

THE REPUBLIC OF UGANDA

**UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK**

**UGANDA**

**2021- 2025**

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# **Joint Statement for the implementation of the UNSDCF (2021-2025)**

In its resolution [72/279](https://undocs.org/A/RES/72/279) of 31 May 2018, the General Assembly created a dedicated, impartial, independent, empowered and sustainable development-focused coordination function for the United Nations development system, drawing on the expertise and assets of all United Nations development system entities. The United Nations Sustainable Development Cooperation Framework is the most important instrument for planning and implementation of the UN development activities at country level. This is in line with Member States' call for a UN development reform to boost coordination to support countries to achieve the 2030 Agenda.

This Joint Statement[[1]](#footnote-1) represents a collective agreement of the United Nations development system entities and based on the configuration of the UN Country Team in Uganda, in support of the UN Sustainable Development Cooperation Framework for 2021-2025.

The objective of the Joint Statement is to:

1. ensure the most adequate, needs-based, demand-driven and responsive configuration of support to Uganda in implementation of the 2030 Agenda and collective promise to leave no one behind, and
2. enhance coordination transparency, efficiency and impact of UN development activities, aligned to Uganda’s Third National Development Plan 2020/21-2024/25 (NDP III).

The UNSDCF articulates the United Nations’ collective response to support the Government of Uganda in addressing national priorities and gaps in their pathway towards meeting the SDGs. The Cooperation Framework is a vehicle for supporting economic transformation, offering options to reframe economic policies and practices around sustainability for inclusive, diversified and job-intensive economic transformation that advances the rights and well-being of people in Uganda, strengthen economies and protects the planet. The Cooperation Framework also promotes the spirit of partnerships that is at the core of the 2030 Agenda with strengthened focus on inclusion and tackling inequalities. The CF tailor responses to national priorities ensuring that all UN entities, whether resident or non-resident, can effectively support national implementation of the 2030 Agenda.

Under the leadership of the UN Resident Coordinator, the UNCT in Uganda carried out an assessment and mapped-out UN system capacities and resources that are required to effectively deliver on the Cooperation. It includes the following UN Agencies, Funds and Programmes namely IAEA, IFAD, ILO, IOM, ITC, FAO, OHCHR, UNAIDS, UNCTAD, UNCDF, UNDESA, UNDP, UNDSS, UNDRR, Regional UNECA Office in Kigali, UNEP, UNESCO, UNFCCC, UNFPA, UNIDO, UN-Habitat, UNHCR, UNICEF, UNODC, UNOPS, UNV, UN Women, WHO, WFP.

The UNCT organized preliminary discussions on capacities and resources needed to provide support to Uganda to implement results articulated in the Cooperation Framework. Various UN entities showed commitment and readiness to avail technical and financial resources to support the implementation of the Cooperation Framework aligned to the NDP III. The UN Development system in Uganda is committed to harnessing its comparative advantages to work jointly and in an integrated/coordinated manner and support the Government and non-State actors to achieve NDP III and SDG targets. All UN entities in Uganda will promote coherence and ensure core programming principles: Leave No One Behind, Human Rights-Based Approach, Gender Equity/Women´s Empowerment, Resilience, Sustainability and Accountability are fully considered and applied in implementing the Cooperation Framework.

# **EXECUTIVE SUMMARY**

The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 for Uganda was developed against the backdrop of the preparation of Uganda’s Third National Development Plan 2020/21-2024/25 (NDP III), and Agenda 2030 at its core. The NDP III is expected to contribute towards the realization of [Uganda´s Vision 2040](http://www.npa.go.ug/uganda-vision-2040/), with a goal to increase household incomes and improve the quality of life of Ugandans, and a focus on sustained and accelerated growth in agriculture, minerals, oil and gas, tourism and a youthful labour force. The Plan is a vehicle towards accelerating the achievement of the Sustainable Development Goals (SDGs) and other regional-based aspirations such as Africa Union Agenda 2063 and East Africa Community Vision 2050. The Government has identified Governance, Environment and Industry as key SDG accelerators for Uganda´s development and social transformation across the country.

