshops; and seminars.	Allowances; transport; leaflets; background papers; consultants; and venues.	N/A	Clerk to Parliament.

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
Objective 4: Strengthen the institutional capacity for legislation, oversight and representation	Provision of the <i>Hansard</i> .	Time taken to produce the <i>Hansard</i> .	The <i>Hansard</i> produced within two working days after the sitting.	MPs; Staff; citizens; MDAs; civil society; media; research institutions.	Accessible on the website; on request from the Clerk to Parliament.	Transcribing, recording, editing, and publishing.	Office equipment, and systems, software, and human resources.	One currency point.	Editor of <i>Hansard</i> .
	Provision of audio-visual <i>Hansard</i> .	Availability of audio-visual <i>Hansard</i> .	Audio visual <i>Hansard</i> available live on YouTube	Media; MPs; Staff; citizens; MDAs; civil society; research institutions.	Accessible on YouTube.	Recording, live streaming	Software; human resource; license fee; and electronic equipment.	N/A	Editor of the <i>Hansard</i> .
	Conduct reviews, evaluations of the Strategic Plan and the LOR programme	Number of programme reviews. Time taken to conduct a mid-term review. Time taken to conduct the end-line evaluation.	One programme review per year conducted. Midterm review evaluations conducted within 6 months. End-line Evaluations conducted within six months from end of plan.	Parliament, MDAs, citizens Civil Society, NPA, Programme partners, development partners.	On request, and invitation.	Conduct workshops; interviews; literature reviews; and meetings.	Allowances; transport; conference fees; and accommodation.	N/A	Director, CPS Department.

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
	Prepare annual and quarterly reports on Parliament	Time taken to produce an annual report	Parliamentary Commission annual report laid in Parliament by 30 th September.	MPs, Staff of Parliament, citizens Civil Society, and development Partners.	On request.	Submissions from Departments and Offices; and data collection by M&E Division	Staff, and IT equipment.	N/A	Clerk to Parliament.
		Time taken to produce bi annual report	Bi annual performance reports produced within 30 days after expiry of reporting period.		On request.	Submissions from departments and Offices, and data collection by M&E division	Staff, and IT equipment.	N/A	Director CPS.
	Capacity building programmes conducted.	Existence of capacity building plan.	At least 50% of planned capacity building activities implemented.	Local Government Councils (Districts and cities), staff, and MPs.	On request.	Prepare concepts; exchange programmes; dialogue; develop systems; equipping and tooling; benchmarking; workshops; and seminars.	Allowances; consultancy fee; Transport; conference package; procurements.	N/A	Director, CPS.

Strategic objective	Output/ Service description	Key performance indicators	Standard (quality, quantity, time, coverage, accessibility, cost)	Target beneficiary	Access criteria to obtain service	Methodology	Inputs	User fees	Who's responsibility/ service
	Follow up mechanisms for Parliamentary resolutions and decisions	Number of actions taken reports adopted.	Bi- annual action-taken reports adopted.	Citizens, MDAs	Through the <i>Hansard</i> , on request	Plenary sittings; commissions; and tracking of the resolutions and recommendations; meetings.	Office equipment and systems software; and human resources.	N/A	Director, Clerks, and Director, OLGGB.
	Human resources developed, and managed	Number of staff deployed	MP to Staff ratio of 1:2 achieved	MPs, citizens	Through deployment, on request	Recruitment, training, supervision, promotions	Salaries, office space, training, and supervision.	N/A	Clerk to Parliament.
	Parliamentary services automated	Proportion of Parliamentary business automated	At least 50% of the Parliamentary business automated	MPs, Staff, Media, Citizens, Constituents	Registration	Procurements, benchmarking, workshop, meetings	Equipment, licenses, and software.	N/A	Director, ICT.
	Evidence use in Parliament	Number of requests for evidence	All requests for evidence honoured	MPs, citizens	On request, the <i>Hansard</i>	Provision of research and analytical reports briefs, concepts, papers and fact sheets	Staff, allowances, transport, software	N/A	Deputy Clerk, Parliamentary Affairs.
	Parliament administered and governed	Number of Parliamentary Commission meetings conducted.	At least six Commission meetings conducted annually	MPs, Staff, citizens	On request,	Meetings	Papers; allowances; and board rooms.	N/A	Clerk to Parliament.
	Parliament infrastructure and equipment developed and retrofitted	Number of projects approved and implemented in the planning cycle.	At least one project approved & implemented in the planning cycle	MPs, Staff of Parliament, Citizens	On request	Planning; procurement; evaluation; meetings.	Staff; finances; consultants; and contractors.	N/A	Clerk to Parliament.

