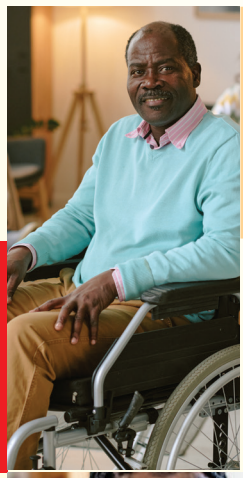
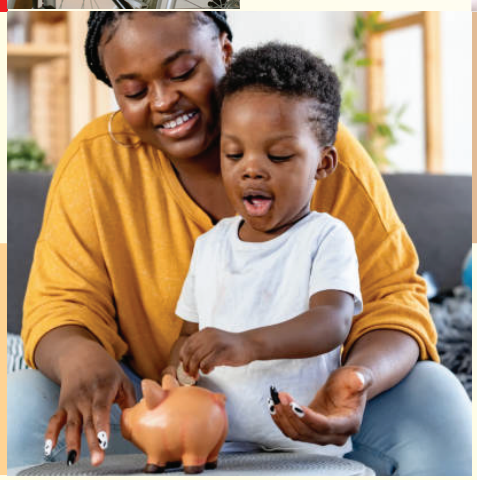
Strategy for Financial Literacy in Uganda (2026–2031)

Building Financial Capability for Household Resilience and Inclusive Growth











Photos: envato.com

Acknowledgement

We wish to extend our sincere appreciation to all stakeholders who contributed to the End-of-Term Evaluation of the Strategy for Financial Literacy in Uganda (2019–2024) and to the development of the new Strategy for Financial Literacy in Uganda (2026–2031): Building Financial Capability for Household Resilience and Inclusive Growth.

The successful completion of this process was made possible through the commitment, active participation and valuable contributions of numerous stakeholders. We are particularly grateful to the International Labour Organisation (ILO) for sponsoring this important initiative and for its continued support to efforts aimed at strengthening financial capability and inclusion in Uganda.

We extend our sincere appreciation to the Ministry of Finance, Planning and Economic Development for providing overall policy leadership and ensuring alignment of the Strategy with national development priorities, and to Bank of Uganda for its role as the lead implementing institution and national convener, coordinating the process through the Financial Literacy Strategy Secretariat under the National Payment Systems Department. Their joint leadership ensured that the process remained consultative, inclusive and aligned with national priorities.

The Strategy for Financial Literacy in Uganda (2026–2031) reflects a shared commitment to improve financial capability for enterprise growth and household resilience, increase responsible use of financial products and services, improve digital financial capability and consumer protection, and institutionalise an evidence-based financial literacy system across the country.

It recognises that access to financial services both traditional and digital financial services must be complemented by the knowledge, skills, confidence and behaviours needed to make informed financial decisions, manage risks, plan and participate meaningfully in the economy.

We acknowledge and appreciate Precise Trends Research & Consulting Limited, the consulting firm contracted to undertake this assignment, for the technical expertise, analytical guidance and professional commitment demonstrated throughout the process. The consultant's work in reviewing progress under the previous strategy, engaging stakeholders, consolidating feedback and supporting the formulation of strategic priorities was instrumental in shaping a practical and forward-looking strategy

Our appreciation further extends to the National Steering Committee, Technical Working Groups, Sector Working Groups, and all teams and institutions that participated in the review of the previous strategy, the development of the new strategy and its validation. The contributions, insights and collaboration were invaluable in identifying lessons learned, emerging priorities, implementation gaps and opportunities for strengthening financial literacy interventions across the country.

The collective effort and ownership demonstrated throughout this process provide a strong foundation for the successful finalisation and subsequent implementation of the Strategy for Financial Literacy in Uganda (2026–2031).

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List of Abbreviations

ATMS	–	Agro-Industrialization, Tourism, Mineral Development, Science, Technology and Innovation
AFC	–	Anti Fraud Consortium
BOU	–	Bank of Uganda
CMA	–	Capital Markets Authority
DUV	–	Digital Uganda Vision
ESG	–	Environmental, Social and Governance
ETE	–	End-Term Evaluation
FL	–	Financial Literacy
ICT	–	Information and Communication Technology
IRA	–	Insurance Regulatory Authority
M&E	–	Monitoring and Evaluation
MDAs	–	Ministries, Departments and Agencies
MoES	–	Ministry of Education and Sports
MoFPED	–	Ministry of Finance, Planning and Economic Development
MoGLSD	–	Ministry of Gender, Labour and Social Development
MoTIC	–	Ministry of Trade, Industry and Cooperatives
MSMEs	–	Micro, Small, and Medium Enterprises
NCDC	–	National Curriculum Development Centre
NDP IV	–	National Development Plan IV
NFIS	–	National Financial Inclusion Strategy
NSC	–	National Steering Committee
PDM	–	Parish Development Model
PWDs	–	Persons with Disabilities
SACCO	–	Savings and Credit Cooperative Organisation
SFL	–	Strategy for Financial Literacy
SMS	–	Short Message Service
TOR	–	Terms of Reference
ToT	–	Training-of-Trainers
TVET	–	Technical and Vocational Education and Training
TWGs	–	Technical Working Groups
UCC	–	Uganda Communications Commission
UFLA	–	Uganda Financial Literacy Association
UGAFINLIT-		Uganda Financial Literacy
UMRA	–	Uganda Microfinance Regulatory Authority
VSLA	–	Village Savings and Loan Association



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Minister of Finance, Planning and Economic Development



Michael Atingi-Ego
Governor Bank of Uganda

Foreword

The National Development Plan IV sets out an ambitious aspiration to grow Uganda's economy ten-fold from approximately US$ 60 billion in 2026 to US$ 500 billion by 2040. Achieving this aspiration will require a financially capable population that is able to save, invest, borrow responsibly, manage risks, and effectively participate in the formal economy. In this regard, government together with other key stakeholders have come up with the third strategy for financial literacy 2026–2031 that is fully aligned with Uganda's national development priorities, including Uganda's Vision 2040, the National Development Plan IV, the National Financial Inclusion Strategy (2023–2028), and the Digital Uganda Vision. It further supports key Government programs such as the Parish Development Model and broader national efforts aimed at enhancing household incomes, promoting enterprise development, strengthening resilience, and advancing inclusive and sustainable socio-economic transformation.

Financial literacy remains a critical pillar for achieving inclusive economic growth and empowering citizens to make informed financial decisions. As Uganda's financial sector continues to evolve rapidly through digital transformation, innovation, and expanded access to financial services, it is increasingly important that individuals and households possess the knowledge, skills, attitudes, and behaviours necessary to effectively manage their financial lives and to meaningfully participate in economic activity

The implementation of the previous Strategy for Financial Literacy 2019–2024 registered notable achievements through strong collaboration among Government institutions, financial sector players, development partners, civil society organisations, academia, and the private sector. The Strategy contributed significantly to raising awareness on personal financial management, savings, responsible borrowing, investment, insurance, retirement planning, consumer protection, and digital financial literacy across different segments of the population.

Despite this progress, several challenges remain. Findings from recent studies and surveys such as the Finscope 2023 continue to show gaps in financial capability, low levels of long-term financial planning, vulnerability to fraud and financial shocks, and limited uptake of formal financial products and services among sections

of the population. Additionally, despite the increased popularity of digital financial services, emerging risks associated with digital financial services, online fraud, and misinformation further reinforce the need for strengthened and coordinated financial literacy interventions.

The Strategy for Financial Literacy III (2026–2031) marks a renewed and strengthened national commitment to advancing financial capability in Uganda. Through this Strategy, the Government of Uganda reaffirms its commitment to promoting financial literacy as a key enabler of household resilience, inclusive growth, and sustainable economic development.

The Strategy's vision is to build a financially capable population that utilises financial services responsibly to enable resilience and inclusive economic participation. This reflects Uganda's national aspiration to become a prosperous, middle-income country. Its mission is to equip the general public with practical financial knowledge, skills, and to nurture positive behaviours through appropriate delivery mechanisms. To deliver this mission, the Strategy is organised around five strategic objectives:

i) Improved Financial Capability for Enterprise Growth and Household Resilience
ii) Increased Responsible Use of Financial Products and Services.
iii) Improved Digital Financial Capability and Consumer Protection.
iv) Improved Livelihood, Enterprise, and Youth Financial Capability
v) Institutionalised, Coordinated, and Evidence-Based Financial Literacy System

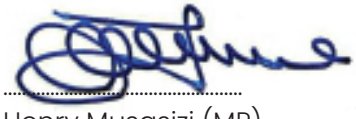
These pillars reflect a deliberate shift from general awareness campaigns to sustained, behavior-change focused financial capability development that delivers measurable impact at household and enterprise levels.

Particular emphasis is placed on reaching underserved and vulnerable population groups, including women, youth, rural communities, refugees, persons with disabilities, and micro, small, and medium enterprises. By addressing structural barriers and tailoring interventions to different life stages and livelihoods, this Strategy ensures that no Ugandan is left behind.

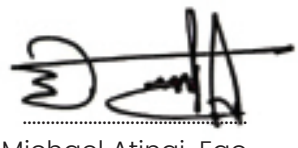
We wish to extend our sincere appreciation to all stakeholders who contributed to the End-Term Evaluation of the Strategy for Financial Literacy (2019–2024) and the development of this new Strategy. Special thanks go to the International Labour Organisation (ILO) for sponsoring this initiative and the Central Bank of Uganda for the overall coordination through the financial literacy strategy Secretariat under the National Payment Systems Department.

The successful implementation of this Strategy will require strong collaboration across government institutions, regulators, financial service providers, development partners, civil society, and the private sector. The Ministry of Finance, Planning and Economic Development will continue to provide policy leadership and ensure alignment with the national development priorities, while the Bank of Uganda will continue to play a central role in coordination and implementation.

We call upon all stakeholders to actively support and participate in the implementation of this Strategy. Together, we can build a financially capable population that is empowered to make informed decisions, manage risks, and participate productively in the economy. We look forward to closer working relations with you over the next five years and beyond.



Henry Musasizi (MP)
Minister of Finance, Planning and Economic Development



Michael Atingi-Ego
Governor Bank of Uganda

Executive Summary

The Strategy for Financial Literacy in Uganda (2026–2031) is grounded in the recognition that while Uganda has registered gains in expanding access to formal and digital financial services. However, this has not translated into strong financial wellbeing for many households. Large segments of the population continue to face irregular incomes, limited savings, weak long-term planning, low insurance uptake, rising exposure to digital financial crime, and constrained understanding of consumer rights and financial product risks. The End of Term Evaluation of the previous strategy (2019 -2024) also showed that although financial education was relevant where delivered, coverage remained uneven and outcomes were strongest only in basic behaviours such as saving and budgeting. The new strategy therefore, responds to a clear need for deeper institutionalisation, wider inclusion, stronger behaviour change, and more coordinated national delivery. It is positioned as a key enabler of Uganda's broader development agenda, aligned with Uganda's Vision 2040, the National Development Plan IV, the National Financial Inclusion Strategy, the Digital Uganda Vision, the Government Tenfold Growth Strategy through the ATMS sectors (Agro-Industrialisation, Tourism, Mineral Development, and Science, Technology and Innovation), and social protection and livelihood programmes.

The strategy's vision is a financially capable population that utilises financial services responsibly to enable resilience and inclusive economic participation. Its mission is to equip the public with practical financial knowledge, skills, and to nurture positive financial behaviours through appropriate delivery mechanisms. To realise this vision, the strategy is organised around five objectives: improved financial capability for enterprise growth and household resilience; increased responsible use of financial products and services; improved digital financial capability and consumer protection; improved livelihood, enterprise, and youth financial capability; institutionalised, coordinated, and evidence based financial literacy systems. Together, these objectives mark a deliberate shift from one-off awareness campaigns to sustained behaviour-focused capability building.

The strategy adopts an inclusive approach and prioritises population groups that face structural financial capability gaps. These include low-income households, youth and students, women, informal workers and MSMEs, public servants and formal sector workers, rural communities, refugees and displaced persons, persons with disabilities, older persons, persons in rehabilitation or correctional settings, values-based finance users, and users who rely primarily on digital financial platforms. Across these groups, the strategy pays particular attention to barriers related to geography, gender, disability, low literacy, displacement, and digital vulnerability. It also emphasises life stage relevance, with interventions tailored to major financial decision points such as school to work transition, enterprise development, household

management, and retirement planning. In this way, financial literacy is framed not as a generic public education exercise, but as a practical and targeted inclusion instrument for household resilience, economic participation, and equitable development in Uganda. The full segmentation of priority population groups, including illustrative sub-segments for targeted delivery, is set out in Table 4.1.

Its strategic pillars can be understood as a set of reinforcing shifts in both content and delivery. First, it prioritises household resilience, focusing on budgeting, saving, planning, risk management, and preparation for shocks. Second, it advances responsible use of financial services, with attention to borrowing, debt management, insurance, savings, and investment decisions. Third, it places strong emphasis on digital financial literacy and consumer protection, recognising the centrality of mobile money, digital credit, financial crime prevention, data privacy, and complaint mechanisms in Uganda's rapidly evolving financial ecosystem. Fourth, it promotes livelihood, enterprise, and youth financial capability, linking financial literacy to work, entrepreneurship, agricultural livelihoods, and productive use of resources. Fifth, it advances institutionalisation and systems strengthening, including harmonised curricula, accredited trainers and partners, coordinated delivery platforms, and unified results-based monitoring. These pillars are supported by community-based delivery, institutional integration, digital reinforcement, and a cascade model for national scale-up.

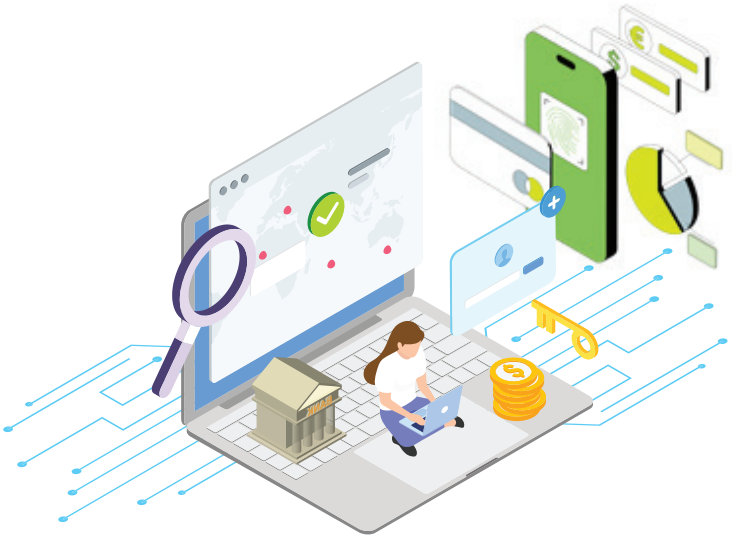
The governance and financing model is designed to move Uganda from fragmented interventions toward a coordinated national system. The Ministry of Finance, Planning and Economic Development will provide policy leadership and ensure alignment with national development priorities, while the Bank of Uganda will serve as the lead implementing institution and national convener. A National Steering Committee will provide strategic oversight, supported by Technical Working Groups and a strengthened Secretariat responsible for coordination, curriculum oversight, partner accreditation, monitoring, and reporting. Sector Working Groups and district coordination structures will embed implementation within key sectors including education, agriculture, gender, and social development, MSMEs and enterprise, cooperatives and SACCOs. Financing will rely on integration into government budgets, a medium-term financing plan, partner co-financing, and structured private sector participation, especially from financial institutions, payment service providers, employers, civil society, and development partners. Implementation will be coordinated through a strengthened national system, with the Uganda Financial Literacy Association (UFLA) playing a central operational role under the leadership and supervision of the Bank of Uganda. The model emphasises cost-effectiveness through use of existing platforms, cascade training, digital reinforcement, and partnership leverage, rather than parallel structures.

The expected outcomes and impact of the strategy are both behavioural and systemic. At the household level, the strategy is expected to improve budgeting, saving, planning, preparedness for shocks, and safer, more responsible use of financial services. At the market level, it seeks to strengthen consumer confidence, reduce over-indebtedness and financial crime exposure, and support more informed participation in formal and digital finance. At the inclusion level, it aims to narrow geographic and demographic disparities in financial capability, especially for women, youth, rural communities, refugees, persons with disabilities, and other underserved groups. At the institutional level, it is expected to create a sustainable, measurable, and nationally coordinated system for financial literacy delivery. The strategy aims to contribute to three high-level outcomes: improved financial well-being and resilience of individuals and households; responsible and confident participation in formal and digital financial systems; and inclusive economic participation and reduced disparities.

1 Introduction and Context



Background and Rationale



Evolution of Financial Inclusion in Uganda

Uganda has registered notable progress in expanding access to formal financial services over the past two decades. Regulatory reforms, growth of the banking sector, expansion of microfinance institutions, and rapid uptake of mobile money and other digital financial services have significantly broadened financial inclusion with formal financial inclusion rising from 52% in 2013 to 68% in 2023, according to Finscope 2023. Millions of Ugandans now transact, save, borrow, and receive payments through formal channels.

However, access to financial services does not automatically translate into effective usage or improved financial wellbeing. Many households and small enterprises continue to face challenges in managing income volatility, planning for future needs, protecting themselves against risks, and avoiding harmful financial practices.

Digital Transformation of Financial Services

The financial landscape in Uganda has evolved rapidly, particularly through digital innovation. Mobile money platforms, digital credit products, agent banking, and online payment systems are now central to everyday economic activity.

While digitalisation has enhanced convenience and outreach, it has also introduced new risks. These include over-indebtedness linked to instant digital loans, exposure to financial crime and scams, data privacy concerns, and limited awareness of consumer rights. Without adequate financial capability, individuals may adopt products that undermine rather than strengthen their financial stability.

Changing Household Financial Behaviour

At household level, persistent vulnerabilities continue to shape financial behaviour. Many Ugandans rely on irregular income from informal employment, agriculture, or small-scale enterprises. Income volatility makes it difficult to plan expenditures, participate in retirement benefit schemes, accumulate savings, or access affordable insurance.

Unexpected shocks such as illness, climate-related events, loss of employment, or business downturns can quickly push households into financial distress. Evidence from the End-of-Term Evaluation (ETE) of the Strategy for Financial Literacy (2019–2024) indicates that while awareness and perceived relevance of financial education were high among those reached, overall exposure remained uneven across districts and vulnerable populations. The evaluation further found that improvements were strongest in basic behaviours such as saving and budgeting, while gaps persisted in long-term financial planning, insurance uptake, responsible borrowing, and effective product use. These findings underscore the need for deeper institutionalisation, wider coverage, and stronger behaviour-focused delivery.

Socio-economic Disparities and Inclusion Gaps

Socioeconomic disparities further compound financial capability challenges. Women, youth, rural populations, refugees, persons with disabilities, and older persons often face structural barriers including limited access to education, information, formal employment, collateral, and appropriate financial products.

Youth entering the labour market frequently lack skills to manage income, debt, or enterprise finances. Women may also experience constrained decision-making power over household resources. Addressing these disparities is essential for inclusive growth and national economic resilience.

Role of Financial Literacy in Economic Transformation

Financial literacy is a foundational component of Uganda's broader development agenda. It supports responsible participation in financial markets, strengthens household resilience, promotes entrepreneurship, and contributes to poverty reduction. Financial capability is also an enabler of other national priorities, including social protection, digital transformation, climate adaptation, and job creation. Individuals who can plan, save, insure, and invest are better positioned to withstand shocks and seize economic opportunities.

The Strategy for Financial Literacy (2026–2031) builds on previous achievements while responding to emerging realities. It aligns with Uganda's Vision 2040, the National Development Plan IV, the National Financial Inclusion Strategy, Parish Development Model, and the Digital Uganda Vision. The Strategy places stronger emphasis on behaviour change, equitable coverage across districts and vulnerable populations, strengthened national coordination and monitoring systems, digital financial capability, and institutionalisation within public and private sector delivery structures. These design shifts directly respond to lessons and gaps identified in the End-of-Term Evaluation of the 2019–2024 Strategy.

Review of the Strategy for Financial Literacy (2019–2024)

Achievements and Milestones

The Strategy for Financial Literacy (2019–2024) provided a national framework to guide coordinated financial capability initiatives across government institutions, regulators, financial service providers, development partners, and civil society organisations.



Considerable progress was made in raising awareness of financial management practices among various population groups. Financial education messages were delivered through community outreach, multimedia campaigns (traditional and electronic), school-based programmes, savings groups, and institutional platforms. Standardised materials were developed, and collaboration within the financial sector strengthened.

Institutional and Governance Gains

The previous strategy established governance structures at the national level and strengthened collaboration between regulators and financial sector stakeholders. It created a platform for joint consumer education and enhanced recognition of financial literacy as a national priority.

Community-based delivery mechanisms proved particularly effective in reaching underserved households. Village savings and loan associations, SACCOs, farmer groups, faith-based organisations, and local government structures translated financial concepts into practical action.

Delivery Models Tested

The strategy tested multiple delivery approaches, including community-based platforms, multimedia campaigns, school integration, and linkages to livelihood programmes. Integration with youth, women, and enterprise initiatives enhanced relevance and practical application.

Linking financial literacy to income-generating activities increased the likelihood of sustained behaviour change.

Lessons Learned from Implementation



i. Behaviour-focused financial literacy is more likely to translate into sustained practice: Practical, everyday financial skills such as saving and budgeting were more readily adopted and maintained by households than abstract or complex financial concepts.

ii. Strong policy coherence must be matched by effective last-mile implementation: Alignment at policy level alone was insufficient, as variations in community-level coordination significantly influenced reach, efficiency, and consistency of results.

iii. Community-based financial structures are central to sustainability: Savings groups and SACCOs provided trusted platforms that reinforced learning and supported continued financial practices beyond formal training.

iv. Institutionalisation improves sustainability but requires active coordination: Embedding financial literacy within private and public institutions enhanced continuity, but uneven coordination limited consistent implementation across institutions.

v. Strong monitoring and learning systems are essential for adaptive management: Limitations in outcome-level monitoring constrained learning and adjustment, underscoring the need for clearer indicators and harmonised reporting mechanisms.

These lessons informed the design of the 2026–2031 Strategy.

Key Gaps and Constraints



Despite progress, several limitations constrained impact.

Coverage remained uneven across districts and vulnerable groups. Many interventions were project-based and not sustained beyond funding cycles. Coordination across sectors and subnational structures was inconsistent, and monitoring systems were fragmented.

The absence of a unified national results framework and harmonised reporting system limited the ability to assess cumulative progress, outcome-level change, and cost-effectiveness across implementing partners. In addition, rapid digital expansion introduced emerging risks, including over-indebtedness, financial crime exposure, and limited consumer awareness, which were not comprehensively addressed under the previous strategy cycle.

The new Strategy for Financial Literacy (2026–2031) responds directly to these gaps by strengthening institutionalisation, coordination, monitoring, inclusion, and digital financial capability.

Implications for the 2026–2031 Strategy

The findings of the End-of-Term Evaluation of SFL 2019–2024 provide a direct foundation for the design of the 2026–2031 Strategy. The new Strategy prioritises:

- Expanded and more equitable geographic and demographic coverage.
- Institutionalisation within ministries, regulators, schools, workplaces, and community structures.
- A strengthened national monitoring, evaluation, and reporting framework with clear outcome indicators.
- Enhanced digital financial capability and consumer protection awareness.
- Structured coordination mechanisms linking national, district, and community-level actors..

These shifts reflect a deliberate move from project-based delivery toward a coordinated, institutionalised, and measurable national financial capability system.

Financial Capability Landscape in Uganda

Uganda's financial capability landscape reflects expanding access to financial services alongside persistent gaps in the knowledge, skills, and confidence required to use those services effectively. While formal financial inclusion has increased, many individuals and households remain vulnerable to financial shocks and income instability. The End-of-Term Evaluation (2019–2024) confirmed that although financial education content was widely perceived as relevant among participants, overall exposure was moderate and uneven, and more advanced financial behaviours such as insurance uptake and long-term financial planning remain limited.

Implications of the Uganda Financial Capability Survey 2020

The SFL (2026–2031) is explicitly informed by findings from the Uganda Financial Capability Survey 2020, which showed that increased access to financial services had not consistently translated into improved financial wellbeing. The survey highlighted persistent gaps in household budgeting, emergency savings, long-term financial planning, understanding of credit products, and awareness of consumer rights. It also identified capability disparities affecting women, youth, rural households, and lower-income populations.

The new strategy responds directly to these findings through a stronger focus on practical behaviour change and household resilience. Strategic priorities include budgeting, regular saving, preparedness for financial shocks, responsible borrowing, debt management, and long-term planning. Recognising the rapid growth of mobile money and digital finance, the strategy also introduces a dedicated focus on digital financial literacy, financial crime prevention, data privacy, and safe use of digital credit and payment platforms.

The survey's findings on unequal capability outcomes and fragmented delivery systems are addressed through targeted inclusion measures and stronger institutional coordination. The strategy prioritises women, youth, rural communities, refugees, persons with disabilities, and other underserved groups, while shifting from one-off awareness campaigns toward sustained delivery through community, workplace, school, and digital platforms. It also establishes a unified monitoring and reporting framework to ensure measurable progress, continuous learning, and evidence-based implementation over the 2026–2031 period.

Household Saving, Borrowing and Spending Patterns

Savings behaviour remains constrained despite widespread recognition of its importance. Many households struggle to save consistently due to low and irregular incomes, competing priorities, and unexpected expenses. Informal savings mechanisms such as savings groups and rotating schemes remain central, particularly in rural areas and among women. These mechanisms are accessible and trusted, but they often provide limited protection against large shocks and do not always support long-term planning.

Borrowing patterns present mixed outcomes. Formal credit is available through banks, microfinance institutions, SACCOs, and digital platforms. However, many borrowers lack sufficient understanding of loan terms, repayment obligations, and associated risks. Digital credit has expanded rapidly due to convenience and minimal entry requirements, but concerns persist regarding high effective costs, short repayment periods, and multiple borrowing.

Spending practices are influenced by income volatility and social obligations. Households often prioritise immediate needs such as food, school fees, healthcare, and debt repayment. Structured budgeting and long-term planning are not consistently practised, particularly where income is uncertain.

Use of Mobile Money and Digital Finance

The use of digital financial services has grown significantly. Mobile money platforms enable payments, transfers, savings, and access to credit through mobile phones. Digital channels have expanded access to previously underserved populations and remote areas.

However, digital adoption has outpaced digital literacy for many users. Some individuals struggle to understand transaction charges, security practices, dispute resolution processes, and financial crime risks. Incidents of mobile money financial crime and unauthorised transactions have affected public trust in certain areas. Strengthening digital financial capability is therefore essential. The 2026–2031 Strategy therefore integrates digital financial literacy, financial crime awareness, data protection understanding, and responsible digital borrowing as core components rather than complementary elements.

Consumer Protection Risks

Consumer awareness of rights and protections in financial services remains limited. Many users are unaware of complaint channels, regulatory safeguards, or the obligations of financial service providers. Limited transparency around pricing and product features further complicates informed decision-making.

The rapid evolution of digital credit and platform-based services has introduced additional consumer protection concerns, including data privacy risks and aggressive recovery practices. Strengthening awareness of rights and responsibilities is critical to safeguarding users.