The formulation process for the Cooperation Framework 2021-2025 was inclusive, participatory and evidence-based, involving Government, the UN System, and non-state actors including the private sector, civil society organizations, youth, academia among others and integrates six UN programming principles. The new CF formulation has also taken place in the time of COVID-19 outbreak impacting UN operations in 2020. The UN mobilised to support Uganda in ensuring urgent and robust response to the outbreak in partnership with the Government, NGOs and Uganda Red Cross Society, including by engaging in key areas related to health; food security, livelihoods and nutrition; life-saving services and social protection; refugees and displacement; and immediate economic support and digital innovation. The UNCT will continue to stay engaged in assisting Uganda in its response to the longer-term effects of COVID-19, including by addressing the potential socio-economic impacts by the outbreak, in particular on the most affected people.

Noting that Uganda´s development and social progress is affected by socio-economic and environmental impact of disasters and risks, including frequently occurring landslides, floods, droughts, and in the last quarter of the year, locust invasion, COVID-19 pandemic and flooding, the CF integrates strategies where the UN system will work with Government and non-state actors to building capacity for resilience and climate change adaptation including enhancing environmental conservation, protection of natural resources, creation of economic and job security, enhancing social protection programmes, and strengthening disaster risk reduction systems at national, local governments, sectors, community and household levels.

The UN system in Uganda through the National SDG Secretariat will support the [Office of the Prime Minister](https://opm.go.ug/sdgs/), and the multi-stakeholder SDG National Taskforce, Parliament, Government Ministries, UN and key stakeholders by providing platforms for regular dialogue to discuss and monitor progress made on the implementation of the SDGs. The UN system in Uganda is also committed to working and supporting the Government, through the Ministry of Finance Planning and Economic Development, on the design and implementation of Integrated National Financing Framework (INFF).

The UNCT configuration exercise indicated that the UN in Uganda has relevant capacities to deliver on the UNCT commitment under the Cooperation Framework. Where capacities and resources are limited, expertise from other UN entities beyond this configuration available at the regional and/or global level will be outreached.

The Cooperation Framework builds on the successes of the UNDAF (2016-2020) and reflects continued efforts of the UN System in Uganda, with SDGs at its core, in supporting the Government to deliver on the NDP III and 2030 Agenda. The Cooperation Framework will be implemented through three Strategic Priorities and five Outcomes as follows:

***Strategic Priority 1: Transformative and Inclusive Governance***

Outcome 1.1: By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security

***Strategic Priority 2: Shared Prosperity in a Healthy Environment***

Outcome 2.1: By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources

Outcome 2.2: By 2025, Uganda’s natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks

***Strategic Priority 3: Human Well-being and Resilience***

Outcome 3.1: By 2025, people, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services

Outcome 3.2: By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment

The Strategic Priorities are interrelated and multi-sectoral, thus embodying the nexus of change strengthening and creating new and innovative partnerships including with the private sector, civil society, academic and research institutions at national and international levels. The UN system support to Uganda under the Cooperation Framework will be offered in an integrated and coordinated manner to ensure that progress in one area will require or contribute to progress in other priority areas.

These priorities identified through collective analysis and prioritization are strongly aligned to the NDP III priorities. The CF is premised on a theory of change based on the logic that sustaining good governance is a pre-condition for realization of inclusive and sustainable development and social transformation across Uganda. It is envisaged that sustaining transformative and inclusive governance is a requirement and an enabler for promoting shared prosperity in a healthy environment and building human well-being and resilience at national, local governments, sector, community and household levels. Actualization of the three conditions will lead to a transformed Ugandan society where people have improved quality of life and resilience. Peace and security are important pre-conditions for this change to happen. The UN will work together with Government ministries, state institutions, civil society, NGOs to implement programme activities. The Cooperation Framework will be operationalized through annual Joint Work Plans. The UN will also engage with a wide range of stakeholders including enhancing synergies with International Financial Institutions and development partners to maximize the positive impact.

Drawing on the UN’s comparative advantages, the Cooperation Framework will employ three mutually reinforcing forms of implementation: Results-focused programming, capacity development and coherent policy support. Robust and coherent advocacy and communications, and streamlined business operations, will underpin all UN implementation efforts.