APPENDIX 5:

MONITORING AND EVALUATION FRAMEWORK FOR THE STRATEGIC PLAN FOR PARLIAMENT OF
UGANDA 2025/26 – 2029/30

VOTE CODE: 104

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Programme Objective 1: To increase effectiveness and efficiency in the legislative process											
SPP Objective 1: To increase effectiveness and efficiency in legislative processes											
1.1 Enhanced scrutiny and quality of Legislation	Proportion of laws enacted against Bills presented.	62.5	65	70	75	80	85		Hansard/ Uganda Gazette	Clerks	DLPS, DRS, DOOR
	Proportion of legislation challenged in court within six months	10	5	3	2	1	1		Parliamentary Commission annual reports	Litigation	DLPS
	Proportion of Bills withdrawn against those presented	12.5	10	8	6	4	2		Hansard	Clerks	DLPS, DOOR
Strategic Intervention 1: Develop and upgrade legislative tracking systems											
1.1.1 Legislative tracking system upgraded	Number of modules introduced in the Legislative Tracking System	1	2	2	2	2	1		Annual reports of Parliament	Clerks/ICT	DLPS, OLB, DRS, PBO

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments
Program Name: Legislature, Oversight and Representation										
Programme Goal: Efficient legislation, Representation and Accountability										
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance										
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)			
Design and develop new modules for the system (petitions, audit recommendation, committee hearings, resolutions, submitted action-taken reports, questions, loans and motions)		0.24	0.25	0.25	0.25	0.25	0.13	Annual reports of Parliament	Clerks/ICT	DLPS, OLGB, DRS, PBO
Train MPs and staff as end users of the system		0.5	0.5	0.5	0.5	0.5	0.025	Annual reports of Parliament		
Strategic Intervention 2: Ratify international treaties										
1.1.2 International treaties Domesticated	Proportion of treaties ratified against those presented in Parliament	80	85	90	92	95	100	Hansard/ Uganda Gazette	Clerks	Clerks, DOOR, DLPS and DLPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Vote Activities		Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments		
Process international treaties presented to Parliament (hold plenary sittings, committee meetings and undertake study visits)		0.5	0.6	0.7	0.8	1.9	Hansard/ Uganda Gazette	Clerks	Clerks, DOOR, DLPS and DLPS		
Strategic Intervention 3: Fast track legislative business at plenary and committee level											
1.1.3 Legislations enacted	Number of plenary sittings held	35	38	42	42	38	PC annual reports	Clerks	DOOR, DLPS		
	Number of committee meetings held	429	459	489	540	560	PC annual reports	Clerks	DLPS, DRS, PBO, Litigation		
	Number of study visits undertaken	25	44	44	44	44	PC annual reports	Clerks	DLPS, DRS, PBO, Litigation		
	Number of private members' Bills drafted	5	8	9	11	10	PC annual reports	DPLS	Clerks, DRS		

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
1.1.4 Bills enacted within 45 days	Proportion of Bills passed within 45 days against those presented	62	85	88	90	92	95	Bill tracking system	Clerks	DRS and DLPS	
	Proportion of Committee reports on Bills adopted	60	70	80	85	70	65	SONA Reports	Clerks	CPS, and DOOR	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments	
Hold plenary sittings to enact legislation			171.59	195.42	219.25	238.78	269.02	Hansard	Clerks	DLPS, DOOR	
Hold committee sittings			4.18	4.43	4.11	4.1	3.92	Hansard	Clerks	DLPS, DOOR	
Produce committee reports on Bills			0.61	0.7	0.74	0.61	0.57	Hansard	Clerks	DLPS, DOOR	
1.1.5 Collaboration between legislative actors enhanced	Proportion of recommendations adopted from the collaborative engagements	12	16	35	40	45	50	PC annual reports	DLPS	CPS	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Hold meeting with actors on relevant legislative matters			0.4	0.4	0.4	0.4	0.4	PC Annual reports		Clerks	DLPS, DOOR
1.1.6 Legislative reviews and updates conducted	Number of pre and post legislative study reports produced	2	3	4	5	5		PC annual reports		DLPS	DRS and PBO
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Conduct pre and post legislative studies			0.30	0.35	0.40	0.46	0.52			Clerks	DLPS, DOOR, PBO and DRS.
Strategic Intervention 4: Strengthen citizen participation in legislative processes											
1.1.7 Citizen participation in the legislative process strengthened	Number of CSO engaged in legislative processes annually	10	15	20	35	40	50	Dept Reports		CPS	DLPS and Clerks