Financial Vulnerability and Resilience

Households remain highly exposed to economic shocks such as illness, crop failure, price fluctuations, climate-related events, and loss of income.

> Insurance uptake is low, and awareness of risk management tools remains limited.

In the absence of formal safety nets, families often rely on social networks, asset sales, or high-cost borrowing during crises. These coping mechanisms can undermine long-term financial stability. Strengthening savings practices, risk management, and planning skills is therefore central to improving resilience.

Gender and Youth Financial Capability

Financial capability varies significantly across population groups. Women actively participate in savings groups but may face constraints in accessing larger financial products or exercising independent financial decision-making.

> Youth entering adulthood often lack experience in managing income, debt, or enterprise finances, particularly in the context of high unemployment and underemployment.

Rural populations, refugees, persons with disabilities, and older persons face additional structural barriers that affect both access to services and opportunities to build financial skills.

Addressing these disparities is essential to achieving inclusive financial capability. The major financial capability challenges emerging from the current landscape are summarised in Box 1.2.

Box 1.2: **Key Financial Capability Challenges in Uganda**

- **Low and irregular household incomes limiting consistent savings.**
- **High exposure to economic and climate-related shocks**
- **Rising use of digital credit with associated over-indebtedness risks**
- **Limited awareness of consumer rights and complaint mechanisms**
- **Increasing exposure to mobile money fraud and digital risks**
- **Low uptake of insurance and formal risk management tools**
- **Persistent gender and youth capability gaps**

Contribution to National Development Agenda

Financial literacy is a cross-cutting enabler of Uganda's national development priorities. It strengthens the ability of citizens to participate productively in the economy, manage risks, and improve household wellbeing.

Alignment with Uganda's Vision 2040

Uganda's Vision 2040 sets out the long-term aspiration of becoming a modern and prosperous nation with a high quality of life for all citizens. Central pillars include human capital development, private sector growth, and financial sector expansion.

Financial capability supports these pillars by enabling individuals to manage income, accumulate assets, invest productively, and plan. Strengthening financial skills contributes directly to sustainable improvements in living standards.

Alignment with the National Development Plan IV

The National Development Plan IV emphasises inclusive growth, household income enhancement, job creation, and resilience to economic shocks.

Many households remain vulnerable due to irregular earnings and limited savings partly on account of low financial literacy and poor financial management practices. Financial literacy strengthens household productivity and resource management, supporting poverty reduction and resilience objectives under the NDP.

Alignment with the National Financial Inclusion Strategy, 2023-2028

Expanding access to financial services is meaningful only when individuals can use those services safely and effectively. Financial capability enables consumers to select appropriate products, understand costs and obligations, and avoid financial distress.

The promotion of responsible use of financial services, will ensure that the Strategy complements regulatory efforts aimed at stability, consumer protection, and market development. This strategy therefore serves as the behavioural and capability pillar complementing the National Financial Inclusion Strategy (NFIS).

While the NFIS prioritises access, infrastructure, market development, and financial market deepening, the SFL 2026- 2031 focuses on ensuring that individuals and enterprises possess the knowledge, skills, and behaviours required to use financial services effectively, safely, and responsibly.

Figure 1.1 SFL 2026-2031 core strength



Together, the two strategies (NFIS 2023-2028 & SFL 2026-2031) form a mutually reinforcing framework for inclusive and sustainable financial sector development.

Alignment with the Digital Uganda Vision

The Digital Uganda Vision highlights the transformative role of digital technologies in economic and social development. Digital financial services are a central component of this transformation.

Building digital financial capability supports safe usage of mobile money, digital credit, and online platforms. It strengthens consumer confidence and supports responsible participation in the digital economy.

Alignment with Social Protection and Livelihoods Agenda

Financial literacy enhances the effectiveness of social protection and livelihood programmes. Cash transfers, enterprise support, agricultural interventions, and youth employment initiatives yield greater impact when beneficiaries can manage resources prudently and plan for sustainability.

Strengthening financial capability supports stabilisation of household consumption, investment in productive activities, and reduced vulnerability to shocks. It also reinforces gender equality, youth empowerment, refugee inclusion, and rural development objectives. Under the 2026–2031 Strategy, financial literacy will be systematically integrated into social protection, economic empowerment, enterprise development, agricultural extension, and youth employment programmes through structured guidelines, training frameworks, and monitoring linkages.

Alignment with the Government Tenfold Growth Strategy through ATMS Sectors

The Government's Tenfold Growth Strategy prioritises Agro-Industrialization, Tourism, Mineral Development, and Science, Technology, and Innovation (ATMS) as key drivers of rapid economic transformation. Financial literacy supports this agenda by equipping households and enterprises with the knowledge and skills to manage resources, access finance, invest productively, and manage risks.

In agro-industrialisation, financial literacy enables farmers, agribusinesses, and cooperatives to improve productivity, manage seasonal incomes, access appropriate finance, adopt insurance, reinvest earnings, and expand markets. In tourism, it supports tourism enterprises and workers to improve business planning, pricing, savings, reinvestment, record keeping, and access to appropriate finance. In mineral-based development, including oil and gas value chains, it supports formalisation, income management, responsible borrowing, savings, insurance uptake and productive reinvestment among workers, suppliers, cooperatives, and local enterprises. In science, technology and innovation, including ICT, financial literacy strengthens the ability of innovators, start-ups and digital entrepreneurs to manage capital, understand financial products, protect digital transactions, and scale business ideas responsibly.



2 Strategic Framework

The Strategic Framework defines the long-term direction of the Strategy for Financial Literacy (2026–2031). It articulates the vision, mission, and strategic objectives that guide national coordination, delivery, and institutionalisation.

Vision

Vision Statement

A financially capable population that utilises financial services responsibly to enable resilience and inclusive economic participation.

Interpretation of Vision

This vision reflects the aspiration that all Ugandans, regardless of income level, gender, location, or social status, can make informed financial decisions throughout their lives and use available financial products and services safely, responsibly, and productively.

Financial wellbeing is not defined solely by access to financial products and services, but by the ability to use those services effectively, responsibly, and in practical and beneficial ways that promote long-term security. In practical terms, this means that individuals and households can earn, save, invest, borrow responsibly, protect income, plan for future needs, and manage financial risks. These products and services include both traditional and digital channels, such as banks, SACCOs, microfinance institutions, insurance providers, capital markets, savings groups, mobile money, agent banking, digital credit, payment platforms, and other emerging financial services. A financially capable population contributes to stronger households, productive enterprises, and a resilient national economy.

The vision emphasises empowerment, resilience, and responsible participation in financial services.

The Strategy therefore promotes inclusive financial capability across both traditional and digital financial systems, ensuring that individuals, households, and enterprises can make informed choices regardless of the channel or product they use.

Mission

Mission Statement

To equip the general public with practical financial knowledge, skills, and to nurture positive financial behaviours through appropriate delivery mechanisms.

Strategic Orientation of the Mission

The mission underscores three central principles:

- Practical skills and application over awareness alone
- Repeated engagement and behaviour formation
- Inclusive and decentralised delivery

Financial literacy interventions will move beyond awareness creation by prioritising practical competencies and repeated opportunities to apply them such as budgeting, saving, responsible borrowing, digital financial safety, and enterprise finance. The focus will be on helping individuals, households and enterprises translate knowledge into positive financial habits and responsible financial decision-making. Delivery will be anchored in trusted community and institutional platforms and reinforced through digital channels, follow-up support, coaching, peer learning, and behaviour-change messages.

Partnerships across government, regulators, financial institutions, civil society, educational institutions, employers, and development partners are central to achieving scale and sustainability. These partnerships will support not only the dissemination of information, but also sustain.

Strategic Objectives

The Strategy for Financial Literacy (2026–2031) is guided by five strategic objectives that respond directly to the lessons and gaps identified in the End-of-Term Evaluation of SFL 2019–2024. These objectives aim to strengthen financial behaviours at household and enterprise levels while institutionalising coordinated, measurable, and sustainable delivery systems nationwide. The objectives are aligned with Uganda's NDP IV goal of higher household incomes, full monetisation of the economy and employment for sustainable socio-economic transformation, and complement NFIS II priorities on reducing financial exclusion, expanding responsible use of affordable financial products and services, and strengthening financial consumer protection and financial literacy.

More specifically, the objectives and their corresponding Results Framework indicators (Annex III) are benchmarked against the NDP IV Private Sector Development Programme (Chapter 10) financial literacy mandate, NDP IV targets for savings mobilisation, insurance uptake, and formal financial inclusion, and the four pillars of NFIS II. The objectives also support the ATMS growth sectors by applying financial capability to agro-industrialisation, tourism, mineral-based development, and science, technology, and innovation. Financial inclusion is treated as a cross-cutting priority across all five objectives, ensuring that financial literacy interventions reach underserved populations including women, youth, rural communities, refugees, persons with disabilities, and other vulnerable groups.

> Each strategic objective corresponds to an intermediate outcome in the Strategy's Theory of Change, ensuring a clear and measurable results pathway from implementation activities to national financial capability outcomes.

STRATEGIC OBJECTIVE 1

Improved Financial Capability for Enterprise Growth and Household Resilience

This objective seeks to improve the ability of individuals, households and enterprises to manage income effectively, build savings, plan expenditures, diversify income sources, and prepare for financial shocks.

This objective prioritises:

- Practical budgeting and money management
- Consistent saving habits and emergency preparedness
- Risk awareness and mitigation strategies.
- Long-term financial planning and goal setting

Strengthening household financial resilience reduces vulnerability to income volatility, climate-related shocks, health emergencies, and economic stress. It supports stabilisation of consumption, asset accumulation, and improved household wellbeing through strengthened budgeting, saving behaviour, financial planning, and household risk management practices. In addition, the strategy will support segmentation of financial literacy interventions by livelihood type. This will enable customised delivery to farmers, traders, youth, and micro and small enterprises.

STRATEGIC OBJECTIVE 2

Increased Responsible Use of Financial Products and Services

This objective seeks to increase responsible and informed use of financial products and services by strengthening consumer understanding of product features, costs, obligations, benefits, and risks.

This objective addresses:

- Over-indebtedness and multiple borrowing
- Inappropriate or mismatched product use
- Limited understanding of loan terms and repayment obligations

Promoting responsible financial behaviour supports confident participation in formal financial systems and reduces over-indebtedness while encouraging responsible and effective use of financial services.

STRATEGIC OBJECTIVE 3

Improved Digital Financial Capability and Consumer Protection

This objective seeks to improve citizens' ability to use digital financial services safely, responsibly, and confidently, while strengthening awareness and use of consumer rights, protection mechanisms, and redress channels.

This objective includes:

- Understanding transaction charges and digital records
- Safeguarding personal information and data privacy
- Recognising financial crime, scams, and cyber risks
- Understanding consumer rights and responsibilities in financial services
- Accessing complaint and redress mechanisms
- Responsible use of digital credit and mobile-based financial services

Strengthening digital financial literacy and consumer protection awareness mitigates emerging risks associated with rapid technological transformation, enhances safe use of digital financial services, and reduces exposure to financial crime, scams, and misuse.

STRATEGIC OBJECTIVE 4

Strengthen Livelihood, Enterprise, and Youth Financial Capability

This objective seeks to improve financial capability among livelihood actors, enterprises and young people, particularly in relation to income generation, enterprise growth, employment transition, and productive economic participation.

This objective focuses on:

- Business record keeping and financial planning.
- Cash flow management and cost control.
- Productive and sustainable use of credit
- Youth financial decision-making and early habit formation
- Linking financial literacy to livelihood and employment programmes

Strengthening enterprise and youth financial capability contributes to job creation, enterprise sustainability, income stability, and more inclusive economic participation.

STRATEGIC OBJECTIVE 5

Institutionalised, Coordinated, and Evidence-Based Financial Literacy System

This objective seeks to establish a coordinated, institutionalised, and evidence-based national financial literacy system that supports equitable coverage, effective implementation, monitoring, learning, and accountability.

This objective prioritises:

- Establishment of a unified national results framework
- Targeted expansion of financial literacy to underserved districts and vulnerable population groups, including refugee-hosting areas and remote communities.
- Harmonised monitoring, reporting, and data consolidation mechanisms
- Clear national and subnational coordination structures
- Integration of financial literacy into public programmes, education systems, and institutional mandates
- Continuous learning, adaptive management, and knowledge sharing

Institutionalisation ensures sustainability beyond project cycles, reduces duplication, enhances equitable coverage across districts and population groups, strengthens accountability, and embeds financial literacy within national systems for sustained and scalable implementation.

Priority focus areas

To enhance focus and impact, the Strategy will prioritise three national focus areas for the initial implementation phase.



These areas reflect the most pressing capability gaps and highest potential for impact on household resilience and inclusive economic participation.

The strategic shifts underpinning SFL 2026–2031 are summarised in Box 2.1.

Box 2.1: **Strategic Shifts in SFL 2026–2031**

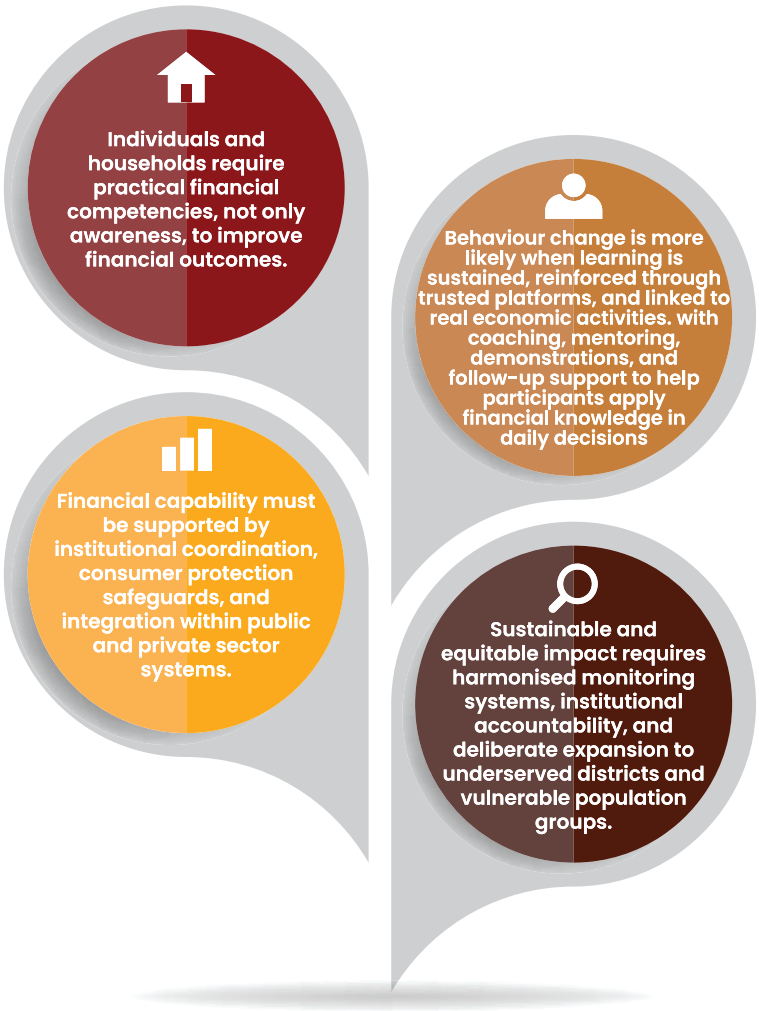
- **From awareness campaigns to sustained behaviour change:** Prioritising practical, repeat engagement focused on saving, budgeting, responsible borrowing, and digital safety, rather than one-off information sessions.
- **From uneven coverage to deliberate geographic and vulnerability expansion:** Prioritising underserved districts, refugee-hosting areas, rural communities, women, youth, persons with disabilities, and other marginalised groups to address disparities identified in the previous strategy cycle.
- **From project-based interventions to institutionalised delivery systems:** Embedding financial literacy within ministries, regulators, schools, workplaces, community structures, and public programmes to ensure continuity beyond donor-funded initiatives.
- **From fragmented initiatives to coordinated national and subnational systems:** Strengthening governance, clarifying institutional roles, and reinforcing district-level coordination to improve consistency, reduce duplication, and enhance operational coherence.
- **From general messaging to context-specific and livelihood-linked delivery:** Aligning financial education with real economic activities, enterprise development, social protection, and youth employment pathways to enhance practical application at an early age.
- **From analogue-only delivery to digitally enabled reinforcement:** Integrating mobile learning, digital tools, and consumer protection campaigns to respond to rapid financial sector digitisation and emerging digital risks.
- **From activity reporting to unified results-based monitoring and learning:** Establishing a harmonised national results framework with clear outcome indicators, consolidated reporting, and adaptive learning mechanisms to strengthen accountability and evidence-based planning.

Theory of Change

The Theory of Change articulates how the Strategy for Financial Literacy (2026–2031) will translate coordinated national action into measurable improvements in financial capability, household resilience, responsible financial participation, and inclusive economic development.

Uganda's financial ecosystem continues to evolve rapidly, particularly through the expansion of digital financial services and formal financial products. While access has increased significantly, access alone is insufficient to secure financial wellbeing. Sustainable financial resilience requires practical skills, responsible behaviours, equitable reach, and strong institutional systems that reinforce learning and accountability.

Figure 2.1: The Theory of Change is built on four interrelated premises.



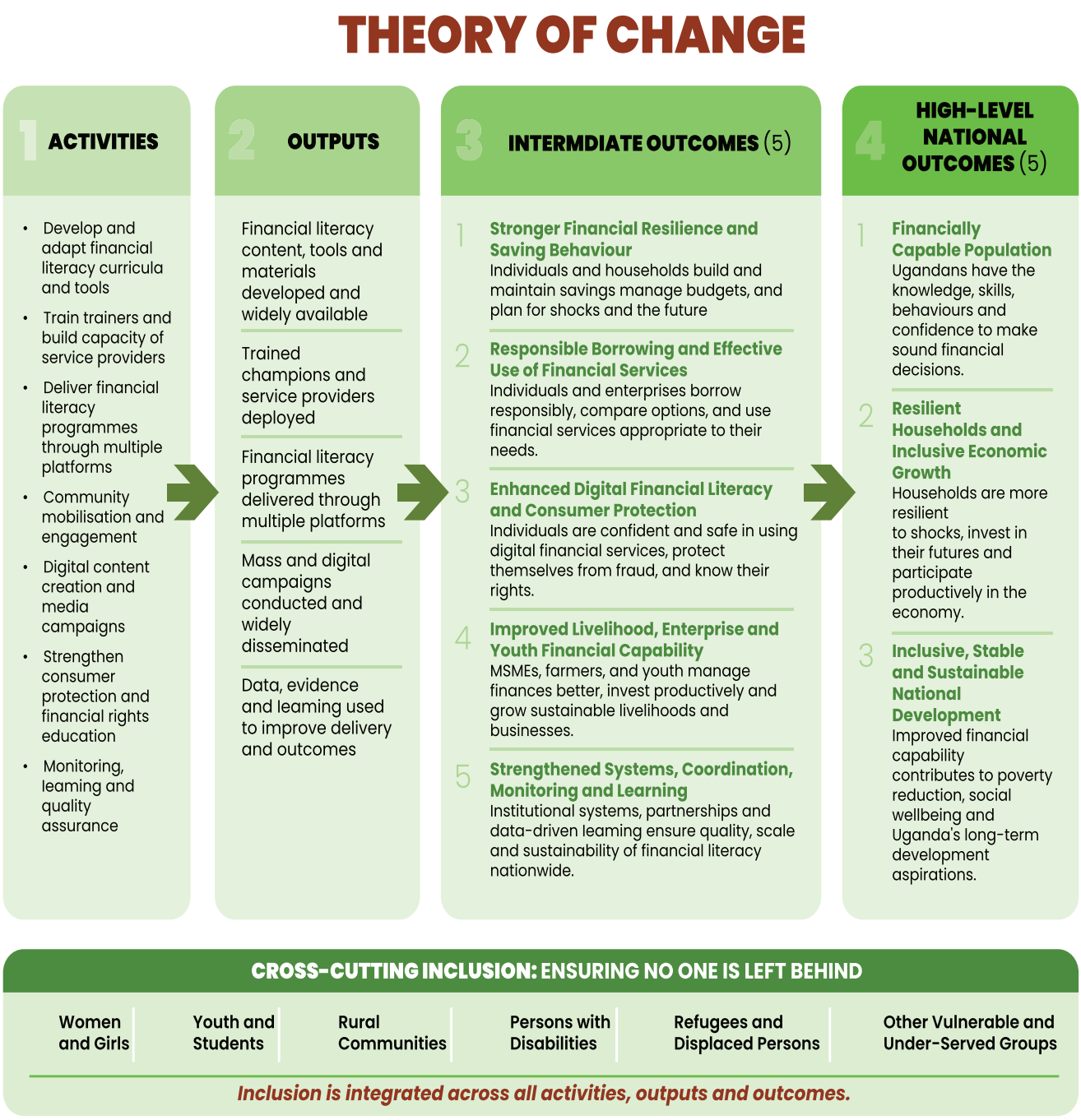
On this basis, the Strategy combines citizen-level behaviour change interventions with institutional strengthening measures. Delivery is embedded within community structures, schools, workplaces, digital platforms, and public programmes to ensure both scale and sustainability. These delivery platforms will not only provide training, but will also support practical demonstrations, coaching, mentoring, peer learning, follow-up engagement, and reinforcement of positive financial behaviours over time. The approach explicitly addresses gaps identified in the previous strategy cycle by prioritising equitable geographic coverage, inclusion of marginalised populations, and strengthened coordination across national and subnational levels

Activities are designed to:

- Build knowledge and practical financial skills.
- Reinforce responsible financial behaviours through repeated engagement, mentoring, coaching, and follow-up support.
- Strengthen digital financial safety and consumer protection.
- Support livelihood and enterprise finance.
- Institutionalise financial literacy within national systems.
- Establish unified monitoring and learning mechanisms

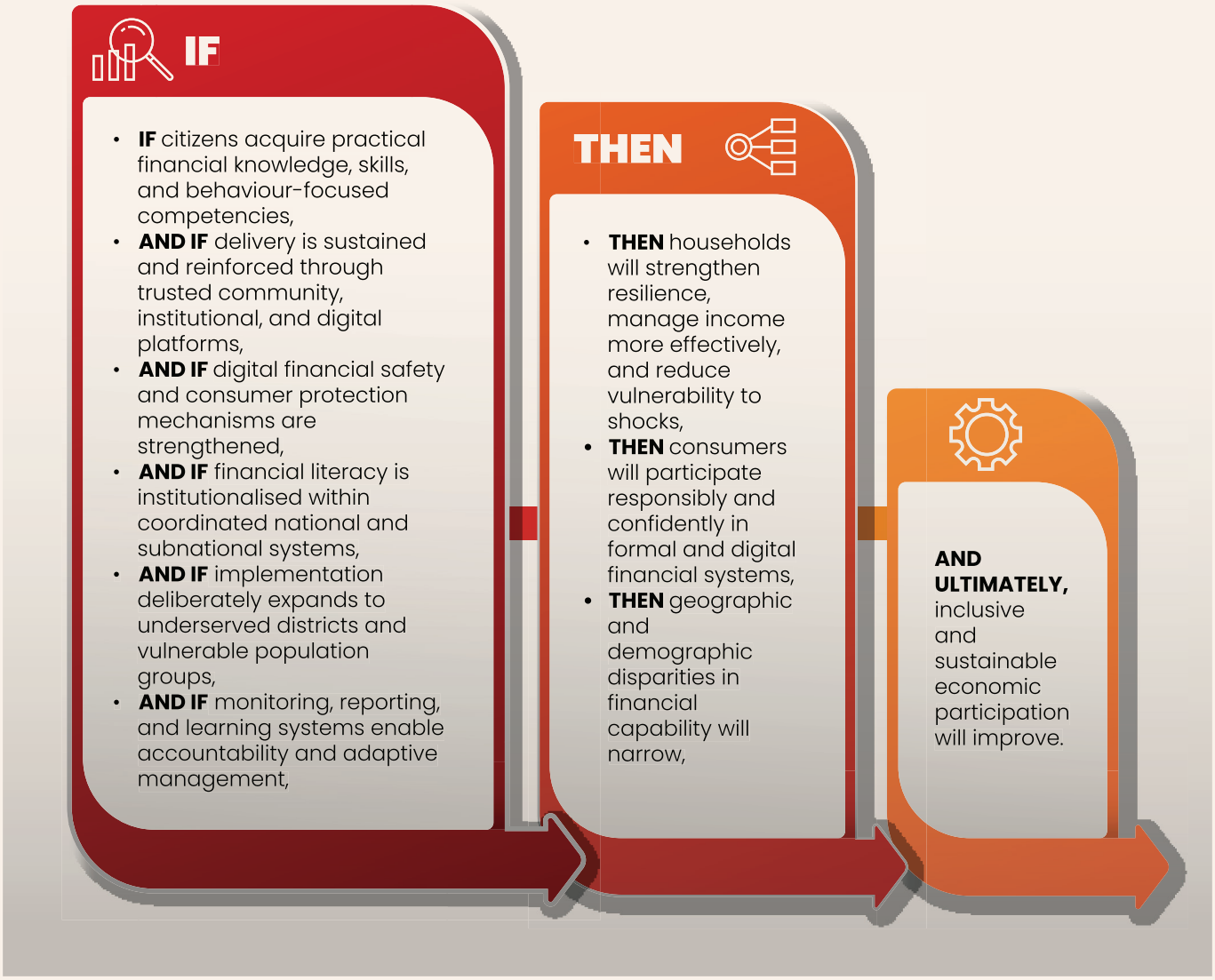
Figure 2.2 presents the results pathway linking activities to outputs, intermediate outcomes, and consolidated national outcomes (Annex I). The framework demonstrates how multiple interventions work together to achieve the Strategy's five objectives and ultimately contribute to three high-level national outcomes.

Figure 2.2 Theory of Change for the Strategy for Financial Literacy in Uganda (2026–2031)



The Theory of Change recognises that progress depends not only on training delivery, but also on effective governance, coordinated implementation, sustained engagement, digital safeguards, and evidence-based management. Improvements at individual, household, enterprise, and institutional levels are expected to reinforce one another and generate cumulative and sustainable impact over time. The core causal logic underpinning the Strategy is summarised in Figure 2.3.

Figure 2.3: Core Causal Logic of SFL 2026–2031



The high-level national outcomes are cumulative and mutually reinforcing. All intermediate outcomes contribute to improved financial wellbeing, responsible financial participation, and inclusive economic participation. The Strategy therefore operates as an integrated system rather than a one-to-one pathway between specific objectives and national outcomes, with multiple interventions reinforcing progress across households, enterprises, and institutions. The results pathway outlined in the Theory of Change provides the foundation for the Strategy's Results Framework and monitoring system, enabling systematic tracking of progress from implementation activities to national financial capability outcomes.