To support national ownership, and in line with the reconfigured UNCT capacities, the CF governance structure will ensure strong national ownership and engagement these include the Joint National-UN UNSDCF Steering Committee as the highest governing body; Strategic Priorities co-leadership with lead line ministries. The CF implementation will be supported by various inter-agency groups including the UN Programme Reference Group, UN SDG Team, UN Disaster Risk Management Team, Human Rights and Gender Advisory Group (HRGAG), Results Based Management Group (RBM group), UN Operations Management Team (OMT), UN Communication Group (UNCG).

A Monitoring, Reporting, Evaluation and Learning Plan will support agency specific RBM activities to mutually reinforce each other, with shared roles and responsibilities. The Cooperation Framework will be reviewed and reported against annual Joint Work Plans and evaluated prior to the start of the subsequent planning cycle.

# **CHAPTER 1: UGANDA PROGRESS TOWARDS 2030 AGENDA**

## 1.1 National Vison for 2030 Agenda

Uganda’s Vision 2040, launched in 2013, aims at transforming Uganda from a predominantly rural and low-income country to a competitive upper middle-income country. It is conceptualised around strengthening the fundamentals of the economy to harness the opportunities around the country, including agriculture, oil and gas, tourism, minerals, ICT business, abundant labour force, geographical location and trade, water resources, and industrialisation. The Vision is actualized through the Comprehensive National Development Planning Framework (CNDPF) articulated through three ten-year and six five-year National Development Plans. With the [NDP II](http://www.npa.go.ug/development-plans/national-development-plan-ndp/) coming to an end in June 2020, Uganda has prepared the Third National Development Plan (NDP III) 2020/21-2024/25.

The goal of NDP III is to increase household incomes and improve the quality of life of Ugandans. The Plan targets sustained and accelerated growth and productivity in agriculture, minerals, oil and gas, tourism and a youthful labour force, and is also cognisant of the challenges and threats posed by the regional and global trends including: Climate change related disasters and risks, plant/livestock pests and diseases, regional conflicts leading to large scale population movements and loss of markets, cyber security, terrorism, epidemics, and brain drain stifling innovation, research and entrepreneurship capacity.

To ensure inclusive sustainable development, the NDP III has adopted the Human Rights Based Approach (HRBA) with attention to human rights principles of equality and non-discrimination, empowerment and participation and attention to vulnerable groups. Application of this approach will contribute to bringing the government closer to the people to effectively address their development needs, advance equality and leave no one behind. All sectors, ministries, departments, agencies and local governments are expected to adopt HRBA in their respective policies, programmes, legislation and plans.

NDP III is designed with a regional and global development outlook. Key regional and global frameworks informing the Plan include: [Africa Union Agenda 2063](https://au.int/en/agenda2063), [2030 Agenda](https://www.un.org/sustainabledevelopment/development-agenda/), [EAC 2050](http://www.statehouse.go.ug/sites/default/files/files/presidential-statements/eacvision2050finaldraftoct-2015.pdf) among other. A key opportunity is the [African Continental Free Trade Area (AfCFTA)](https://www.africancfta.org/) which is likely to spur increased interest for foreign investment and open new markets for Ugandan products.

The NDP III objectives are expected to be achieved through well-defined and inter-connected 18 investment programmes focusing on accelerating inclusive economic growth and creation of decent employment, addressing conservation of the environment/ natural resources, and increasing household incomes and quality of life of Ugandans.