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
	Parliament - Citizen consultation and engagement framework developed and reviewed	0	1	0	0	1	0	0	Dept. Reports	CPS	Clerks
	Proportion of the citizenry engaging Parliament using the digital platform	70	75	80	85	90	95	95	Dept. Reports	CPA	ICT, CPS
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Develop a citizen consultation and engagement framework on legislative processes			10.25	0	0	0.25	0	0		CPS	DLPS, Clerks
Conduct committee meetings to consider and incorporate citizens views on the proposed legislation			1.05	0.98	1.23	1.4	1.05	1.05		Clerks	CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Operationalise the Parliament-CSO cooperation engagement framework for Civil Society Organisations to participate in Parliamentary processes			0.2	0.27	0.47	0.53		0.67		CPS	Clerks
Develop information, education and communication and promotional materials			0.45	0.48	0.48	0.42		0.38		CPA	ICT, CPS
Roll out Parliamentary digital platforms for public participation (Parliament App, Web TV, social media platforms)			0.06	0.08	0.14	0.16		0.2		CPA	ICT, CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Programme Objective 2: To strengthen oversight and budget alignment to the NDP											
SPP objective 2: o strengthen oversight and budget alignment to the NDP											
2.1 Improved budget credibility	Proportion of entities whose budgets are compliant to gender and equity requirements	67	70	72	75	77	80	Annual G&E Certificate	PBO		Clerks
	Proportion of entities whose annual budgets are aligned to the NDPIV	71	75	78	80	82	85	Certificate of Compliance with NDP	PBO		Clerks, DRS, DLPS
	No. of oversight budget implementation reports prepared	1	1	1	1	1	1		PBO		Clerks, DRS, DLPS
	No. of budget analysis reports presented on the floor of Parliament.	1	1	1	1	1	1		PBO		Clerks, DRS, DLPS
2.2 Improved compliance with accountability rules and regulations	Proportion of MDAs with unqualified audit opinion	90	91	92	93	94	95	Annual OAG Report	Research Services		Clerks

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Strategic Intervention 1: Strengthen the capacity of Parliament and local councils to scrutinise and approve budgets.											
2.1.1 Capacity of Parliament in budgeting process strengthened	Number of capacity building programmes for Parliament in Budgeting process conducted.	4	6	8	6	5	3	Dept. Reports	PBO	CPS and HR	
	Proportion of budget allocations aligned to the NDP.	100	100	100	100	100	100	Parliament Annual Report	PBO	Clerks and DRS	
	Percentage of budgets passed within statutory timelines.	100	100	100	100	100	100	Parliament Annual Report	PBO	Clerks and DRS	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments	
Conduct training needs assessment for MPs and staff in budget scrutiny and analysis.			0.15	0.20	0.18	0.16	0.16	Parliament Annual Report	PBO	CPS and HR	
Train Members of Parliament in budget scrutiny.			2.9	3.86	2.9	2.41	1.45	Parliament Annual Report	CPS	PBO and HR	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Train staff of Parliament in budget analysis.			2.18	2.19	2.2	2.2		2.2	Parliament Annual Report	CPS	PBO and HR
Sensitise Members of Parliament on Gender and Equity budgeting and planning and compliance assessment checklist			0.17	0.17	0.18	0.18		0.18	Parliament Annual Report	CPS	HR
Sensitise Members of Parliament on NDP V			1.5	1.6	1.2	0.8		1.5	Parliament Annual Report	CPS	PBO
Sensitise Members of Parliament on the charter of fiscal responsibility			0.7	0.6	0.6	0.7		0.9	Parliament Annual Report	PBO	CPS, Clerks, DRS
Conduct Parliamentary Committee field visits			28.68	21.72	22.475	23.187		21.606	Parliament Annual Report	Clerks	CPS
Facilitate International exchanges on best practices			20.21	22.3	21.96	19.76		19.76	Parliament Annual Report	Finance	Clerks

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Conduct bi-annual workshops and seminars on the National budget			0.6	0.65	0.67	0.66	0.66	Parliament Annual Report	PBO		CPS and Clerks
Develop and implement analytical frameworks for performance of the economy			0	0	0	0	0	Budget Neutral	PBO		Clerks
Strategic intervention 2: Strengthen mechanisms for Parliamentary and local council oversight function											
2.1.2 Parliamentary oversight function strengthened	Number of plenary sittings held.	50	55	61	61	61	55	Dept. Reports	Clerks		DOOR
	Number of committee meetings conducted.	643	673	703	730	740	750	Dept. Reports	Clerks		PBO, DRS
	Proportion of the Committee oversight field visit reports adopted.	85	80	88	90	92	95	Dept. Reports	Clerks		DLPs, Finance, DRS and DOOR
	Opposition response to Address on the State of the Nation.	1	1	1	1	1	1	Dept. Reports	LOP		

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
	Number of constitutional and statutory reports considered and disposed of	5	10	10	10	10	10	10	Dept Reports	Clerks	DRS, PBO
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Hold committee meetings and Plenary sittings			71.49	76.26	81.03	85.03	97.26	Hansard		Clerks	DLPs, Finance, DRS and DOOR
Conduct oversight field visits			14.98	15.88	16.83	17.84	17.84	Parliament Annual Report		Clerks	DLPs, Finance, DRS and DOOR
Prepare action-taken report as provided for in the Rules of Procedure of Parliament			0.01	0.01	0.01	0.01	0.01			Clerks	DLPs, Finance, DRS and DOOR
Consider petitions submitted to Parliament			0.58	0.68	0.85	0.75	0.54	Hansard		Clerks	DLPs, Finance, DRS and DOOR