Guiding Principles

Implementation of the Strategy for Financial Literacy (2026–2031) will be guided by a set of principles designed to ensure effectiveness, inclusiveness, sustainability, and accountability. These principles reflect lessons from the previous strategy, emerging realities in the financial sector, and the need for coordinated national action.



i. **Inclusiveness and Equity**

Financial literacy interventions will prioritise reaching all segments of the population, particularly groups that face structural barriers to financial capability. These include women, youth, rural communities, refugees, persons with disabilities, older persons, and low-income households. Programmes will be designed to accommodate diverse needs, literacy levels, languages, and socio-economic contexts to ensure that no one is excluded.



ii. **Relevance and Practicality**

Content and delivery approaches will focus on real-life financial challenges faced by individuals, households, and enterprises. Emphasis will be placed on practical skills such as budgeting, saving, responsible borrowing, digital financial safety, and planning for future needs. Interventions will be adapted to local economic activities and cultural contexts to enhance usefulness and uptake.



iii. **Behaviour Change Orientation**

The strategy recognises that knowledge alone does not lead to improved financial outcomes. Interventions will therefore aim to influence attitudes and behaviours through sustained engagement, experiential learning, and reinforcement over time. Repeated interactions through trusted platforms will support gradual adoption of sound financial practices.



iv. **Community-Based and Decentralised Delivery**

Financial literacy will be delivered through structures that are close to people's daily lives, including savings groups, SACCOs, farmer organisations, schools, workplaces, faith-based institutions, and local government systems. This approach enhances accessibility, trust, and continuity, especially for populations that may not be reached through formal channels.



v. **Partnership and Coordination**

Effective financial literacy requires collaboration across government institutions, regulators, financial service providers, development partners, civil society organisations, and the private sector. The strategy will promote harmonised messaging, shared standards, and coordinated implementation to avoid duplication and ensure efficient use of resources.



vi. **Consumer Protection and Responsible Finance**

Financial education efforts will reinforce awareness of consumer rights, responsibilities, and safeguards within financial markets. Special attention will be given to risks associated with digital financial services, including financial crime, misuse of personal information, and inappropriate borrowing practices. Promoting responsible finance supports trust in the financial system and protects vulnerable consumers.



vii. **Institutionalisation and Sustainability**

Financial literacy will be embedded within formal and non-formal systems such as education curricula, public programmes, and routine service delivery mechanisms. Building institutional capacity and securing sustainable financing arrangements will help ensure continuity beyond project cycles and reduce dependence on short-term initiatives.



viii. **Evidence-Based Planning and Learning**

Implementation will be guided by data, monitoring results, and continuous learning. A national monitoring and reporting framework will support tracking of progress, identification of effective approaches, and timely adjustments where necessary. Knowledge sharing among stakeholders will promote innovation and improvement.



ix. **Accountability and Transparency**

Clear roles, responsibilities, and reporting mechanisms will underpin implementation. Stakeholders will be expected to adhere to agreed standards and to use resources efficiently and transparently. Regular communication of progress will strengthen public confidence and stakeholder ownership.



x. **Geographic Equity and Targeted Expansion**

Geographic expansion will prioritise districts and population groups that recorded lower exposure under the previous strategy cycle, including refugee-hosting areas and remote communities. Resource allocation and delivery models will be adjusted to address inequities in reach and participation.



xi. **Cost-Effectiveness and Efficient Resource Use**

Implementation models will prioritise cost-effective approaches, leveraging existing structures, blended delivery mechanisms, and digital reinforcement to maximise reach while minimising duplication and administrative inefficiencies.



3 Priority Content Areas

The Strategy for Financial Literacy (2026–2031) identifies priority content areas that respond to Uganda's income volatility, expanding digital financial services, enterprise development needs, and exposure to economic and climate-related risks. These areas define the core financial competencies to be strengthened across households, youth, enterprises, and vulnerable populations to improve everyday financial decision-making and resilience.

The selected content areas focus on practical skills that support household resilience, responsible borrowing, digital financial safety, enterprise sustainability, risk management, and long-term planning. For household resilience, the Strategy also recognises the importance of income diversification and multiple income streams as a way of reducing vulnerability to income shocks and strengthening financial stability. They also recognise the need for basic public awareness on emerging financial technologies and new digital financial models, while ensuring that all guidance remains consistent with the official regulatory position at the time of implementation. These areas establish a coherent national framework for financial capability development and translate the strategic objectives outlined in Section 2 into practical financial competencies for citizens and institutions. The content areas also guide the development of training curricula, learning materials, and delivery programmes implemented through community, institutional, and digital platforms. They are designed to be mutually reinforcing, recognising that effective financial capability requires a combination of knowledge, skills, and behavioural practices across multiple financial decisions

...effective financial capability requires a combination of **knowledge, skills, and behavioural practices** across multiple financial decisions.

The priority content areas and their core competencies are summarised in Table 3.1.

Table 3.1 Priority Financial Literacy Content Areas

Content Area	Core Competencies
Household Financial Resilience (*Linked to Objective 1*) see p.11	Saving for emergencies; budgeting and cash-flow management; financial planning; income diversification and development of multiple income streams; understanding debt exposure; risk management and insurance; household digital literacy.
Responsible Borrowing and Debt Management (*Linked to Objective 2*) see p.11	Loan literacy; affordability assessment; interest and total cost of credit; repayment discipline; multiple borrowing and loan stacking risks; digital credit risks; debt stress awareness; over-indebtedness prevention; understanding borrower obligations, penalties, credit reference implications, and available redress mechanisms.
Digital Financial Literacy (*Linked to Objective 3*) see p.12	Digital financial services safety; financial crime and scam awareness; secure use of mobile money; digital credit awareness. basic awareness of emerging financial technologies and new digital financial models, including their risks, limitations, and applicable regulatory guidance.
Consumer Protection (*Linked to Objective 3*) see p.12	Consumer rights; complaint and redress mechanisms; understanding financial contracts; protection of vulnerable users.
Livelihood and Enterprise Finance (*Linked to Objective 4*) see p.12	Business record keeping; separation of household and business finances; cash-flow management; seasonal income planning; access to finance readiness and integration of ESG matters, including environmental sustainability, social responsibility, and good governance practices.
Youth Financial Capability (*Linked to Objective 4*) see p.12	Managing first income; saving habits; goal setting; responsible digital finance use; avoiding early debt traps
Risk Management and Insurance (*Linked to Objective 1*) see p.23	Emergency preparedness; insurance literacy; evaluating coverage; agricultural and health insurance awareness.
Long-Term Financial Planning (*Linked to Objective 1*) see p.11	Education savings; asset accumulation; retirement planning; goal-based saving; intergenerational financial planning.

A detailed competency-based curriculum and instructional materials developed under this Strategy will expand these content areas, and ensure that delivery remains practical, inclusive, and responsive to evolving financial risks.



Target Groups and Inclusion Priorities

To strengthen targeting and implementation, the Strategy will distinguish between broad priority population groups and specific sub-segments that may require tailored content, delivery channels, and support mechanisms. This segmentation will help ensure that financial literacy interventions are not delivered as generic messages but are adapted to the realities of different groups based on age, income source, livelihood, vulnerability, location, digital access, and stage in the life cycle.

Table 4.1 Priority Population Segments and Illustrative Sub-Segments

Broad Priority Segment	Illustrative Sub-Segments for Targeted Delivery
Low-income households	Households with irregular income, PDM beneficiaries, cash-transfer beneficiaries, rural poor, and urban poor households
Young people and students	Learners in schools, TVET students, university students, out-of-school youth, youth in informal settlements, young entrepreneurs, labour-export workers, and youth in sports or creative talent
Women	Women in savings groups, women entrepreneurs, rural women, women in informal work, women managing household finances, and women with limited control over assets or income
Informal workers and MSMEs	Market vendors, traders, artisans, transport workers, micro-enterprises, small businesses, start-ups, and self-employed workers
Rural communities	Smallholder farmers, farmer groups, cooperatives, SACCO members, agricultural value-chain actors, and rural households with seasonal income
Refugees and host communities	Refugees, people of concern, displaced persons, settlement-based entrepreneurs, and host community members
Persons with disabilities and accessibility needs	Persons with mobility, visual, hearing, communication, intellectual, learning, or psychosocial impairments
Older persons and pre-retirement groups	Older persons, retirees, workers approaching retirement and persons managing pension or asset transition
Public servants and formal workers	Public officers, salaried workers, teachers, health workers and other employees managing regular income and credit obligations
Digital-first and digitally vulnerable users	Mobile money users, digital credit users, first-time digital users, rural users with limited connectivity, older digital users, and users with low digital literacy
Persons in rehabilitation or correctional settings	Persons in correctional institutions, rehabilitation settings, or structured recovery programmes, where feasible through specialised institutions
Values-based finance users	Users of Islamic banking, Takaful-type insurance, community-based exchange systems, and other values-based financial services

The Strategy will use this segmentation to guide curriculum adaptation, delivery planning, partner engagement, and monitoring. However, implementation will remain phased and realistic, prioritising groups with the greatest vulnerability, strongest delivery channels, and highest potential for impact during each implementation phase.

Priority Population Segments



Low-Income Households

Low-income households face persistent financial instability due to irregular earnings, limited savings, and exposure to shocks such as illness, crop failure, and job loss. Many rely on informal coping mechanisms, including borrowing from informal lenders or reducing essential consumption. Financial literacy interventions will prioritise practical skills for managing scarce resources, building emergency savings, and avoiding harmful debt. Special attention will be given to households participating in national livelihood and poverty reduction programmes such as the Parish Development Model, where improved financial capability can enhance productive use of programme resources and strengthen household resilience.



Young people and Students

Young people often transition into adulthood without prior exposure to financial education. Many begin earning income, using digital financial services, or accessing credit with limited understanding of financial management. Interventions will focus on building foundational skills early, including saving habits, goal setting, responsible spending, and safe use of digital finance. Delivery through schools, vocational institutions, universities, and youth programmes will be prioritised. Financial education will also target youth engaged in informal employment, apprenticeships, and entrepreneurship programmes to support responsible financial decision making during early income generation.



Women

Women are frequently the primary managers of household finances but may face constraints in accessing and controlling resources. Financial literacy programmes will emphasise savings for family stability, small enterprise finance, and participation in financial decision making. Delivery through women's groups, savings associations, and community institutions will enhance reach and relevance. Strengthening women's financial capability is expected to contribute directly to improved household welfare, child wellbeing, and resilience to economic shocks.



Informal Workers and MSMEs

Workers in informal employment and operators of micro, small, and medium enterprises often lack stable income, formal financial records, and access to affordable finance. Education efforts will focus on managing irregular earnings, separating business and household finances, reinvesting profits, and understanding financing options. Strengthening financial skills among this group supports enterprise sustainability and job creation. Financial literacy will also promote understanding of available financial products, including savings, insurance, and credit facilities that support enterprise growth.



Public Servants and Formal Sector Workers

Public servants and formal sector workers are an important target group because they manage regular income, often access salary-based credit, and influence financial decision-making within households and communities. Financial literacy interventions for this group will focus on personal financial management, budgeting, savings, responsible borrowing, debt management, retirement planning, and protection from misleading financial products or investment schemes. Public servants may also serve as important channels for reinforcing financial literacy messages within public institutions, local governments, schools, health facilities, and community programmes



Rural Communities

Rural populations face additional barriers due to distance from financial institutions, seasonal income patterns, and limited access to training opportunities. Financial literacy will be integrated into agricultural extension services, cooperatives, and community structures. Content will emphasise managing seasonal income, savings for off-season periods, and risk management for agricultural livelihoods. Attention will be given to smallholder farmers and members of farmer organisations, where financial literacy can support better management of agricultural income, input financing, insurance uptake, and participation in value chains.



Refugees and Displaced Persons

Refugees and internally displaced persons often face legal, documentation, and employment constraints that limit access to formal financial services. Financial literacy will focus on managing humanitarian assistance, supporting livelihoods, and planning for self-reliance. Delivery will be coordinated with humanitarian and development partners working in settlements and host communities.



Persons with Impairments and Accessibility needs

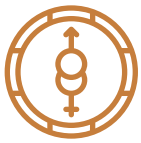
The Strategy will promote inclusive delivery by recognising a wider range of needs, including mobility impairments, visual impairments, hearing impairments, speech and communication impairments, intellectual and learning impairments, and psychosocial impairments. Measures will include accessible venues, sign language interpretation, Braille and large-print materials, plain-language communication, assistive technologies, and partnerships with representative organisations. Ensuring accessibility in all its forms is essential for equitable financial inclusion and meaningful participation.



Digital-First Users

A growing segment of the population engages primarily with financial services through mobile platforms rather than physical institutions. These users require strong digital financial skills to navigate transaction costs, security risks, and digital credit responsibly. Interventions will focus on safe usage, consumer protection, and informed decision making. Financial literacy will therefore prioritise responsible use of mobile money, awareness of digital financial crime risks, and understanding of digital financial product terms.

Gender-Responsive Financial Literacy



Women play a central role in household financial management yet often face structural barriers that limit their financial independence and access to services. These barriers include lower asset ownership, restricted control over income, time constraints due to unpaid care work, and mobility limitations. Financial literacy interventions must therefore be designed to strengthen women's economic empowerment while addressing these constraints. In addition, the design of these interventions will be informed by both demand and supply side approach to capture contextual nuances.

Programmes will support women's ability to generate and manage income, save consistently, and participate in financial decision making within households. Content will include budgeting for family needs, planning for education and health expenses, small enterprise finance, and building assets for long-term stability.

Financial inclusion barriers will also be addressed. Women in rural areas still face barriers in accessing and effectively using formal identification, collateral, or confidence to engage with financial institutions. Education efforts will provide information on available services, documentation requirements, and rights as financial consumers.

Digital finance presents both opportunities and risks for women. Mobile platforms can improve access to services, especially where mobility is restricted, but exposure to financial crime and misuse remains a concern. Financial literacy programmes will therefore emphasise safe use of digital tools, protection of personal information, and awareness of complaint mechanisms.

Delivery will prioritise platforms where women are already active, including savings groups, cooperatives, faith-based organisations, and community development programmes. Gender-responsive approaches recognise that strengthening women's financial capability has direct benefits for household welfare and child wellbeing.

Youth and School-to-Work Transition



Young people face a critical transition from education to employment or entrepreneurship, often without the financial skills needed to manage income, credit, and long-term planning. Early exposure to digital financial services and consumption pressures can increase vulnerability to poor financial decisions.

Financial education will be integrated into schools, technical and vocational education and training institutions, universities, and youth programmes. Topics will include budgeting, saving from first income, goal setting, responsible spending, and safe use of digital finance. Age-appropriate methods such as interactive activities, peer learning, and digital tools will enhance engagement.

First income management is a key priority. Many young people receive earnings for the first time through casual work, internships, or small enterprises. Guidance will focus on allocating income between consumption, savings, and investment, as well as avoiding high-cost borrowing.

Youth entrepreneurship finance will also be addressed. Young entrepreneurs often lack experience in managing business finances, accessing credit, or planning for growth. Financial literacy will support basic record keeping, reinvestment of profits, and evaluation of financing options.

Special attention will be given to youth outside formal education or employment systems, including those in rural areas and informal work, urban informal-settlement youth, labour-export workers, remittance-linked youth, and young people earning through sports, creative talent, or other informal livelihood pathways. Strengthening financial capability during this transition period can improve long-term economic outcomes and reduce vulnerability to debt and unemployment

Vulnerable and Special Interest Groups



Certain population groups face compounded barriers to financial capability due to displacement, poverty, disability, or exclusion from formal systems. Tailored approaches are required to ensure that financial literacy interventions are accessible and relevant to their circumstances. These groups may also represent last-mile financial service users who require targeted outreach and adapted delivery approaches.

i. **Refugees and Host Communities:** Refugees and displaced populations, including people of concern and host communities, often face legal restrictions, documentation challenges, limited employment opportunities, and dependence on humanitarian assistance. Financial literacy will focus on managing aid effectively, supporting small livelihood activities, saving for self-reliance, and understanding available financial services. Tailor-made programmes will be promoted in collaboration with humanitarian and development partners working in refugee settlements and host communities. Programmes will be delivered through humanitarian agencies, community organisations, and settlement structures to ensure accessibility and trust.

ii. **Persons with Disabilities:** Persons with disabilities encounter physical, communication, and social barriers that limit participation in financial education and access to services. The Strategy will promote disability-inclusive delivery through accessible venues, adapted materials, sign language interpretation where needed, and collaboration with organisations representing persons with disabilities. These measures will enable equitable participation and support independent financial management.

iii. **Older persons/Retirees**: Older persons or retirees, including those approaching retirement, particularly those outside formal pension systems, may rely on family support or informal activities for income. Financial literacy will address planning for retirement, managing limited resources, debt reduction, income transition, protecting assets, and avoiding financial exploitation. It will also strengthen awareness on scam prevention, misleading investment schemes, unfair financial practices, and risks associated with signing financial commitments without full understanding. Attention will be given to helping older persons safeguard savings, pension income, land, property, and other assets, while recognising trusted channels for advice, complaints, and redress. Community-based delivery will be important for reaching this group, including through local government structures, faith-based institutions, older persons' associations, SACCOs and community groups.

iv. **Urban Poor and Informal Settlements:** Residents of urban informal settlements often experience unstable income, high living costs, and limited access to formal financial services. Financial literacy for this group will focus on managing daily cash flows, saving in high-cost environments, avoiding exploitative lending, and using digital financial services safely. Community-based delivery in markets, workplaces, and local associations will be prioritized.

v. **Digitally Vulnerable Populations**: Some individuals face barriers to using digital financial services due to limited digital skills, lack of access to smartphones or internet connectivity, or limited familiarity with digital platforms. These groups may include first-time users of digital financial services, older persons, rural populations with limited connectivity, and individuals using basic mobile phones rather than smartphones. Financial literacy interventions will prioritise practical guidance on safe use of mobile

money, understanding transaction costs, recognising digital financial crime risks, and accessing assistance when problems arise. Delivery approaches will include simplified digital learning tools, agent-assisted guidance, and community-based demonstrations to support safe participation in the digital financial ecosystem.

Addressing the needs of vulnerable groups supports inclusive development and reduces the risk that financial literacy programmes benefit only those already advantaged.

Inclusion Principles

Implementation of the Strategy will be guided by principles that ensure equitable access to financial literacy across diverse populations.

i. **Local-Language Delivery**: Training will be conducted in languages understood by participants to enhance comprehension and participation. Use of local languages is essential in communities where English proficiency is limited.

ii. **Literacy-Sensitive Tools**: Materials will be designed for varying literacy levels using visual aids, demonstrations, storytelling, and practical exercises rather than text-heavy manuals. This approach improves accessibility for participants with limited formal education.

iii. **Decentralised Access**: Delivery will prioritise community-level platforms to reduce transport costs and opportunity costs associated with attending centralised training. Local implementation increases reach, particularly for rural populations and women.

iv. **Affordability**: Financial literacy activities will be free at the point of access. Cost barriers such as participation fees or travel expenses can be excluded for groups most in need of support.

v. **Disability-Inclusive Approaches**: Programmes will ensure accessibility for persons with disabilities through appropriate formats, assistive support, and partnerships with specialised organisations.

vi. **Digital Inclusion with Protection and Infrastructure development**: As digital financial services expand, interventions will promote equitable access while emphasising safety. Deliberate investment in enabling infrastructure will help ensure that underserved communities can participate fully in the digital economy. Support will be provided to groups with limited digital skills so they can benefit from digital finance without increased exposure to financial crime or misuse. Digital inclusion efforts will therefore combine access, infrastructure development, capability building, and consumer protection awareness.

vii. **Gender-Responsive Approaches**: Financial literacy programmes will incorporate gender-responsive design to address structural barriers that limit women's financial participation. Interventions will consider women's time constraints, mobility limitations, asset ownership gaps, and access to financial information. Delivery through women's groups, savings associations, and community platforms will be prioritised to ensure that financial literacy contributes to women's economic empowerment and household wellbeing.

viii. **Life-Stage Relevance**: Financial literacy interventions will be aligned with key life events and decision points across the life cycle. Content will be tailored to the needs of individuals at different stages such as youth entering the labour market, households managing livelihoods and family responsibilities, entrepreneurs expanding enterprises, and older persons planning for retirement and asset protection. Aligning financial education with real-life financial decisions increases relevance and practical uptake.

ix. **Behaviour-Focused Design**: Financial literacy programmes will prioritise behaviour-focused learning approaches that emphasise practical application rather than theoretical knowledge alone. Training will incorporate demonstrations, peer learning, real-life scenarios, and repeated engagement to encourage adoption of positive financial practices such as saving regularly, budgeting effectively, and responsible borrowing. Behaviour-oriented approaches support sustained financial capability development.

x. **Values-Based Financial Services**: Financial literacy interventions will recognise values-based financial services, including Islamic banking, Takaful-type insurance, and community-based exchange systems. Consumer education will support users to understand the features, benefits, obligations, and risks of such services.

xi. **Phased and Feasible Targeting**: Inclusion efforts will be phased based on vulnerability, need, available delivery channels, partner capacity, and resources within the 2026–2031 implementation period.



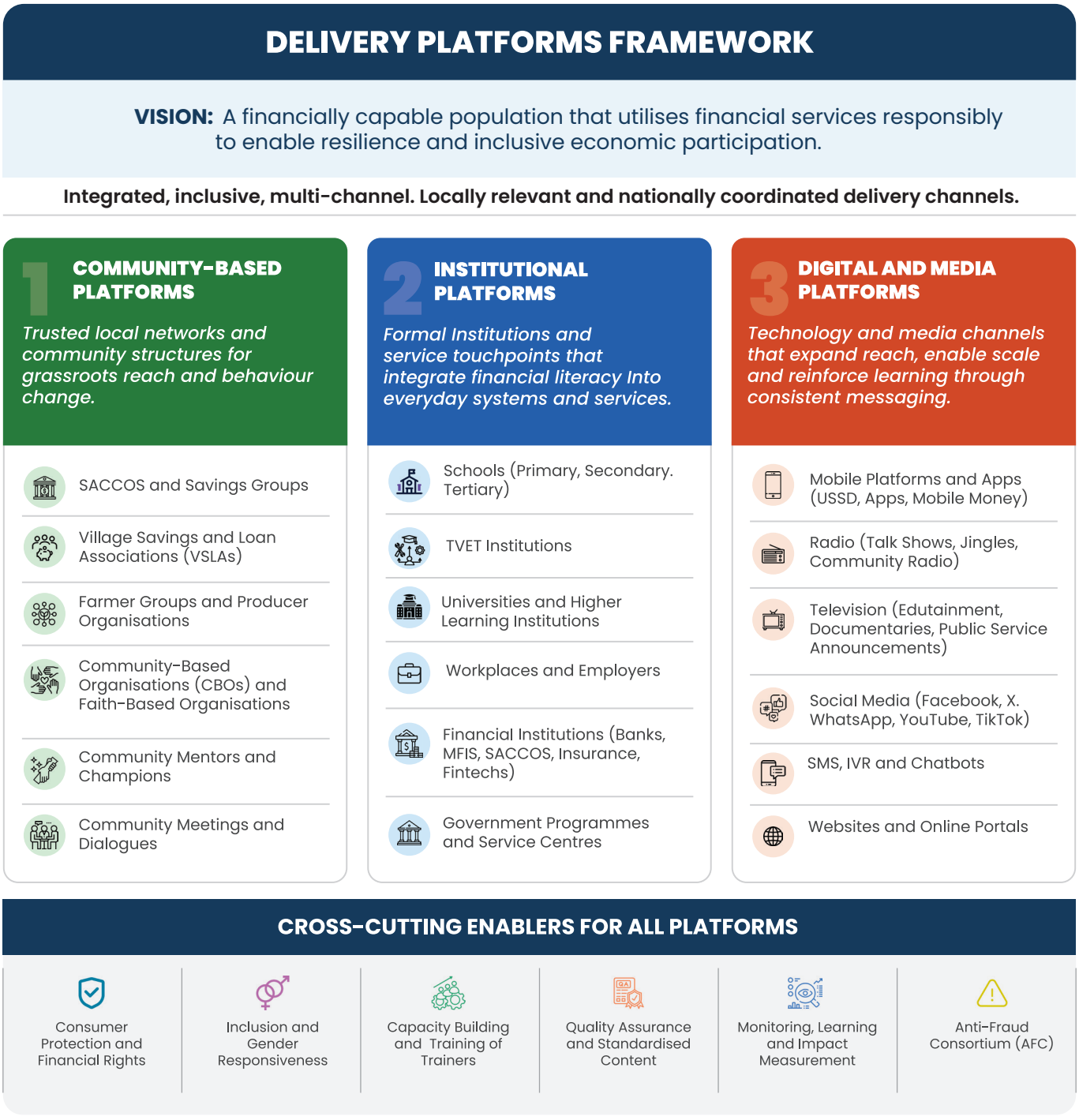
5 Delivery Channels and Methods

The Strategy adopts a differentiated and responsive delivery approach combining multiple channels and methods into a coherent national system. This allows for flexibility to respond to the needs of specific population segments. Delivery is structured across three interlinked platforms; community-based, institutional, and digital/media, each selected not only for reach and efficiency, but for its relevance to how diverse groups engage with financial services. Community-based platforms will anchor delivery for low-income households, rural populations, women, and informal workers through trusted structures such as savings groups, SACCOs, farmer organisations, and local government systems, where learning can be embedded into ongoing economic activity and reinforced over time. Institutional platforms including schools, TVETs, workplaces, financial institutions, and public programmes will be used to systematically reach youth, salaried workers, and enterprise actors at key life and economic transition points, ensuring early exposure, standardisation, and continuity.

To strengthen consumer protection across all delivery platforms, the Strategy has integrated the Anti-Fraud Consortium (AFC) into the delivery matrix. This integration will establish direct linkages between financial sector and telecommunications financial crime reporting portals and the financial literacy programme, ensuring that consumers are not only educated on financial management but are also equipped to identify, report and respond to financial crime. The AFC's networks and reporting infrastructure will serve as a critical safeguard, reinforcing the consumer protection dimension of the Strategy across all segments and delivery channels.

Digital and media platforms will complement these channels by reinforcing learning, extending reach to dispersed and urban populations, and specifically targeting digital-first users with timely, accessible content on financial management and consumer protection. Across all platforms, delivery methods will be adapted to the characteristics of each segment, using participatory and practical approaches such as peer learning, demonstrations, and behavioural nudges for low-literacy and community-based groups; structured, curriculum-aligned content for students and institutional audiences; and short, behaviour-oriented messaging for digital users. Special provisions will ensure inclusion of vulnerable groups, including refugees and persons with impairments, through adapted materials, accessible formats, and partnerships with specialised service providers.