## 1.2 Progress towards the SDGs

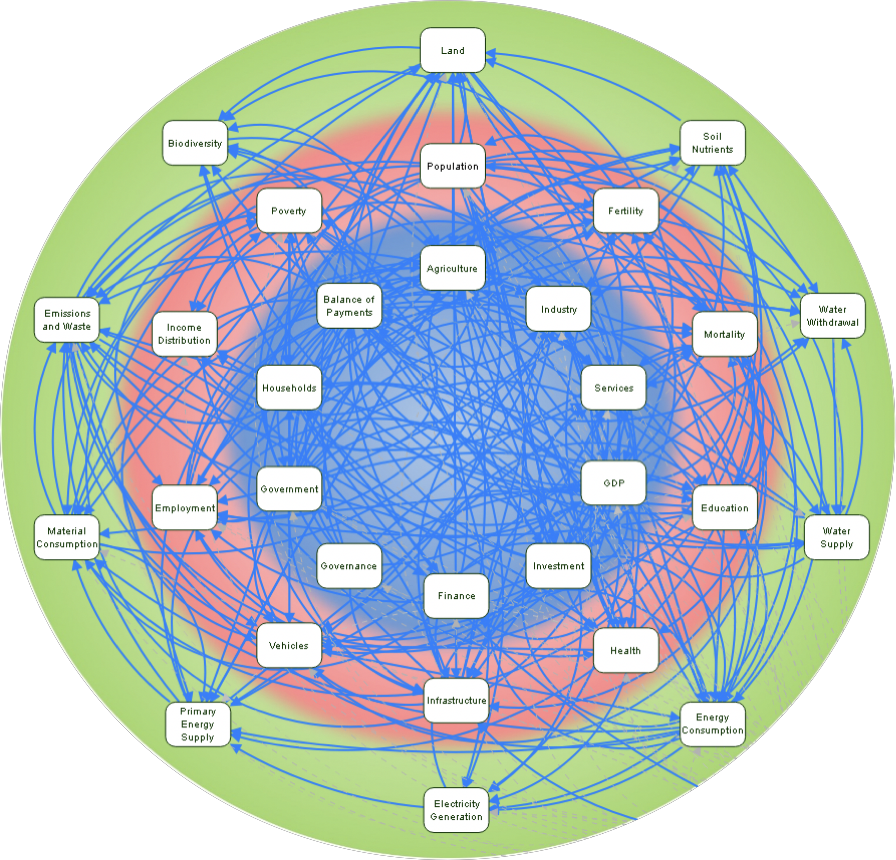
According to the 2019 National Progress Report on SDGs, Uganda is ranked 140 out of 162 countries with a global index score of 52.6 percent declining from 125th position out of 156 Countries in 2018. The Report details the progress Uganda has made on meeting the SDGs targets and highlights mixed results, with significant need to accelerate progress systematically.

Figure 1: [Uganda’s SDG Dashboard, 2019](https://dashboards.sdgindex.org/#/UGA)

According to the SDG Global index, out of the 17 SDGs, Uganda’s achievement is average, with moderate performance on SDGs  3, 8, 9, 13 and 15. SDGs 2, 5 and 6 have stagnated and there are serious challenges in achieving SDG 1, 11, and 16 (Uganda is off-track on these goals). Besides, there are information gaps in SDGs 4, 7, 10, 12, 14 and 17. Uganda has official data on only 93 (40%) on the global outlook but slightly higher at 46.3% for SDG indicators applicable to the Country context.

Uganda has embedded SDGs into its national developing planning process, and recognizes NDP III as a vehicle towards accelerating the achievement of these goals, and addressing regional aspirations and commitments including the Africa Union Agenda 2063, EAC 2059, the Common Market for East and Southern Africa (COMESA), and the Africa Continental Free Trade Area (AfCFTA). The Government, with support from the UN system in Uganda, rolled-out the Integrated Sustainable Development Goals simulation model (iSDG) to analyse and identify SDG accelerators to guide prioritisation of the Goals in national development planning. The analysis identified Governance, Environment and Industry as SDG accelerators for Uganda as they are linked to twelve of the eighteen NDPIII programmes, also noting that Human Capital Development sectors of Health, Education and Water and Sanitation are also vital to the attainment of the SDGs.

Diagram 1: *A conceptual overview of the core iSDG-Uganda model structure*



## 1.3 Challenges and Opportunities

Informed by the findings of the UN Common Country Analysis (CCA), progress made and lessons learnt from UN’s support to NDP II, lessons from the UNDAF (2016-2020) implementation and Mid-Term Evaluation findings, multi-stakeholder consultations, visioning and prioritization, the CF identified challenges and opportunities that have a potential to accelerate progress towards the achievement of NDP III and SDG targets through sustainable and integrated approaches. These challenges and opportunities cut across the four dimensions of the 2030 Agenda, namely ´Society Dimension´, ´Economic Dimension´, ´Environment/Biosphere Dimension´, and ´Governance and Partnership Dimension´.

