



NDPIII DEVELOPMENT PLAN IMPLEMENTATION  
PROGRAMME IMPLEMENTATION ACTION PLAN



Programme: Mineral Development

November 2020

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## List of Acronyms

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## Detailed Action Plan FY2020/21-2024/25

### Programme: DEVELOPMENT PLAN IMPLEMENTATION PROGRAMME

**Programme Lead Ministry:** Ministry of Energy and Minerals Development

**Program Technical Lead:** The Permanent Secretary, Ministry of Trade Industry and Cooperatives

#### **Lead Implementing Institutions**

- i) Ministry of Energy and Minerals Development, Chair
- ii) Ministry of Trade, Industry and Cooperatives
- iii) Ministry of Local Government
- iv) Ministry of Gender, Labour and Social Development
- v) Ministry of Works and Transport
- vi) National Environmental Management Authority
- vii) Ministry of Science Technology and Innovation
- viii) Ministry of Water and Environment
- ix) Ministry of Education and Sports
- x) Uganda Investment Authority
- xi) Uganda Development Corporation

#### **Other Institutions**

- i) Ministry of Finance Planning and Economic Development
- ii) Ministry of Public Service
- iii) Ministry of Justice and Constitutional Affairs
- iv) Ministry of ICT and National Guidance
- v) Ministry of Foreign Affairs
- vi) Uganda Revenue Authority
- vii) Uganda National Bureau of Standards
- viii) Uganda Development Bank
- ix) Uganda Police Force
- x) Parliament of Uganda
- xi) Cabinet Secretariat
- xii) Uganda Chamber of Mines and Petroleum
- xiii) Uganda Manufacturers Association
- xiv) Uganda Small Scale Industries Association
- xv) Uganda Export Promotions Board
- xvi) Development Partners

## 1. Introduction

The goal of the Third National Development Plan (NDPIII) 2020/21 - 2024/25 is to Increase Household Incomes and Improved Quality of Life of Ugandans and this will be achieved through implementation of the 18 NDPIII programmes. The NDP III has 5 Strategic Objectives:

- (i) Enhance value addition in key growth opportunities;
- (ii) Strengthen the private sector capacity to drive growth and create jobs;
- (iii) Consolidate and increase the stock and quality of productive infrastructure;
- (iv) Enhance the productivity and social wellbeing of the population; and
- (v) Strengthen the role of the state in guiding and facilitating development

These objectives guide the selection of the 18 programmes under NDP III. The Mineral Development Programme falls under the second objective, “Enhance Value Addition in Key Growth Opportunities”.

This Programmes Implementation Action Plan (PIAP) outlines the key outputs together with their actions that will be delivered by participating institutions in response NDP III outcomes under the Programme of Mineral Development over the period 2020/21 to 2024/25. The PIAP consists of the follow 5 key sections;

- (i) Background
- (ii) Programme Summary
- (iii) Programme Action Plan
- (iv) Programme Financing Framework
- (v) Programme Governance Framework
- (vi) Programme Monitoring Framework

## 2. Programme Summary

The Programme was selected to address Uganda’s challenge **of limited minerals exploitation and value addition** due to: (i) rudimentary mining methods and informality in the mining sector; (ii) inadequate human and institutional capacity to carry out exploration, quantification and characterization activities; (iii) inadequate supporting physical and R&D infrastructure; and (iv) Limited investment in industries that utilize available minerals.

**The aspiration of Agendas 2030 and 2063 is to achieve the sustainable management and efficient use of natural resources by 2030** (SDG 15). The EAC Vision 2050 states that “while the exploitation of resource destination can be built on extraction of raw materials, greater benefits can flow from a natural resource management where resources such as minerals are processed locally”. Beyond that, the Uganda Vision 2040 aims at promoting local beneficiation through value addition on the minerals.

### 2.1 Programme Goal and Objectives

The goal of this Programme, therefore, is to increase the exploitation and value addition to selected resources for job rich industrialization. Its key Objectives are:

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

2. Increase adoption and use of appropriate and affordable technology along the value chain;
3. Strengthen the legal and regulatory framework as well as the human and institutional capacity;
4. Increase investment in mining and value addition; and
5. Expand mineral based processing and marketing.

## 2.2 Programme Outcomes and Indicators

NDP III has also outlined Mineral Development Programme outcomes as:

- i) Increased investment in the sector
- ii) Competitive mining sector
- iii) Increased mineral production
- iv) Increased mineral revenue earnings
- v) Sustainable mining practices adopted
- vi) Increased mineral beneficiation facilities
- vii) Effective regulatory framework
- viii) Functional and sustainable physical infrastructure
- ix) Increased investment in the sector
- x) Increased employment in the sector
- xi) Reduced importation of mineral products

**Table 1: Programme Outcomes and Indicators**

Outcome	Indicators
<b>Objective 1: Increase exploration and quantification of priority minerals and geothermal resources across the country</b>	
Increased investment in the sector	Value of investment (UGX Bn)
Competitive mining sector	Share of the global investment in mining, %
<b>Objective 2: Increase adoption and use of appropriate and affordable technology along the value chain</b>	
Increased mineral production	Volume of minerals produced by type (tonnes)
	Volume of refined gold exports (USD Bn)
Increased mineral revenue earnings	Contribution of mining sector to GDP (%)
	NTR (UGX Bn)
Sustainable mining practices adopted	Carbon emissions per value added
Increased mineral beneficiation facilities	Number of mineral beneficiation facilities
<b>Objective 3: Strengthen the legal and regulatory framework as well as the human and institutional capacity</b>	
Effective regulatory framework	Proportion of licensees adhering to requirements (%)
Skilled and competitive human resource	No. of skilled human resource
	No. geoscientists trained
Functional and sustainable physical infrastructure	No. of functional laboratory techniques
	No. of regional offices and beneficiation centres
	No. of geophysical techniques
	No. of functional seismological stations
<b>Objective 4: Increase investment in mining and value addition</b>	
Increased investment in the sector	Value of investment into the exploration and processing of selected minerals (Bn USD)
	Contribution of processed minerals to total manufactured exports (%)

Outcome	Indicators
Increased employment in the sector	Number of people employed mineral sector (million)
<b>Objective 5: Expand mineral based processing and marketing</b>	
Reduced importation of mineral products	Volume of imported Iron and Steel (tonnes)
	Value of imported Iron and Steel (USD Mn)
	Volume of imported inorganic fertilizers (tonnes)
	Value of imported inorganic fertilizers (USD Mn)

Table 2 shows the mapping of the outcomes to the Programme Objectives

**Table 2: Mapping of Outcomes to Objectives**

Objective	Outcome
1) Increase exploration and quantification of priority minerals and geothermal resources across the country	<ul style="list-style-type: none"> <li>Increased investment in the sector</li> <li>Competitive mining sector</li> </ul>
2) Increase adoption and use of appropriate and affordable technology along the value chain	<ul style="list-style-type: none"> <li>Increased mineral production</li> <li>Increased mineral revenue earnings</li> <li>Sustainable mining practices adopted</li> <li>Increased mineral beneficiation facilities</li> </ul>
3) Strengthen the legal and regulatory framework as well as the human and institutional capacity	<ul style="list-style-type: none"> <li>Effective regulatory framework</li> <li>Skilled and competitive human resource</li> <li>Functional and sustainable physical infrastructure</li> </ul>
4) Increase investment in mining and value addition	<ul style="list-style-type: none"> <li>Increased investment in the sector</li> <li>Increased employment in the sector</li> </ul>
5) Expand mineral based processing and marketing	<ul style="list-style-type: none"> <li>Reduced importation of mineral products</li> </ul>

The key NDP III targets under the Mineral Development Programme over the five years are;

- i) Reduce the value of imported Iron and Steel from USD 370 million to USD 96 million;
- ii) Reduce the volume and value of imported inorganic fertilizers by 75 percent from 75,000 tonnes (USD 30 million) to 18,750 tonnes (USD 7.5 million), respectively;
- iii) Increase volume and value of refined gold exports from USD 450 million to USD 787 million;
- iv) Increase volume of copper produced from 0 to 2, 000 metric tonnes;
- v) Increase the number of trained and skilled Geoscientists from 108 to 200;
- vi) Increase the value of investment into the exploration and processing of the selected minerals from USD 0.8 billion to USD 2 billion;
- vii) Increase contribution of processed minerals to total manufactured exports from 5 percent to 7.1 percent;
- viii) Increase the number of jobs created by the Programme by 10 percent annually.
- ix) Increase the per capita consumption of steel from 13.1 kg (2019) to 30 kg.