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Scrutinise the Certificate of Compliance of the national budget to the NDP and debate and adopt committee reports			4.667	4.838	4.838	4.708		4.3	Hansard	Clerks	DLPS, Finance, DRS and DOOR
2.1.3 Improved consideration of audit reports by accountability Committees	Proportion of audited entities in OAG report considered by the accountability Committees within six months	60	65	70	80	85		95	Dept Reports	Clerks	DOOR and OLGB, DRS, PBO
	Proportion of value for money audit reports considered against those submitted	40	50	58	60	65		70	Hansard/ Uganda Gazette	Clerks	DOOR, CPS, OLGB DRS, PBO
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Provide technical support to accountability committees during discussion of audit reports.			0.6	0.66	0.78	0.7	0.66			Clerks	PBO, DRS, CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Hold sensitisation engagements on the findings and results in the annual report of the Auditor-General.			0.4	0.64	0.96	1.2	0.96			Clerks	PBO, DRS, CPS
Hold sensitisation engagements on the findings and results in the annual report of the Auditor-General.			0.4	0.64	0.96	1.2	0.96			Clerks	CPS, PBO, and CPA.
Strategic Intervention 3: Develop a system to monitor budget implementation and compliance.											
2..1.4 Budget implementation and compliance monitoring system developed.	Budget implementation and compliance monitoring system in place.	0	1	0	0	0	1		Dept. Reports	PBO	ICT and CPS
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Design and develop a budget implementation and compliance monitoring system.			0.12	0	0	0.12	0			PBO	ICT and CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Train the users of the budget implementation and compliance monitoring system			0	0	0	0	0	0		PBO	ICT and CPS
Strategic Intervention 4: Strengthen follow-up mechanisms for budgetary actions											
2.1.5 Follow up mechanisms for budgetary actions strengthened	Proportion of budget related recommendations acted upon by the Executive	N/A	50	55	60	65	70	70	Dept Reports	PBO	OAG and CPS
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Prepare report on the harmonised recommendations of Parliament on the Ministerial Policy Statements			0.002	0.002	0.002	0.002	0.002	0.002		PBO	Clerks
Track and document actions on budget related recommendations			0.05	0.05	0.05	0.05	0.05	0.05		Clerks	PBO

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Strategic Intervention 5: Institute measures for collaborative budget decision making and monitoring among stakeholders											
2.1.6 Collaborative budget decision making and monitoring strengthened	Number of alternative policy statements presented	20	25	25	25	25	25	25	Dept. Reports	LOP	
	Opposition response to the budget speech	1	1	1	1	1	1	1	Dept. Reports	LOP	
	No. of technical engagements held for every budget cycle.	0	1	2	3	4	5	5	Dept. Reports	PBO	Clerks, CPS, DRS
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Prepare alternative policy statements.			0.114	0.118	0.110	0.185	0.188			LOP	
Prepare Opposition response to the budget speech.			0.024	0.026	0.028	0.022	0.024			LOP	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Hold public engagements for every budget cycle.			0.599	0.599	0.6	0.61	0.599			PBO	
2.1.7 Citizen consultation and engagement framework on budget processes developed and reviewed	Citizen consultation and engagement framework on budget process in place	0	1	1	1	1	1		Dept. Reports	CPS	CPS, PBO, and Office of the Clerk
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Develop Citizen consultation and engagement framework on budget process			0	0.22	0	0.150	0			PBO	CPS
Conduct citizen consultative meetings.			0.4	0.4	0.4	0.4	0.4			PBO	CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Programme Objective 3: To enhance effectiveness of representation at all levels											
SPP Objective 3: To enhance effectiveness of representation.											
3.1 Improved participation of MPs in Parliamentary sittings.	Average attendance of sittings by MPs	60%	65%	70%	75%	80%	85%	Parliamentary Commission annual Reports	Clerk	ICT	
3.2 Strengthened regional and international representation and collaboration.	Number of legislative reports from regional and international delegations tabled.	12	14	14	14	14	14	Parliamentary Commission annual reports	Office of the Clerk	Clerk	
Strategic Intervention 1: Strengthen the whipping mechanisms for both plenary and committees											
3.1.1 Improved attendance of Members of Parliament in plenary and committees.	Average attendance of plenary sittings by MPs.	60%	65%	70%	75%	80%	85%	Dept. Reports	Clerks	Office of the Clerk, OLGB and OLOP	
	Average attendance rate of Committee meetings by MPs.	65%	70%	80%	85%	88%	90%	Dept. Reports	Clerks	OLGB and CPS	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Hold plenary sittings.			292.112	327.629	361.793	392.889	452.806			Clerks	Speaker/ Deputy Speaker, Office of the Clerk, OLGB and OLOP
Hold committee sittings.			7.07	7.13	8.81	8.63	8.9			Clerks	Office of the Clerk, OLGB and OLOP
Track attendance of MPs in plenary and Committees			1.79	2.47	2.58	2.25	2.15			Clerks	ICT
3.1.2 Attendance of Members of Parliament in local council meetings.	Average attendance of local government Council meetings by MPs.	15%	25%	30%	40%	45%	50%		MoLG Statistical Abstract	CPS	DCPA
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Track average attendance of local government Council meetings by MPs.			0.024	0.026	0.028	0.022	0.024			CPS	DCPA