### **1.3.1 Society Dimension (Poverty, Hunger, Basic Social and Protection Services)**

[**The 2016/17 Uganda National Household Survey**](https://www.ubos.org/publications/statistical/23/) (UNHS) estimated that 21.4 percent of Ugandans are poor, corresponding to nearly 8 million people. This is an increase from 19.7 percent (6.6 million people) who were reported poor in 2012/13. About 23.4 million people (62.4 percent) were reported to be vulnerable to poverty, living below the national poverty line of $1 per day. In the last four years, the vulnerable group grew by 9.3 percent translating into an annualized growth rate of 2.1 percent. If this trend is sustained, going forward, assuming that comprehensive and inclusive strategies of poverty reduction are not implemented or ineffective, and with the climate related, social and economic disasters and shocks, the vulnerable groups could be about 27.6 and 30.6 million in 2025 and 2030 respectively.

**The rising poverty** is compounded by increasing inequalities. Income inequality as measured by the Gini coefficient, increased from 0.40 in 2012/13 to 0.42 in 2016/17. According to the 2019 Human Development Report, inequality reduced Uganda's human development value by over 27 percent in 2018. The incidence of poverty is now highest in the Eastern region (35.7 percent) replacing the Northern region (32.5 percent) which had consistently lagged all the other regions.Close to 45 percent of the population is multi-dimensionally poor, which is twice the monetary poverty rate of 21.4 percent, raising concerns about the prospects of achieving SDG 1 on poverty. Women and children are more vulnerable to multidimensional poverty than men across different regions.

Increased poverty is partly the result of the overall economic slowdown experienced over the past five years as well as the negative effects of climate change, in particular drought, floods, locusts, which affected agricultural production for most households that had previously been able to move above the poverty line, and the lack of effective social protection systems. Another factor is that a large proportion of households (68.9 percent) is still stuck in the subsistence economy. This segment of the population consists of largely small holder farmers, living on fragmented pieces of land, and relying on peasant farming for home consumption and hardly realize any surplus for the market. Low productivity in the agriculture sector is directly linked to lack of quality inputs, low access to financial services, ineffective extension, deficient market information and lack of access to organised markets.

**Food and nutrition insecurity** prevail in most parts of Uganda. Prevalence of undernourishment is at its highest since 2001. 41 percent of the population (17.6 million people) are reported as undernourished (FAOSTAT 2019). In 2005, dietary energy supply adequacy was 113 percent. In 2019, this number dropped to 95 percent. Moderate to severe food insecurity prevails in hot-spot areas of Karamoja Region and Northern Uganda. The most recent national Integrated Food Security Phase Classification reports stressed conditions in 35 percent of population in Karamoja Region, 16 percent in Acholi Region, and 17 percent in East Central Region (IPC 2018). Karamoja and Acholi regions have the highest number of people in crisis phase of the classification at 10 percent and 8 percent respectively. Gender inequality is an important contributor to persistent food insecurity and malnutrition among adolescent, women and children in Uganda. The rights of women in Uganda are often not realized and this negatively impacts their ability to ensure optimum nutrition for themselves and for their children.

**Leaving no one behind:** Particular attention is required to ensure that marginalized and vulnerable groups in Uganda are brought into the fold of development and social progress efforts. This requires taking measures to effectively address discrimination faced by women and children, adolescent girls and boys, persons with disabilities, including persons with albinism, persons living with HIV and AIDS, ethnic and indigenous minorities, older people, refugees and other groups. Arrangements need to be made to ensure reasonable accommodation and the adoption of affirmative action measures to ensure that none of these groups remain left behind. Such measures must seek to ensure that members of these groups have equal opportunities to attain education, employment opportunities, health and other social services, allowing them to develop their full potential and live a life in dignity. With a view to assess progress made, there is a need for disaggregated data considering the different factors of marginalisation and vulnerability.