## 2.3 Sub-programme Intermediate Outcomes and Indicators

The Minerals Development Sub-Programmes are:

1. Establishment of Mineral Reserves
2. Sustainable Mining
3. Mineral Value Addition
4. Institutional Strengthening and Coordination

**Table 3: Sub-Programme and intermediate Outcomes**

<b>Sub-programme 1: Establishment of Mineral Reserves</b>	
<b>Programme Objective (s) contributed to by sub-programme:</b> Objective 1: Increase exploration and quantification of priority minerals and geothermal resources across the country	
<b>Intermediate Outcomes</b>	<b>Indicators</b>
<b>Sub-programme 2: Sustainable Mining</b>	
<b>Programme Objective (s) contributed to by sub-programme:</b> Obj 2: Increase adoption and use of appropriate and affordable technology along the value chain Obj 4: Increase investment in mining and value addition	
<b>Intermediate Outcomes</b>	<b>Indicators</b>
<b>Sub-programme 3: Mineral Value Addition</b>	
<b>Programme Objective (s) contributed to by sub-programme:</b> Obj 4: Increase investment in mining and value addition Obj 5: Expand mineral-based processing and marketing	
<b>Intermediate Outcomes</b>	<b>Indicators</b>
<b>Sub-programme 3: Institutional Strengthening and Coordination</b>	
<b>Programme Objective (s) contributed to by sub-programme:</b> Obj 3: Strengthen the legal and regulatory framework as well as the human and institutional capacity	
<b>Intermediate Outcomes</b>	<b>Indicators</b>

## 3. Implementation Reforms under the Mineral Development Programme

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

1. Develop and implement service and service delivery standards for the sectors.

#### 4. Programme Action Plan

The costed Programme Action Matrix (Annex 1) lists the outputs and actions that will be implemented to deliver Programme outcomes over the period 2020/21 to 2024/25. Outputs were derived by the MDAs in the Programme Working Group (PWG) from NDP III interventions which are aligned to the 4 programme objectives in the NDP III. In turn, the actions in the Action Plan were generated by MDAs on the basis of these outputs. Each action has annualized costs for the period of the plan (5 years).

#### 5. Programme Financing Framework

Table 5 to 7 provide the summary of annualized costs for implementing the PIAP by sub-programme and MDA, respectively. Detailed costs by Interventions are provided in Annex 2.

##### Summary PIAP Annualised Costs by Objective

Objective	Annualised Cost Projections (Billions)					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1. Increase exploration and quantification of priority minerals and geothermal resources across the country	61.7	153.2	164.9	150.8	170.2	700.8
2. Increase adoption and use of appropriate and affordable technology along the value chain	19.7	40.25	47.35	52.35	53.65	213.3
3. Strengthen the legal and regulatory framework as well as the human and institutional capacity	17.6	52.9	115.65	136.9	151.65	476.9
4. Increase investment in mining and value addition	509.4	521.2	5,651.6	6,002.8	6,170.7	18,853.7
5. Expand mineral based processing and marketing	6.25	19.8	19.1	19.6	20.7	85.45
<b>Grand Total</b>	<b>614.65</b>	<b>782.35</b>	<b>5,998.6</b>	<b>6,364.65</b>	<b>6,566.9</b>	<b>20,330.2</b>

**Table 5: Summary PIAP Annualised Costs by Sub-Programme**

Sub-programme	Annualised Cost Projections (Billions)					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<b>Sub-programme 1:</b> Establishment of Mineral Reserves	61.7	153.2	164.9	150.8	170.2	700.8
<b>Sub-programme 2:</b> Sustainable Mining						
<b>Sub-programme 3:</b> Mineral Value Addition						
<b>Sub-programme 4:</b> Institutional Strengthening						
<b>Grand Total</b>						

**Table 7: Summary PIAP Annualised Costs by lead MDA**

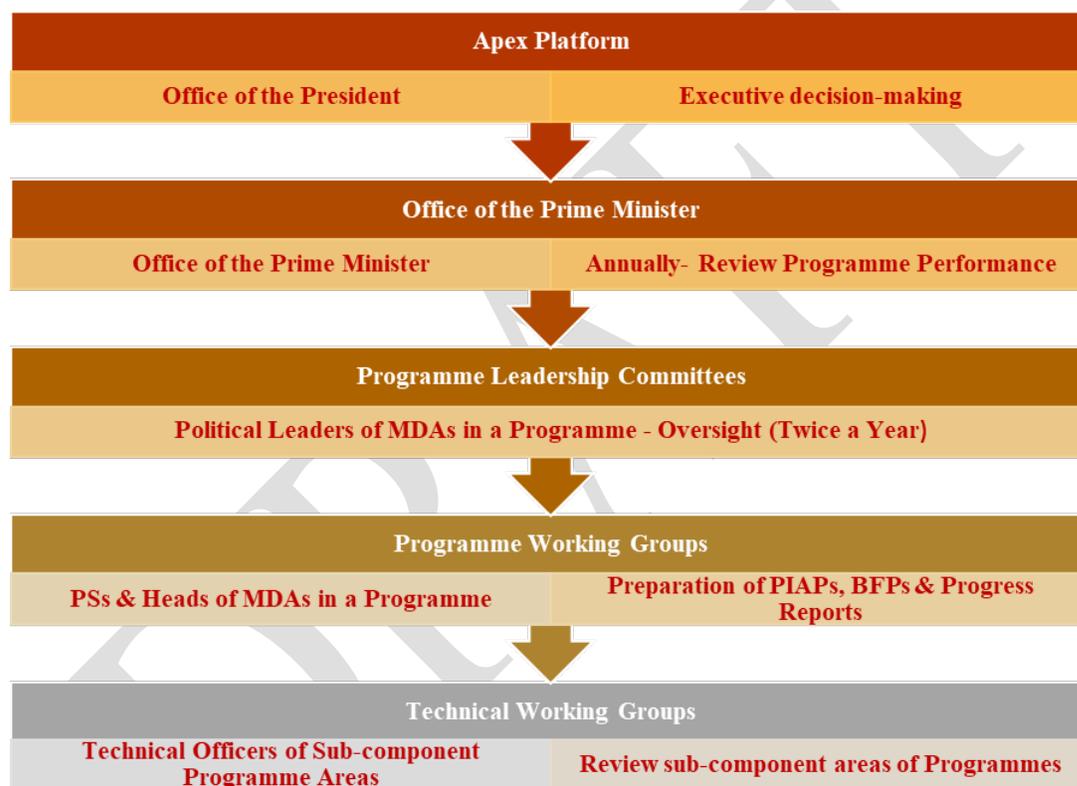
MDA	Annualised Cost Projections (Billions)					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total

MDA	Annualised Cost Projections (Billions)					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
MEMD	27.3	69.4	88.4	124.55	125.35	435
DGSM	85.85	247.7	488.4	435.4	435.15	1,692.5
MoPS	0.1	0.4	0.6	0.6	0.6	2.3
NITA-U	0	0.6	0.3	0.3	0.3	1.5
MoFA	0	0.65	2	1.8	1.7	6.15
UDC	0	80.5	141	111	61	393.5
UIA	0	1.4	1.5	1.6	1.6	6.1
NIRA	0	0.2	0.1	0	0	0.3
LGs	0	1.4	1.7	2.1	2.6	7.8
URA	0.3	0.5	0.5	0.5	0.5	2.3
MoWT	496	311	5,111	5,311	5,231	16,460
MoSTI	0	5.7	9.9	11	14.3	40.9
MoES	6.95	1.95	6.95	8.25	15.45	39.6
MoTIC	0	2.4	3.4	3.4	4	13.2
NEMA	0	0.45	0.65	0.85	0.95	2.9
MoGLSD	0	0.75	1.3	1.4	1.5	5.0
Cabinet Secretariat	0	0.2	0.3	0.3	0.25	1.1
MoJCA	0	0.2	0.3	0.3	0.25	1.1
Parliament	0	0.1	0.5	1	1	2.6
MoWE /MWE	0	1	1.5	1.8	1.8	6.1
UNBS	0	0.95	1.95	2.25	2.15	7.3
EOC	0	0.05	0.05	5	0.05	5.2
OPM	0	0.1	0.1	0.1	0.1	0.4
MLHUD	0	0.2	0.2	0.2	0.2	0.8
MoFPED	5	15.2	19.65	22.9	38	100.8
DWRM	0	2	3	5	10	20.0
MoICT&NG/ NITA-U	0	1.5	3	5	10	19.5
UNCST	0	1.5	0.2	0.2	0.2	2.1
PPPU	0	0.2	0.2	0.2	0.2	0.8
UDB	0	30.2	100.3	300.4	600.5	1031.4
UEPB	0	0.2	0.2	0.2	0.2	0.8
UFZA	0	0.1	0.1	0.1	0.2	0.5

MDA	Annualised Cost Projections (Billions)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
Secretariat	0	0.5	0.5	0.5	0.5	2.0

## 6. Programme Governance Framework

Institutional structures for the management of Programme implementation will be as given in Figure 1 and will comprise of 4 levels; (i) Apex Platform, (ii) The Office of the Prime Minister and Clusters, (iii) The Leadership Committee, (iv) the Programme Working Group, and (v) Technical Working Group. These will bring together government institutions (MDAs / LGs) and partners (DPs, CSOs) at different levels (political, policy and technical) to drive the implementation of each programme. A Secretariat for the programme will provide coordination and administrative support to these structures.