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Strategic Intervention 2: Strengthen engagements between Parliament, local councils and the citizens											
3.1.3 Improved engagements between Parliament, local councils and the citizens	Number of outreach engagements carried out.	60	80	120	140	145	150		Dept. Reports	CPA	Office of the Speaker/ D/Speaker/ LOP, and CPS.
	Number of regional Parliamentary sittings held.	0	4	4	4	4	4		Dept. Reports	Clerks	All Depts
	Number of national delegations visiting Parliament.	65	70	72	72	70	65		Dept. Reports	CPA	Office of the Clerk.
Vote Activities	Public engagement framework developed.	0	1	0	0	0	1		Dept. Reports	CPA	CPS, DRS, Office of the Clerk.
			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Hold public outreach programmes.			4.52	6.78	7.91	8.2	8.48			CPA	Office of the Speaker/ Deputy Speaker/ LOP and CPS.

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Hold regional Parliamentary sittings.			4	4.24	4.24	4.24	4.24	4.24		Clerks	All Depts.
Host visiting delegations in Parliament.			3.65	3.98	3.98	3.87	3.6	3.6		CPA	Office of the Clerk
Develop a framework for regular engagement between Parliament, Local Councils, and the citizens.			0.25	0	0.25	0	0	0		CPA	CPS, DRS, Office of the Clerk
Strategic Intervention 3: Participate in regional and international fora											
3.1.4 Improved participation in regional and international fora	Number of regional and international engagement reports tabled.	12	14	14	14	14	14	14	Dept. Reports	Office of the Clerk.	CPA and Office of the Speaker.
	Number of national, regional and international bodies that Parliament subscribes to.	12	16	16	16	16	16	16	Dept. Reports	Office of the Clerk.	Finance, Office of the Speaker, and CPA.

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
	Membership and subscription fees to regional and international bodies paid.	12	14	14	14	14	14	14	Dept Reports	Office of the Clerk	Finance, and CPA
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Foster bilateral and multilateral engagements			23.21	24.61	24.61	24.61	24.61	24.61		Office of the Clerk	Finance and CPA
Attend regional and international membership meetings.			14.61	14.61	14.61	14.61	14.61	14.61		Office of the Clerk	Finance, and CPA.
Pay membership and subscription fees to regional and international bodies.			3.49	3.49	3.7	3.7	3.7	3.7		Office of the Clerk.	Finance, CPA
Programme Objective 4: To strengthen institutional capacity for Legislation, oversight and representation											
SPP Objective 4: To strengthen institutional capacity of Parliament to undertake Legislation, oversight and representation											
4.1: Enhanced infrastructure for legislative, oversight, and representative functions.	Proportion of Committee business disposed as referred by plenary.	75	78	80	82	85	90	90	Parliament Annual Report	Clerks	Office of the Clerk, Speaker and D/ Speaker

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
	Proportion of Parliament Commission recommendation targets adopted	47	65	70	75	80	85	Parliament Annual Report	CPS	Office of the Clerk	
Strategic Intervention 1: Develop Physical infrastructure for programme operations											
4.1.1 Completion of the new Chambers for Parliament	Level of completion of the new Chambers for Parliament	44%	60%	70%	80%	90%	100%	Project Report	SAA	Finance, Office of the Clerk, Finance	
	Proportion of the new chamber equipped with furniture	0	0	0	0	5%	20%	Department Reports	SAA	Office of the Clerk, Finance	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments	
Expedite construction and payment of verified and certified works on the new Chamber (Project)			45.37	32.2	48.02	32.2	42.2		SAA,	Office of the Clerk and Finance	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Procure furniture and fittings for the Chamber, Committee and offices for the new Chambers Office building.			11.5	6.5	10.5	8.5	12.57			SAA,	Office of the Clerk and Finance
4.1.2 Construction of office building for Parliament.	Level of completion of the new office building for Parliament	0	1%	5%	20%	30%	50%		Project report.	SAA	Finance
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Conduct feasibility studies.			2	1	0.5	0	0			SAA,	Office of the Clerk and Finance
Design building plans.			10	20.2	17.22	15.2	8.2			SAA,	Office of the Clerk, and Finance
Engage consultancy services.			4.2	2.2	2.1	2.5	3.2			SAA,	Office of the Clerk and Finance