**People´s Well-Being: Health, Education, Social Protection, and Equality:** Uganda requires a healthy, educated, skilled and innovative population to drive development and social transformation in a sustainable manner. This calls for adequate investment in basic social and protection sectors and services. The investment in social sector is still low. For instance, Uganda´s expenditure in health as a percentage of GDP is only 7.1 percent (FY2017/18), while that in education is 2.5 percent (FY2017/18), both are below the required threshold of investment for a developing country like Uganda, and far below commitments under the Abuja Declaration on public health expenditure. Additionally, with a high fertility rate of 5.4 and a declining mortality rate, the human population growth in Uganda has translated into a youthful population structure with a dependency ratio of 103 children per 100 working population. Available data shows that although some progress has been made in health and education, access to and utilization of services in both sectors remain a challenge, as indicated below.

**Health Sector**: Over the past years, Uganda continued making important progress around reproductive, maternal, new-born, child and adolescent health (RMNCAH) as well as well as cancer diagnostics and treatment. Despite positive trends, RMNCAH conditions account for 60 per cent of Years of Life Lost in the country (Investment Case for the RMNCAH Sharpened Plan, 2016). There are growing concerns about the status of health sector infrastructure; high levels of maternal, new-born and child mortality; unmet needs regarding family planning and contraceptives; antenatal care (ANC); skilled birth attendant at birth and postnatal care are areas of concern, especially in rural area and among the marginalized and vulnerable, continue to be of serious concern. Undernutrition remains an important contributor to poor maternal, new-born and child survival and development in Uganda. Cancer is one of the most common non-communicable diseases in Uganda with an incidence of 32,617 cases when all cancer sites are added together for the total Ugandan population of 44 million (Globocan 2018). The most frequent cases of cancer include cervix uteri, Kaposisarcoma, and breast, which can be either prevented or if detected early, lead to better treatment outcomes. The challenge is low access to cancer treatment due to the limited number of cancer centres in the country (Uganda Cancer Institute and Mbarara Regional Referral Hospital). All cancer patients across the country in need of radiotherapy are treated at the Uganda Cancer Institute (UCA). But at UCI only 5,000 cases are registered annually.

**Education Sector**: In education, analysis indicates that only a 10th of children between 3 and 5 years are enrolled in formal pre-primary education. Preschools are predominately private-run and mainly urban-based. Community-based ECDE centres receive very little state funding, are under-equipped, often lack the bare essentials such as clean water and toilets, and are managed by untrained volunteers. Other growing concerns in the education sector include, poor infrastructure, limited access and participation of marginalized/vulnerable groups, poor quality education, low transition from primary to secondary education, limited investment in ECDE, limited investment in skills development (TVET and apprenticeship) for youth, and limited investment on technology-based education, and limited access to and use of ICT for teaching-learning, supervision and assessment, especially the marginalized and vulnerable groups.

**Social Protection:** Over the NDP II period, Government empowerment efforts were targeted at women, youth, children, Persons with Disabilities (PWDs) and other marginalised and vulnerable persons through a number of flagship initiatives and programs such as the Youth Livelihood Programme (YLP), the Uganda Women Entrepreneurship Programme (UWEP), and Social Assistance Grants for Empowerment (SAGE) among others (MoFPED, 2017). Despite these efforts, there is need to improve targeting of the marginalised and vulnerable groups, especially in marginalized and vulnerable regions, beyond the elderly to cover other vulnerable groups, especially children and persons with disabilities, through comprehensive social protection, including grants targeting vulnerable groups such as children, adolescents and persons with disabilities. In addition, financing challenges threaten the scale and sustainability of social protection programmes in Uganda. The locust, COVID-19, and floods, among other environmental and social-economic disasters and shocks, make this focus on comprehensive and coordinated investment in social protection along the humanitarian-development continuum an imperative.

Uganda requires the effective implementation of the National Social Protection Policy, and strengthening national and local systems to effectively deliver social security and social care services, especially for the marginalized and vulnerable groups, as well as direct income support, to ensure that the human capital of Uganda is protected and its full potential is promoted to harness the demographic dividend. There is also a need to harmonize social protection and humanitarian assistance to refugees, seeking synergies between services provided to host and refugees communities.

**HIV and AIDS**: HIV and AIDS remain a major public health and socio-economic challenge with 1,414,610 people living with HIV by 2019 and Uganda still has 1,000 new infections and 500 deaths every week. Data reported in NSP 2014/15-2019/20 indicates that adolescent girls and young women are disproportionately affected: 33 percent of new HIV infections occur in this group. Besides, high HIV prevalence rates were reported for sex workers (35-37%), fisher folk (22-29%), long distance truck drivers (25%), uniformed services personnel (18.2%), men who have sex with men (13.7%), and boda-boda taxi-men (7.5%). However, this information comes from different timeframes of data collection and is also measured using different methods limiting their comparability.