**Figure 1: Programme Institutional Structure**

It is important that structures of various strategies and initiatives are closely related to each programmes mandate and these are streamlined and integrated within the programme structures to avoid duplication of efforts and to improve coordination. A deliberate effort will be made to ensure future strategies or initiatives are coordinated within programme structures to the extent possible to minimise duplication.

### 6.1 High Level Public Policy Management Executive Forum (Apex Platform)

This forum is intended to strengthen effective public policy management and promotion of good governance practices. The platform will act as a convener for four government institutions that include; Office of the President, Office of the Prime Minister, Ministry of Finance, Planning and Economic Development, and National Planning Authority through an annual NDP forum chaired by H.E the President.

## **6.2 Leadership and Coordination at Office of the Prime Minister**

The Prime Minister, as leader of Government Business and the overall coordinator, will be responsible for overall leadership of NDPIII implementation. OPM will house a Secretariat that will consolidate progress reports from Ministries leading the implementation of individual Programmes. Through the APEX, the OPM will submit an Annual Government NDPIII Programme Performance Report to H.E. the President.

## **6.3 Leadership Committee**

The Leadership Committee (LC) shall consist of political leaders (Ministers, Board Chairpersons) of MDAs with the Minister of Trade Industry and Cooperatives as the chairperson in each case. Membership of the Leadership Committees for Mineral Development will be;

1. Minister of Energy and Mineral Development (Chairperson)
2. Minister, Office of the President
3. Minister, OPM
4. Minister, Ministry of Trade Industry and Cooperatives
5. Ministry of Local Government
6. Ministry of Works and Transport
7. Ministry of Gender Labour and Social Development
8. NEMA

### **Function of Leadership Committee**

The Committees shall have an oversight function over the Programme implementation enabling policy level coordination and monitoring progress towards target programme outcomes. The Committee is also expected to ensure accountability for results by PWGs. Specific functions for the committee shall be;

- (i) Provide political and policy guidance and advocacy; review and act as a clearing house for sector policies before cabinet, and advocate for approval of Programme-based policies before Cabinet and Parliament;
- (ii) Monitor implementation of Programme based policies and support the PWGs in resolution of impediments to implementation of such policies
- (iii) Monitor Programme implementation based on Programme outcome targets and support resolution of political or policy constraints during implementation
- (iv) Approve the Half Annual and Annual Programme performance reports provided by the PWGs
- (v) Advocate for mobilisation of resources to support Programme implementation where there are financing gaps

### **Meeting; Inputs and Outputs**

The Leadership Committee shall meet 2 times in a year;

- (i) At the annual Programme review (September / October); to consider the annual programme Performance report, to review Programme performance, understanding emerging policy issues and agree to Programme targets for the following year, and

- (ii) In February each year to consider the half-annual Performance report and to be appraised of Programme implementation.

The key input documents to the work of the Leadership Committee namely half annual and annual performance reports, shall include a policy level section on performance and emerging issues, targeting the LC role for oversight and decision making.

#### **6.4 Programme Working Group**

The Programme Working Group shall be the highest technical organ for the Programme. It shall be chaired by the Permanent Secretary of the Ministry of Trade Industry and Cooperative with membership drawn from Permanent Secretaries, and Heads of Institutions of the constituent programme MDAs (refer to Annex 1). Membership shall also include representatives of Development Partner Groups, CSOs and Private Sector relevant to each Programme

#### **Functions of Programme Working Group (PWGs)**

The PWG shall be responsible for preparation of the Programme Implementation Plan, preparation of Programme Budget Framework Paper (PBFs), Quarterly, Semi-Annual and Annual Programme performance reports and the medium-term budget strategy documents and issuing them to the Leadership Committee and approval. Specifically, the PWG will;

- (i) Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions;
- (ii) Formulate Programme Implementation Plan in line with the National Development Plan and the Manifesto of the ruling government;
- (iii) Joint clearance of projects for inclusion in the Public Investment Plan, a requirement by the Development Committee;
- (iv) Ensure alignment of the PIAP and PBFP with the NDP III;
- (v) Coordinating inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability, and alignment with Programme priorities.
- (vi) Provide a platform for consultation and dialogue between programme MDAs and external partners (DPs) on strategic and policy matters related to the Programme;
- (vii) Examination and review of Programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures;
- (viii) Identify key outputs and programme performance targets both annually and in the medium term;
- (ix) Undertake monitoring and assessment of programme implementation – examining progress-based programme outcomes and interventions;
- (x) Monitor performance under associated strategies;
- (xi) Resolve Strategic emerging and cross-institutional issues impeding Programme implementation
- (xii) Prepare semi-annual and annual Programme reviews and reports and issues for consideration by the Leadership.
- (xiii) Review and approve Programme mid-term review report
- (xiv) Receive and consider reports of Technical Working Groups

#### **Meeting; Inputs and Outputs**

The PWG shall meet at least once every quarter. Specifically, the PWGs shall hold the following meetings, at minimum

- (i) A meeting at least 2 weeks (August / September) prior to the annual programme review to consider and approve the annual programme performance report and clear agency budget allocations - Quarter 1;
- (ii) A Meeting to consider the Programme Budget Framework Paper (PBFP) and clear new projects (October / November) - Quarter 2;
- (iii) In February, to consider and clear the Programme half annual performance Report - Quarter 3;
- (iv) In May / June, to take stock of Programme implementation for the year ending and final allocations for the new FY - Quarter 4;

The PWG shall use (i) reports of the Secretariat on Programme progress and performance and others related to programme budget, (ii) Report of the performance from MDAs, and (iii) analytical and policy-based reports of TWGs.

Programme Reports of the PWG shall be cleared by the Leadership Committee and forwarded to Office of the Prime Minister for further consideration.

### **6.5 Technical Working Group**

Due to the wide mandate under each programme and the large number of member institutions, TWGs shall be created to provide special platforms to consider in a more comprehensive way, the sub-component areas for each programme. This will allow the PWG to limit discussions to strategic issues of the Programme while at the same time ensuring adequate attention is given to the detail for each Programme within the TWG. Membership to each TWG shall continue to be cross-institutional, and shall include, where necessary, external partners (DPs, Private Sectors) to engender detailed technical dialogue. Under the Mineral Development Programme, there shall be four TWGs, which shall be formed along the Sub-Programme.

### **Functions of TWGs**

The TWGs shall undertake detailed planning and coordination, as well as detailed monitoring of the Programme implementation along specific programme objectives. Specifically, TWGs shall carry out the following functions;

- (i) Monitor the implementation of the thematic sections of the PIAP and raising issues for PWGs consideration,
- (ii) Review and clear thematic section of the Annual and semi-annual programme performance reports before consideration by the PWGs,
- (iii) Ensure harmony between PIAP in implementation with other sector strategies
- (iv) Develop position papers on policy and strategic issues in the thematic area for consideration by PWG;
- (v) Review new project concept notes and make recommendations to PWG for clearance

### **Meeting; Inputs and Outputs**

The TWGs will define the frequency of their meetings. It will be expected to maintain a tracker for the emerging issues and to guide their discussions. The TWGs will generate implementation progress reports which will be presented at the PWG meetings.

## **6.6 The Secretariat for the Mineral Development Programme**

The Secretariat for the Mineral Development Programme will be a technical unit within the Ministry of Trade Industry and Cooperatives headed by a coordinator.

### **Functions of the Secretariat**

The Secretariat will provide technical and administrative support and coordination to the Programme Working Group and MEMD in the implementation Programmes

Specific functions of the Secretariat include:

- i. Coordinate the preparation of the Programme Implementation Action Plans (including costing and Monitoring Frameworks) and Programme Budget Framework papers and ensuring alignment with NDP III, Manifesto and Presidential Directives;
- ii. Organise and guide meetings and activities of management structures for the Programme namely; the PWG and TWGs that will be put in place and keeping safe custody of the proceedings of these meetings and activities;
- iii. Prepare and disseminate quarterly, semi-annual and annual programme implementation reports;
- iv. Facilitate the annual Programme performance reviews
- v. Organise Programme monitoring, inspection and other activities to enable collection of physical data to facilitate evidence-based reporting;
- vi. Promote cooperation, learning and synergies within and outside the Programmes;
- vii. Ensure timely sharing and dissemination of key information to the PWG and Programme institutions to facilitate implementation of programme activities
- viii. Facilitate dialogue with partners (DPs, CSOs, etc.) around each programme on emerging policy and technical issues aimed at increasing impact on programme outcomes
- ix. Commission and Coordinate policy analytical work and technical studies aimed at improving impact of the various Programme reforms, interventions and services
- x. Establish relations and actively coordinating with other related Programmes and strategies
- xi. Coordinate any other Programme activities

The Coordinator of the Secretariat shall report to the Chair of the PWG – the Permanent Secretary, Ministry of Trade Industry and Cooperatives. Terms of Reference for the positions are to be elaborated in a separate Secretariat Operational Manual.