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Facilitate Contracts Management Committee (CMC) meetings			0.108	0.108	0.108	0.108		0.108		SAA,	Office of the Clerk and Finance
Undertake civil works for the construction of the office block.			0	0	72.2	85		97.2			Office of the Clerk and Finance
4.1.3 Offices equipped and furnished.	Proportion of offices furnished with necessary equipment	15%	35%	50%	60%	65%		70%	Parliamentary Commission quarterly reports.	SAA	Finance
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Purchase of furniture			3.5	2.5	1.5	1.5		3.5		SAA	
Purchase of electrical equipment.			3.8	2.8	2.8	2.0		2.0		SAA	
4.1.4 Parliament Museum established.	% completion of museum collection.	10	15	20	30	40		50	Dept. Reports	Library	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Collect the required artefacts for the Museum			0.108	0.108	0.108	0.108	0.108			Library	ICT
Design and furnish the museum			0.11	0.12	0.11	0.13	0.14			Library	ICT
Strategic Intervention 2: Develop and upgrade digital infrastructure for Parliament operations.											
4.1.5 Enhanced ICT infrastructure	ICT policy in place	0		1						ICT	
	Proportion of Parliamentary documents accessed on KOHA system	75	80	85	90	95	100	Dept Reports		Library	ICT
	Proportion of Parliamentary Committees furnished with recording and broadcasting equipment	15	15	25	35	45	60	Dept Reports		DOOR	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Update the ICT policy			0	0.24	0	0	0	0		ICT	
Develop and implement a 10 year ICT Investment Master Plan.			0	1.8	0.6	0.1	0	0		ICT	
Prepare and upload documents on KOHA System			0.11	0.125	0.114	0.116	0.141			Library	ICT
Procure recording and broadcasting equipment for Committees			0	10.2	5.4	2.9	3			DOOR	Finance
4.1.7 Reliable data centres and network infrastructure and security systems developed	Average uptime of network infrastructure	90%	92%	94%	95%	97%	99%		Dept. Reports	ICT	
	Fault tolerance and redundancy levels	0	1	1	1	1	1	1	Parliamentary Commission annual reports	ICT	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Digital Performance management systems updated and integrated and developed	Number of automated Performance Management systems developed	0	0	2	2	1	0	Dept. Reports	CPS	ICT, PBO, DRS	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments	
Implement e-Parliament Project		1	0	3.11	19.05	39.38	14.872		ICT		
Develop and maintain security systems and equipment.			5.32	1.5	1.5	6.9	1.5		ICT		
M&E system developed, integrated and automated.			0	0.4	0.15	0	0.08		CPS	ICT	
Research services systems updated and integrated.			0.08	0.12	0	0	0.11		DRS	ICT	
Stakeholder engagement systems developed, integrated and developed.		0	0.02	0.32	0.13	0	0.128		CPS	ICT	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Develop and implement macro-economic modules.		0	0.16	1.55	0.42	0.12	0.16			PBO	ICT
Digitalisation of Committee attendance.			0.22	1.5	0.25	0	0.15			ICT	Clerks
Integration of ICT systems.			2.0	1.1	1.1	1.1	1.1			ICT	
Training of the users on ICT systems.			0.5	0.4	0.3	0.3	0.6			ICT	CPS, HR
Strategic Intervention 3: Strengthen the capacity of Members of Parliament to undertake their mandate											
4.1.8 Members of Parliament inducted.	Number of MPs inducted.	529	0	600	0	0	0	0	Dept. Reports	CPS	Clerks, Finance, Office of the Clerk
	No. of Committees inducted.	0	0	5	15	10	0	0	Dept. Reports	CPS	Clerks, Office of the Clerk
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Induction and orientation of MPs		6.29	6.86	5.14	4.57	4	6.29			CPS	Office of the Clerk

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Training needs assessment for MPs conducted.			0.5	0.4	0.3	0.3		0.6		CPS	Clerks, Office of the Clerk
Undertake knowledge sharing and best practices.		0.04	0.04	0.04	0.04	0.04		0.04		Office of the Clerk	
4.1.9 Training of MPs conducted	Number of training programmes for MPs conducted.	10	30	32	32	25		10	Dept. Reports	CPS	Clerks
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Conduct trainings for Members of Parliament.			1.65	0.75	0.39	0.39	0.39			CPS	Clerks
Develop standardised training modules for building capacity of MPS, staff and local councils.			0.22	0.25	0.11	0.11		0.11		CPS	Clerks and HR
4.1.10 Training of staff of Parliament conducted.	Training needs assessment for staff conducted.	1	1	1	1	1		1	Dept.. Reports	HR	All Depts.