Figure 5.1 Delivery Platforms Framework for implementation of Financial Literacy in Uganda (2026–2031)

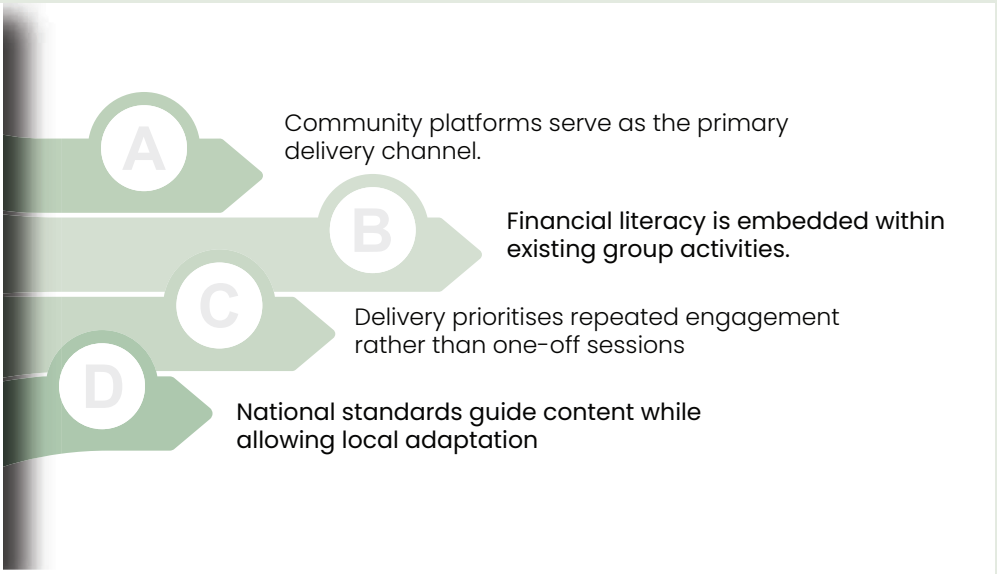


Community-Based Delivery Platforms

Community-based platforms will serve as the primary delivery channel under the Strategy for Financial Literacy (2026–2031). Evidence from the previous strategy cycle shows that financial literacy is most effective when delivered through trusted local institutions where people already gather, save, work, and make financial decisions. These include SACCOs, VSLAs, unions, farmer groups, women's groups, youth groups, faith institutions, and community associations. The Strategy will also leverage existing local government structures, including district commercial officers, community development officers, agricultural officers, parish chiefs, and sub-county structures, to support mobilisation and outreach rather than creating parallel systems. These platforms also enable the Strategy to reach last-mile populations and underserved districts through structures that communities already trust and regularly interact with.

Community delivery reduces transport and opportunity costs, allows repeated engagement over time, and supports peer learning. Faith-based and social platforms, including churches, mosques, mothers' groups, youth groups and other organised community structures, will also be used to extend outreach and reinforce financial literacy messages. It also increases relevance by linking financial education directly to real-life economic activities such as farming, small enterprise development, savings mobilisation, and livelihood programmes. The strategic principles guiding community-based delivery under SFL 2026–2031 are summarised in Figure 5.2

Figure 5.2:
Strategic Direction for Community-Based Delivery



Savings Groups and VSLAs

Village Savings and Loan Associations and other savings groups provide structured, recurring forums where members actively manage savings and credit. These groups offer immediate opportunities to apply financial literacy concepts in practice.

Financial literacy modules will be integrated into regular group meetings, covering topics such as budgeting, saving discipline, responsible borrowing, insurance awareness, and digital safety. Facilitators will receive standardised materials and simple guides to ensure consistent delivery.

Savings groups will be recognised as core learning hubs within the national delivery system because they combine financial education with practical financial activity and peer accountability.

SACCOs and Cooperatives

SACCOs and cooperatives are formalised member-based institutions that already provide financial services. Integrating financial literacy within these structures strengthens both member capability and institutional performance.

Delivery within SACCOs will focus on understanding loan terms, managing repayment, record keeping, savings mobilisation, and member rights. For agricultural cooperatives, emphasis will include managing seasonal income, planning for inputs, and reinvesting profits as well as understanding insurance options and appropriate financial products for agricultural activities. Embedding financial literacy into SACCO training and member meetings supports long-term sustainability while strengthening responsible use of cooperative financial services.

Faith Institutions

Faith-based organisations, including churches and mosques, are influential community institutions with a wide reach across age and income groups. They provide regular gathering spaces and trusted leadership structures.

Financial literacy messages can be delivered through structured sessions, seminars, and community events hosted by faith institutions. Content will remain practical and non-commercial, focusing on household resilience, savings, and responsible financial behaviour while reinforcing ethical financial practices and protection from financial crimeulent schemes.

Farmer Groups

Farmer groups and producer associations are central platforms in rural areas. Members often face seasonal income cycles, exposure to weather risks, and fluctuating market prices.

Financial literacy delivered through these groups will focus on managing seasonal cash flow, building savings during harvest periods, evaluating financing options, and planning for input purchases. Training will also strengthen understanding of agricultural insurance, cooperative finance, and responsible use of credit for productive agricultural investment. Linking education with agricultural extension services will improve relevance and continuity.

Community Development Structures

Local government and community development structures provide institutional anchoring for financial literacy at district and parish levels. Community development officers and local councils can coordinate delivery, supervise trainers, and support reporting.

Integrating financial literacy into routine community meetings and development programmes, including Parish Development Model structures and other livelihood initiatives, strengthens institutional ownership and reduces reliance on short-term projects.

Community Media Platforms

Community radio remains one of the most accessible communication channels in rural and peri-urban areas. It is particularly effective for reinforcing key messages, raising awareness about financial crime, and disseminating consumer protection information.

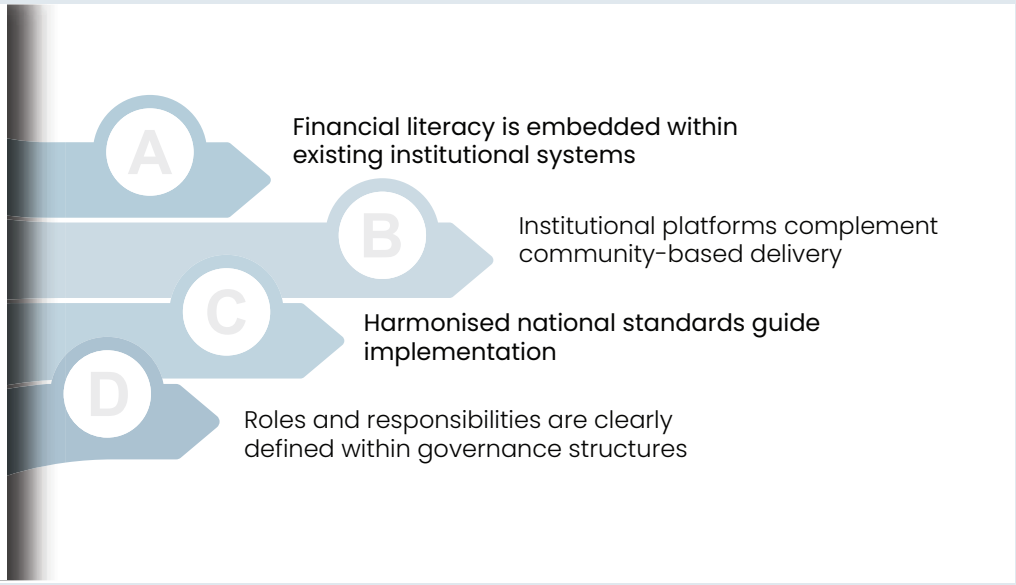
Radio programmes, talk shows, and short educational segments in local languages will complement face-to-face delivery. Media will be used to reinforce learning rather than replace community engagement and will support national campaigns on financial crime awareness, digital safety, and responsible borrowing.

Institutional Delivery Platforms

While community platforms form the foundation of delivery, institutional platforms are essential for scale, standardisation, and long-term sustainability. Embedding financial literacy within formal and semi-formal institutions ensures continuity beyond project cycles and supports national coverage.

Institutional delivery platforms will complement community-based approaches by reaching specific population groups through structured systems. The strategic direction for institutional delivery is outlined in Figure 5.3.

Figure 5.3: **Strategic Direction for Institutional Delivery**



Education Institutions (Primary, Secondary Schools, and Tertiary)

Education institutions, including primary and secondary schools, technical and vocational education and training (TVET) institutions, and universities, provide early entry points for shaping financial behaviour. Introducing financial literacy at foundational stages supports the development of saving habits, responsible spending, and goal setting before young people enter the labour market.

Delivery will focus on practical, age-appropriate content integrated into life-skills programmes, co-curricular activities, vocational training modules, and university-level student development programmes. Emphasis will be placed on managing allowances, saving small amounts, digital financial safety, and planning for income-generating activities.

Collaboration with education authorities will ensure alignment with national competency-based curricula and teacher training frameworks. This will include collaboration with MoES and NCDC to strengthen age-appropriate financial literacy content, learning materials, teacher support, and co-curricular platforms such as financial literacy clubs in schools.

Financial Sector Institutions

Banks, SACCOs, microfinance institutions, and digital financial service providers interact directly with customers and therefore have a responsibility to support financial capability. FL interventions will proactively be integrated with access to appropriate financial products and services to ensure immediate application of knowledge. Consumers will be linked to savings accounts, credit facilities, insurance products, and digital financial platforms through partnerships with financial institutions and service providers.

Financial service providers will play a more active role in aligning products and delivery with financial literacy objectives. This includes:

- Simplifying product design and disclosure
- Supporting consumer onboarding with embedded financial education
- Expanding agent networks to underserved areas

Financial institutions shall integrate financial literacy and consumer capability-building into customer onboarding, loan disbursement processes, savings mobilisation activities, and community outreach programmes. Such education must be accurate, clear, balanced, and tailored to consumer needs. It shall remain distinct from product promotion and must not be used as a channel for direct or indirect marketing, cross-selling, lead generation, or sales conversion.

Educational content will at a minimum, cover consumer rights and responsibilities, key product features and risks, fees and charges, financial crime prevention, responsible borrowing, savings practices, complaints, and redress mechanisms, and how to compare available options in the market.

Institutions shall maintain appropriate governance arrangements, staff training, and internal controls to ensure separation between consumer education and commercial sales activities and retain records to demonstrate compliance.

Industry associations will play a complementary role by contributing to the standardization of financial education content, promoting consistent consumer protection practices, and supporting the implementation of complaints handling frameworks among their membership. They will also help build institutional capacity through guidance, training, and peer learning initiatives.

Partnerships with the national coordination structure will ensure harmonised messaging and quality standards.

Workplaces

Workplace-based delivery allows financial literacy to reach individuals where they earn income. This approach is particularly relevant for factory workers, public servants, and private sector employees.

Workplace programmes will focus on budgeting, saving through payroll-linked mechanisms, retirement planning, responsible borrowing, and digital safety. Partnerships with employers and workers' organisations will support structured delivery without disrupting productivity.

Workplace platforms can also reinforce long-term financial planning and pension awareness.

Regulators

Regulatory institutions play a critical role in linking financial literacy with consumer protection. Financial sector regulators, led by BOU and including other relevant regulatory authorities, will support the development of standardised content on financial rights, complaint mechanisms, and responsible product use.

These regulatory institutions will also collaborate in financial crime awareness campaigns, digital safety messaging, and the dissemination of accurate information about financial products. Their involvement strengthens credibility and reinforces public trust in financial systems.

Government Ministries, Departments, and Agencies

Line ministries and government agencies provide institutional entry points for integrating financial literacy into public programmes. This includes education, agriculture, gender and community development, youth employment, social protection, and local government systems.

Embedding financial literacy within existing service delivery frameworks reduces duplication and strengthens sustainability. Ministries will incorporate financial literacy into programme guidelines, training manuals, and monitoring systems where relevant.

Clear institutional roles and coordination mechanisms will ensure that delivery is aligned with national standards while allowing sector-specific adaptation.

Digital and Media Platforms

Digital and media platforms will complement community and institutional delivery by reinforcing learning, expanding reach, and supporting timely consumer protection messaging. These platforms are particularly important for reaching dispersed populations and digital-first users.

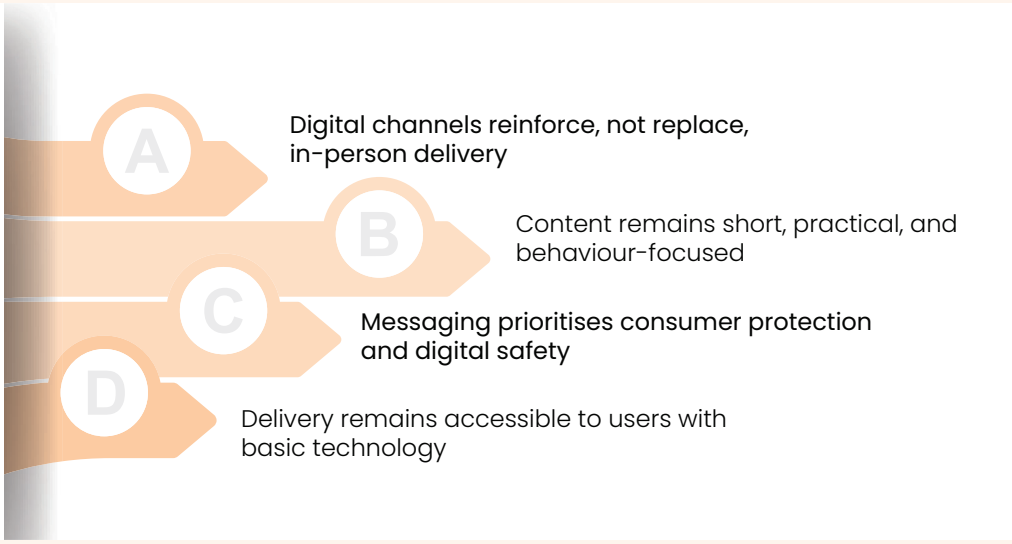
Digital and media delivery will not replace face-to-face engagement but will serve as reinforcement and scale mechanisms. The strategic principles guiding digital and media delivery are summarised in Figure 5.4.

Mobile Learning

Mobile phones provide an opportunity to deliver short, practical financial education content directly to users. Mobile learning tools may include interactive applications, short audio modules, and simple learning prompts in local languages.

Mobile platforms will be used to reinforce key behaviours such as saving regularly, managing loan repayments, and protecting digital accounts. Where feasible, partnerships with telecommunications providers and financial institutions will support wide dissemination. This will include targeted messaging through financial services applications.

Figure 5.4: **Strategic Direction for Digital and Media Platforms**



Mobile learning approaches will be simple, accessible, and low-cost to ensure inclusion of users with basic phones.

Radio and TV

Radio remains one of the most accessible media channels across Uganda, particularly in rural areas. Radio programmes can reinforce financial literacy messages, promote financial crime awareness, and provide information on consumer protection mechanisms.

Programmes may include talk shows, call-in segments, short educational messages, and dramatised scenarios illustrating practical financial situations. Television can be used in urban and peri-urban areas to amplify key campaigns.

Media content will be delivered in local languages and linked to community-based activities to strengthen retention.

Social Media

Social media platforms provide opportunities to engage youth and urban populations with interactive content. Short videos, infographics, and practical tips can support digital financial literacy and promote responsible behaviour.

Content shared through social media will focus on financial crime awareness, responsible borrowing, saving habits, and digital safety. Collaboration with credible influencers and youth networks may enhance reach while maintaining consumer-focused messaging.

Where influencers or digital ambassadors are used, the Strategy will apply safeguards including clear selection criteria, orientation on approved financial literacy messages, use of standardised content, message quality control, and monitoring to minimise misinformation or misrepresentation.

SMS Campaigns

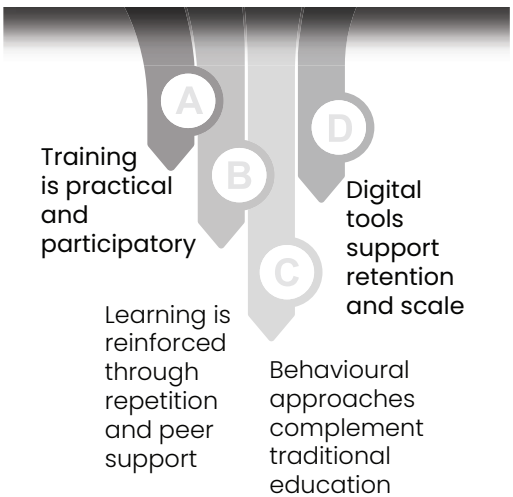
SMS campaigns can deliver short behavioural reminders and alerts at scale. These may include prompts to save regularly, reminders about loan repayment, or financial crime alerts.

SMS messaging is particularly effective for reinforcing behaviour change and reaching users with limited internet access. Campaigns will be coordinated nationally to ensure consistency and avoid duplication.

Delivery Methods

Effective financial literacy requires methods that move beyond information sharing to influence behaviour. Delivery methods under this Strategy will prioritise active participation, real-life application, and repeated reinforcement. The overarching principles guiding delivery methods are summarised in Figure 5.5.

Figure 5.5: **Strategic Direction for Delivery Methods**



Participatory Training

Training sessions will be interactive rather than lecture based. Facilitators will encourage discussion, problem-solving, and sharing of real-life experiences. This approach improves understanding and supports behaviour change.

Participatory methods may include small group exercises, budgeting simulations, and scenario-based discussions.

Peer Learning

Peer learning leverages the influence of group members and community leaders. Within savings groups, cooperatives, schools, and workplaces, participants can share experiences and hold one another accountable.

Peer-led sessions and community champions will help sustain learning beyond formal training events.

Practical Demonstrations

Financial literacy content will emphasise practical demonstrations rather than theoretical explanations. Examples include creating simple household budgets, calculating loan costs, practising record keeping, and demonstrating safe mobile transactions.

Demonstrations improve confidence and make abstract concepts tangible.

Digital and Mobile Learning

Digital tools will be used to complement in-person sessions. These may include mobile quizzes, short instructional videos, and interactive learning applications.

Digital reinforcement allows learners to revisit key concepts and strengthens retention over time.

Behavioural Nudges

Behavioural nudges such as reminders, prompts, and goal-setting tools can encourage consistent saving, timely repayment, and safe digital practices. These low-cost interventions support habit formation and improve follow-through.

Examples include SMS reminders to save weekly, prompts to review budgets before major expenses, and alerts about common financial crime schemes.

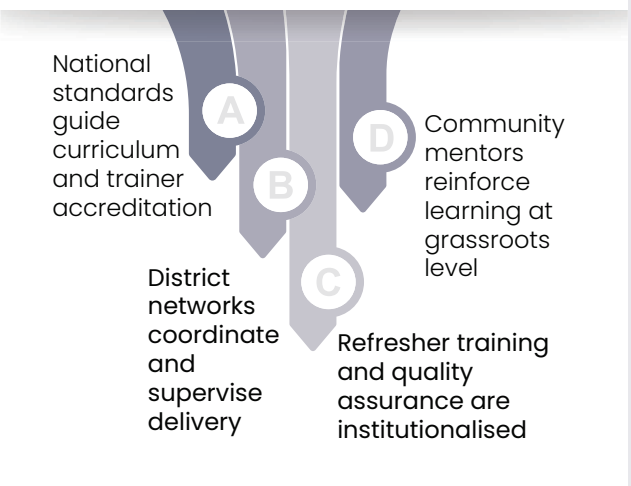
Training-of-Trainers and Cascade Model

To achieve national scale in a cost-effective and sustainable manner, the Strategy will adopt a structured Training-of-Trainers and cascade model. This approach strengthens local capacity, reduces dependency on central teams, and supports consistent delivery across districts.

The Training-of-Trainers model will be strengthened through mandatory certification and periodic re-certification of trainers. The model will also have structured supervision and quality assurance mechanisms. Lastly, performance-based recognition linked to delivery, quality, and outcomes will be built into the model. These measures will ensure consistency, accountability, and sustained quality of financial literacy delivery.

The cascade model will operate at three interconnected levels: national trainers, district-level trainer networks, and community financial mentors. The structured cascade model operates under the principles set out in Figure 5.6.

Figure 5.6: **Strategic Direction for the Cascade Model**



The cascade model will be supported by post-training follow-up, refresher sessions, coaching, mentorship, and quality assurance to ensure that trainers and community champions deliver accurate, practical, and consistent financial literacy messages.

National Trainer Accreditation

A national trainer accreditation system will be established to ensure quality, consistency, and accountability in financial literacy delivery.

The national level will be responsible for:

- Developing standardised curricula and training manuals
- Certifying trainers and master trainers
- Establishing competency standards
- Conducting refresher and quality assurance assessments

Accreditation will ensure that trainers possess both technical knowledge and facilitation skills. Certified trainers will be recognised under a national registry maintained by the Strategy Secretariat.

This system will help maintain delivery standards while allowing adaptation to local contexts.

District Trainer Networks

District-level trainer networks will serve as the operational backbone of the cascade model. These networks will include community development officers, cooperative officers, extension workers, education staff, and representatives from partner organisations.

District trainers will be responsible for:

- Delivering training to community groups and institutions
- Supervising community financial mentors
- Coordinating delivery across platforms
- Compiling and submitting monitoring reports

Establishing formal district networks strengthens coordination and ensures that financial literacy is embedded within local government systems rather than dependent on individual initiatives.

Regular district-level review meetings will support quality assurance and learning.

Community Financial Mentors

Community financial mentors will be drawn from trusted local platforms such as savings groups, SACCOs, faith institutions, farmer groups, and youth associations.

These mentors will:

- Facilitate basic financial literacy sessions.
- Reinforce learning during regular group meetings.
- Provide peer support and guidance.
- Serve as local resource persons on financial topics.

Mentors will receive simplified training materials and periodic refresher training from district trainers. Selection will prioritise individuals who are respected, motivated, and active within community structures.

Community financial mentors play a critical role in sustaining delivery between formal training sessions and ensuring ongoing reinforcement of financial behaviours.



6 Governance, Coordination and Institutional Arrangements

Effective governance is essential to ensure that the Strategy for Financial Literacy (2026–2031) operates as a coordinated national system rather than a collection of fragmented initiatives. Clear leadership, defined institutional roles, and structured coordination mechanisms are necessary to support accountability, sustainability, and scale.

The governance framework builds on lessons from the previous strategy cycle and strengthens institutional arrangements to address identified gaps in coordination, reporting, and district-level implementation.

National Leadership and Oversight

Strong national leadership will anchor the Strategy within Uganda's broader development and financial inclusion agenda. Oversight will be exercised through a structured, multi-level governance framework. Lessons from the End-Term Evaluation of the Strategy for Financial Literacy (2019–2024) and stakeholder validation consultations highlighted the need for stronger coordination among financial literacy providers, clearer institutional roles, and improved national oversight to avoid fragmented delivery and duplication of initiatives. The governance arrangements under SFL 2026–2031, therefore, reinforce national leadership while strengthening coordination across sectors and levels of implementation.

Ministry of Finance, Planning and Economic Development as Lead Ministry

The Ministry of Finance, Planning, and Economic Development will serve as the lead ministry responsible for policy alignment and integration of financial literacy within national development priorities.

Key responsibilities will include:

- Ensuring alignment with national development plans and financial inclusion strategies
- Supporting budget integration and resource mobilisation
- Facilitating cross-ministerial coordination
- Reporting to Cabinet and national policy platforms

Positioning the Strategy within the Ministry strengthens its integration into fiscal policy and national planning frameworks and ensures that financial literacy contributes directly to broader economic development, financial inclusion, and household resilience objectives.

Bank of Uganda as Lead Implementing Institution

The Bank of Uganda will serve as the coordinating institution and national convener for the Strategy.

Key responsibilities will include:

- Coordinating implementation
- Convening regulators, financial institutions, and partners
- Supporting development of consumer protection and digital finance content
- Hosting the National Secretariat

The Bank's convening authority and credibility within the financial sector provide a strong foundation

for multi-stakeholder coordination and for promoting responsible finance and consumer protection within Uganda's financial system.

National Steering Committee

A National Steering Committee will provide high-level strategic oversight and accountability. The Committee will include representatives from:

- Ministry of Finance, Planning and Economic Development
- Bank of Uganda
- Relevant sector ministries
- Financial sector regulators
- Financial Industry Associations
- Development partners
- Private sector and civil society representatives

The Steering Committee will:

- Approve annual workplans.
- Review progress reports.
- Provide strategic guidance.
- Support resource mobilisation.
- Promote coordination among financial literacy providers and ensure alignment with national standards.

The committee will play a central coordination role by ensuring alignment of sectoral implementation across ministries and institutions, approving and harmonising sectoral workplans related to financial literacy, and providing a structured platform to resolve coordination challenges among stakeholders.

The Committee will meet periodically to ensure alignment with national priorities and emerging financial sector developments.

The National Steering Committee on Financial Literacy and the National Steering Committee on Financial Inclusion will be aligned by operating as complementary structures with distinct but connected mandates. The NFIS Committee will provide overall strategic oversight for national access, usage, and inclusion objectives, while the FL Committee will lead on consumer capability, education, and behaviour change priorities.

The existing Financial Literacy and Consumer Protection Working Group under the NFIS will serve as the technical coordination mechanism linking both committees through shared workplans, harmonised reporting, and implementation tracking. Regular information sharing, synchronized meetings, and a common results framework will ensure that efforts are mutually reinforcing, avoid duplication, and position financial literacy as a key enabler of sustainable financial inclusion.

Technical Working Groups

Technical Working Groups will serve strictly as technical advisory bodies, providing guidance on content, standards, and monitoring frameworks, and will not have direct implementation responsibilities. They will support specialised areas of implementation.

These groups may focus on:

- Curriculum development and content standards
- Digital financial literacy and consumer protection
- Monitoring and evaluation
- Inclusion and targeting

Technical Working Groups will bring together subject-matter experts from government, regulators, financial institutions, academia, and development partners.

Their role will be to provide technical guidance, review materials, and support continuous improvement while ensuring that financial literacy content remains consistent with national standards and responsive to emerging financial sector risks and consumer protection concerns.

Where relevant, these Technical Working Groups will align with and coordinate through existing national financial inclusion coordination structures, including the Technical Working Groups established under the National Financial Inclusion Strategy, to promote policy coherence and avoid duplication of efforts.

National Secretariat

The National Secretariat will serve as the primary operational coordination body, responsible for implementation management, partner coordination, and performance tracking.

Strategy Coordination

The Secretariat will coordinate implementation across ministries, regulators, districts, and partners.

Responsibilities will include:

- Consolidating annual implementation plans
- Supporting district-level coordination
- Facilitating communication among stakeholders
- Organising national review meetings

The Secretariat will ensure that delivery remains aligned with national standards and avoids duplication.

Curriculum and Quality Assurance

The Secretariat will oversee development, review, and updating of standardised financial literacy curricula and tools.

Responsibilities will include:

- Maintaining national curriculum standards
- Approving adaptations for specific target groups
- Supporting trainer accreditation processes
- Conducting quality assurance assessments

Quality assurance mechanisms will ensure consistency across delivery platforms.

Partner Accreditation

To promote coherence and prevent fragmented delivery, partners implementing financial literacy activities under the Strategy will be accredited.

The Secretariat will:

- Establish accreditation criteria.
- Maintain a registry of approved implementing partners.
- Monitor adherence to national standards.
- Facilitate collaboration among accredited institutions.

Accreditation will enhance accountability and strengthen system integrity.

Monitoring and Reporting

The Secretariat will manage the national monitoring and reporting framework.

Responsibilities will include:

- Consolidating data from districts and institutional platforms
- Producing quarterly and annual performance reports
- Supporting data quality assurance
- Facilitating learning and adaptive management

A unified reporting system will enable evidence-based decision-making and continuous improvement.

Uganda Financial Literacy Association

UFLA will work under the strategic leadership and oversight of the Bank of Uganda and the Ministry of Finance, Planning and Economic Development, ensuring alignment with national policy, regulatory frameworks, and financial sector priorities.

The UFLA will serve as an implementing partner within the national financial literacy ecosystem for the Strategy for Financial Literacy (2026–2031), supporting coordinated delivery across approved implementation platforms.

UFLA will support implementation of the national strategy across community, institutional, and digital platforms; managing trainer networks; supporting the accreditation of implementing partners; and supporting quality assurance and reporting systems.

This arrangement strengthens the separation between strategic oversight and operational delivery, improving efficiency, scalability, and accountability across the financial literacy ecosystem.