### **Key Programme Actions for the Secretariat**

The following actions will be implemented under the Secretariat

- (i) Operationalising the Secretariat Structure: Recruiting to fill vacant staff position, strengthening staff skills to support the Programme structures in accordance with the terms of reference laid out above, and maintenance of the staff for the period of the Programme
- (ii) Preparing an operational manual to guide the work of the secretariat in support of Programme implementation
- (iii) Operating the M&E framework for the Programme including establishing a database for tracking all results, interventions and actions and an M&E subsystem for recording data and reporting on indicators

- (iv) Preparing and implementing a communications strategy for the Programme
- (v) Establishing a framework for sharing and using information across Programme MDAs as well as external stakeholders and the public
- (vi) Working together with planning units to strengthen their capacity enabling them to attend to their responsibility in mobilising and coordinating their institutions to support Programme activities
- (vii) Retooling and developing necessary infrastructure (such as for virtual meetings) to facilitate activities and operations of the Programme
- (viii) Maintaining the Secretariat offices operational

## **7. Programme Monitoring and Evaluation Framework**

Monitoring of performance under each of the programmes will be carried out through a series of activities over the implementation period. Performance will also be evaluated against a set of outcome and output indicators and targets listed in Annex 3

### **7.1 Monitoring and Evaluation Activities**

To the extent possible, the programme M&E shall be carried out using existing processes - mostly the annual planning and budgeting cycle. This will minimise duplication of efforts but also increase the adoption of results of these processes within the implementation cycle aligned to the annual budget process. M&E will therefore be carried out through the following activities;

#### **Half Annual and Annual Performance reports**

Half Annual (February) and Annual (September) reports will be used to compile progress and performance information based on the Action Plans and key performance indicators. These reports shall be coordinated by the Secretariat, working with the TWGs and presented to the PWG to review. They will also inform the Leadership Committee in their performance monitoring activities. The Annual Performance Report will also provide input into the annual review process.

#### **Annual Review and Evaluation**

The Programme annual review, taking place in September/October, shall constitute the main evaluation event each year. This event shall be attended by programme external partners (DPs, CSOs, etc.). During this event, the Leadership Committee shall receive the annual performance report. From time to time, the PWG may commission independent assessment studies on any part of the programme in order to inform this evaluation. In such cases, reports from such studies will be received by the Leadership Committee. The event shall also be used to set targets for the following Financial Year.

#### **Mid-term Review**

The PWG will commission a mid-term review of the programme in the Financial Year 2022/23 to carry out a detailed evaluation of the implementation and to inform it on progress made and changes that may be necessary to improve implementation. The review study shall be carried out with the help of external independent experts. The results of the review shall be considered and approved by the PWG. The review report shall also be presented to the Leadership Committee.

#### **Diagnostic Studies**

The PWG may, from time to time, commission studies or surveys to obtain a deep analytical assessment of progress or impact of the entire programme or any part of it. Assessment can be subject specific or otherwise. Recommendation from such studies shall be considered by the PWG and possibly by the Leadership Committee

### **Physical Inspections**

The PWG may, from time to time, carry out physical inspections to collect physical evidence on programme implementation progress and performance. Reports of physical inspections shall inform the monitoring function of the PWGs

## **7.2 Roles and Responsibilities for M&E**

### **Secretariat**

The Programme Secretariat shall coordinate the preparation of half annual and annual programme report, for collecting and compiling data on all aspects of the programme; action plan, key results performance indicators, etc. The Secretariat shall also manage contracts related to external experts for various studies, including for the mid-term review, and shall organise all evaluation events (such as annual programme evaluation). The Secretariat shall maintain a database for all indicators under each of the programme to aid tracking and reporting.

### **Technical Working Groups**

Programme Technical Working Groups shall review sections of half annual and annual report relating to their thematic areas and clear these before the reports are submitted to PWGs. The TWGs shall also review reports of independent evaluation / assessment studies, clear them before their consideration by PWG

### **Programme Working Group**

PWG shall review and clear for LC consideration, report of half annual or annual performance together with that of the mid-term review. PWG also shall ensure the approved recommendations of monitoring and evaluation processes are integrated in the work-programme of the PWGs and tracked for their implementation

### **Leadership Committee**

The Leadership Committee will consider half annual and annual performance reports

## **7.3 Results Framework**

The results framework for the programme outcomes, intermediate outcomes and outputs are detailed in annex 2, 3 and 4 respectively.

## **8. NDP III Projects under the Mineral Development Programme**

# Annexes

DRAFT

## 1. Annex 1: Costed Programme Action Implementation Matrix

Sub-programme	Objective	Intervention	Output	Indicators	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	MDA		
						Budget	Budget	Budget	Budget	Budget			
Establishment of Mineral Reserves	1. Explore and quantify priority mineral resources across the country	1.1 Establish and equip a dedicated exploration unit, with access to functional laboratories	Functional exploration unit	Number of staff recruited for the exploration unit	Institutional rearrangement through restructuring	0.1	0.9	0.9	0.5	0.5	MEMD		
						0.1	0.1	0.1	0.1	0.1	MoPS		
					Establishment and staffing of functional operation units with consideration to gender and equity issues	-	1	1.5	1.5	2	MEMD		
					Financing and Equipping	6	24	28	33	23	DGSM		
		1.2 Undertake a detailed exploration and quantification of minerals and geothermal resources in the country	Mineral reserves established	Aerial Geophysical survey coverage (%)	Complete aerial geophysical survey of Karamoja	47.5	30	22.5				DGSM	
						No. of mineral prospects evaluated annually	Evaluation of mineral reserves	1	5	5	5	5	DGSM
								No. of geothermal prospects evaluated	Evaluation of geothermal prospects	3.7	55.8	51.2	49.1
				Geological and	Completion of	Undertake	0.8			22.5	31.5	27	25.5

		minerals information system developed (geothermal, geological surveys)	Geological and Mineral Information system	regional and national geochemical surveys						
				Upgrade and maintain a comprehensive geological and mineral information system	1.5	2	1.5	2	1.5	DGSM
					-	0.2	0.1	0.1	0.1	NITA-U
			Completion of Geothermal resource information system in place	Upgrade and maintain a comprehensive geothermal information system	1	0.2	0.4	0.3	0.3	DGSM
					-	0.2	0.1	0.1	0.1	NITA-U
	1.3	Establish a mineral classification system	Mineral classification system established	Adoption of mineral classification system	0	0.5	0.8	0.8	0.8	DGSM
				Domesticate mineral classification system	-	0.2	0.2	0.2	0.2	MoFA
				Train and sensitize stakeholders	-	0.5	1	1	1	DGSM
	1.4	Undertake feasibility studies in priority mineral value chains to guide investment	Bankable projects developed	Total number of bankable projects developed annually	-	9.5	19	29	49	DGSM
				Undertake feasibility studies of the proposed projects	-	0.5	1	1	1	UDC

					Develop sector briefs of selected mineral value chains	-	0.1	0.1	0.1	0.1	UIA
<b>Sustainable Mining</b>	2. Increase adoption and use of appropriate and affordable technology along the value chain	2.1 Organize, formalize and regulate the artisanal and small-scale miners.	Artisanal miners Groups formalized	Number of artisanal miner groups formalized per year	Register and develop a database for artisanal miners	1.5	2.1	1	1	1	DGSM
						-	0.2	0.1	-	-	NIRA
						-	0.2	0.1	0.1	0.1	NITA-U
						-	0.5	0.5	0.5	0.5	LGs
					Identifying and gazettement areas for artisanal and small scale miners	1	5	5	5	5	DGSM
					Sensitization and training	0.5	1.8	1.8	1.8	1.8	DGSM
					Sensitization and training	-	0.2	0.2	0.2	0.2	LGs
					Licensing of artisanal miners	0.5	1	1	1	1	DGSM
				Number of artisanal mining groups on the tax register	Develop and implement a robust mineral development tax compliance improvement plan	0.2	0.2	0.2	0.2	0.2	DGSM