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
	Number of individual trainings for Parliamentary staff conducted.	320	220	240	180	160		140	Dept. Reports	HR	All Depts.
	Number of group trainings for Parliamentary staff conducted	3	4	4	4	4		4	Dept. Reports	CPS	HR and all Depts
	Number of staff that have undertaken training in Legislative drafting.	4	1	1	1	1		1	Dept. Reports	DLPS	CPS
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)		Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments
Train staff of Parliament			6.29	6.86	5.14	4.57		4		CPS and HR	All Depts.
Undertake knowledge sharing and best practices.			0.04	0.04	0.04	0.04		0.04		Office of the Clerk	CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
4.1.11 Staff of Parliament recruited to replace those retiring	No. of staff recruited		12	16	14	10		10	Dept. Reports	HR	All Depts.
4.1.12 SDG desk for Parliament operationalised				1	0	0		0	Dept. Reports	CPS	All Depts.
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Carry out recruitment process .			0.015	0.015	0.015	0.015	0.015	0.015		HR	
Develop and operationalise guidelines or Parliament committees to track SDGs.			0.11	0.11	0	0		0.12		CPS	
Conduct bi-annual Parliamentary seminars on SDGs			0.6	0.62	0.63	0.63		0.62		CPS	
Participate in international exchanges on SDGs.			1.5	1.7	1.55	1.52		1.62		Office of the Clerk	CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Evaluate Parliament's contribution on implementation of SDGs.			0.15	0.14	0.15	0.14	0.14			CPS	Office of the Clerk
4.1.13 Institutional development of Parliament	Number of Members equipped with ICT equipment.	0	600	50	0	0	0	0	Dept. Reports	ICT	Finance
	Number of Parliament offices fully equipped.	20	80	200	300	150	150	150	Dept. Reports	DSAA	Finance
	Number of vehicles procured.	0	33	16	10	5	12	12	Dept. Reports	ATL	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
	Procure and equip MPs with iPads.		4.21	0.55	0	0.5	8			ICT	Finance
Procure and equip staff with office equipment.			0.9	1.5	3.8	2.5	1.2			Finance	All Depts.

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Procure and equip offices with computers			0.32	0.8	1.2	0.6	0.6	0.6		ICT	Finance
Purchase of vehicles.			18.15	8.8	5.5	2.75	6.6	6.6		ATL	Finance
Equip the Parliamentary Museum.			0.150	0.122	0.133	0.166	0.151	0.151		Library	Finance
4.1.14 Parliamentary Commission strategic plan for FY2030/31-2034/35 developed.	Approved Parliamentary Commission strategic plan for FY2030/31-2034/35.	0	0	0	0	0	1	1	Dept Reports	CPS	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Develop Parliamentary Commission strategic plan for FY2030/31-2034/35.							0.3	0.3		CPS	
Annual departmental and committee retreats.			4.2	4.11	4.11	4.11	4.2	4.2		Finance	All Depts.

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Strategic Intervention 4: Strengthen the production and utilisation of evidence for Parliamentary business											
4.1.15 Evidence based decision making strengthened.	Data production and development Systems automated and maintained.	0	0	1	2	3	5	Dept. Reports	ICT	CPS, Clerks and Research Services	
	Number of studies undertaken by Parliament.	12	15	15	15	15	15	Dept. Reports	Research Services	PBO, Clerks and Finance	
	Number of partner institutions engaged.	3	4	5	6	7	8	Dept. Reports	CPS	Research Services and Clerk	
	Proportion of legal advisories adopted by Parliament.	40	60	65	70	75	80	Parliamentary Commission annual reports	DLCS	HR	
	Number of institutional reviews.	0	3	3	3	3	3				
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments	
Undertake field studies			0.45	0.45	0.45	0.45	0.45		DRS		

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Disseminate study reports produced to committees and MPs .			0.94	0.94	0.94	0.94		0.94		DRS	
Provide access to up-to-date data and analytical tools.			0.12	0.12	0	0		0		DRS	
Initiate partnerships and collaborations with academic, research institutions and think tanks			0.02	0.02	0.02	0.02		0.02		CPS	
Conduct institutional reviews (structural and policies)			0.55	0.45	0.25	0.25		0.55		CPS	All Departments
Preparation and dissemination of policy briefs			0.16	0.15	0.16	0.16		0.15		CPS	CPA, DRS, PBO
Conduct two comprehensive policy studies per year			0.171	0.169	0.170	0.172		0.176		DRS	CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Develop and implement a data collection, analysis and management system for the Department of Research Services			0.05	0.35	0.11	0.11		0.11		DRS	
Develop and implement a Communication Policy for the Parliament of Uganda.			0.06	0.062	0	0		0.07		CPA	
Develop and implement a Comprehensive Communication Action Plan for Parliament.			0.03	0.032	0.033	0.032		0.031		CPA	
Strategic Intervention 5: Strengthen the M&E unit of Parliament and Programme Secretariat											
4.1.16 Enhance M&E reporting system	Monitoring and Evaluation System automated	0	0	1	0	0		0	Dept Reports	ICT	CPS