Sector Working Groups

Sector Working Groups will support the integration of financial literacy within key sectors that influence household income, employment, and social protection. These groups will operate under the coordination of the National Secretariat, with strategic guidance from the National Steering Committee, and will provide technical and implementation support within their respective sectors.

Each group will ensure that financial literacy is embedded within sector programmes, policies, and delivery platforms.

1 Education

The Education Working Group will coordinate integration of financial literacy within primary, secondary, tertiary/university, and vocational education systems.

Key responsibilities will include:

- Aligning financial literacy with life-skills and entrepreneurship curricula
- Supporting educator training and instructional materials
- Promoting age-appropriate financial education tools
- Monitoring integration across schools and training institutions

This group will ensure that financial capability development begins early and supports a smooth transition into employment or enterprise.

2 Agriculture

The Agriculture Working Group will focus on integrating financial literacy into agricultural extension and farmer support programmes.

Responsibilities will include:

- Embedding financial planning within extension services
- Training on the requisite data to collect.
- Promoting seasonal income management and savings practices
- Linking financial literacy with agricultural finance products
- Coordinating delivery through farmer groups and cooperatives

This approach recognises the vital role of agriculture in household income and rural livelihoods.

3 Gender and Social Development

The Gender and Social Development Working Group will ensure that financial literacy supports women's economic empowerment and inclusion of vulnerable populations.

Responsibilities will include:

- Integrating financial literacy into community development programmes
- Strengthening gender-responsive delivery models
- Ensuring alignment with social protection and empowerment initiatives
- Promoting inclusive materials and accessible delivery approaches

This group will help ensure that financial literacy addresses structural inequalities and social vulnerabilities.

4 MSMEs and Enterprise

The MSMEs and Enterprise Working Group will focus on strengthening financial management and enterprise finance skills among micro, small, and medium enterprises.

Responsibilities will include:

- Strengthening business record keeping, cash flow management, and enterprise financial planning
- Supporting record keeping and enterprise finance modules
- Linking MSMEs to appropriate financial services
- Promoting productive and responsible use of credit and financial services among small enterprises.

This group will strengthen financial capability as a foundation for enterprise growth, job creation, and sustainable livelihoods.

5 Digital Finance

The Digital Finance Working Group will address emerging risks and opportunities in digital financial services.

Responsibilities will include:

- Coordinating digital financial literacy campaigns
- Strengthening financial crime awareness initiatives
- Aligning consumer protection messaging across institutions
- Monitoring digital financial risks and trends

This group will ensure that digital literacy remains responsive to technological developments.

6 Cooperatives and SACCOs

The Cooperatives and SACCOs Working Group will support the integration of financial literacy within cooperative member education systems and SACCO outreach programmes.

Responsibilities will include:

- Integrating financial literacy into cooperative member training and SACCO education programmes
- Coordinating with SACCO supervision and regulatory frameworks to align financial literacy standards
- Strengthening governance, savings mobilisation, and responsible lending practices within cooperative institutions
- Supporting linkages between cooperative networks and formal financial institutions

This group will strengthen financial literacy within Uganda's cooperative and SACCO ecosystem, promoting sound governance, member financial capability, and responsible use of member funds.

7 Monitoring, Assessment, and Learning

The Monitoring, Assessment, and Learning Working Group will support the design, implementation, and continuous improvement of the national monitoring and evaluation framework for the Strategy.

Responsibilities will include:

- Supporting development and harmonisation of monitoring tools, indicators, and reporting templates across implementing partners
- Coordinating periodic financial capability surveys and assessments, including UGFINLIT and FinScope data use
- Facilitating learning reviews, adaptive management processes, and knowledge sharing across the implementation system
- Supporting quality assurance reviews and partner evaluation processes

This group will ensure that the Strategy generates reliable evidence, supports continuous learning, and enables adaptive management throughout the 2026–2031 implementation period.

8 Inclusion and Vulnerable Groups

The Inclusion and Vulnerable Groups Working Group will ensure that financial literacy delivery reaches and is appropriate for underserved and marginalised populations, including women, youth, persons with disabilities, refugees, and rural communities.

Responsibilities will include:

- Reviewing and advising on inclusion standards, targeting approaches, and accessible delivery methods across all working groups
- Supporting the development of tailored financial literacy materials for specific vulnerable population segments
- Coordinating with humanitarian partners, settlement authorities, and disability organisations to embed financial literacy in relevant programmes
- Monitoring inclusion indicators and advising on corrective action where disparities are identified in programme reach.

This group will ensure that the Strategy fulfils its commitment to equitable reach, reducing financial capability gaps across gender, age, geography, disability status, and displacement context.

Additional Sector Working Groups may be established as relevant, based on emerging implementation priorities, sectoral demand, or strategic opportunities identified by the National Secretariat and approved by the National Steering Committee.

District and Local Government Structures

Effective implementation requires structured coordination at district and sub-district levels. District and local government systems will serve as the primary anchors for decentralised delivery. The Strategy will prioritise the use of existing structures, including district commercial officers, community development officers, agricultural officers, parish chiefs, and sub-county structures, to support mobilisation, delivery, follow-up, and reporting.

District Coordination Committees

District Coordination Committees will oversee financial literacy activities within each district.

Responsibilities will include:

- Coordinating implementing partners
- Approving district-level workplans
- Monitoring coverage and quality
- Compiling and submitting performance reports

These committees will operate under guidance from the National Secretariat and ensure alignment with national standards.

Community Development Officers

Community Development Officers will play a central operational role at sub-county and parish levels, supporting implementation of the Parish Development Model through community mobilisation, capacity building, financial inclusion, and monitoring of household transformation initiatives.

Responsibilities will include:

- Facilitating community-level training
- Supervising community financial mentors
- Supporting mobilisation and outreach
- Reporting on implementation progress

Embedding responsibilities within existing roles strengthens sustainability and accountability.

Extension Services

Sector extension services, particularly in agriculture and cooperative development, provide established outreach networks.

Extension workers will integrate financial literacy messages into routine engagements with farmers and producer groups. This approach reinforces learning within livelihood activities and reduces delivery costs.

Partner Engagement Framework

Effective implementation requires collaboration across public, private, and development actors. The Partner Engagement Framework defines roles and coordination mechanisms to ensure coherent and consumer-focused delivery.

Table 6.1 Indicative Partner Roles in SFL Implementation

Partner category	Indicative role
Public sector ministries and agencies	Integrate financial literacy into sector programmes, policies, guidelines, and service delivery systems.
National Planning Authority	Support alignment of SFL implementation with national development planning frameworks and provide guidance on integration with national planning, monitoring, and follow-up processes.
Ministry responsible for trade, cooperatives, and SACCO/ cooperative regulatory authorities	Support integration of financial literacy into SACCO and cooperative member education, supervision, outreach, and reporting.
Financial sector regulators	Provide technical guidance on consumer protection, responsible finance, complaints handling and market conduct.
Financial institutions, telecoms, and fintechs	Support consumer education, responsible product use, digital safety, outreach, and reporting under agreed standards.
Civil society and development partners	Support targeted delivery, inclusion, capacity building, innovation, financing, and learning.
Schools and educational institutions	Integrate age-appropriate financial literacy through curricula, clubs, and learner support programmes.
Media and communication partners	Disseminate approved financial literacy messages through trusted public communication channels.
Faith institutions and community structures	Mobilise communities and reinforce financial literacy messages through trusted local platforms.
Local governments	Support mobilisation, coordination, delivery, follow-up and reporting at district, sub-county, and parish levels.

Financial Institutions

Banks, SACCOs, microfinance institutions, and digital lenders will:

- Integrate financial literacy into customer engagement processes.
- Support community outreach initiatives.
- Promote transparent communication of product terms.
- Participate in coordinated consumer protection campaigns.

Institutions will operate within national standards to ensure education remains consumer-focused rather than product-driven.

Telecoms

Telecommunications providers play a vital role in digital financial services.

They will:

- Support SMS and financial crime awareness campaigns.
- Disseminate consumer protection messages.
- Collaborate on safe digital finance initiatives.

Partnerships with telecoms will strengthen digital

reach while reinforcing safety.

Employers

Employers in both public and private sectors will support workplace-based financial literacy.

Responsibilities may include:

- Hosting training sessions
- Supporting payroll-linked savings initiatives
- Promoting retirement planning awareness

Workplace delivery expands reach to formally employed adults.

Civil Society

Civil society organisations provide community-level reach and experience working with vulnerable populations.

They will:

- Deliver targeted financial literacy programmes.
- Support mobilisation and inclusion efforts.
- Provide feedback on implementation challenges.

Civil society participation enhances responsiveness and equity.

Development Partners

Development partners will provide technical and financial support aligned with national priorities.

Their engagement will focus on:

- Supporting innovation and scale
- Financing priority interventions
- Contributing to monitoring and learning systems

All partner support will be coordinated through the national governance structure to avoid fragmentation.



7 Financing, Partnerships and Cost-Effectiveness

Sustainable financing and structured partnerships are essential to ensure that the Strategy for Financial Literacy (2026–2031) achieves national scale without excessive reliance on short-term project funding. The financing approach will prioritise integration within existing systems, shared responsibility among stakeholders, and efficient use of resources.

The Strategy adopts a cost-conscious model that leverages community platforms, institutional systems, and private sector participation to maximise impact.

Prioritisation will guide resource allocation, ensuring that funding is directed toward high-impact focus areas, priority population groups, and initial pilot districts during early phases of implementation.

Financing Framework

The Financing Framework establishes how financial literacy activities will be funded, coordinated, and sustained over the medium term. The financing framework will draw lessons from previous SFL implementation cycles, including the sources of funding used, the relative contribution of government, financial sector actors and development partners, and the financing gaps that affected implementation. These lessons will guide a more diversified and sustainable financing approach for the 2026–2031 Strategy.

SFL activities will also be integrated, where feasible, into ministry plans, sector budgets, and government budget cycles. This will support alignment with national priorities, reduce dependence on stand-alone funding, and strengthen sustainability through existing government programmes and institutional mandates.

Government Budget Integration

Financial literacy will be integrated into existing government budgets rather than treated solely as a standalone project activity. Relevant ministries and agencies will incorporate financial literacy components within their sectoral programmes, including education, agriculture, gender and social development, youth employment, and cooperative development.

Budget integration strengthens sustainability and ensures alignment with national development priorities.

Medium-Term Financing Plan

A medium-term financing plan covering the duration of the Strategy will be developed. The plan will:

- Estimate core coordination and implementation costs.
- Identify sector-based funding contributions.
- Project resource needs over the five-year period
- Outline funding gaps and mobilisation strategies.

This structured approach supports predictability and planning while reducing fragmentation.

Partner Co-Financing

Development partners and financial sector actors will be encouraged to co-finance activities aligned with national standards. Co-financing arrangements will prioritise:

- Curriculum development and innovation
- Digital financial literacy campaigns
- Capacity building and trainer accreditation
- Monitoring and evaluation systems

Partner support will be coordinated through the national governance framework to ensure alignment and avoid duplication.

Private Sector Participation

Private sector participation will be promoted through structured collaboration with financial institutions, telecommunications providers, and employers. Participation will be encouraged by demonstrating the commercial and social benefits of improved financial capability, including stronger customer trust, higher digital adoption, improved employee wellbeing, and more resilient communities.

Private sector contributions may include:

- Funding awareness campaigns
- Supporting digital platforms
- Hosting workplace training programmes
- Providing technical expertise
- Co-developing innovation pilots and financial education tools

To encourage investment, government may consider:

- Public recognition for participating firms
- Inclusion in ESG / CSR reporting frameworks
- Industry awards and certification schemes
- Public-private partnership opportunities

Participation will be guided by national standards to ensure that financial literacy remains consumer-focused and free from product marketing.

Partnership Architecture

The Partnership Architecture defines how stakeholders collaborate within a coordinated national framework. Financial institutions, including banks, MFIs, SACCOs, telecoms, fintechs and insurance providers, will be engaged as financing, delivery, and reporting partners. Their existing financial literacy initiatives will be coordinated under national standards to promote harmonised messaging, avoid duplication, support consumer protection, and strengthen reporting on outreach and results.

Public Sector Partners

Public sector partners include line ministries, regulatory bodies, district governments, and sector agencies. These institutions will integrate financial literacy within their programmes and support decentralised implementation.

Clear role definitions and reporting arrangements will strengthen accountability and coordination.

Financial Sector Partners

Financial sector institutions will support responsible finance messaging, consumer education, and customer awareness initiatives. Their engagement will focus on promoting informed decision making rather than product promotion.

Digital financial services partners including telecommunications providers, fintech firms, digital lenders, payment service providers, and aggregators shall integrate financial literacy messaging at customer touchpoints such as onboarding, loan applications, mobile money menus, and transaction notifications.

Participation within national standards will enhance credibility and public trust.

Civil Society and Community Partners

Civil society organisations and community-based institutions will support grassroots delivery and inclusion of vulnerable groups. Their experience in community mobilisation strengthens reach and contextual relevance.

Partnership agreements will clarify responsibilities and reporting expectations.

Development Partners

Development partners will provide technical and financial support aligned with national priorities. Engagement will focus on innovation, scale, monitoring, and learning.

All external support will be coordinated through the National Secretariat to ensure coherence.

Education and Training Institution Partnerships

Collaboration with schools, universities, and vocational institutions will support curriculum integration and long-term sustainability.

Partnerships will focus on teacher training, instructional materials, and institutional embedding of financial literacy content.

Media Partnerships

Media institutions will support public awareness campaigns, financial crime alerts, and reinforcement of key messages.

Partnerships will prioritise local-language programming and community radio outreach.

Cost-Effectiveness Model

The Strategy adopts a cost-effectiveness model designed to maximise reach while minimising duplication and administrative overhead.

Platform-Based Delivery

Delivering financial literacy through existing community and institutional platforms reduces infrastructure costs and increases efficiency. Embedding content within established systems avoids the need for parallel structures.

Cascade Training

The Training-of-Trainers and cascade model reduces central training costs while maintaining quality standards. National accreditation combined with district-level networks supports scale at manageable cost.

Digital Reinforcement

Digital tools such as SMS reminders, radio messaging, and mobile learning modules provide low-cost reinforcement at scale. These tools strengthen retention without requiring repeated in-person sessions.

Results-Based Financing

Where appropriate, results-based financing mechanisms may be introduced to incentivise quality delivery and measurable outcomes. Funding allocations may be linked to verified coverage, training completion, or behavioural indicators.

This approach strengthens accountability and performance.

Partnership Leverage

Leveraging existing programmes and partner resources reduces duplication and increases impact. Coordinated planning ensures that financial literacy is integrated into broader development and financial inclusion initiatives.

Partnership leverage is central to achieving national scale within realistic resource constraints.



8 digital Financial Literacy

Digital financial services have become central to Uganda's financial ecosystem. Mobile money, digital credit, online payments, and platform-based services have expanded access and convenience. At the same time, digitalisation has introduced new risks related to financial crime, over-indebtedness, data misuse, and weak consumer awareness. This section consolidates the key digital financial literacy areas covered by the Strategy, including digital money management, digital payments, digital credit, digital savings and investments, emerging financial technologies, digital financial crime prevention, data protection, and digital inclusion.

The Strategy for Financial Literacy (2026–2031) recognises that financial capability in a digital economy must extend beyond basic financial knowledge to include practical skills for safely using digital financial services and managing associated risks. Digital consumer protection issues, including complaint handling, redress mechanisms, data privacy and consumer rights, are further addressed under Section 9 on Consumer Protection and Financial Rights.

In addition, the Strategy is cognisant that addressing infrastructure barriers such as internet connectivity, affordable data, electricity, and access to suitable devices is key to ensuring that the public can use digital financial services.



Digital Money Management

Digital tools enable individuals to send, receive, and store money quickly. They enable users to track spending, budget, and monitor financial behaviour. However, users must understand transaction fees, limits, and record-keeping practices. Digital money management also includes safe and responsible use of mobile money, agent banking, online payments, merchant payments, and other digital payment platforms.

Financial literacy interventions will promote:

- Monitoring digital balances regularly
- Verifying transaction details before confirmation
- Understanding transaction charges
- Maintaining basic financial records
- Tracking digital spending and payment history
- Using digital payment platforms safely and responsibly

These skills help prevent losses and improve financial control.



Digital Credit Literacy

Digital credit products offer rapid access to loans but often carry short repayment periods and high effective costs. Digital credit literacy shall include awareness of credit reference bureaus, borrower rights to access credit reports, interpretation of credit scores, and procedures for disputing inaccurate records. Education efforts shall also address risks associated with multiple borrowing, loan stacking, and poor repayment behaviour, which may reduce future access to affordable credit.

Financial literacy programmes will emphasise:

- Assessing affordability before borrowing
- Understanding repayment timelines
- Avoiding multiple simultaneous loans
- Recognising long-term consequences of default
- Understanding the total cost of digital credit, including fees, penalties, and other charges
- Identifying risks associated with unregulated or unclear digital lenders

Digital credit should support productive use rather than create cycles of debt.

Digital Savings and Investments

Digital platforms increasingly offer savings and investment options. Users must understand how these products operate, including terms, returns, and withdrawal conditions. They also need to distinguish between regulated digital savings or investment products and unverified schemes that may expose them to financial crime or loss.

Education efforts will promote:

- Comparing savings options
- Evaluating risks and returns
- Avoiding unverified investment schemes
- Understanding fees, lock-in periods, withdrawal conditions, and product terms
- Using regulated or officially recognised digital savings and investment channels

Building trust in legitimate digital savings platforms supports broader financial inclusion.

Emerging Financial Technologies and New Digital Financial Models

The Strategy recognises that emerging financial technologies and new digital financial models may influence how individuals and enterprises access, transfer, save, invest, borrow, and manage money. These may include innovations such as virtual assets, crypto-related products, digital investment platforms, and other technology-enabled financial models. Financial literacy interventions will provide basic awareness of such developments, with emphasis on risks, consumer protection, financial crime prevention, data privacy, and the need to rely on regulated or officially recognised channels. All content on emerging technologies will be guided by the official regulatory position at the time of implementation.

Digital Financial Crime, Scams and Financial Crime Awareness

Financial crime schemes continue to evolve through phishing messages, impersonation, fake promotions, and unauthorised access. Financial literacy will raise basic awareness of wider financial crime risks, including cybercrime, money laundering, terrorism financing, tax evasion, and related financial crimes, while ensuring that public-facing messages remain practical and easy to understand. Digital financial literacy will therefore address financial crime, scams, cyber risks, and other forms of financial crime that may affect users of digital financial services.

Financial literacy will reinforce:

- Protecting personal identification numbers
- Avoiding sharing sensitive information
- Verifying official communication channels
- Reporting suspicious activity promptly
- Recognising phishing messages, suspicious links, fake promotions, and impersonation attempts
- Protecting passwords, one-time passwords, and personal data
- Reporting unauthorised transactions through official complaint and redress channels
- Safe borrowing practices

Financial crime awareness is essential for maintaining trust in digital systems.



Digital Inclusion and Accessibility

Digital expansion must not exclude vulnerable groups. Some populations face barriers related to device access, connectivity, literacy, or disability. The Strategy recognises that alternative data sources such as mobile money usage, transaction records, savings behaviour, and cash transfer histories can help underserved populations build financial footprints and improve access to formal credit.

The Strategy will promote:

- Affordable access to gadgets and internet
- Simplified digital learning tools.
- Local-language messaging
- Accessible design considerations
- Support for first-time digital users
- Agent-assisted guidance and community demonstrations
- Non-digital alternatives where digital access or digital literacy remains limited.

Digital inclusion must be accompanied by protection and support.

9 Consumer Protection and Financial Rights



A strong consumer protection environment is essential for building trust in financial systems and enabling responsible participation in financial markets. Financial literacy programmes must therefore equip individuals with knowledge of their rights, responsibilities, and available protection mechanisms when engaging with financial service providers.

Learning content must be regularly updated to match changing cyber risks, while remaining simple enough for mass reach and accessible public education. This balance will improve consumer protection, build trust in digital platforms, and support wider financial inclusion.

Consumer Rights and Protection

Consumer protection is central to a well-functioning financial system. Financial literacy must equip individuals to understand their rights and responsibilities when engaging with financial service providers. Consumers shall be informed of available complaint channels through financial institutions, telecom operators, and regulators. Public awareness shall extend beyond rights information to practical action, including how to lodge complaints, escalate unresolved cases, and monitor resolution timelines.

Complaint Mechanisms

Many consumers are unaware of how to resolve disputes or report unfair practices.

Education efforts will provide information on:

- Where and how to lodge complaints
- Timeframes for resolution
- Escalation pathways from the first point of contact which is the financial institutions/ service providers to regulators

Awareness of complaint mechanisms strengthens accountability..

Regulatory Roles

Financial regulators play a key role in supervising institutions and protecting consumers. Financial literacy programmes will explain the roles of relevant authorities and how consumers can seek assistance when necessary.

Clear communication of regulatory responsibilities builds trust and transparency.

Industry Accountability

Financial institutions are responsible for transparent communication of product terms, fair treatment of customers, and ethical conduct.

Consumers will be encouraged to:

- Read and understand contracts.
- Ask questions before committing.
- Retain transaction records

Promoting informed consumers reinforces responsible industry practices.

Understanding Financial Rights

Consumers have rights related to transparency, privacy, fair treatment, and dispute resolution. Financial literacy content will emphasise these rights while also highlighting consumer responsibilities, including understanding their

roles, seeking relevant information, making informed decisions, and protecting their financial details. Understanding rights and responsibilities empowers individuals to engage confidently and responsibly with financial institutions.

Consumer Protection in Digital Finance

Digital services require additional safeguards due to remote transactions and data sharing.

Education will address:

- Safe onboarding practices
- Secure use of digital accounts
- Recognising unauthorised deductions
- Seeking timely support

Digital consumer protection will remain a priority as services evolve.

Data Protection and Privacy

As financial services become increasingly digital, protection of personal data and identity becomes critical. It is therefore essential that financial literacy initiatives equip digital finance users with the knowledge and skills to protect their personal data. Financial literacy programmes shall explain that responsible use of financial data can support access to credit, lower information barriers, and help individuals establish verifiable financial identities. This includes basic understanding on;

- how personal information is collected and used,
- Recognising financial crime tactics, including unsolicited requests for personal and financial details.
- safeguarding PINs and passwords, and
- exercising their rights regarding consent and data access.

Digital Identity

Digital identity systems facilitate access to services but require careful protection.

Users will be educated on:

- Safeguarding identification documents
- Avoiding sharing identity credentials
- Understanding verification processes

Protection of digital identity reduces financial crime risk.

User Responsibilities

Consumers share responsibility in protecting their information.

Financial literacy will reinforce:

- Secure password practices
- Safe device usage
- Avoiding public sharing of sensitive information

Practical habits reduce exposure to data breaches.

Consumer Data Rights

Consumers have rights regarding how their personal data is collected, stored, and used.

Education efforts will promote awareness of:

- Consent requirements
- Limits on data sharing
- Options for reporting misuse

Understanding data rights strengthens informed participation in digital systems.

Safe Digital Practices

Simple behaviours such as verifying links, updating devices, and using trusted agents significantly reduce risk.

Financial literacy programmes will emphasise practical safety measures that can be adopted easily.

Emerging Digital Risks

Digital finance continues to evolve rapidly. The Strategy will remain responsive to new developments that may affect consumers.

Algorithmic Lending

Automated credit scoring systems increasingly determine access to digital loans. Consumers may not fully understand how decisions are made.

Education efforts will raise awareness of:

- Responsible borrowing
- Consequences of digital repayment records
- Long-term impact of digital credit history

Understanding algorithmic lending supports informed borrowing.

Platform Finance

E-commerce and platform-based financial services are expanding. Users may encounter new forms of payment systems and embedded credit products.

Financial literacy will address risks associated with platform transactions and encourage careful evaluation of unfamiliar services.

Cross-Border Digital Services

Digital platforms may operate across jurisdictions, creating challenges in dispute resolution and regulatory oversight.

Consumers will be encouraged to verify service providers and understand available protection mechanisms before engaging.

Digital ID Protection

As digital identification systems expand, protecting identity credentials becomes increasingly important.

Financial literacy will reinforce responsible handling of digital identity information to reduce misuse and impersonation risks



10 Sustainability and Institutionalisation

Sustainability is central to the success of the Strategy for Financial Literacy (2026–2031). Financial literacy must move beyond project-based interventions and become embedded within government systems, institutional mandates, and community structures. Institutionalisation ensures continuity, predictable financing, and consistent delivery over time.

The Strategy adopts a system-based approach that integrates financial literacy into existing public programmes, formal roles, and community mechanisms.

Integration into Government Systems



Financial literacy will be integrated across relevant government systems to ensure ownership and long-term continuity. The National Planning Authority will also be engaged to support alignment with national development planning and implementation follow-up.

Sector Ministry Programmes

Line ministries will incorporate financial literacy components within sector-specific programmes. For example:

- Education programmes will embed financial literacy in all curricula and programmes of the sector including within life-skills and vocational curricula.
- Agriculture programmes will integrate financial planning within extension services.
- Gender and social development initiatives will include household economic management and empowerment components.
- Youth and employment programmes will address enterprise finance and income management.

Integration reduces duplication and aligns financial literacy with sector priorities.

District Workplans

District governments will incorporate financial literacy activities within annual and medium-term workplans. This will ensure:

- Planned delivery rather than ad hoc interventions
- Budget allocation within district frameworks
- Coordinated supervision and reporting.

Inclusion in district planning instruments strengthens accountability and sustainability. To further incentivise districts and local governments to budget for and implement financial literacy programmes, performance-based grants, conditional transfers, and recognition mechanisms may be introduced.

Local Government and Parish-Level Delivery

Local government structures, including parish-level administrative units, will serve as operational entry points for community delivery.

Financial literacy activities will be integrated within local meetings, parish development initiatives, and community mobilisation efforts. Embedding delivery within parish-level systems enhances reach and ensures that financial literacy is linked to local economic development initiatives.

Community Development Structures

Community Development Officers and related local structures will play a sustained role in mobilisation, facilitation, and monitoring.

Integrating financial literacy within routine community development functions ensures that delivery continues beyond externally funded programmes.

Institutional Mandates

Institutionalisation requires that financial literacy responsibilities be formally embedded within organisational mandates and performance systems.

Job Descriptions

Relevant government and partner institutions will incorporate financial literacy responsibilities within job descriptions where appropriate. This may include:

- Community Development Officers
- Extension workers
- Cooperative officers
- Education officers

Embedding responsibilities formally ensures continuity and reduces reliance on individual champions.

SACCO and Cooperative Member Education

The Strategy will strengthen collaboration with the Ministry responsible for trade and cooperatives, as well as relevant SACCO/ cooperative regulatory authorities, to institutionalise financial education for SACCO and cooperative members. This will support responsible borrowing, savings mobilisation, member rights awareness, record keeping, and informed use of cooperative financial services.

Performance Contracts

Where applicable, performance contracts and appraisal systems will include indicators related to financial literacy delivery and coordination.

Linking responsibilities to performance systems strengthens accountability and reinforces prioritisation.

Service Delivery Standards

National service delivery standards will define minimum requirements for financial literacy implementation across sectors and districts.

Standards will cover:

- Curriculum consistency
- Trainer qualifications
- Reporting requirements
- Consumer protection safeguards

Clear standards promote quality and coherence.