					0.3	0.3	0.3	0.3	0.3	URA	
			No of artisanal miners with safety and health safeguards	Sensitization of ASMs on HSE issues	0.2	0.2	0.2	0.2	0.2	MEMD	
				Inspections and audits of mining projects	0.2	0.2	0.3	0.4	0.5	MEMD	
				Develop and implement training strategy on HSE for the mining sector	-	0.2	0.2	0.2	0.2	MEMD	
	2.2	Provide incentives for acquisition of appropriate and clean technology	Increased utilization of appropriate technology	Number of artisanal mining associations and groups utilizing the appropriate technology	Put in place and implement a small grants schemes with consideration to marginalized groups	6.5	2	3	6	10	DGSM
				Establish centralized processing facilities	-	2.3	2.3	2.3	2.3	DGSM	
					-	0.2	0.2	0.2	0.2	MoWT	
				Put in place model mine and training center	-	2.9	5.9	5.9	5.9	DGSM	
					-	0.1	0.1	0.1	0.1	MoWT	
				Facilitate peer	-	0.75	0.75	0.75	0.75	DGSM	

				to peer learning						
				Put in place and implement a scheme for promoting local innovation in mineral value addition technologies with consideration to gender and equity issues	-	0.5	0.5	0.5	0.5	DGSM
					-	1.5	1.5	1.5	1.5	MoSTI
				Conduct studies on the available technology and level of its adoption by the artisanal miners	-	0.8	0.8	0.8	1	DGSM
					-	0.2	0.2	0.3	0.5	MoSTI

		2.3 Promote research and development	Appropriate technologies developed	Number of appropriate technologies developed per year	Collaborate with MOSTI to establish a material science & extractive metallurgy and nano-materials & nano-technology research facilities	6.5	0.5	0.5	0.5	0.5	MEMD
						-	0.2	0.2	0.3	0.4	MoES
					Develop and popularise a National agenda on research and development (R&D for minerals development)	-	5	5	5	2.5	DGSM
						-	5	5	5	2.5	MoSTI

				Develop and implement a capacity development framework in minerals research and development with consideration to gender and equity issues	-	1	2	2.5	3	MoES		
					-	1	1.5	1.5	2	DGSM		
				Develop and test technology prototypes for use by the artisanal miners	1	1	1	1	1	DGSM		
					-	-	0.5	0.5	1	MoSTI		
					-	-	0.5	0.5	1	MoES		
		2.4	Provide training and extension services to ease the adoption of the acquired technology	Artisanal miners trained	Number of artisans trained	Train artisanal miners in basic mineral exploration	0.5	0.5	0.5	0.5	0.7	MEMD
						Train artisanal miners in mining methods with least impacts on environment	0.2	0.2	0.3	0.3	0.3	MEMD

					Train artisanal miners in mineral processing and value addition	0.2	0.3	0.5	0.6	0.8	DGSM
						-	-	0.2	0.2	0.3	MoSTI
						-	-	0.2	0.2	0.3	MoTIC
					Train artisanal miners in HSE	0.1	0.2	0.3	0.3	0.3	MEMD
						-	0.2	0.2	0.3	0.3	LGs
						-	0.2	0.2	0.3	0.3	NEMA
						-	0.2	0.2	0.2	0.3	MoGLSD
					Train artisanal miners in business and enterprise skills	-	0.2	0.2	0.2	0.2	MoTIC
					Train artisanal miners on compliance and conditions of grant of mineral rights	0.1	0.2	0.2	0.2	0.2	DGSM
					Provide extension services to artisanal miners to acquire geoscience data	0.2	1	2	3	2	DGSM
<b>Institutional Strengthening</b>	3. Strengthen	3.1 Review (Mining Act 2003,	Laws enacted	Number of laws enacted	Enact a new mining law with	0.5	4.2	2.7	2.2	2.2	MEMD

<b>and Coordination</b>	the legal and regulatory framework as well as the human and institutional capacity	Industrial Licensing Act 1969, Competition Bill, Legal and Industrial Metrology Bills) and develop relevant laws and regulations			consideration to gender and equity issues	-	0.1	0.1	0.1	0.1	Cabinet Secretariat		
						-	0.2	0.2	0.2	0.2	MoJCA		
						-	1	1	1	1	Parliament		
					Review and enact the Industrial Licensing Act 1969, Competition Bill, Legal and Industrial Metrology Bills, Water Act and other relevant laws	-	-	0.2	0.2	0.2	MEMD		
						-	-	0.5	0.5	0.5	MTIC		
						-	-	0.5	0.5	0.5	MoWE		
						-	-	0.1	0.1	0.1	Cabinet Secretariat		
						-	-	0.2	0.2	0.2	MoJCA		
						-	-	-	0.5	0.5	Parliament		
					Translate enacted laws into local languages	-	-	0.5	0.5	0.5	MoJCA		
					Translate enacted laws into local languages	-	-	0.2	0.2	0.2	MEMD		
					Regulations gazzetted	<a href="#">Number of regulations gazzetted annually</a>	Review, gazette and enact the following regulations:	0.5	1.75	1.75	2.6	2.6	MEMD
							· Licensing,						

				· Mineral Certification,						
				· Geothermal Energy Regulations,						
				· Artisanal and Small-scale Mining,						
				· Building substance,						
				· Hazardous chemical,						
				· Mineral processing, smelting and refining,						
				· Mine OSH,	-	-	-	0.3	0.3	MoWE
				· Earth Scientists,	-	0.2	0.2	0.2	0.2	MoJCA

				· Water Resources, Water (Waste) Regulations, and other necessary regulations to cater for emerging issues in the mining industry	-	0.05	0.05	0.05	0.05	Cabinet Secretariat
	3.2 Streamline administrative functions of licensing, inspection and monitoring of compliance	Administration of minerals sub-sector streamlined	New licensing department in place	Establish the new institutions in line with the new mining legal framework	-	0.5	0.5	0.5	0.5	MEMD
					-	0.1	0.1	0.1	0.1	MoPS
				Staffing and equipping of the new institutions with consideration to gender and equity issues	5	2.3	3.2	3.2	3.2	MEMD
					-	0.1	0.2	0.2	0.2	MoPS

	3.3 Develop and implement training and apprenticeship programmes	Staff trained	Number of professionals trained annually	Develop and implement a training and apprenticeship program integrated into the education system for mining industry professionals with consideration to gender and equity issues	-	1.5	1.3	1.3	2.7	DGSM
					-	0.2	0.5	0.5	0.5	MoGLSD
					-	0.1	0.2	0.2	0.3	MoTIC
					-	0.2	0.5	1	1.5	MoES
	3.4 Incentivize private sector to offer industrial training and apprenticeship opportunities	Apprenticeship programmes in place	Number of institutions offering industrial training and apprenticeship	Identify and short-list private institutions to offer apprenticeships	-	0.15	0.2	0.35	0.35	MEMD
					-	0.05	0.05	0.05	0.05	MoGLSD
					-	0.05	0.05	0.05	0.05	MoES
					-	-	0.2	0.4	0.5	MoES
					-	-	0.05	0.05	0.05	MoGLSD
	<b>3.5 Strengthen professionalization of geo-scientists and its associated professionals</b>									

	a. Develop professional standards and necessary legislations	Law regulating geo-scientists and its associated professionals in place	Law in place	Enact a law to regulate geo-scientists	0.5	1.25	-	-	-	MEMD				
					-	0.1	-	-	-	MoJCA				
					-	0.05	-	-	-	Cabinet Secretariat				
					-	0.1	-	-	-	Parliament				
				Formulate and gazette regulations	-	-	0.5	0.5	-	MEMD				
					-	-	0.1	0.1	-	MoJCA				
					-	-	0.05	0.05	-	Cabinet Secretariat				
				Put in place professional standards for geoscientists	-	-	0.4	0.4	-	MEMD				
					-	-	0.1	0.1	-	UNBS				
				b. Establish a professional registration body	Professional registration body established	Establishment of Professional registration body	Establish and staff a professional registration body for geoscientists and associated professionals with consideration to gender and equity issues	-	-	0.5	-	-	MEMD	
				3.6	Strengthen the capacity to undertake mineral certification, trading, testing,	Institutions equipped (tools and human resource)	Staffing levels (%)	Institutional rearrangement through restructuring	5	4.9	7.9	9.9	9.9	MEMD

	inspection, regulation and enforcement		Total number of staff trained in mineral certification, trading, testing, inspection, regulation and enforcement annually	Staffing and training	0.2	1	2	2	2	MEMD				
					-	0.1	0.2	0.2	0.2	MoPS				
					Percentage level of Mineral certification, trading, testing, inspection, regulation and enforcement units equipped	Providing physical and administrative infrastructure for new institutions	-	4.8	49.7	54.6	49.5	DGSM		
							-	0.2	0.3	0.4	0.5	MoWT		
						Procure mineral certification, trading, testing, inspection, regulation and enforcement equipment	1.7	15	20	30	50	DGSM		
					3.7 Strengthen monitoring and inspection of mining operations to minimize	Technical standards on HSE developed to minimize degradation of	Level of compliance of companies/mining groups to regulations and	Compliance enforcement and supervision of miners	1.5	1.1	1.2	1.3	1.5	DGSM
									-	0.2	0.3	0.4	0.5	LGs
									-	0.2	0.2	0.3	0.3	NEMA

		negative social and environmental impacts	environment by mining activities and ensure safety of miners	standards (%)	Development of technical standards on HSE with consideration to gender and equity issues	-	0.35	0.35	0.35	0.35	DGSM
						-	0.05	0.05	0.05	0.05	NEMA
						-	0.05	0.05	0.05	0.05	MoGLSD
						-	0.05	0.05	0.05	0.05	UNBS
					Undertake risks assessment, Strategic environment assessments for Policy, Plan and Programmes (PPPs)	-	0.6	1.2	1.5	1.5	MEMD
					Review, design & construct monitoring network to improve water resources monitoring in mineral exploration/ reserve areas	-	0.1	0.1	0.1	0.1	MEMD
						-	0.9	0.9	0.9	0.9	MoWE