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Develop Parliament Statistical Plan			0.09	0	0	0		0.09		CPS	
Prepare a Legacy report.			0.3	0	0	0		0.4		CPS	
Develop and implement guidelines for cascading the strategic plan by departments and committees of Parliament.			0.11	0.02	0.02	0.02		0.02		CPS	
Conduct evaluation of services offered to Parliament of Uganda under framework contracts.			0.2	0.2	0.2	0.21		0.21		CPS	
Develop and implement a Comprehensive M&E Policy for the Parliament of Uganda.			0.05	0.15	0.02	0		0.05		CPS	
Conduct bi- annual seminars for institutional Policies.			0.6	0.61	0.62	0.61		0.62		CPS	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Compiling and disseminating the contribution of international engagements to improving administration and business of Parliament.			0.02	0.02	0.02	0.02	0.02	0.02		Clerks	CPS/
Conduct a review of the Rules of Procedure of the Parliament of Uganda.			0.05	0.051	0.051	0.051	0.052	0.053		Clerks	Office of the Clerk
Profile all constituencies for Members of the 12th Parliament.			0.6	0.61	0.62	0.61	0.62	0.62		DRS	Office of the Clerk and CPS
Conduct five Monitoring and Evaluation studies per year.			0.2	0.21	0.21	0.22	0.22	0.22		DRS	CPS
4.1.17 Midterm and end-term Evaluation reports produced.	Number of evaluation reports produced.		4	4	4	4	4	4	Dept. Reports	CPS	Research Services
	Number of programme performance reports produced.	4	4	4	4	4	4	4	Dept. Reports	CPS	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
4.1.18 Risk assessment and management institutionalised.	Number of potential risks assessed.	0	0	1	0	0	0	0	Dept. Reports	CPS	All Depts.
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)		Off budget	Lead Department	Other Departments
Produce programme performance reports.		0.23	0.235	0.238	0.239	0.238	0.238			CPS	
Conduct midterm Strategic Plan Review workshops.		0	0	0.9	0	0	0				
Conduct end-term evaluation of the Strategic Plan.		0	0	0	0	0	0.3			CPS	
Develop and implement institutional policies review and development guidelines.		0.11	0.12	0.13	0.12	0.11	0.11			CPS	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Develop and implement a risk management policy for the Parliament of Uganda.			0.02	0.01	0	0	0	0.03		CPS	
Operationalise a Risk Management Desk.			0.018	0.018	0.018	0.018	0.018	0.018		CPS	
Develop and implement a Risk Management Action Plan			0.01	0.01	0.01	0.01	0.01	0.01		CPS	
4.1.19 LOR Programme review report produced.	Number of PC performance reports produced.	4	4	4	4	4	4	4	Dept. Reports	CPS	
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget	Lead Department	Other Departments
Produce Quarterly LOR programme performance reports.			0.020	0.021	0.022	0.022	0.022	0.023		CPS	
Conduct annual programme review workshops.			0.6	0.61	0.61	0.62	0.65	0.65		CPS	

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Conduct midterm Programme Review workshops.			0	0	0.6	0	0	0		CPS	
Conduct End term evaluation of the Programme.			0	0	0	0	0.6	0.6		CPS	
Conduct mid-term review of the LOR programme.			0	0	0.8	0	0	0		CPS	
4.1.20 Parliament administered and governed.	Number of Parliamentary commission meetings held	6	6	6	6	6	6	6	PC annual reports	Commission secretariat and Office of the Speaker	CPS
Vote Activities			Budget FY 2025/26 (Bn. UGX)	Budget FY 2026/27 (Bn. UGX)	Budget FY 2027/28 (Bn. UGX)	Budget FY 2028/29 (Bn. UGX)	Budget FY 2029/30 (Bn. UGX)	Off budget		Lead Department	Other Departments
Coordinate Parliamentary Commission meetings.			4.929	4.737	4.827	4.726	4.863				

Result	Indicator	Baseline FY 2023/24	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target 2029/30	FY	Data Source	Lead Dept.	Other Depts
Program Name: Legislature, Oversight and Representation											
Programme Goal: Efficient legislation, Representation and Accountability											
Vote Goal: To achieve strong legislation, representation and accountability for development and good governance											
Settle all Statutory Obligations and administrative operational overheads (wage, gratuity, ex-gratia, NSSF/ pension contribution, pension, utilities, rent / staff allowances			292.09	298.22	308.58	318.76	339.72			Finance	



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THE CLERK TO PARLIAMENT**

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DESIGNED AND PRINTED BY:

Parliamentary Printing and Publishing Division,
Department of Official Report,

Parliament of Uganda