Community-Level Sustainability

Long-term impact depends on strengthening local ownership and peer-led reinforcement.

Savings Groups

Savings groups provide continuous forums for reinforcing financial practices. By integrating financial literacy into regular group meetings, learning becomes embedded within routine financial activity.

Savings groups will continue functioning independently of project cycles, sustaining behaviour change.

Cooperatives

Cooperatives and SACCOs have established governance and member engagement systems. Integrating financial literacy into member training and meetings supports ongoing reinforcement.

Cooperatives can institutionalise financial education within their operational guidelines and induction processes.

Community Financial Mentors

Community financial mentors serve as local champions who reinforce key practices and provide peer guidance. Their role strengthens continuity between formal training sessions and supports behaviour change over time.

Periodic refresher training and supervision will maintain quality and motivation.



Knowledge and Learning Systems

Continuous learning and adaptation are essential for sustaining effectiveness in a changing financial environment.

National Financial Literacy Database

A national financial literacy and knowledge database will be established to store:

- Standardised curricula and materials
- Training manuals
- Monitoring reports
- Research findings and evaluations.

This repository will support consistency and knowledge sharing.

Learning Forums

Regular national and district-level learning forums will facilitate exchange of experiences, challenges, and innovations among stakeholders.

Learning forums promote peer learning, continuous improvement, and responsiveness to emerging risks.

Good Practice Documentation

Successful models and innovations will be documented and disseminated to encourage replication. Good practice documentation supports scaling of effective approaches and strengthens institutional memory.



11 Monitoring, Learning and Adaptive Management

The Strategy for Financial Literacy (2026–2031) will operate within a structured national monitoring and learning framework to ensure accountability, transparency, and continuous improvement. Monitoring will assess implementation coverage, behavioural change, institutional integration, and progress toward improved financial wellbeing outcomes.

Integrating Financial Health into the Results Framework

The Results Framework will incorporate a Financial Health Measurement Lens to track improvements in household financial wellbeing. Financial health will be measured across three core dimensions:

1. Day-to-Day Financial Management
2. Resilience to Shocks
3. Planning and Progress toward Financial Goals

All intermediate and outcome indicators will be aligned to these dimensions to ensure that monitoring focuses on real behavioural and welfare improvements, not only participation or outputs.

The framework aligns with the Strategy's Theory of Change and establishes a unified national results architecture supported by digital reporting, structured reviews, and adaptive management mechanisms.

The detailed Results Framework for SFL 2026–2031 is provided in Annex III.

National Results Framework

The National Results Framework translates the Strategy's Theory of Change into measurable results. It defines the outcomes that SFL 2026–2031 seeks to achieve and establishes the basis for accountability, monitoring, and adaptive management.

The M&E framework is structured across three levels (Annex VI):

- High-Level National Outcomes
- Intermediate Outcomes aligned to Strategic Objectives
- Outputs linked to delivery systems

The full Results Framework, including priority indicators, baseline values, targets, and reporting responsibilities, is presented in Annex III.

National Reporting System

A unified National Reporting System will consolidate implementation and outcome data from community, district, sectoral, and national levels to ensure coherent oversight, accountability, and evidence-based decision making.

The system shall be designed to:

- Support consistent tracking of programme coverage and outcomes across all districts and sectors.
- Ensure comparability of data through nationally standardised indicators.
- Enable timely performance reviews and adaptive management.
- Strengthen transparency, institutional accountability, and alignment with national

development frameworks.

The reporting system aligns with existing national financial inclusion and development reporting frameworks to promote sustainability and avoid duplication.

Table 11. 1 Reporting Responsibilities and Frequency

Reporting level	Reports to	Frequency	Reporting tool
Implementing partners	SFL Secretariat / designated coordination structure	Monthly, where feasible	Standard partner reporting template
District / local government structures	SFL Secretariat through agreed coordination channels	Quarterly	District reporting template
SFL Secretariat	BoU, MoFPED and National Steering Committee	Quarterly and annually	Consolidated national report / dashboard
National Steering Committee	Stakeholders and relevant government structures	Annually	Annual implementation review report

Where financial literacy is integrated into PDM and other government livelihood or enterprise programmes, monitoring will also track the application of financial literacy skills, including productive use of funds, savings behaviour, basic record keeping, and repayment behaviour where applicable.

Reporting Architecture

The National Reporting System operates through a structured multi-tier cascade model linking community-level delivery to national policy oversight, as illustrated in Figure 10.1.

The reporting flow is organised across six levels:

i. **Community Delivery Level: Savings groups, SACCOs, cooperatives, schools, workplaces, community mentors, and institutional focal persons:**
   a. Record participation, coverage, and implementation summaries using standardised tools.
   b. Submit periodic reports to District Coordination structures.

ii. **District Coordination Level: District Coordination Committees:**
   a. Consolidate community-level reports.
   b. Verify completeness and consistency of reported data.
   c. Compile quarterly district performance summaries aligned with the National Results Framework.
   d. Submit consolidated reports to the National Secretariat.

District structures serve as the primary coordination and validation point for decentralised implementation.

iii. **Sectoral Reporting Level: Sector Ministries (including Education, Gender, Agriculture, Local Government, Youth, and others), Bank of Uganda, and relevant financial sector regulators:**
   a. Report on institutional integration

of financial literacy within sector programmes.
b. Submit data on coverage, digital campaigns, institutional training, and system-level indicators.
c. Ensure sector alignment with national standards and reporting templates.

Sector reporting strengthens cross-sector accountability and ensures integration across public systems.

iv. Lead Ministry and National Secretariat: The designated Lead Coordinating Ministry and the SFL National Secretariat:

a. Consolidate district and sectoral data into national performance reports.
b. Maintain national dashboards tracking coverage, equity, and outcome indicators.
c. Analyse trends and identify implementation gaps.
d. Prepare annual performance reports and mid-term review documentation.

This level provides technical coordination, data synthesis, and national performance oversight.

v. National Steering Committee: The multi-stakeholder National Steering Committee:

a. Reviews consolidated national performance reports.
b. Provides strategic guidance and policy direction.
c. Approves corrective and adaptive measures where necessary.
d. Oversees accountability and alignment with national development priorities.

The Steering Committee provides high-level governance and ensures institutional coherence.

vi. National Policy and Development Platforms

Relevant national policy platforms, including Financial Inclusion Steering structures, National Development Plan reporting mechanisms, and Cabinet where applicable:

- Receive high-level performance summaries.
- Ensure alignment with broader economic and development strategies.
- Provide policy-level guidance and oversight.

This level ensures that financial literacy performance contributes to national planning and reform processes.

This structured architecture strengthens upward accountability, decentralised ownership, and policy-level integration.

Roles and Responsibilities

Roles and responsibilities will be clearly defined within governance instruments and operational guidelines.

i. Community Facilitators and Mentors: Maintain records of participation and delivery activities and submit standardised summaries to district structures.
ii. District Coordination Committees: Validate, consolidate, and submit quarterly performance reports; monitor district coverage and inclusion; support district-level quality assurance.
iii. Sector Ministries and Regulators: Report on institutional integration, sectoral outreach, digital campaigns, training initiatives, and compliance with national standards.
iv. Bank of Uganda and Financial Sector Regulators: Report on consumer protection awareness initiatives, digital financial literacy campaigns, and relevant system-level indicators.
v. Lead Coordinating Ministry and National Secretariat: Consolidate and analyse national data; prepare annual performance reports; maintain dashboards; coordinate national monitoring processes.
vi. National Steering Committee: Review performance trends, provide strategic direction, and approve adaptive measures.

Clear delineation of responsibilities strengthens

accountability and ensures consistency across the national system.

Digital Reporting Platform

A national digital reporting platform will support standardised submission, consolidation, and analysis of performance data.

The platform will:

- Enable electronic reporting from districts and sectors.
- Provide performance dashboards for authorised oversight bodies.
- Track geographic coverage and inclusion indicators.
- Support automated aggregation and trend analysis.
- Allow data export to national financial inclusion and development reporting systems.

The platform will be interoperable with existing government data systems where feasible to promote efficiency and sustainability.

Quality Assurance, Data Integrity, and Data Sources

Data credibility will be safeguarded through systematic quality assurance measures.

These will include:

- Periodic verification visits and spot checks.
- Routine data validation and consistency checks.
- Standardised reporting templates and indicator definitions.
- Capacity building for reporting personnel at district and sector levels.
- Clear procedures for addressing data discrepancies.

Quality assurance mechanisms ensure reliability and comparability of national performance data.

This National Reporting System provides a transparent and institutionally anchored mechanism for tracking implementation, monitoring outcomes, and informing strategic decision making under SFL 2026–2031

The monitoring and evaluation system will incorporate administrative and digital data sources, including:

- Mobile money usage data
- SACCO and microfinance data
- Banking sector indicators

These will complement survey-based data collection and enable more frequent, cost-effective, and real-time tracking of financial behaviours.

Learning and Adaptive Management

Monitoring under SFL 2026–2031 will be complemented by structured learning processes designed to support continuous improvement and responsiveness to emerging financial sector developments.

Performance data will be used not only for accountability but also to inform planning, refine delivery approaches, and strengthen coordination. Learning processes will operate at annual, mid-term, and thematic levels.

Annual Performance Reviews

Annual performance reviews will be conducted at district and national levels.

These reviews will:

- Assess progress against annual targets and strategic objectives.
- Analyse coverage, inclusion, and behavioural indicators.
- Identify implementation bottlenecks and coordination gaps.
- Review effectiveness of delivery platforms.
- Inform development of subsequent annual workplans.

District-level reviews will focus on operational performance and local coordination. National-

level reviews will synthesise trends across districts and sectors, assess equity performance, and identify systemic issues requiring policy attention.

Findings from annual reviews will be documented and shared with stakeholders to strengthen transparency and accountability.

Mid-Term Strategy Review

A comprehensive mid-term review will be conducted midway through implementation to assess overall progress toward strategic objectives.

The mid-term review will examine:

- Behavioural outcomes and changes in financial practices.
- Inclusion performance across gender, youth, rural, and vulnerable populations.
- Degree of institutional integration within ministries and sectoral systems.
- Progress in digital financial capability and consumer protection awareness.
- Sustainability of financing and institutional arrangements.

The review will assess both outcome-level progress and system-level performance.

Findings will inform strategic adjustments for the remaining implementation period, including adjustment of targets, delivery emphasis, or resource allocation.

Thematic Evaluations

Targeted thematic evaluations may be commissioned to generate deeper evidence on priority areas requiring focused analysis.

Potential thematic areas include:

- Digital financial literacy and digital risk exposure.
- Youth financial capability and school-based integration.
- Gender-responsive and inclusion-focused delivery models.
- Cost-effectiveness of community-based versus institutional platforms.
- Integration within social protection and livelihood programmes.

Thematic evaluations will provide actionable recommendations to strengthen programme design and improve impact.

Adaptive Management

SFL 2026–2031 adopts an adaptive management approach grounded in evidence and structured reflection.

Under this approach:

- Monitoring data will inform routine adjustments in delivery strategies.
- Annual reviews will shape planning and targeting decisions.
- Mid-term findings will guide strategic recalibration.
- Emerging risks in digital finance or market practices will trigger responsive messaging and training adjustments.
- Coordination mechanisms will be strengthened when reporting reveals fragmentation or inequity.

This approach ensures that the Strategy remains responsive to evolving economic conditions, technological developments, and emerging consumer protection risks.

Learning will be institutionalised through the Secretariat and Steering Committee.

Knowledge Management

Knowledge management under SFL 2026–2031 will ensure institutional memory, facilitate replication of effective practices, and promote continuous innovation.

A structured knowledge system will support evidence sharing across districts, sectors, and partners.

National Knowledge Repository

A central knowledge repository, managed by the National Secretariat, will serve as the official archive and reference point for the Strategy.

The repository will include:

- Standardised curricula and training tools.
- Trainer accreditation materials and guidance notes.
- Monitoring templates and reporting instruments.
- Evaluation reports and annual performance reviews.
- Policy briefs, technical guidance notes, and research outputs.

The repository will preserve institutional memory and ensure consistency of materials.

Documentation of Good Practices

Districts, institutions, and partners will document effective delivery approaches, innovations, and context-specific adaptations.

Good practice documentation will:

- Highlight successful community-based models.
- Capture innovative digital delivery mechanisms.
- Showcase inclusion-focused approaches.
- Identify cost-effective coordination mechanisms.

Documented practices will be disseminated nationally to support replication and scaling.

Research and Innovation

Collaboration with academic institutions, research organisations, and financial sector actors will strengthen evidence generation.

Research priorities may include:

- Trends in financial behaviour and resilience.
- Emerging digital risks and consumer vulnerabilities.
- Barriers to inclusion among underserved populations.
- Effectiveness of behavioural nudges and reinforcement mechanisms.

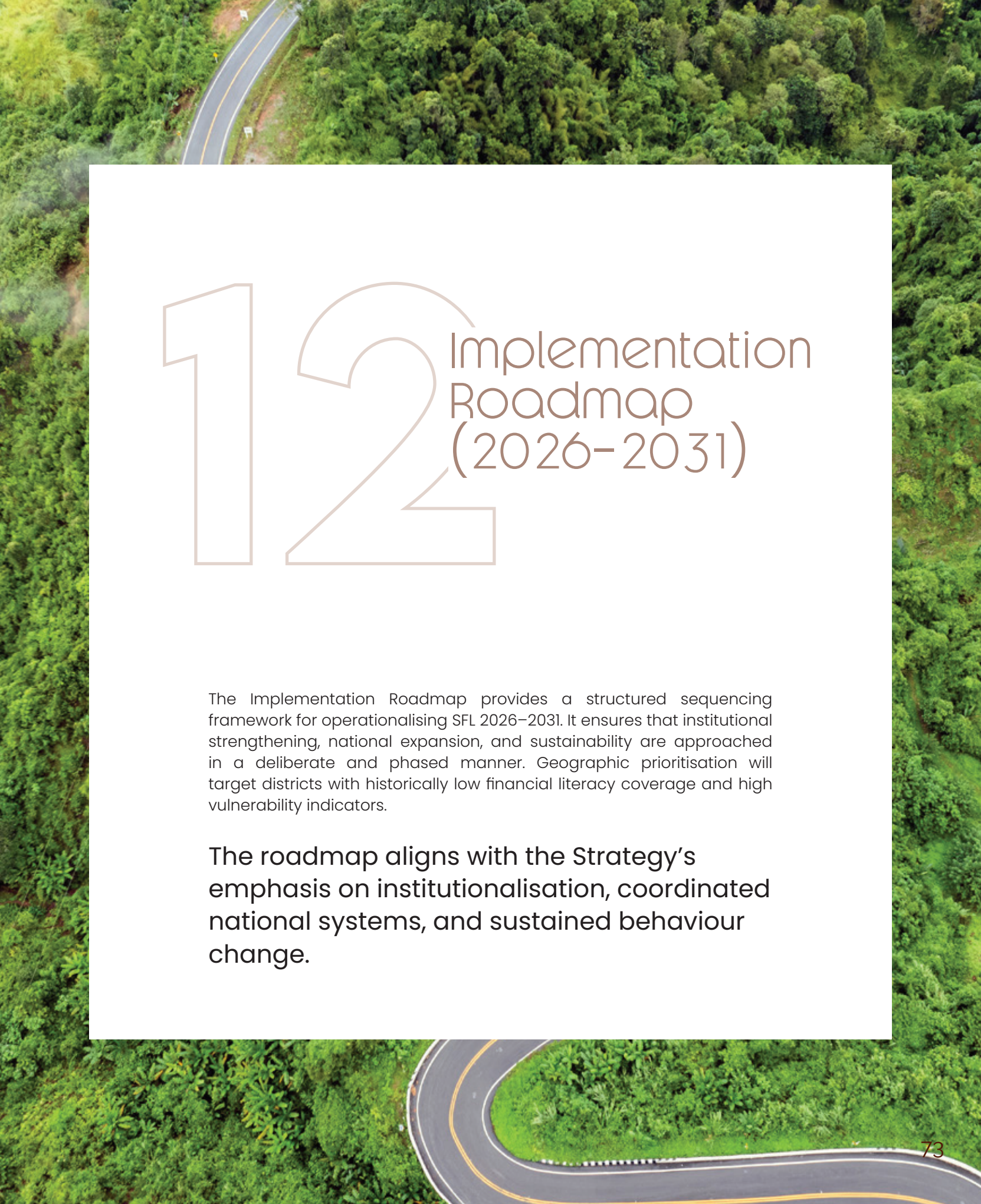
Innovation pilots may be evaluated and scaled based on demonstrated results and cost-effectiveness.

Evidence-informed innovation will strengthen the long-term relevance and impact of the Strategy.

Longitudinal Impact Evaluation and Welfare Tracking

To strengthen evidence-based implementation and establish whether financial literacy interventions generate sustained improvements in household wellbeing, the Strategy for Financial Literacy (2026–2031) will incorporate a Longitudinal Impact Evaluation and Welfare Tracking Framework. This framework will complement routine monitoring systems by generating rigorous evidence on medium- and long-term outcomes attributable to financial literacy exposure.

While routine reporting systems are essential for tracking outputs, coverage, and short-term behavioural change, they are not sufficient to determine whether interventions lead to durable welfare gains such as stronger household resilience, improved income management, reduced financial distress, enterprise growth, or enhanced inclusion. A structured longitudinal evaluation will therefore enable Uganda to assess the long-term effectiveness, cost-effectiveness, and equity impacts of financial literacy investments.



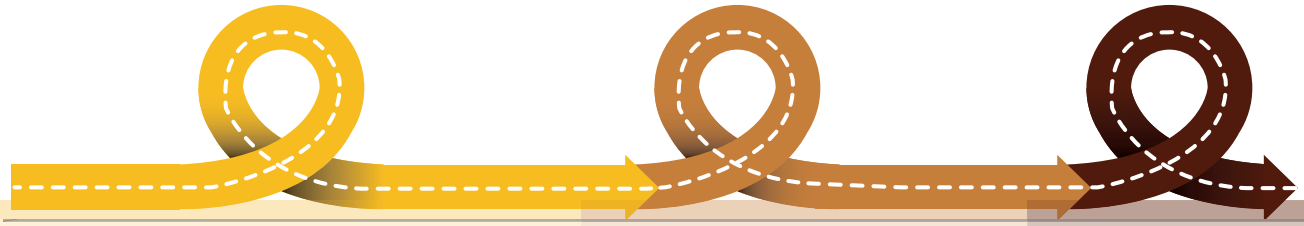
12 Implementation Roadmap (2026-2031)

The Implementation Roadmap provides a structured sequencing framework for operationalising SFL 2026–2031. It ensures that institutional strengthening, national expansion, and sustainability are approached in a deliberate and phased manner. Geographic prioritisation will target districts with historically low financial literacy coverage and high vulnerability indicators.

The roadmap aligns with the Strategy's emphasis on institutionalisation, coordinated national systems, and sustained behaviour change.

Phased Roll-Out Plan

Implementation will follow three sequential but overlapping phases.



Phase I
Institutional Strengthening (Years 1–2)

The initial phase will focus on establishing the institutional and system foundations required for national scale.

Key priorities will include:

- Formalisation of governance structures and reporting architecture.
  * A basic monitoring and reporting framework
- Development and validation of standardised curricula and tools.
  * A core national curriculum and training materials
- Establishment of trainer accreditation systems.
- Strengthening district coordination structures.
- Deployment of the national digital reporting platform.
- Baseline data collection and Results Framework operationalisation
- Focus on high-impact population groups, including youth, low-income households, and rural communities in selected districts with low coverage.

This phase ensures that expansion is built on harmonised standards and coordinated systems rather than fragmented delivery.

Phase II
National Scale-Up (Years 3–4)

With institutional systems established, the Strategy will transition to national expansion.

Key priorities will include:

- Scaling community-based delivery across all districts.
- Deepening integration within sector ministries and public programmes.
- Expanding digital financial literacy campaigns.
- Strengthening youth, enterprise, and inclusion-focused programming.
- Enhancing district-level supervision and quality assurance.
- Consolidating outcome-level monitoring
- Scale-up to additional population segments and districts.

This phase prioritises coverage, equity, and measurable behavioural change.

Phase III
Consolidation and Strategic Review (Year 5)

The final phase will focus on sustainability, performance consolidation, and preparation for the next strategy cycle.

Key priorities will include:

- Comprehensive end-term evaluation.
- Institutionalisation of delivery within permanent government systems.
- Review of governance and financing arrangements.
- Identification of strategic gaps for the next cycle.
- Documentation of good practices and replication models.
- National coverage

This phase ensures long-term continuity beyond the life of the Strategy.

Annual Priorities and Targets



While the phased approach provides overall sequencing, annual planning will operationalise priorities in line with available resources and emerging realities.

Each year, the National Secretariat, in consultation with the Steering Committee, will:

- Define priority content areas based on monitoring findings.
- Identify target populations requiring intensified outreach.
- Set annual institutional integration priorities across sectors.
- Establish measurable annual targets aligned with the Results Framework.
- Track annual progress on financing mobilisation, outreach coverage, district participation, partner reporting, school-based delivery, SACCO and cooperative outreach, and reach to vulnerable groups.
- Review progress and adjust delivery emphasis accordingly.

Annual workplans will balance expansion with quality assurance and inclusion performance.

This flexible approach ensures responsiveness to emerging financial sector risks, digital developments, and equity gaps.

Proposed Costed Workplan



A proposed Costed Workplan will present indicative multi-year resource requirements aligned to the Strategy's phased implementation approach, covering institutional strengthening, national scale-up, and consolidation. It will reflect key investment areas including community-based delivery, institutional integration, digital financial literacy, capacity building, monitoring and evaluation systems. It will be linked to strategic priorities and expected outcomes, enabling clear tracking of resource allocation against results.

The framework will support resource mobilisation and integration within government and partner financing structures, while prioritising equitable coverage across underserved population groups. It will be reviewed periodically to reflect implementation progress, evolving priorities, and national budget processes.

Supporting Operational Frameworks and Guidelines



To support effective implementation of SFL 2026–2031, a set of operational frameworks and guidelines shall be developed and periodically updated. These documents will provide detailed technical and implementation guidance aligned with the Strategy while allowing flexibility for adaptation over time.

These supporting documents may include:

i. National Financial Literacy Training Curriculum and Delivery Toolkit
ii. Trainer Accreditation and Certification Framework
iii. District Implementation and Coordination Guidelines
iv. Communication and Behaviour Change Strategy
v. Digital Financial Literacy and Consumer Protection Guidelines
vi. Monitoring and Reporting Tools and Templates
vii. Knowledge Management and Learning Framework

These instruments will be developed under the leadership of the SFL Secretariat in collaboration with sector stakeholders and will be updated as needed to reflect evolving financial sector dynamics and implementation experience.



13

Risk Management Framework

Effective implementation of SFL 2026–2031 requires proactive identification, monitoring, and mitigation of risks that may affect delivery, coordination, financing, and sustainability.

Financial literacy initiatives operate within a dynamic environment shaped by institutional capacity, fiscal conditions, technological developments, and evolving financial sector practices. The Strategy therefore adopts a structured risk management approach to ensure that potential risks are anticipated, monitored, and addressed in a timely manner.

Risk management under the Strategy focuses on maintaining implementation continuity, safeguarding resources, strengthening coordination across stakeholders, and ensuring that emerging financial sector risks—particularly those related to digital finance—are effectively addressed.

Risk Identification and Categorisation



Key risks associated with implementation of the Strategy have been identified through consultations with stakeholders and analysis of lessons from previous financial literacy initiatives.

These risks fall broadly into several categories, including contextual and policy risks, operational and delivery risks, fiduciary and financing risks, coordination risks, technological and digital risks, inclusion risks, and institutional capacity risks.

Table 13.1 presents the principal risks associated with SFL 2026–2031, including their assessed likelihood and potential impact, as well as proposed mitigation measures and responsible entities. The categorisation reflects the multi-sectoral nature of financial literacy implementation and the need for coordinated responses across government institutions, regulators, and delivery partners.

The risk framework will also consider both microeconomic and macroeconomic risks that may affect financial literacy outcomes. Microeconomic risks include household income shocks, unemployment, enterprise failure, debt stress, and repayment failure. Macroeconomic risks include inflation, exchange rate volatility, rising cost of living and other economy-wide pressures that may affect household financial behaviour and resilience.

Table 13.1 **Risk Management Matrix for SFL 2026–2031**

Risk Category	Risk Description	Likelihood	Impact	Mitigation Measures	Residual Risk	Responsible Entity
Contextual / Policy Risk	Changes in national priorities or political leadership reduce sustained attention to financial literacy initiatives.	**Medium**	**High**	Anchor the Strategy within national financial inclusion and development frameworks; maintain regular reporting to national policy platforms.	Medium	Lead Ministry; National Steering Committee
Operational / Delivery Risk	Uneven implementation across districts due to varying capacity or weak coordination structures.	**Medium**	**High**	Standardised curricula and trainer accreditation; district coordination structures; supervision and refresher training; national reporting system.	Medium	National Secretariat; District Coordination Committees
Fiduciary / Financing Risk	Insufficient or inconsistent financing undermines sustained implementation and national scale-up.	**Medium**	**High**	Multi-year Costed Workplan (Annex XX); integration within sector budgets; diversified financing including public–private partnerships.	Medium	Lead Ministry; Ministry of Finance; Steering Committee
Coordination Risk	Fragmentation of initiatives across ministries, regulators, and partners leads to duplication or coverage gaps.	**Medium**	**Medium**	Clear governance architecture; Secretariat consolidation of reporting; harmonised standards and indicators; Steering Committee oversight.	Low	National Secretariat; Steering Committee
Macroeconomic environment instability	Macroeconomic instability, including inflation, exchange rate volatility, and rising operational costs affecting financial behaviour	**Medium**	**High**	Design financial literacy interventions that strengthen household financial resilience, budgeting, savings, debt management, and income diversification; promote emergency savings and appropriate use of financial services; integrate financial health and consumer protection messaging into the strategy	**Medium**	Bank of Uganda; Financial Sector Regulators
Technological / Digital Risk	Expansion of digital financial services increases exposure to digital financial crime, scams, data misuse, cyber risks, and digital over-indebtedness.	**High**	**High**	Continuous updating of digital literacy content; collaboration with Bank of Uganda and regulators; national digital safety and financial crime awareness campaigns.	Medium	Bank of Uganda; Financial Sector Regulators; Secretariat
Financial Crime / Consumer Protection Risk	Users may be exposed to financial crime, scams, cybercrime, money laundering, terrorism financing, tax evasion, predatory practices and other financial crimes or abusive financial practices.	**Medium**	**High**	Strengthen financial crime awareness within financial literacy content; promote use of regulated providers; include messages on financial crime detection, consumer rights, complaints, and redress; collaborate with regulators and relevant authorities on public awareness.	Medium	Bank of Uganda; Financial Sector Regulators; Secretariat; Relevant Authorities
Inclusion Risk	Vulnerable populations are insufficiently reached by financial literacy initiatives.	**Medium**	**High**	Targeted outreach through community platforms; disaggregated monitoring indicators; inclusion-focused programming.	Medium	Secretariat; Sector Ministries; District Committees
Institutional Capacity Risk	Limited technical capacity at district or institutional level affects reporting quality and programme delivery.	**Medium**	**Medium**	Capacity building; standardised reporting tools; digital reporting platform; periodic supervision and verification visits.	Low	National Secretariat; District Coordination Committees
Data Quality Risk	Inaccurate or inconsistent reporting undermines reliability of monitoring and evaluation data.	**Low**	**Medium**	Standardised reporting templates; data validation checks; periodic audits; capacity building for reporting personnel.	Low	National Secretariat



Risk Mitigation Measures

Risk mitigation under SFL 2026–2031 is anchored in a combination of institutional, operational, and system-level measures designed to reduce both the likelihood and impact of identified risks.

