

THE PRIORITY REFORM ACTION MATRIX (PRAM)PEMCOM REVIEW

The Public Expenditure Management Committee (PEMCOM) Priority Action Matrix is a revolving high level tracking tool for monitoring selected Public Financial Management (PFM) Reform Action drivers from the PFM Reform Strategy 2018 – 2023. **(Recently Extended to 2025)**

The matrix is updated through the PFM Cluster mechanism on a quarterly basis to inform PEMCOM on key progress and experiences in the implementation of core actions. Using this participatory review approach, actions deemed satisfactorily met are retired and new ones proposed to guide prioritisation.

The core actions below are selected on basis of being either precursory or catalytic to reforms in each of the 6 broad PFM Reforms Objectives. Since 2012, the momentum gained through the tracking of the PEMCOM Priority Reform Action Matrix (PRAM), has focused Management priorities on addressing specific PFM pressing issues based on fiduciary risks, and has strengthened the strategic focus of PEMCOM beyond the broad PFM operations and management of the PFM reform programme, REAP.

2.0 PFM REFORM OBJECTIVES

The PFM Reforms Strategy 2018 – 2023 **(Recently Extended to 2025)** is comprised of 6 Strategic objectives as follows:

OBJECTIVE 1: TO IMPROVE RESOURCE MOBILIZATION FOR UGANDA'S SUSTAINABLE DEVELOPMENT

OBJECTIVE 2: TO ENHANCE POLICY-BASED PLANNING AND BUDGETING FOR ALLOCATIVE EFFICIENCY

OBJECTIVE 3: TO STRENGTHEN PUBLIC INVESTMENT MANAGEMENT (PIM) FOR INCREASED DEVELOPMENT RETURNS ON PUBLIC SPENDING

OBJECTIVE 4: TO STRENGTHEN THE EFFECTIVENESS OF ACCOUNTABILITY SYSTEMS AND COMPLIANCE IN BUDGET EXECUTION

OBJECTIVE 5: IMPROVED TRANSPARENCY AND ACCOUNTABILITY OF LOCAL GOVERNMENT PFM SYSTEMS

OBJECTIVE 6: TO STRENGTHEN OVERSIGHT AND PFM GOVERNANCE FOR THE SUSTAINABILITY OF DEVELOPMENT OUTCOMES

3.0 STATUS OF CORE ACTIONS IN THE PRAM

To allow for a risk based assessment of the PFM Reforms, in the above outcomes, the PRAM also includes high-level risk monitoring of the most significant risks.

The PRAM uses the traffic light rating system as follows:

Met	For actions considered satisfactorily addressed		
On track	For actions whose process actions are deemed acceptable		
Not Met	For actions Not Yet satisfactorily met		
Objective 1: To improve resource mobilisation for sustainable development			
Reform Measure	Responsible	Date	Status
1.1 (i) Draft Report on institutional review of tax policy making process issued and (ii) Follow up action agreed	Tax policy/DEA MoFPED	(i) September 2023 (ii) January 2024	
1.2 Report on Implementation of the Tax Governance expenditures framework – progress on use of cost benefit analysis and efforts to reduce tax expenditures	Tax policy/DEA MoFPED	June 2023	
1.3 Progress in updating tax legislation: (i) New VAT law presented to Parliament for approval; (ii) New Income tax law drafted and subject ted to consultations; (iii) Tax Procedure sa Code drafted and subject t to consultation; (iv) Income tax law	Tax Policy / MoFPED	(i) August 2023 (ii) November 2023; (iii) March 2024; (iv) November 2024	

Met	For actions considered satisfactorily addressed		
On track	For actions whose process actions are deemed acceptable		
Not Met	For actions Not Yet satisfactorily met		
and Tax Procedures Code submitted to Parliament for approval			
1.4 Governance arrangements and financing agreed for procurement and transition to new E-tax system	URA (MoFPED)	August 2023	
Objective 2: To enhance policy-based planning and budgeting for allocative efficiency			
Reform Measure	Responsible	Date	Status
2.1 Review and update of NDP performance monitoring framework and indicators completed	OPM (NPA / DPI Secretariat)	February 2024	
2.2 (i) Monitoring process for multi-annual plans agreed; (ii) First review of previous budget MTEF / multi-annual projects / contracts	Budget Policy / MoFPED	(i) June 2023 (ii) September 2024	
2.3 (i) Governance arrangements agreed for operationalising the NDP monitoring system (ii) Launch of the new system with MDAs with NDP indicators; (iii) Performance Data entered for 75% of indicators	OPM (NPA/ MoFPED)	(i) October 2023; (ii) February 2024; (iii) December 2024	
Objective 3: To Strengthen Public Investment Management for increased returns			
3.1 Roll out of phase II of the IBP completed along with related change management support	PAP(DB)	December 2023	