	3.8 Require mining companies to enter into Community Development Agreements (CDAs) with mining host communities	Increased household incomes among the mining communities	Percentage of mining companies with CDAs with host communities	Develop and publicize model agreements	-	0.5	0.5	0.5	0.5	DGSM
				Implement and enforce CDAs requirements	0.5	0.3	0.3	0.3	0.6	DGSM
					-	0.2	0.2	0.2	0.4	LGs
				Sensitization and awareness campaigns on CDAs	-	0.3	0.3	0.3	0.3	DGSM
	3.9 Provide a framework for gender mainstreaming, equity and human rights and eradication of child labour in the mining industry	Equal opportunities (EO) for all and eradication of child labour in mining	Completion of EO Framework	Develop an equal opportunity and gender mainstreaming tool and ensure its implementation	-	0.9	0.1	0.2	0.25	DGSM
					-	0.05	0.05	0.05	0.05	MoGLSD
					-	0.05	0.05	5	0.05	EOC

		3.10 Domesticate appropriate regional and international treaties, conventions, agreements, protocols which support good governance in the mining industry	Good governance and best practices applied in the mining industry	Number of treaties, conventions, agreements, protocols domesticated annually	Domesticate relevant treaties, protocols and conventions	1	1	1	1	1	MEMD
						-	-	0.5	0.3	0.2	MoFA
					Formulate and gazette regulations for the ICGLR (Implementation of the Pact on Security, Stability and Development in the Great Lakes Region) Act 2017	0.2	0.2	0.2	0.2	0.2	MEMD
						-	0.1	0.1	0.1	0.1	MoFA
						-	0.05	0.05	0.05	0.05	MoJCA

	3.11 Establish and strengthen earthquake, landslides and other geohazard monitoring systems	Measures to avoid destruction of life and property due to geo hazards put in place	Number/ types of real-time data acquisition and assessment systems in place per year	Develop an earthquake and geo-hazard (earthquakes, landslides, volcanism, flooding) monitoring systems and guarantee their use to ensure timely warning and mitigation of geohazards	0.5	2.5	6.5	5	5.2	DGSM
					-	0.1	0.1	0.1	0.1	MWE
					-	0.1	0.1	0.1	0.1	OPM
	3.12 Strengthen capacity to monitor, inspect and enforce health, safety and environmental provisions	Safe working conditions in the mining industry and a protected environment	Percentage of mining and geothermal sites having safe working conditions and clean/protected environment	Inspect and assess mining sites for health, safety and environment	0.5	1.7	2.6	3.2	3.5	DGSM
					-	0.2	0.4	0.5	0.5	MoGLSD
					-	0.2	0.4	0.5	0.6	NEMA
					-	0.4	0.6	0.8	1	LGs

<b>Sustainable Mining &amp; Mineral Value Addition</b>	4. Increase investment in mining and value addition	4.1 Implement local content in public procurement to use and develop existing mineral potential, particularly in the major infrastructure projects like highways, dams, etc.	Increased employment, business activity and incomes associated with infrastructure projects	Percentage of locally produced mineral products used in infrastructure projects	Incentivize local companies to produce and supply mineral products to infrastructure projects	-	0.5	0.75	1	1	MEMD
						-	4.5	9.25	14	29	MoFPED
						-	0.2	0.2	0.5	0.5	UNBS
						-	0.1	0.2	0.3	0.5	MoWT
						-	0.2	0.3	0.3	0.5	MoTIC
						-	0.1	0.1	0.2	0.2	UIA
		4.2 Establish and equip state-of-the-art mineral testing laboratories	Database for known properties and characteristics of Uganda's minerals updated	State of the art laboratories in place	Construct and equip state of the art laboratories which are accessible to all	1.7	15	30	15	15	MEMD

	4.3 Extend transport, energy, water and ICT infrastructure to mining areas and mineral processing facilities/industries	Adequate and reliable infrastructure extended to mining and minerals processing zones;	Kms of mineral roads	Construct mineral roads	496	310	110	310	230	MoWT		
						-	0.3	0.3	0.5	0.5	MEMD	
					Kms of rail networks to mining and minerals processing zones	Construct rail networks	-	-	5,000	5,000	5,000	MoWT
							-	0.3	0.3	0.5	0.5	MEMD
					Percentage of mining and mineral processing sites connected to the grid	Construct transmission lines to the mining and mineral processing zones (431 km[12], 163 km[13], 22 km[14], 30 km[15], 155 km[16])	-	30	30	30	30	MEMD
						Construct natural gas pipeline	5	4.35	4.1	49.1	49.1	MEMD
							-	0.2	0.2	0.2	0.2	MoWT
							-	0.2	0.2	0.2	0.2	MLHUD
							-	0.05	0.1	0.1	0.1	MoFA
							-	0.1	0.2	0.2	0.2	MoJCA
					-	0.1	0.2	0.2	0.2	MoFPED		
				Issue water abstraction permits and construct or extend water pipelines to mines	-	2	3	5	10	DWRM		

					-	0.1	0.1	0.2	0.2	DGSM
				Build stable ICT network systems and fibre cables to mining areas and ensure accessibility and affordability by all	-	1.5	3	5	10	MoICT&NG/ NITA-U
					-	0.1	0.1	0.2	0.2	DGSM
	4.4	Establish research and development infrastructure	Research and development infrastructure in place	Percentage progress in establishing research and development infrastructure (%)	6.5	30	200	140	100	DGSM
					-	0.5	4	5	10	MoSTI
					-	0.5	4	4	10	MoES
				Conducting technology mapping, assessments and forecasts of the minerals research and development (R&D) infrastructure in Uganda	-	1.5	0.2	0.2	0.2	UNCST
					-	0.2	0.2	0.2	0.2	DGSM

	4.5 Increase public investment in priority mineral processing	Increased domestic production of mineral-based products	Percentage change in the volume of locally produced mineral-based products (%)	Develop and implement a mineral value addition strategy for the country	-	2	0.5	0.5	0.5	DGSM	
					Promote investment in processing of priority minerals	-	0.3	0.5	0.5	0.5	DGSM
						-	0.1	0.2	0.2	0.2	UIA
						-	0.2	0.3	0.3	0.5	MoTIC
					Setup value addition facilities in the mineral sector (cement plant in Karamoja, Sheet Glass)	-	-	20	100	20	UDC
	4.6 Undertake PPPs to invest in mineral value addition	Increased private sector investment along the minerals value chain	Percentage change in the value of private sector investment in minerals value chain (%)	Develop and implement a strategy on foreign direct investment (FDI)	-	-	2	0.5	0.5	MoFPED	
					-	-	0.2	0.2	0.2	DGSM	
					-	-	0.2	0.2	0.2	UIA	
					-	-	0.8	0.8	0.8	MoFA	
				Establish and support partnerships with the private sector to increase mineral	-	0.2	0.2	0.2	0.2	PPPU	
					-	80	120	10	10	UDC	
					-	0.1	0.1	0.1	0.1	UIA	

				based products	-	0.1	0.1	0.1	0.1	MoJCA
					-	0.1	0.1	0.1	0.1	DGSM
				Establish a prospectus of bankable projects	-	0.3	0.3	0.3	0.3	DGSM
					-	0.2	0.2	0.2	0.2	UIA
	4.7 Increase levels of production of selected minerals to ensure adequate and consistent supply of raw materials	Increased domestic production of mineral-based products	Percentage change in the volume of locally produced mineral-based products (%)	Establish mineral reserves	0.2	2	3	4	5	DGSM
			Percentage increase in revenue received from locally produced mineral-based products (%)	Establish and enforce standard mining procedures to ensure sustainable utilization of raw materials	-	0.5	1	1.5	1.5	DGSM
	4.8 Increase public investment in mining operations through for instance, UDB and UDC	Increased exploration and quantification of mineral reserves and opening up of potential areas	Number of new and existing mining ventures	Identify, short-list and support new mining ventures opening up in potential areas	-	0.1	0.2	0.2	0.2	DGSM
					-	-	-	-	30	UDC
					-	0.2	0.3	0.4	0.5	UDB