Several core mechanisms underpin risk mitigation under SFL 2026–2031:

- Institutional anchoring of the Strategy within a Lead Coordinating Ministry and national governance structures.
- Strengthening of district coordination mechanisms to support consistent delivery and reporting.
- Adoption of nationally standardised curricula, training materials, and reporting tools.
- Integration of financial literacy initiatives within sectoral programmes and public service delivery systems.
- Diversification of financing through government budget allocations and development partner support.
- Collaboration with Bank of Uganda and financial sector regulators to address emerging digital and consumer protection risks.

These measures aim to reduce the likelihood and potential impact of implementation challenges while promoting sustainable and coordinated national delivery.



Risk Monitoring and Review

Risk monitoring will be integrated within the national monitoring and reporting system described in Section 10.

The National Secretariat will maintain an updated risk register and track risk developments through:

- quarterly district and sectoral reports,
- annual national performance reviews,
- mid-term strategy review processes, and
- thematic evaluations where necessary.

Significant risks or emerging issues will be reported to the National Steering Committee, which will provide strategic guidance and approve corrective measures where required.

Regular monitoring and review of risks will ensure that implementation of SFL 2026–2031 remains responsive to changing economic conditions, technological developments, and evolving institutional realities.



14 Conclusion

The Strategy for Financial Literacy in Uganda (2026–2031) sets out a clear national pathway for strengthening financial capability as a foundation for household resilience, responsible financial participation, and inclusive economic development. It responds to a changing financial landscape in which expanded access to formal and digital financial services has created new opportunities, but also new risks and new demands on citizens' ability to make informed financial decisions. The Strategy recognises that access alone is not sufficient. Sustainable financial wellbeing depends on practical knowledge, sound behaviour, consumer protection, and institutional systems that support learning, inclusion, and accountability.

Building on the lessons of the 2019–2024 strategy cycle, the Strategy marks an important shift from fragmented and project-based interventions toward a coordinated, institutionalised, and results-focused national system. It places stronger emphasis on sustained behaviour change, equitable geographic coverage, inclusion of vulnerable and underserved populations, digital financial literacy, and harmonised monitoring and reporting. By embedding financial literacy within community platforms, public programmes, education systems, workplaces, and financial sector institutions, the Strategy seeks to ensure that financial capability is not treated as a stand-alone intervention, but as an integral part of Uganda's broader development and financial inclusion agenda.

The success of this Strategy will depend on strong national leadership, effective coordination across sectors and levels of implementation, adequate and sustained financing, and continued commitment from all stakeholders. Government institutions, regulators, financial service providers, development partners, civil society, education institutions, employers, and community structures each have a critical role to play in translating the Strategy into meaningful and measurable change in the lives of citizens. Through shared standards, strengthened delivery systems, and continuous learning, Uganda can build a financial literacy system that is practical, inclusive, scalable, and responsive to emerging realities, including rapid digital transformation and evolving consumer protection risks.

If implemented effectively, the Strategy will contribute to improved financial wellbeing and resilience among individuals and households, more responsible and confident participation in formal and digital financial systems, and more inclusive economic participation across the country. It will help strengthen the ability of Ugandans to save, plan, borrow responsibly, manage risks, protect their resources, and make financial decisions that support long-term security and opportunity. In doing so, the Strategy will contribute not only to stronger households and enterprises, but also to a more resilient, equitable, and productive national economy.

The Strategy for Financial Literacy in Uganda (2026–2031) therefore provides a timely and necessary framework for building financial capability as a public good and as a critical pillar of inclusive national development.

15 Annexes

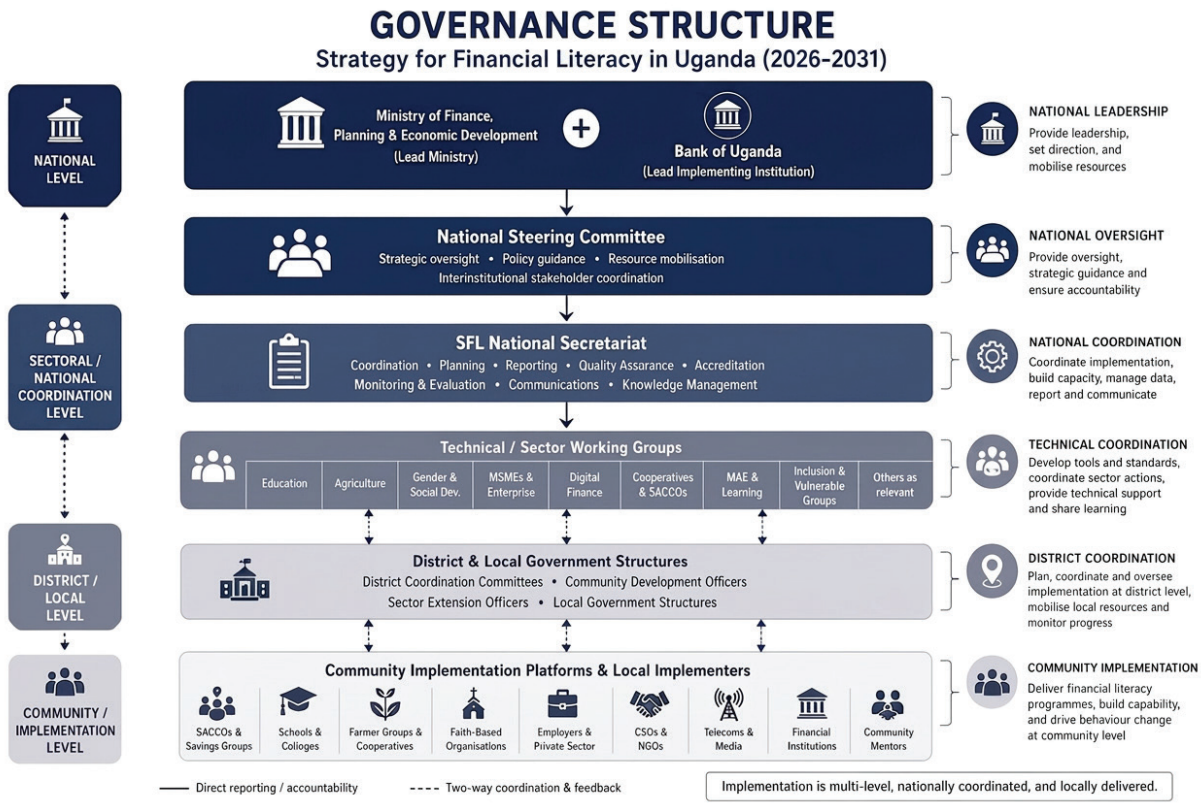


Annex I: Theory of Change

Activities	Outputs	Intermediate Outcomes – Level 1	Intermediate Outcomes – Level 2	Consolidated High-Level National Outcomes
Develop and disseminate customer centric standardised financial literacy curricula and tools for use across SACCOs, VSLAs, schools, workplaces, financial institutions, local governments, and community structures	Harmonised contextual materials available nationwide	Increased knowledge of financial management practices	Strengthened household financial resilience and responsible financial behaviour	A. Improved financial wellbeing and resilience of individuals and households.
Deliver sustained training, coaching, mentoring, and follow-up support through community platforms (savings groups, SACCOs, farmer groups, workplaces, local government structures, VSLAs, faith-based institutions, community associations, community associations, and parish-level structures)	Citizens reached with practical financial education	Increased adoption of positive financial behaviours		
Provide consumer education on loans, insurance, savings, investments, and digital products through financial institutions, SACCOs, telecoms, fintechs, workplaces, schools, media platforms, and community-based groups	Consumers informed about product features, costs, and risks	Improved understanding of financial obligations and rights	More responsible borrowing and effective use of financial services	B. Responsible and confident participation in formal and digital financial systems
Conduct digital financial literacy and financial crime prevention campaigns through mobile money providers, financial institutions, media houses, schools, workplaces, community champions, and local government structures	Citizens sensitised on safe digital finance use	Increased digital awareness and security practices	Enhanced digital financial literacy and consumer protection	
Integrate financial literacy into schools (starting at lower primary levels), vocational institutions, youth programmes, and enterprise initiatives through MoES, NCDC, school clubs, TVET institutions, youth centres, enterprise support programmes, and workplace-based learning platforms	Financial education embedded in formal and non-formal systems	Youth and entrepreneurs acquire applied financial skills	Strengthened livelihood, enterprise, and youth financial capability	C. Inclusive economic participation and sustainable livelihoods
Implement geographically prioritised and targeted programmes for underserved districts and vulnerable groups through district local governments, sub-county structures, parish chiefs, community development officers, settlement structures, humanitarian partners, and trusted community organisations.	Tailored financial education delivered in under-reached areas	Increased participation of underserved populations		

Strengthen capacity of government institutions and implementing partners including district commercial officers, community development officers, agricultural officers, parish chiefs, teachers, trainers, SACCO leaders, and community champions	Skilled personnel and functional delivery systems established	Improved quality and consistency of programmes	Financial literacy institutionalised within national systems	A, B, and C
Integrate financial literacy into social protection, agricultural, livelihood, and employment programmes including PDM, SACCO and cooperative programmes, agricultural extension services, youth employment programmes, workplace programmes, and enterprise development initiatives	Financial education embedded in public initiatives	Beneficiaries better able to manage programme resources		
Establish governance, coordination, and equitable resource allocation mechanisms linking national institutions, sector working groups, financial institutions, district structures, local governments, and community delivery platforms.	Functional coordination structures in place	Harmonised implementation and reduced duplication		
Develop unified monitoring, reporting, and learning systems that capture implementation data from SACCOs, VSLAs, schools, workplaces, financial institutions, local governments, implementing partners and community structures	National data on activities and outcomes available	Evidence used for planning and improvement		

Annex II: Governance Structure



Annex III: Results Framework

Level	Outcome	Indicator	Baseline	Target (2031)	Data Source	Frequency	Responsible Institution
National Outcome 1	Improved financial wellbeing and resilience of individuals and households	% of adults with positive Financial Health Index score (composite measure)	TBD (FinScope 2023)	+20 percentage points	Financial Capability Survey, FinScope and UGFINLIT	Every 3 years	BoU, MoFPED, SFL Secretariat
		% of individuals able to meet daily expenses without borrowing	30%	55%	Financial Capability Survey, FinScope	Every 3 years	BoU, UBOS, SFL Secretariat
		% of individuals with emergency savings (≥1–3 months)	14%	40%	Financial Capability Survey, FinScope, SACCO data	Every 3 years	BoU, SACCOs, UFLA
National Outcome 2	Responsible and confident participation in financial systems	% of adults using financial services appropriately	TBD	+15 pp	Admin, Financial Capability Survey, FinScope	Annual	BoU, Regulators (UMRA, CMA, IRA), Financial Institutions
		% of adults aware of digital financial crime, scams, financial crime risks, and official complaint/redress channels	TBD	+20 percentage points	Financial Capability Survey, UGFINLIT, regulator/ admin data	Annual	BoU, UCC, Financial Institutions, Secretariat
		% of adults demonstrating safe digital financial practices	TBD	+20 percentage points	Financial Capability Survey, UGFINLIT	Every 3 years	BoU, UCC, SFL Secretariat
National Outcome 3	Inclusive economic participation and reduced disparities	Gap in financial health outcomes (gender, youth, rural vs urban)	TBD	Reduced by 30%	Disaggregat-ed surveys	Every 3 years	MoGLSD, MoFPED, SFL Secretariat
		% of beneficiaries reached from priority vulnerable groups, disaggregated by sex, age, disability, location, and target group	TBD	TBD after baseline	Programme reports, UGFINLIT, partner reports	Annual	Secretariat, Districts, Implementing Partners
Intermediate Outcome 1	Improved financial management	% using a budget	35%	65%	Surveys	Annual	UFLA, Education Sector, NGOs
		% tracking income/ expenditure	30%	60%	UGFINLIT	Annual	UFLA, Districts
		% reduction in high-cost borrowing	50% reliance	-25%	Financial sector data	Annual	BoU, UMRA, Financial Institutions
		% of beneficiaries reporting application of at least one positive financial behaviour after financial literacy intervention	TBD	+25 percentage points	Post-training follow-up, partner reports, UGFINLIT	Annual	UFLA, Districts, Implementing Partners

Level	Outcome	Indicator	Baseline	Target (2031)	Data Source	Frequency	Responsible Institution
Intermediate Outcome 2	Strengthened resilience	% able to handle unexpected expenses	30%	55%	Financial Capability Survey, FinScope	Every 3 years	BoU, MoFPED, SFL Secretariat
		% with emergency savings	25%	45%	Surveys / SACCOs	Every 3 years	SACCOs, UFLA, BoU
		% insurance uptake	9%	25%	Insurance data	Annual	IRA, Insurance Providers
Intermediate Outcome 3	Improved financial planning	% saving toward goals	40%	70%	Surveys	Annual	UFLA, Financial Institutions
		% with long-term financial plans	25%	50%	Surveys	Every 3 years	Education Sector, NGOs, Financial Institutions
		% MSMEs keeping records and using records for financial decision-making	TBD	+25 pp	Programme data	Annual	MoTIC, MSME Agencies
		% youth improved decision-making on budgeting, saving, borrowing or digital finance use	25%	55%	Targeted surveys	Annual	MoES, TVETs, Youth Programs
Intermediate Outcome 4	Strengthened delivery, outreach, and partner reporting	Number of districts, schools, SACCOs, workplaces and community platforms reached annually	TBD	TBD through annual workplans	Partner reports, district reports, Secretariat records	Annual	SFL Secretariat, Districts, Implementing Partners
		% of implementing partners submitting complete reports within the agreed reporting period	TBD	80%	Partner reporting template, Secretariat records	Quarterly	SFL Secretariat, Implementing Partners
Intermediate Outcome 5	Improved financing and sustainability of SFL imple-mentation	Amount of financing mobilised annually for SFL implementation by source	TBD	TBD through annual workplans	Annual workplans, budget reports, partner reports	Annual	MoFPED, BoU, SFL Secretariat

Annex IV: Indicator Reference Sheets

National Outcome Indicators

National Outcome 1: Improved Financial Wellbeing and Resilience of Individuals and Households

Indicator NO1: % of adults with positive Financial Health Index score (composite measure)

Result Level	National Outcome 1 – Improved financial wellbeing and resilience of individuals and households
Indicator Description and Rationale	Composite measure capturing an individual's ability to manage day-to-day finances, absorb shocks, and plan for future financial goals. The index aggregates responses across budgeting, saving, planning, and resilience sub-dimensions to produce a single score, enabling tracking of overall financial wellbeing over time.
Numerator	Number of adults scoring above the defined positive threshold on the Financial Health Index
Denominator	Total number of adults surveyed
Unit of Measure	Index score (0–100) and % of population above defined threshold
Baseline	TBD (FinScope 2023)
Target (2031)	+20 percentage points
Disaggregation	Sex, age group, rural/urban, district, vulnerability status
Data Source	Financial Capability Survey, FinScope, UGFINLIT
Collection Method	Household and individual survey
Reporting Frequency	Every 3 years – Baseline (2026), Mid-term (2028), End-term (2031)
Responsible Entity	BoU, MoFPED, SFL Secretariat

Indicator NO2: % of individuals able to meet daily expenses without borrowing.

Result Level	National Outcome 1 – Improved financial wellbeing and resilience of individuals and households
Indicator Description and Rationale	Measures the proportion of individuals who can cover their regular daily or weekly expenses from their own income or savings, without resorting to borrowing. This reflects basic financial sufficiency and day-to-day money management capability.
Numerator	Number of individuals reporting they can meet daily expenses without borrowing
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	30%
Target (2031)	55%
Disaggregation	Sex, age group, rural/urban, district, income group
Data Source	Financial Capability Survey, FinScope
Collection Method	Structured individual survey

Reporting Frequency	Every 3 years
Responsible Entity	BoU, UBOS, SFL Secretariat

Indicator NO3: % of individuals with emergency savings (≥1–3 months)

Result Level	National Outcome 1 – Improved financial wellbeing and resilience of individuals and households
Indicator Description and Rationale	Percentage of individuals who report having savings sufficient to cover at least one to three months of household expenses without additional income. This reflects financial resilience and the capacity to absorb shocks without resorting to distress borrowing or asset sales.
Numerator	Number of individuals with savings equivalent to at least 1–3 months of expenses
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	14%
Target (2031)	40%
Disaggregation	Sex, age group, rural/urban, income level, district
Data Source	Financial Capability Survey, FinScope, SACCO data
Collection Method	Household survey
Reporting Frequency	Every 3 years
Responsible Entity	BoU, SACCOs, UFLA

National Outcome 2: Responsible and Confident Participation in Financial Systems

Indicator NO4: % of adults using financial services appropriately.

Result Level	National Outcome 2 – Responsible and confident participation in financial systems
Indicator Description and Rationale	Measures the proportion of adult financial service users who are not exhibiting harmful financial behaviours, such as over-indebtedness, misuse of digital credit, or reliance on unsuitable products. This indicator reflects the quality and appropriateness of financial service use, not just access.
Numerator	Number of adults using financial services without harmful or inappropriate patterns
Denominator	Total number of adults using financial services
Unit of Measure	Percentage (%)
Baseline	TBD
Target (2031)	+15 percentage points
Disaggregation	Sex, age group, rural/urban, income level, product type
Data Source	Administrative data (financial sector), Financial Capability Survey, FinScope
Collection Method	Surveys and administrative data from regulators and financial institutions
Reporting Frequency	Annual

Responsible Entity	BoU, UMRA, CMA, IRA, Financial Institutions

Indicator NO5: % of adults aware of digital financial crime, scams, financial crime risks, and official complaint/ redress channels

Result Level	National Outcome 2 – Responsible and confident participation in financial systems
Indicator Description and Rationale	Measures the proportion of adults who are aware of common digital financial crime, scams, financial crime risks, and the official channels available for complaints and redress. This reflects consumer protection awareness and safer participation in formal and digital financial systems.
Numerator	Number of adults who can identify at least two digital financial crime or scam types AND can name at least one official complaint or redress channel
Denominator	Total number of adults surveyed
Unit of Measure	Percentage (%)
Baseline	TBD
Target (2031)	+20 percentage points
Disaggregation	Sex, age group, rural/urban, district, income group, disability status, refugee status
Data Source	Financial Capability Survey, UGFINLIT, regulator/administrative data, financial institutions, telecoms
Collection Method	Surveys
Reporting Frequency	Annual
Responsible Entity	BoU, UCC, Financial Institutions, SFL Secretariat

Indicator NO6: % of adults demonstrating safe digital financial practices.

Result Level	National Outcome 2 – Responsible and confident participation in financial systems
Indicator Description and Rationale	Measures the proportion of adults who demonstrate safe digital financial practices, including protecting PINs and passwords, verifying transactions before completing them, avoiding suspicious links or unsolicited offers, and using official complaint channels when needed.
Numerator	Number of adults reporting or demonstrating at least three safe digital financial practices
Denominator	Total number of adults surveyed
Unit of Measure	Percentage (%)
Baseline	TBD
Target (2031)	+20 percentage points
Disaggregation	Sex, age group, rural/urban, district, income group, disability status, refugee status
Data Source	Financial Capability Survey, UGFINLIT
Collection Method	Surveys and digital safety assessment questions

Reporting Frequency	Every 3 years
Responsible Entity	BoU, UCC, SFL Secretariat

National Outcome 3: Inclusive Economic Participation and Reduced Disparities

Indicator NO7: Gap in financial health outcomes (gender, youth, rural vs. urban)

Result Level	National Outcome 3 – Inclusive economic participation and reduced disparities
Indicator Description and Rationale	Measures the percentage point difference in Financial Health Index scores (or selected financial health indicators) between key population sub-groups: women vs. men, youth vs. adults, and rural vs. urban residents. A reduction in this gap indicates progress toward more equitable financial capability outcomes across the population.
Numerator	Difference in Financial Health Index score (or selected sub-indicator) between sub-groups
Denominator	N/A (gap measure)
Unit of Measure	Percentage point gap (%)
Baseline	TBD (from FinScope 2023 and Financial Capability Survey baseline)
Target (2031)	Gap reduced by 30%
Disaggregation	Sex, age group, rural/urban, district, income group, disability status, refugee status
Data Source	Disaggregated Financial Capability Surveys, FinScope Uganda Survey, UBOS household surveys, UGFINLIT (supplementary)
Collection Method	Surveys with mandatory disaggregation
Reporting Frequency	Every 3 years
Responsible Entity	MoGLSD, MoFPED, SFL Secretariat

Indicator NO8: % of beneficiaries reached from priority vulnerable groups, disaggregated by sex, age, disability, location, and target group.

Result Level	National Outcome 3 – Inclusive economic participation and reduced disparities
Indicator Description and Rationale	Measures the extent to which SFL interventions are reaching priority groups who face structural barriers to financial capability, including women, youth, rural communities, refugees, persons with disabilities, older persons, and other underserved groups. This indicator monitors equity in programme reach, ensuring that the strategy delivers on its inclusion commitments.
Numerator	Number of beneficiaries from priority vulnerable groups reached by SFL interventions
Denominator	Total number of beneficiaries reached
Unit of Measure	Percentage (%)
Baseline	TBD (after baseline mapping)
Target (2031)	TBD after baseline — to be set in first annual workplan
Disaggregation	Sex, age group, rural/urban, district, disability status, refugee status, target group
Data Source	Programme reports, UGFINLIT, partner reports

Collection Method	Partner and programme reporting against standardised templates
Reporting Frequency	Annual
Responsible Entity	SFL Secretariat, Districts, Implementing Partners

Intermediate Outcome Indicators

Intermediate Outcome 1: Improved Financial Management

Indicator IO1.1: % using a budget.

Result Level	Intermediate Outcome 1 – Improved financial management
Indicator Description and Rationale	Measures the proportion of individuals who regularly use a budget or structured financial plan to manage their income and expenditure. Budgeting is a core financial management behaviour and a foundational indicator of day-to-day financial capability.
Numerator	Number of individuals who report regularly using a budget or financial plan
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	35%
Target (2031)	65%
Disaggregation	Sex, age group, rural/urban, district, income level
Data Source	Surveys, UGFINLIT
Collection Method	Household and individual surveys
Reporting Frequency	Annual
Responsible Entity	UFLA, Education Sector, NGOs

Indicator IO1.2: % tracking income/expenditure

Result Level	Intermediate Outcome 1 – Improved financial management
Indicator Description and Rationale	Measures the proportion of individuals who actively track their income and expenditure on a regular basis, whether through written records, mobile apps, or other tools. Financial tracking is a prerequisite for informed decision-making and a key behaviour targeted by SFL interventions.
Numerator	Number of individuals who report regularly tracking income and expenditure
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	30%
Target (2031)	60%
Disaggregation	Sex, age group, rural/urban, district
Data Source	UGFINLIT, surveys
Collection Method	Individual and household surveys
Reporting Frequency	Annual
Responsible Entity	UFLA, Districts

Indicator IO1.3: % reduction in high-cost borrowing

Result Level	Intermediate Outcome 1 – Improved financial management
Indicator Description and Rationale	Measures the percentage reduction in the proportion of individuals relying on informal or high-cost credit sources (money lenders, digital loan apps with punitive terms, etc.) as their primary borrowing option. A reduction indicates improved financial decision-making and access to more suitable credit alternatives.
Numerator	Change in number of individuals primarily relying on informal or high-cost credit
Denominator	Total number of borrowers surveyed
Unit of Measure	Percentage reduction (%)
Baseline	50% reliance on high-cost borrowing
Target (2031)	-25 percentage points
Disaggregation	Sex, age group, rural/urban, district, credit source type
Data Source	Financial sector administrative data, BoU credit data, surveys
Collection Method	Administrative data and surveys
Reporting Frequency	Annual
Responsible Entity	BoU, UMRA, Financial Institutions

Indicator IO1.4: % of beneficiaries reporting application of at least one positive financial behaviour after financial literacy intervention.

Result Level	Intermediate Outcome 1 – Improved financial management
Indicator Description and Rationale	Measures the proportion of beneficiaries who, following participation in a financial literacy intervention, report adopting at least one new positive financial behaviour (e.g. opening a savings account, starting a budget, joining a SACCO, reducing borrowing). This is a key behavioural outcome indicator tracking the practical effect of SFL delivery.
Numerator	Number of beneficiaries reporting adoption of at least one positive financial behaviour post-intervention
Denominator	Total number of beneficiaries who completed a financial literacy intervention
Unit of Measure	Percentage (%)
Baseline	TBD
Target (2031)	+25 percentage points
Disaggregation	Sex, age group, rural/urban, district, intervention type, implementing partner
Data Source	Post-training follow-up surveys, partner reports, UGFINLIT
Collection Method	Post-intervention survey (conducted 1–3 months after intervention)
Reporting Frequency	Annual
Responsible Entity	UFLA, Districts, Implementing Partners

Intermediate Outcome 2: Strengthened Resilience

Indicator IO2.1: % able to handle unexpected expenses.

Result Level	Intermediate Outcome 2 – Strengthened resilience
Indicator Description and Rationale	Measures the proportion of individuals who report being able to manage an unexpected financial expense (such as a medical emergency, school fee demand, or household repair) without resorting to distress financing (selling assets, borrowing at high cost, or skipping meals). This is a core resilience indicator.
Numerator	Number of individuals able to handle an unexpected expense without distress financing
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	30%
Target (2031)	55%
Disaggregation	Sex, age group, rural/urban, district, income level
Data Source	Financial Capability Survey, FinScope
Collection Method	Household and individual surveys
Reporting Frequency	Every 3 years
Responsible Entity	BoU, MoFPED, SFL Secretariat

Indicator IO2.2: % with emergency savings

Result Level	Intermediate Outcome 2 – Strengthened resilience
Indicator Description and Rationale	Measures the proportion of individuals who have set aside savings specifically intended to cover emergencies or unexpected expenses. This intermediate-level indicator tracks the saving behaviour that underpins the national-level resilience outcome, and reflects progress at the programme delivery level.
Numerator	Number of individuals reporting they have emergency savings set aside
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	25%
Target (2031)	45%
Disaggregation	Sex, age group, rural/urban, district, savings vehicle used
Data Source	Surveys, SACCO data
Collection Method	Household surveys and SACCO administrative data
Reporting Frequency	Every 3 years
Responsible Entity	SACCOs, UFLA, BoU

Indicator IO2.3: % insurance uptake

Result Level	Intermediate Outcome 2 – Strengthened resilience
Indicator Description and Rationale	Measures the proportion of individuals with at least one active insurance policy (health, life, agriculture, property, or micro-insurance). Insurance uptake reflects progress in risk management behaviour and use of formal financial protection products; a key gap identified in the previous strategy cycle.
Numerator	Number of individuals with at least one active insurance policy
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	9%
Target (2031)	25%
Disaggregation	Sex, age group, rural/urban, district, insurance type
Data Source	Insurance Regulatory Authority (IRA) administrative data, surveys
Collection Method	Administrative data supplemented by household surveys
Reporting Frequency	Annual
Responsible Entity	IRA, Insurance Providers

Intermediate Outcome 3: Improved Financial Planning

Indicator IO3.1: % saving toward goals.