Met	For actions considered satisfactorily addressed		
On track	For actions whose process actions are deemed acceptable		
Not Met	For actions Not Yet satisfactorily met		
3.2 (i) Study on permitting and licensing in the water, energy sectors commenced; (ii) Draft report on study shared; (ii) Agreement on recommendations from study	PAP(DB)	(i) September 2023; (ii) May 2024 (ii) November 2024	
3.3 Launch of Public Investment Management Policy	PAP (DB)	August 2023	
3.4 (i) Review of multi-annual costing of projects completed for at least 6 Programmes; (ii) Multi-annual review of all programmes completed as part of budget process	PAP/ DB	(i) January 2024 (ii) February 2025	
3.5 Develop action plan, timeframe and agreed funding requirements for implementation of recommendations from PPDA contract management study (WB 2022)	PPDA/ PAP	December 2023	
Objective 4: To strengthen the effectiveness of accountability systems and compliance in budget execution			
Reform Measure	Responsible	Date	Status
4.1 Implement e-Government Procurement system. (a) Roll out e-GP to 85 Sites (cumulative) by September 2023 (b). Roll out of eGP to 145 sites (cumulative) by September 2024 (c) Roll out to 185 sites (cumulative) by September 2025	AGO	(a) December 2023 (b) December 2024	

Met	For actions considered satisfactorily addressed		
On track	For actions whose process actions are deemed acceptable		
Not Met	For actions Not Yet satisfactorily met		
<p>4.2 Roll out of Human Capital Management System (HCM)</p> <p>(i) Change manage strategy/ training plan for roll out of HCM modules agreed</p> <p>(ii) Roll out of HCM to 160 cumulative sites – by September 2023</p> <p>(iii) Integration with EMIS/TMIS, SAGE, NSSF, Public Service Pension Fund (PSPF) completed</p> <p>(iii) Roll out of HCM to 248 cumulative sites – by September 2024</p>	MoPS	<p>(i) and (ii) September 2023</p> <p>(ii) and (iv) September 2024</p>	
<p>4.3 Action on recommendations from WB expert review of E-GP agreed and implemented, including full adoption of open contracting standards with public access to data</p>	AGO	December 2023	
Reform Measure	Responsible	Date	
5.1 Launch of LG Own Revenue Mobilisation Strategy	MOLG/LGFC	June 2023	
5.2 Roll out of Integrated Revenue Administration System (IRAS) system to LGs (i) 51 sites (cumulative) by September 2023 (ii) 91 sites by August 2024 (iii) 111 sites by June 2025	5.3 MoLG/LGFC	(i) September 2023 (ii) August 2024 (iii) June 2025	

Met	For actions considered satisfactorily addressed		
On track	For actions whose process actions are deemed acceptable		
Not Met	For actions Not Yet satisfactorily met		
5.4(i) Formation of inter-Ministerial Committee to review policies, legislation and rates for LG revenue reforms (ii) 1 st set of proposed draft changes to laws presented to Parliament	MoLG	(i) September 2023 (ii) September 2024	
5.5(i) Redesigned of accounting system for LLGs (SCART) completed and rolled out (ii) 40 (cumulative) LGs by December 2024 (iii) 80 LGs by June 2025	MoLG/AGO	(i) December 2023 (ii) June 2024 (iii) June 2025	
5.6 Approval of costed service delivery standards at LG level for 9 core public services	MoPS	March 2024	
Objective 6: To Strengthen Oversight for the Sustainability of Development Outcomes			
Reform Measure	Responsible	Date	Status
6.1 Operationalise the computerised audit recommendations tracking System: (i) OAG annual audit recommendations entered into system (ii) System launched with internal access by related GoU agencies; (iii) Launch of public access to system	OAG	(i) December 2023 (ii) March 2024 (iv) March 2025	
6.2 (i) Drafting specifications/ tender for OAG audit management / reporting system; and (ii) contracting design of new audit management software	OAG	(i) June 2023 (ii) February 2024	