				Percentage of mining ventures supported with public funds that file timely returns and are tax compliant	Allocate grant or loan schemes to support both new and existing mining ventures which are accessible and affordable by all persons	-	30	100	300	600	UDB	
						-	0.1	0.2	0.2	0.3	DGSM	
						-	0.1	0.2	0.2	0.3	MoFPED	
<b>Mineral Value Addition</b>	5. Expand mineral processing and marketing	5.1 Engage in bi-lateral and multi-lateral negotiations for increased access to external markets	Increased market access	Percentage increase of mineral-based products exported	Engage in multi-lateral negotiations to increase export market	-	0.3	0.3	0.3	0.3	MoTIC	
						-	0.2	0.2	0.2	0.2	DGSM	
						-	0.2	0.2	0.2	0.2	UEPB	
						-	0.2	0.2	0.2	0.2	MoFA	
						-	0.2	0.2	0.2	0.2	MoFPED	
						-	0.2	0.2	0.2	0.2	MoFPED	
		5.2 Introduce incentive packages to attract investment in priority mineral value chain	Increased exploitation of mineral resources for industrialization	Number of industries incentivized	Develop and implement an incentive regime for actors in the priority mineral value chain	5	10	7.5	7.5	7.5	7.5	MoFPED
						-	0.1	0.1	0.1	0.1	DGSM	
						-	0.1	0.1	0.1	0.1	UIA	
						-	0.2	0.2	0.2	0.2	MoTIC	

				Develop incentive regime for operators and developers in free zones to promote export of mineral based products	-	0.1	0.1	0.1	0.2	UFZA
		5.3 Streamline the process for acquisition and dissemination of market information	Market information acquired and disseminated	Number of Mineral Investment Promotions participated in	1	0.8	0.8	0.8	0.8	DGSM
					-	0.2	0.2	0.2	0.2	UIA
				Maintain a communication strategy for the mineral sector	0.25	1	2	2.5	3	DGSM

			E-platform disseminate market information developed	to	Develop and sustainably run websites and any other e-platforms for information sharing	-	0.4	0.2	0.2	0.2	DGSM
					Subscribe and acquire license to access international mining industry databases to list the bankable projects	-	0.5	0.5	0.5	0.5	UIA
	5.4	Review the tax regime to reduce the importation of cheap and substandard products	Reduced importation of cheap and substandard products.	Percentage reduction in importation of substandard products	Review and formulate laws and regulations to stop counterfeits and fake products	-	0.8	0.8	0.8	0.8	MoTIC
						-	0.1	0.1	0.1	0.1	MEMD
						-	0.1	0.1	0.1	0.1	MoFPED

	5.5 Enhance the capacity of UNBS to undertake quality assurance and standard inspection	Standards for locally produced mineral products developed	Number of standards enforced	Develop relevant standards to ensure sustainable production and monitoring of quality products	-	0.7	1.6	1.6	1.6	UNBS
					-	0.2	0.2	0.2	0.2	MoTIC
					-	0.1	0.2	0.2	0.2	DGSM
	5.6 Establish a mineral certification mechanism for tin, tungsten & tantalite (3Ts) and Gold (G)	Increased revenue earned from the 3Ts & Gold	Completion of Mineral certification mechanism	Establish and sustainably run a mineral certification system	-	2.5	2.5	2.5	3	DGSM
				Coordinate regional and international engagements on mineral certification and traceability	-	0.1	0.1	0.1	0.1	MoFA

[\[1\] These include: Building Substances Exploitation Regulations, Buying, Value Addition and Beneficiation of Minerals Regulations, Selling and Dealing in Minerals Regulations, and Mine Safety Regulations](#)

[\[2\] These include: DGSM, URA, MoTIC, UCMP, mineral certification service providers, licensees, shippers and forwarders](#)

[\[3\] Sironko to Nakapiripirit and Busia to Tororo](#)

[\[4\] Mubende to Kasanda](#)

[\[5\] Muko to Nyamuliro](#)

[\[6\] Masaka to Dimu and Kasese to Lake Katwe](#)

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[\[9\] Kampala to Kilembe](#)

[\[10\] Soroti to Moroto](#)

[\[11\] Tororo to Wagagai and Mrama to Rubanda](#)

[\[12\] Olwiyo to Gulu and to Moroto](#)

[\[13\] Gulu to Orom](#)

[\[14\] Kasese to Lake Katwe Salt](#)

[\[15\] Masaka to Diimu](#)

[\[16\] Kawanda to Mubende and Kasanda](#)

## II. Estimated Total Programme Budget (UGX, Billions)

S/No	Budget by Source	5-Year Total	Amount Allocated Resources by Year								
			2020/21					2021/22	2022/23	2023/24	2024/25
			Total	Q1	Q2	Q3	Q4				
			623.45 (From matrix)	33.026	12.73	13.95	18.88	779.1 (From matrix)	5,993.6 (From matrix)	6,358.5 (From matrix)	6,551.2(From matrix)
1.	Appropriated Amount		72.37 (approved budget)	33.026 (approved budget)	12.73 (approved budget)	13.95 (approved budget)	18.88 (approved budget)	92.42 (BCC MTEF)	92.42 (BCC MTEF)	8,616.18 (BCC MTEF)	7,731.57 (BCC MTEF)
2.	Government of Uganda		33.983 (approved budget)					40.21 (BCC MTEF)	40.21 (BCC MTEF)	2,974.15 (BCC MTEF)	2,974.15 (BCC MTEF)
3.	Development Partners		38.380 (approved)					52.1 (BCC MTEF)	52.1 (BCC MTEF)	5,642.04 (BCC)	4,757.43 (BCC)

			budget)							MTEF)	MTEF)
	Budget Support										
	Project Support										
4.	Private Sector /Dev't Partners										

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## 2. Annex 2: Programme Results Framework, Programme Outcomes

Outcome	Indicators	Baseline FY2017/18	Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
<b>Objective 1: Increase exploration and quantification of priority minerals and geothermal resources across the country</b>							
Increased investment in the sector	Value of investment (UGX Bn)						
Competitive mining sector	Share of the global investment in mining, %						
<b>Objective 2: Increase adoption and use of appropriate and affordable technology along the value chain</b>							
Increased mineral production	Volume of minerals produced by type (tonnes)						
	Volume of refined gold exports (USD Bn)						
Increased mineral revenue earnings	Contribution of mining sector to GDP (%)						
	NTR (UGX Bn)						
Sustainable mining practices adopted	Carbon emissions per value added						
Increased mineral beneficiation facilities	Number of mineral beneficiation facilities						
<b>Objective 3: Strengthen the legal and regulatory framework as well as the human and institutional capacity</b>							
Effective regulatory framework	Proportion of licensees adhering to requirements (%)						
Skilled and competitive human resource	No. of skilled human resource						
	No. geoscientists trained						
Functional and sustainable physical infrastructure	No. of functional laboratory techniques						
	No. of regional offices and beneficiation centres						
	No. of geophysical techniques						
	No. of functional seismological stations						
<b>Objective 4: Increase investment in mining and value addition</b>							
Increased investment in the sector	Value of investment into the exploration and processing of selected minerals (Bn USD)						
	Contribution of processed minerals to total manufactured exports (%)						
Increased employment in the sector	Number of people employed mineral sector (million)						

<b>Objective 5: Expand mineral based processing and marketing</b>							
Reduced importation of mineral products	Volume of imported Iron and Steel (tonnes)						
	Value of imported Iron and Steel (USD Mn)						
	Volume of imported inorganic fertilizers (tonnes)						
	Value of imported inorganic fertilizers (USD Mn)						

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**3. Annex 3: Programme Results Framework, Sub-Programme Intermediate Outcomes**

Intermediate Outcome Indicators	Performance Targets						
	Base year	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Sub-programme 1:</b>							
<b>Sub-Programme 2:</b>							

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#### 4. Annex 4: Programme Results Framework, Output level