**Water, Sanitation and Hygiene:** The government has made considerable progress in increasing access to WASH services. Between 2000 and 2016, access to safe water supply in Uganda increased from 57 to 78 percent. Despite these positive trends, 8.5 million Ugandans still lack access to safe water. More than half (55 percent) of rural households spend at least 30 minutes (round trip) to fetch drinking water, compared with about a quarter (23 percent) of urban households. Another important challenge to ensuring populations’ access to safe water is the operations and maintenance (O&M) of water points, whereby 15 per cent of improved safe water sources are non-functional (WASH sector report, 2018). In a pursue to ensure availability and sustainable management of water and sanitation for all, the relevant Ministry has laid out its National Development Plan focused on developing sustainable water for industrial production to improve water resources for various uses. The availability of adequate water resources is critical to Uganda´s hydro-power development, agricultural production, health, industrial development, tourism development and adaptation to climate change effects. Uganda therefore needs a healthy, clean and quality water and sanitation environment to boost it wealth creation for social transformation and sustainable development.

**Gender Equality and Equity:** Gender inequality and violence are manifested throughout the life cycle of women and girls, in countless ways, and are widely accepted as a normal part of what it is to be a woman or a girl. Harmful social norms, attitudes, behaviours and practices – particularly discriminatory gender norms and inequitable power relations between women and men – are a root cause of gender inequality, gender-based violence, FGM, and child/early marriage that should be addressed. Sexual and gender-based violence remains rampant – with 56% of women experiencing spousal violence, 22% of women and 35% of girls experiencing sexual violence, and 68% of boys and 59% of girls experiencing physical violence during childhood – resulting in immediate and long-term health, economic, and social consequences. Yet implementation of GBV legislations has persistently remained weak. Addressing the challenge requires comprehensive multi-sectoral strategies and programmes at national, local government, sectors and community levels.

The GBV National Action Plan (NAP) presents is a good opportunity for Government to putting in place solid and sustainable measures to protect vulnerable communities from SGBV and sexual exploitation and abuse, to create an environment free of SGBV and SEA.

### **1.3.2 Economic Dimension (Economic Growth and Shared Prosperity)**

Uganda’s economy has been recovering, having experienced significant slowdown during most part of the Second National Development Plan (NDP II) 2015/16 – 2019/2020 period and was projected to grow from 6.2 percent in 2018/2019 to 6.3 percent in 2019/2020, driven by expansion in the manufacturing and construction sectors. However, this earlier projected growth rate has been revised to 3-4 percent in 2019/20 due the outbreak of COVID-19 that is expected to have far-reaching negative impacts on the economy and people’s livelihoods. Uganda’s economy is rural-based and a large proportion of households (68.9 percent) – majority being women and youth - are still stuck in subsistence economy and informal trade (micro and small enterprises). A large segment of society is employed in the informal sector without contracts or legal protection. This expose many to the risks of labour exploitation, including child labour, trafficking, externalisation of labour, sexual harassment and violence.

NDP III has identified industry as one of the accelerators (together with governance and environment) for the attainment of SDGs and the NDP III targets. The targeted programmes include: Agro-Industrialization (agro-processing) – value addition; Fast-Tracking Oil, Gas and Mineral-Based Industrialization; Promotion of Local Manufacturing; and Export Promotion. The GoU through the NDPIII promise to intensify efforts to address the bottlenecks to Uganda’s socio-economic transformation to harness the opportunities in agriculture, minerals, oil and gas, knowledge, as well as tourism.