Result Level	Intermediate Outcome 3 – Improved financial planning
Indicator Description and Rationale	Measures the proportion of individuals who are actively saving with a defined financial goal in mind (e.g. school fees, business investment, land purchase, home improvement). Goal-based saving reflects forward financial planning and purposeful accumulation of assets.
Numerator	Number of individuals saving toward a defined financial goal
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	40%
Target (2031)	70%
Disaggregation	Sex, age group, rural/urban, district, goal type
Data Source	Surveys, UGFINLIT
Collection Method	Individual and household surveys
Reporting Frequency	Annual
Responsible Entity	UFLA, Financial Institutions

Indicator IO3.2: % with long-term financial plans

Result Level	Intermediate Outcome 3 – Improved financial planning
Indicator Description and Rationale	Measures the proportion of individuals who have a written or structured plan for a long-term financial goal, including education savings, retirement, investment, or land/asset acquisition. Long-term planning reflects a higher level of financial capability and forward-looking decision-making.
Numerator	Number of individuals with a documented or structured long-term financial plan
Denominator	Total number of individuals surveyed
Unit of Measure	Percentage (%)
Baseline	25%
Target (2031)	50%
Disaggregation	Sex, age group, rural/urban, district
Data Source	Surveys
Collection Method	Household and individual surveys
Reporting Frequency	Every 3 years
Responsible Entity	Education Sector, NGOs, Financial Institutions

Indicator IO3.3: % MSMEs keeping records and using records for financial decision-making.

Result Level	Intermediate Outcome 3 – Improved financial planning
Indicator Description and Rationale	Measures the proportion of micro, small, and medium enterprises (MSMEs) that maintain financial records and actively use those records to make business or financial decisions (e.g. pricing, investment, credit applications). This indicator links financial literacy to enterprise financial management outcomes.
Numerator	Number of MSMEs maintaining records AND reporting use of those records for financial decisions
Denominator	Total number of MSMEs surveyed or enrolled in programme
Unit of Measure	Percentage (%)
Baseline	TBD
Target (2031)	+25 percentage points
Disaggregation	Sex of owner, enterprise size, sector, district, rural/urban
Data Source	Programme administrative data, MSME surveys
Collection Method	Programme monitoring and enterprise surveys
Reporting Frequency	Annual
Responsible Entity	MoTIC, MSME Agencies

Indicator IO3.4: % youth improved decision-making on budgeting, saving, borrowing or digital finance use.

Result Level	Intermediate Outcome 3 – Improved financial planning
Indicator Description and Rationale	Measures the proportion of young people (aged 15–35) who demonstrate improved financial decision-making in at least one of the following areas: budgeting, saving, borrowing, or digital financial services use. This life-stage indicator tracks progress in youth financial capability, a priority group for the SFL 2026–2031.
Numerator	Number of youth reporting or demonstrating improved decision-making in at least one target area
Denominator	Total number of youths surveyed or assessed
Unit of Measure	Percentage (%)
Baseline	25%
Target (2031)	55%
Disaggregation	Sex, age sub-group (15–18, 19–24, 25–35), rural/urban, school status, district
Data Source	Targeted youth surveys, UGFINLIT
Collection Method	Targeted surveys administered through schools, TVETs, and youth programmes
Reporting Frequency	Annual
Responsible Entity	MoES, TVETs, Youth Programmes

Intermediate Outcome 4: Strengthened Delivery, Outreach and Partner Reporting

Indicator IO4.1: Number of districts, schools, SACCOs, workplaces and community platforms reached annually.

Result Level	Intermediate Outcome 4 – Strengthened delivery, outreach, and partner reporting
Indicator Description and Rationale	Tracks the breadth of SFL programme delivery by counting the number of distinct delivery platforms and institutions reached each year across five categories: districts, schools, SACCOs, workplaces, and community platforms (e.g. savings groups, VSLAs, faith-based organisations, farmer groups). This is a key implementation output that underpins outreach and coverage goals.
Numerator	Count of districts / schools / SACCOs / workplaces / community platforms reached in the reporting period
Denominator	N/A (count indicator)
Unit of Measure	Number (disaggregated by platform type)
Baseline	TBD (to be established at programme inception)
Target (2031)	TBD through annual workplans
Disaggregation	Platform type (district, school, SACCO, workplace, community); district; region
Data Source	Partner reports, district coordination reports, SFL Secretariat records
Collection Method	Administrative and programme monitoring data compiled by Secretariat
Reporting Frequency	Annual
Responsible Entity	SFL Secretariat, Districts, Implementing Partners

Indicator IO4.2: % of implementing partners submitting complete reports within the agreed reporting period.

Result Level	Intermediate Outcome 4 – Strengthened delivery, outreach, and partner reporting
Indicator Description and Rationale	Measures the proportion of registered SFL implementing partners who submit complete, timely reports in line with the agreed reporting schedule. This indicator monitors the functionality of the national reporting system and the capacity of implementing partners to meet accountability requirements, both of which are critical for evidence-based programme management.
Numerator	Number of implementing partners submitting complete reports within the agreed deadline
Denominator	Total number of registered implementing partners required to report in the period
Unit of Measure	Percentage (%)
Baseline	TBD
Target (2031)	80%
Disaggregation	Partner type (NGO, financial institution, district, private sector), region
Data Source	Partner reporting template submissions, SFL Secretariat records
Collection Method	Administrative tracking of report submission against scheduled deadlines
Reporting Frequency	Quarterly
Responsible Entity	SFL Secretariat, Implementing Partners

Intermediate Outcome 5: Improved Financing and Sustainability of SFL Implementation

Indicator IO5.1: Amount of financing mobilised annually for SFL implementation, by source.

Result Level	Intermediate Outcome 5 – Improved financing and sustainability of SFL implementation
Indicator Description and Rationale	Tracks the total amount of funding mobilised annually for SFL implementation, disaggregated by source (Government of Uganda budget, Bank of Uganda, development partners, private sector/financial institutions, other). This indicator monitors the financial sustainability of the strategy and progress toward a diversified, domestically anchored funding base.
Numerator	Total financing committed and disbursed for SFL in the reporting year, by source
Denominator	N/A (amount indicator)
Unit of Measure	Uganda Shillings (UGX) and USD equivalent, disaggregated by source
Baseline	TBD (to be established at programme inception)
Target (2031)	TBD through annual workplans
Disaggregation	Funding source (GoU budget, BoU, development partners, private sector, other)
Data Source	Annual workplans, budget reports, partner financial reports
Collection Method	Financial tracking by SFL Secretariat, verified against budget and disbursement records
Reporting Frequency	Annual
Responsible Entity	MoFPED, BoU, SFL Secretariat

Annex V: Specific Initiatives and Stakeholder Action Plan

Objective 1: Improved Financial Capability for Enterprise Growth and Household Resilience

Specific Initiative	Key Actions Required	Lead Stakeholders	Supporting Stakeholders
National Household Budgeting Campaign	Develop budgeting tools in local languages; radio programs; household budgeting clinics	Bank of Uganda	UBOS, Local Governments, CSOs
Emergency Savings Promotion Drive	Promote savings targets; encourage micro-savings accounts; savings challenges	Ministry of Finance, Planning and Economic Development	Banks, SACCOs, MFIs
Community Savings Group Strengthening	Train VSLAs/SILCs on governance, recordkeeping, goal-based saving	Local Governments	NGOs, Community Groups
Household Risk Preparedness Initiative	Awareness on insurance, health shocks, climate risks	Insurance Regulatory Authority of Uganda	Insurers, Farmer Groups
Family Financial Planning Week	National annual campaign on school fees planning, retirement, assets	Bank of Uganda	Media Houses, Employers

Objective 2: Increased Responsible Use of Financial Products and Services

Specific Initiative	Key Actions Required	Lead Stakeholders	Supporting Stakeholders
Responsible Credit Use Campaign	Explain interest, fees, repayment schedules, affordability tests	Bank of Uganda	Banks, SACCOs, MFIs
Loan Disclosure Standardisation	Simplified loan fact sheets in plain language	Financial Regulators	Lenders
Debt Management Support Clinics	Community debt counselling desks; SMS debt reminders	Local Governments	CSOs, MFIs
Product Comparison Tools	Compare savings, insurance, loan products	Bank of Uganda	Fintechs, Telecoms
MSME Finance Readiness Program	Credit readiness training, bookkeeping, collateral awareness	Uganda Registration Services Bureau	Chambers, Banks

Objective 3: Improved Digital Financial Capability and Consumer Protection

Specific Initiative	Key Actions Required	Lead Stakeholders	Supporting Stakeholders
Mobile Money Safety Campaign	Financial crime alerts, PIN safety, scam awareness	Bank of Uganda	Telecoms, Police
Digital Credit Awareness Initiative	Explain hidden charges, over-borrowing risks	Regulators	Fintech lenders
National Consumer Complaints Platform	Unified toll-free line / online portal	Regulators	Financial Institutions
Data Privacy Awareness Program	Educate users on consent, data sharing, privacy rights	ICT Authorities	Telecoms
Cyber Financial crime Rapid Alerts	Real-time financial crime warnings via SMS/radio/social media	Telecoms	Media, Security Agencies

Objective 4: Improved Livelihood, Enterprise, and Youth Financial Capability

Specific Initiative	Key Actions Required	Lead Stakeholders	Supporting Stakeholders
Youth First Income Program	Teach saving first salary, budgeting, debt avoidance	Ministry of Education and Sports	Universities, TVETs
School Financial Literacy Integration	Add modules into curriculum, clubs, competitions	Ministry of Education	Schools
Youth Entrepreneurship Finance Labs	Cash flow, reinvestment, pricing, profit planning	Youth Ministry / Enterprise Agencies	NGOs
Farmer Financial Skills Program	Seasonal budgeting, input loans, crop insurance	Ministry of Agriculture, Animal Industry and Fisheries	Cooperatives
Women Enterprise Finance Initiative	Household-business finance separation, savings, credit use	Ministry of Gender, Labour, and Social Development	Women Groups

Objective 5: Institutionalised, Coordinated, and Evidence-Based Financial Literacy Systems

Specific Initiative	Key Actions Required	Lead Stakeholders	Supporting Stakeholders
National Financial Literacy Secretariat Strengthening	Staffing, annual plans, coordination systems	Ministry of Finance	Bank of Uganda
District Coordination Committees	Establish committees; quarterly reviews; reporting	Local Governments	CSOs
National Trainer Accreditation System	Certify trainers; refresher training; registry	Secretariat	Universities
Unified Monitoring Dashboard	Digital KPI reporting platform	UBOS	Secretariat
Annual Financial Literacy Performance Report	Publish progress report and scorecard	Secretariat	All Stakeholders
Research & Learning Agenda	Impact studies, behavioural surveys, pilot testing	Universities	Development Partners

Cross-Cutting Inclusion Initiatives

Initiative	Actions	Stakeholders
Women's Financial Inclusion Drive	Women-focused training schedules, childcare-friendly delivery	Gender Ministry, NGOs
Refugee Financial Capability Program	Settlement-based delivery, livelihood finance training	OPM, UN Agencies
Disability Inclusion Measures	Braille/audio/sign-language materials	Disability Councils
Rural Outreach Strategy	Radio + parish-based delivery	Local Governments
Local Language Communication	Translate all tools/materials	Secretariat

Annex VI: Monitoring and Evaluation Plan

A. Purpose of the Monitoring and Evaluation Plan

The Monitoring and Evaluation (M&E) Plan provides a structured framework for tracking implementation progress, measuring outcomes, and supporting evidence-based decision-making under the Strategy for Financial Literacy (2026–2031).

The Plan operationalises the Results Framework (Annex III) by defining data collection processes, reporting responsibilities, timelines, and quality assurance mechanisms. It ensures that monitoring focuses not only on output and coverage, but also on behavioural change, institutional integration, and equitable reach. It also tracks financing sustainability under Intermediate Outcome 5, ensuring that resource mobilisation progress is systematically monitored alongside implementation performance.

B. M&E Framework Structure

The M&E system is aligned to the Strategy's Theory of Change and is structured across three levels:

Level	Description	Measurement Focus
National Outcomes (NO)	Long-term changes in financial wellbeing, participation, and inclusion	Behavioural and welfare outcomes
Intermediate Outcomes (IO)	Changes in financial behaviour, knowledge, and institutional integration; and progress on financing sustainability and partner resource mobilisation.	Behavioural and system-level change; financing and resource tracking.
Outputs (OP)	Delivery, coverage, and institutional capacity	Implementation performance

All indicators are defined in:

- Annex III: Results Framework
- Annex IV: Indicator Reference Sheets

C. Data Sources and Collection Methods

Data Source	Description	Frequency
Financial Capability Survey (National)	Primary source for outcome and behavioural indicators	Baseline, Mid-term, End-term
FinScope Survey	National financial inclusion and usage trends	Periodic (aligned nationally)
Administrative Data	Programme reports from districts, ministries, SACCOs, institutions	Quarterly
Training and Programme Records	Attendance, coverage, and delivery data	Continuous
Regulator Data	Consumer protection, complaints, digital finance usage	Annual
Special Studies / Evaluations	Thematic assessments and deep dives	As required
Budget and Financial Reports	Annual financing data from MoFPED, BoU, development partners, and private sector contributors, tracking amounts committed and disbursed for SFL implementation by source	Annual

D. Data Collection and Reporting Arrangements

1. Data Collection Levels

Level	Responsibility
Community / Institutional Level	Facilitators, schools, SACCOs, workplaces record participation and activities
District Level	District Coordination Committees consolidate and validate data
Sector Level	Ministries and regulators report on institutional integration and outreach
National Level	SFL Secretariat consolidates, analyses, and reports national performance

2. Reporting Frequency

Report Type	Frequency	Responsible Entity
Activity & Output Reports	Quarterly	Districts, Implementing Partners
Consolidated District Reports	Quarterly	District Coordination Committees
Sector Reports	Semi-annual	Sector Ministries, Regulators
National Performance Report	Annual	SFL Secretariat
Financial Capability Survey	Baseline, Mid-term, End-term	UBOS, Bank of Uganda
SFL Financing and Resource Mobilisation Report	Annual	MoFPED, BoU, SFL Secretariat

E. Roles and Responsibilities

Actor	Key Responsibilities
SFL Secretariat	Data consolidation, analysis, reporting, M&E coordination
Bank of Uganda	Oversight of M&E system, technical leadership
Lead Ministry	Policy alignment and reporting to national platforms ; consolidation of annual SFL financing data and coordination of the SFL Financing and Resource Mobilisation Report.
District Committees	Data validation, coordination, local monitoring
Sector Ministries	Integration reporting and sector-level data
Regulators	Consumer protection and digital finance indicators
UBOS	National surveys and statistical validation
Development Partners and Private Sector Contributors	Annual reporting of financial contributions to SFL implementation against agreed templates.

F. Data Quality Assurance

To ensure reliability and consistency, the following measures will be applied:

- Standardised indicator definitions (Annex IV)
- Harmonised reporting templates
- Routine data validation and consistency checks
- Periodic supervision and verification visits
- Capacity building for data collectors and reporting personnel
- Cross-checking administrative data with survey findings
- Cross-verification of financing data against MoFPED budget records, BoU accounts, and partner financial reports to ensure accuracy and completeness of resource mobilisation tracking.

G. Evaluation Plan

The Strategy will be evaluated at three key stages:

Evaluation Type	Timing	Purpose
Baseline Assessment	Year 1 (2026)	Establish benchmark values
Mid-Term Evaluation	Year 3 (2028)	Assess progress, inform adjustments
End-Term Evaluation	Year 5 (2031)	Measure outcomes and overall impact

Thematic Evaluations (as needed)

Focused studies may be conducted on:

- Digital financial literacy and risks
- Youth financial capability
- Gender-responsive programming
- Cost-effectiveness of delivery models
- Inclusion and last-mile delivery

Financing sustainability (IO5) will be assessed at mid-term and end-term evaluations to determine whether resource mobilisation has kept pace with implementation requirements and whether the financing model is on track toward domestic anchoring and long-term sustainability.

H. Learning and Adaptive Management

Monitoring will be complemented by structured learning processes:

- Annual performance reviews
- Mid-term strategy review
- Stakeholder learning forums
- Continuous feedback loops from districts and sectors

Findings will be used to:

- Adjust delivery approaches.
- Refine targeting of priority groups.
- Update content and tools.
- Strengthen coordination mechanisms.

I. Digital Reporting System

A national digital reporting platform will support:

- Standardised data submission
- Real-time dashboards
- Automated aggregation and analysis
- Tracking of geographic and inclusion indicators
- Integration with national systems

J. Use of Data

Data generated through the M&E system will be used for:

- Strategic planning and annual workplans
- Performance management and accountability
- Policy decision-making
- Resource allocation
- Public reporting and stakeholder engagement

Annex VII: Financing Framework

FINANCING FRAMEWORK

1. Purpose of the Financing Framework

The Financing Framework outlines the strategic approach for mobilising, allocating, and sustaining resources required for implementation of the Strategy for Financial Literacy (2026–2031).

The Framework ensures that financial literacy interventions are:

- Adequately resourced
- Integrated within national and sectoral systems.
- Delivered sustainably beyond project-based funding cycles.

2. Financing Principles

Implementation of SFL 2026–2031 will be guided by the following financing principles:

i. Government Ownership and Leadership: Government will take primary responsibility for financing coordination, ensuring that financial literacy is embedded within national planning and budgeting frameworks.
ii. Integration within Sector Budgets: Financial literacy will be mainstreamed within existing sector programmes (education, agriculture, gender, youth, social protection, and local government) to maximise efficiency and sustainability.
iii. Multi-Stakeholder Financing: Resources will be mobilised from a combination of public, private, and development partner sources to support scale and innovation.
iv. Sustainability and Institutionalisation: Financing approaches will prioritise long-term institutionalisation rather than reliance on short-term funding.
v. Equity and Inclusion: Resource allocation will prioritise underserved districts and vulnerable population groups to ensure equitable coverage and impact.
vi. Efficiency and Value for Money: Implementation will leverage existing delivery platforms and systems to minimise duplication and optimise resource use.

3. Sources of Financing

Financing for SFL 2026–2031 will be mobilised from multiple sources:

3.1 Government Budget Allocations

Government funding will form the core financing base and will include:

- Allocations through the Lead Ministry
- Contributions from sector ministries integrating financial literacy.
- District-level budget allocations for decentralised implementation

Implementation financing will prioritise integration of SFL activities into relevant ministry workplans, sector budgets and government planning processes, while drawing on lessons from previous strategy cycles on funding sources, partner contributions, and financing gaps.
Embedding financial literacy within public expenditure frameworks ensures long-term sustainability.

3.2 Development Partners

Development partners will support:

- Technical assistance
- Capacity building
- Innovation pilots and scale-up
- Monitoring, evaluation, and learning

Partner support will be aligned with national priorities and coordinated through the governance structures to avoid fragmentation.

3.3 Financial Sector Contributions

Financial institutions and regulators will contribute through:

- Funding or co-funding financial literacy initiatives
- Integration of financial education within customer engagement processes
- Support to national awareness campaigns

This reflects the sector's role in promoting responsible financial behaviour and consumer protection.

3.4 Private Sector and Corporate Partnerships

Private sector actors will support financial literacy through:

- Corporate social responsibility (CSR) initiatives
- Workplace financial literacy programmes
- Partnerships in digital financial education

These contributions will complement national efforts and support wider reach.

3.5 Cost-Sharing and In-Kind Contributions

Implementation will leverage:

- Existing government staff and systems
- Training infrastructure within institutions
- Community-based delivery platforms

This approach reduces direct financial costs while enhancing sustainability.

4. Resource Allocation Approach

Resources will be allocated in alignment with the Strategy's priorities and phased implementation approach.

4.1 Priority Areas for Investment

investment areas include:

- Development and dissemination of standardised curricula and tools
- Capacity building and trainer accreditation
- Community and institutional delivery platforms
- Digital financial literacy and media campaigns
- Monitoring, evaluation, and reporting systems
- Knowledge management and research

4.2 Phased Allocation

Resource allocation will follow the phased implementation approach:

Phase	Focus	Financing Priority
Phase I (Years 1–2)	Institutional strengthening	Systems, tools, capacity building
Phase II (Years 3–4)	National scale-up	Delivery, outreach, inclusion
Phase III (Year 5)	Consolidation	Evaluation, sustainability

4.3 Geographic and Inclusion Targeting

Resources will be prioritised toward:

- Underserved districts
- Rural and remote populations
- Women, youth, persons with disabilities, and refugees

This ensures equitable access and reduces disparities in financial capability.

5. Financing Coordination Mechanisms

Effective financing will be supported through coordinated structures:

- The **National Steering Committee** will provide strategic oversight on resource mobilisation and allocation.
- The **SFL Secretariat** will coordinate financing flows, track expenditures, and support alignment across stakeholders.
- Sector ministries and districts will integrate financial literacy within their respective budgets and programmes.

Regular coordination will ensure coherence, transparency, and alignment with national priorities.

6. Financial Accountability and Reporting

Financial accountability will be ensured through:

- Alignment with national public financial management systems
- Transparent reporting of financial literacy expenditures
- Integration of financial reporting within the national monitoring framework
- Periodic financial reviews and audits where applicable

These measures strengthen credibility and ensure responsible use of resources.

7. Link to Costed Workplan

The Financing Framework provides the strategic basis for resource mobilisation, while the detailed allocation of costs across activities, phases, and years is presented in Annex VI: Costed Workplan.

The Costed Workplan:

- Quantifies resource requirements.
- Aligns costs with implementation phases.
- Supports budgeting, planning, and resource mobilization.

Annex VIII: TOR for UFLA

Terms of Reference for the Uganda Financial Literacy Association under the Uganda Financial Literacy Strategy (2026–2031)

1. Background

The Uganda Financial Literacy Strategy (2026–2031) seeks to build a financially capable population through coordinated, inclusive, and sustainable delivery systems. To support implementation, the Uganda Financial Literacy Association shall operate as a professional body and implementing partner that mobilizes trainers, institutions, and stakeholders to deliver quality financial literacy services nationwide.
UFLA will play a strategic role in bridging the gap between policy design and last-mile implementation, ensuring that national priorities translate into measurable outcomes at household, enterprise, and community levels.

2. Purpose

The purpose of UFLA is to strengthen national coordination, professionalism, outreach, and impact of financial literacy programs in Uganda while serving as a recognized implementing partner under the Uganda Financial Literacy Strategy (2026–2031).

3. Objectives

Under the new Strategy, UFLA shall pursue the following objectives:

3.1 Last-Mile Delivery

- Execute financial literacy programs across the country.
- Prioritize target groups identified in the Strategy, including women, youth, low-income households, MSMEs, rural communities, refugees, and digitally vulnerable populations.
- Use approved training materials, standards, and technical guidance provided by Bank of Uganda and national coordination structures.
- Deploy qualified trainers through regional and district networks.

3.2 Data Collection and Digital Reporting

- To provide timely, accurate, and real-time implementation data.
- Ensure alignment of reporting with the National Results Framework under the Strategy.
- Maintain quality assurance, verification, and confidentiality of submitted data.

3.3 Quarterly Impact Reporting

- Submit comprehensive quarterly reports covering:
    - Activities delivered
    - Number and profile of beneficiaries reached.
    - Geographic coverage
    - Outcomes and behaviour change indicators.
    - Lessons learned
    - Emerging financial sector risks
    - Recommendations for policy and implementation improvements

3.4 Operational Sustainability

- Maintain sound internal governance systems and institutional accountability.
- Ensure leadership continuity and succession planning.
- Strengthen financial independence and diversified resource mobilization.
- Maintain systems that ensure reliable and continuous field operations.

3.5 Quality Assurance and Standards Compliance

- Ensure all trainers adhere to approved national curricula, ethical standards, and delivery guidelines.
- Participate in trainer accreditation, refresher training, and supervision systems.
- Promote consistency and professionalism nationwide.

3.6 Stakeholder Engagement

- Collaborate with all stakeholders, including Bank of Uganda, district local governments, schools, SACCOs, banks, telecoms, NGOs, and community institutions.
- Strengthen awareness and ownership of financial literacy programs at local level.

4. Support from Bank of Uganda and National Structures

The Bank of Uganda recognizes UFLA's critical role in bridging the gap between policy and implementation and remains supportive of its ongoing and future initiatives.
As implementation progresses, the Bank, through the National Steering Committee and relevant stakeholders, may explore the establishment of a dedicated funding mechanism to support financial literacy training initiatives aimed at:

- Enhancing implementation capacity
- Scaling outreach nationwide
- Supporting trainer development
- Strengthening systems and innovation
- Ensuring sustained impact across Uganda

5. Key Deliverables

I. Nationwide financial literacy implementation
II. Functional trainer registry and deployment system
III. Quarterly data submissions via Uganda Financial Literacy Initiative
IV. Quarterly progress and impact reports
V. Annual workplans and audited reports
VI. Capacity-building programs for trainers
VII. Policy feedback papers and stakeholder consultations

6. Review of TOR

These Terms of Reference shall be reviewed periodically to ensure continued relevance under the Uganda Financial Literacy Strategy (2026–2031).

Annex IX: Glossary of Terms

Term	Definition
Accreditation	A formal process for approving trainers or partner organisations to deliver financial literacy programmes according to national quality standards.
Adaptive Management	A management approach that uses monitoring, evidence, and lessons learned to improve implementation over time.
Affordability Assessment	The process of determining whether a borrower can repay a loan without undue financial stress.
AFC	Anti-Fraud Consortium, a collaborative, multi-institutional initiative established to combat financial crime and fraud within Uganda's financial sector
Behaviour Change	A measurable improvement in financial habits and practices such as budgeting, saving regularly, and responsible borrowing.
Budgeting	The process of planning and managing income and expenditure over a specific period.
Consumer Protection	Laws, systems, and practices designed to protect users of financial services from financial crime, abuse, unfair treatment, and misleading information.
Digital Credit	Loan products accessed through mobile phones or digital platforms, often with rapid approval and repayment processes.
Digital Financial Literacy	The knowledge and skills required to safely and effectively use digital financial services such as mobile money, online payments, and digital credit.
Financial Capability	The combination of knowledge, skills, attitudes, and behaviours that enables individuals to make sound financial decisions.
Financial Inclusion	Access to useful, affordable, and appropriate financial products and services delivered responsibly and sustainably.
Financial Literacy	The ability to understand financial concepts and apply them in practical financial decision-making.
Household Resilience	The ability of a household to withstand, adapt to, and recover from financial shocks or income disruptions.
Institutionalisation	Embedding financial literacy within permanent systems such as schools, workplaces, ministries, and public programmes.
MSMEs	Micro, Small, and Medium Enterprises.
Mobile Money	A digital financial service that enables users to send, receive, store, and pay money using mobile phones.
Responsible Borrowing	Borrowing based on repayment capacity and full understanding of loan obligations and risks.
SACCO	Savings and Credit Cooperative Organisation—a member-owned institution providing savings and credit services.
Savings Group	A community-based group where members save regularly and may borrow from pooled funds.
Theory of Change	A framework explaining how activities and outputs are expected to lead to outcomes and long-term impact.