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets				
					2020/21	2021/22	2022/23	2023/24	2024/25
1. Explore and quantify priority mineral resources across the country	1.1 Establish and equip a dedicated exploration unit, with access to functional laboratories	Functional exploration unit	Functional explorational unit	0	0	0	0	1	-
	1.2 Undertake a detailed exploration and quantification of minerals and geothermal resources in the country	Mineral reserves established;	Quantity of known mineral reserves	0.6	1.5	2.0	2.5	3.5	3.5
		Geological and minerals information system developed (geothermal, geological surveys)	Information system in place	0	-	1	-	-	-
	1.3 Establish a mineral classification system	Mineral classification system established;	Number of mineral deposits classified;	0.05	0.5	0.5	0.8	1.5	1.5
1.4 Undertake feasibility studies in priority mineral value chains to guide investment	Bankable projects developed;	Number of bankable projects;	2	2	2	2	2	2	
2. Increase adoption and use of appropriate and affordable technology along the value chain	2.1 Organize, formalize and regulate the artisanal and small-scale miners.	Artisanal miners formalized;	Number of artisanal miner groups formalized by gender	5	60	60	60	60	60
	2.2 Provide incentives for acquisition of appropriate and clean technology	Increased utilization of appropriate technology;	Number of artisanal miners utilizing the appropriate technology	-	6,000	6,000	6,000	6,000	6,000
	2.3 Promote research and development	Appropriate technologies being used in mining	Number of appropriate technologies developed/transferred	0	1	1	1	1	1
	2.4 Provide training and extension services to ease the adoption of the acquired technology	Skilled artisanal miners	Number of skilled artisans	Male					
Female								500	
3. Strengthen the legal and regulatory framework as well as the human and institutional capacity	3.1 Review (Mining Act 2003, Industrial Licensing Act 1969, Competition Bill, Legal and Industrial Metrology Bills) and develop relevant laws and	Laws enacted	Number of laws enacted	-	1	-	-	-	2
		Regulations gazzetted	Number of regulations gazzetted <sup>1</sup>	-		1	1	1	1

<sup>1</sup> These include: Building Substances Exploitation Regulations, Buying, Value Addition and Beneficiation of Minerals Regulations, Selling and Dealing in Minerals Regulations, and Mine Safety Regulations

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets					
					2020/21	2021/22	2022/23	2023/24	2024/25	
	regulations									
	3.2 Streamline administrative functions of licensing, inspection and monitoring of compliance	Administration of minerals sub-sector streamlined	Licensing and inspection units in place	34	36	58	65	68	75	
	3.3 Develop and implement training and apprenticeship programmes	Skilled human resource;	Number of professionals and technicians trained by gender	45	50	80	100	120	200	
	3.4 Incentivize private sector to offer industrial training and apprenticeship opportunities	Increased apprenticeship opportunities;	Number of institutions offering industrial training and apprenticeship;	-	2	2	2	2	2	
	3.5 Strengthen professionalization of geo-scientists and its associated professionals									
	a. Develop professional standards and necessary legislations	Law regulating geo-scientists and its associated professionals in place;	Law in place	0	-	-	-	-	1	
	b. Establish a professional registration body	Professional registration body	Professional registration body established	0	-	-	1	-	-	
	3.6 Strengthen the capacity to undertake mineral certification, trading, testing, inspection, regulation and enforcement	Institutions equipped (tools and human resource)	Staffing levels;	-	60	70	80	90	95	
			Number of institutions equipped	-	0	1	4	108	208 <sup>2</sup>	
	3.7 Strengthen monitoring and inspection of mining operations to minimize negative social and environmental impacts	Minimized degradation of environment by mining activities	Number of companies/miners complying with regulations		100	100	100	100	100	
	3.8 Require mining companies to enter into Community Development Agreements (CDAs) with mining host communities	Increased household incomes among the mining communities	Number of agreements signed between mining companies and host communities							
	3.9 Provide a framework for gender	Equal opportunities for all	Framework in place							

<sup>2</sup> These include: DGSM, URA, MoTIC, UCMP, mineral certification service providers, licensees, shippers and forwarders

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets					
					2020/21	2021/22	2022/23	2023/24	2024/25	
	mainstreaming, equity and human rights and eradication of child labour in the mining industry	and eradication of child labour in mining								
	3.10 Domesticate appropriate regional and international treaties, conventions, agreements, protocols which support good governance in the mining industry	Good governance and best practices applied in the mining industry	Number of treaties, conventions, agreements, protocols domesticated							
	3.11 Establish and strengthen earthquake, landslides and other geohazard monitoring systems	Putting measures in place to avoid destruction of life and property due to geohazards	Frequency of early warnings to potential geohazards							
	3.12 Strengthen capacity to monitor, inspect and enforce health, safety and environmental provisions	Safe working conditions in the mining industry and a protected environment	Number of mining sites having safe working conditions and clean/protected environment							
4. Increase investment in mining and value addition	4.1 Implement local content in public procurement to use and develop existing mineral potential, particularly in the major upcoming projects like highways connecting Kampala to the neighbouring cities, Ayago hydro-power generation plant, and regional market like South Sudan, Democratic Republic of Congo and Rwanda	Increased employment, business activity and incomes associated with infrastructure projects	Number of companies supplying local materials to the infrastructure projects	Iron & steel						
				Sand						
				Cement						
				Aggregates						
	4.2 Establish and equip state-of-the-art mineral testing laboratories	Known properties and characteristics of Uganda's minerals	State of the art laboratories in place	0	1	2	3	3	4	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets				
					2020/21	2021/22	2022/23	2023/24	2024/25
	4.3 Extend transport, energy, water and ICT infrastructure to mining areas and mineral processing facilities/industries	Adequate and reliable infrastructure extended to mining and minerals processing zones;	Kms of mineral roads constructed	-	160 <sup>3</sup>	100 <sup>4</sup>	35 <sup>5</sup>	100 <sup>6</sup>	73 <sup>7</sup>
			Proportion of rail networks to mining and minerals processing zones;	-	-	661 <sup>8</sup>	379 <sup>9</sup>	-	170 <sup>10</sup>
			Number of functional Aerodromes						
			Electricity grid extended to mining and minerals processing zones	179 <sup>11</sup>	431 <sup>12</sup>	163 <sup>13</sup>	22 <sup>14</sup>	30 <sup>15</sup>	155 <sup>16</sup>
			Natural gas pipeline	0	10	20	50	80	100

<sup>3</sup> Sironko to Nakapiripirit and Busia to Tororo

<sup>4</sup> Mubende to Kasanda

<sup>5</sup> Muko to Nyamuliro

<sup>6</sup> Masaka to Dimu and Kasese to Lake Katwe

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<sup>13</sup> Gulu to Orom

<sup>14</sup> Kasese to Lake Katwe Salt

<sup>15</sup> Masaka to Diimu

<sup>16</sup> Kawanda to Mubende and Kasanda

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets				
					2020/21	2021/22	2022/23	2023/24	2024/25
			extended to mining and minerals processing zones;						
			Water sources for industrial water supply in place;						
			Stable ICT networks extended to mining and minerals processing zones;	1	1	1	1	1	1
	4.4 Establish research and development infrastructure	Research and development infrastructure in place	Percent progress in establishing research and development infrastructure (%)	0	20	30	50	70	100
	4.5 Increase public investment in priority mineral processing	Increased domestic production of mineral-based products;	Percentage change in the volume of locally produced mineral-based products (%);	10	10	12.5	20	31.25	41.25
	4.6 Undertake PPPs to invest in mineral value addition	Increased private sector investment along the minerals value chain;	Percentage change in the value of private sector investment in minerals value chain (%);	20	20	20	20	20	20
	4.7 Increase levels of production of selected minerals to ensure adequate and consistent supply of raw materials	Increased domestic production of mineral-based products;	Percentage change in the volume of locally produced mineral-based products (%);	10	10	12.5	20	31.25	41.25
	4.8 Increase public investment in mining operations through for instance, UDB and UDC	Increased exploration and quantification of mineral reserves and opening up of potential areas	Number of new and existing mining ventures supported with public funds						
5. Expand mineral processing and marketing	5.1 Engage in bi-lateral and multi-lateral negotiations for increased access to external markets	Increased market access	Percentage change of mineral-based products exported	-	10	20	30	40	50
	5.2 Introduce incentive packages to attract investment in priority mineral value chain	Increased exploitation of mineral resources for industrialization	Number of mineral-based industries established	1	2	3	3	3	3
	5.3 Streamline the process for	Available Market	Number of Mineral	4	5	5	5	5	5

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets				
					2020/21	2021/22	2022/23	2023/24	2024/25
	acquisition and dissemination of market information	information	Investment Promotions participated in.						
			E-platform to disseminate market information developed	-	-	1	-	-	-
	5.4 Review the tax regime to reduce the importation of cheap and substandard products	Quality goods and services on the market	Number of taxes reviewed						
	5.5 Enhance the capacity of UNBS to undertake quality assurance and standard inspection	Quality products from mineral processing & imported products	Number of standards enforced						
	5.6 Establish a mineral certification mechanism for tin, tungsten & tantalite (3Ts) and Gold (G)	Increased revenue earned from the 3Ts & Gold	Mineral certification mechanism in place	0	0	1	-	-	-