Uganda has the potential to become the food basket for sub Saharan Africa. However, this opportunity is far from being actualized. The agriculture sector in Uganda is neither efficient nor resilient and is vulnerable to climate shocks and disasters. Low production and productivity in the sector are directly linked to lack of quality inputs, unequal access to resources for women across the value chain, low access to financial services, ineffective extension, deficient market information, limited post-production value addition and inadequacies in quantity and quality of produce and appropriate supporting infrastructure leading to lack of access to markets. As the NDP III puts agro-industrialization at the centre of the industrialization agenda while close to 69% of Uganda households are still in subsistence, the agriculture sector deserves special attention within a broader approach to expand productive capacity for sustainable development, poverty reduction and building resilience. In this regard, learning from experiences by other LDCs that have already made progress towards modernizing the sector would be instructive ([UNCDP 2017](https://www.un.org/development/desa/dpad/publication/expanding-productive-capacity-lessons-learned-from-graduating-least-developed-countries/)).

Creation of decent and gainful employment, especially for youth and women, is an opportunity and strategy for enjoying the demographic dividend and addressing poverty and inequality in Uganda. Unemployment rate remains high at 9 percent, mostly affecting women (female -13 percent, male-6 percent). Youth unemployment remains high at 11 percent (13.7 percent females, 8.9 percent males) in Uganda. Uganda needs to create more than 700,000 jobs per year before 2030 and create more than 1 million jobs per year by 2040 to keep up with the pace of labour force entrants. Uganda recognizes that promoting inclusive sustainable economic growth and decent employment for poverty reduction, addressing vulnerability and bridging the rich-poor divide, building resilience and reducing inequalities (economic, social and technological among other dimensions) are a challenge that needs comprehensive sustainable interventions. The Government, the private sector, UN system and other development partners recognize that urbanization in Uganda requires comprehensive planning and effective management, coupled with adequate policies to harness its benefits and address social, economic, and environmental challenges it currently poses.

On industry, innovation and infrastructure sector, available data indicates that manufacturing value added as a share of total value-added stands at 8.1 percent. But Uganda’s industrial sector growth occurred mainly on account of the construction sector, rather than through growth in essential raw materials, investment in machinery and equipment, which are essential for agro-processing and overall industrial expansion and future economic growth. A critical bottleneck to deal with is the fact that manufacturing activities are either of the end-product assembling type, or (food) processing, both of which are characterized by low value added ‘manufacturing’.

One of the strategies for fast-tracking the achievement of SDGs is leveraging innovation and technology. Uganda needs new methods of building partnerships and working with the youth, private sector, academia and research institutions in promoting and harnessing creativity and passion of the youth in using digital technologies to drive innovation and integrated approaches for business, job creation, and increased production and productivity in agriculture, service and manufacturing sectors.

### **1.3.3 Environment and Climate Change**

NDP III has identified “Environment”, as one of the key accelerators for the attainment of NDP III and SDGs targets. However, Uganda’s economy and the livelihoods of its people are highly vulnerable to climate change, and continued mismanagement of the environment is likely to adversely affect the ability of physical and biological systems to sustain human development, including socio-economic transformation. Climate change is expected to increase the severity and frequency of weather-related hazards, this puts natural resources used by communities, particularly women, at risk. Women in Uganda are still largely responsible for securing food, water, and energy for cooking and heating. Women in fragile regions are more at risk. Despite a clear connection between climate change, disaster risk reduction, and gender-focused approaches to development and social progress, there still needs for increased awareness of this important nexus. Integrating Disaster Risk Reduction (DRR) and Climate Change Adaptation in development and social transformation in Uganda, contribute towards achievement of SDGs and improving people quality of life.

According vulnerability Index (2020), Uganda is ranked 55 in the World and 24 in Africa as a country expected to be the most impacted by the corona virus pandemic. Uganda has abundant natural resources, including a diverse range of minerals. The increased vulnerability to natural disasters and other effects of climate change risks is compounded by the high rate of environmental degradation, which reduced forest cover to 9 percent of the total land area in 2018, from 11 percent in 2017 and 24 percent in 1990, driven by heavy (90 percent) reliance on biomass for energy. Wetland areas have also been reduced to 10.9 percent in 2017 from 15.6 percent in 1994 due to encroachment for settlement, infrastructure, agricultural production, urban development growth of urban centres and industrialization. These effects are further demonstrated by the rising water levels of Lake Victoria which has risen from 12 meters (2009) to 13.32 meters (2020). Worth noting is that MDAs, Local Governments, communities and households have limited capacity to mitigate, manage and respond to climate related, socio-economic shocks.

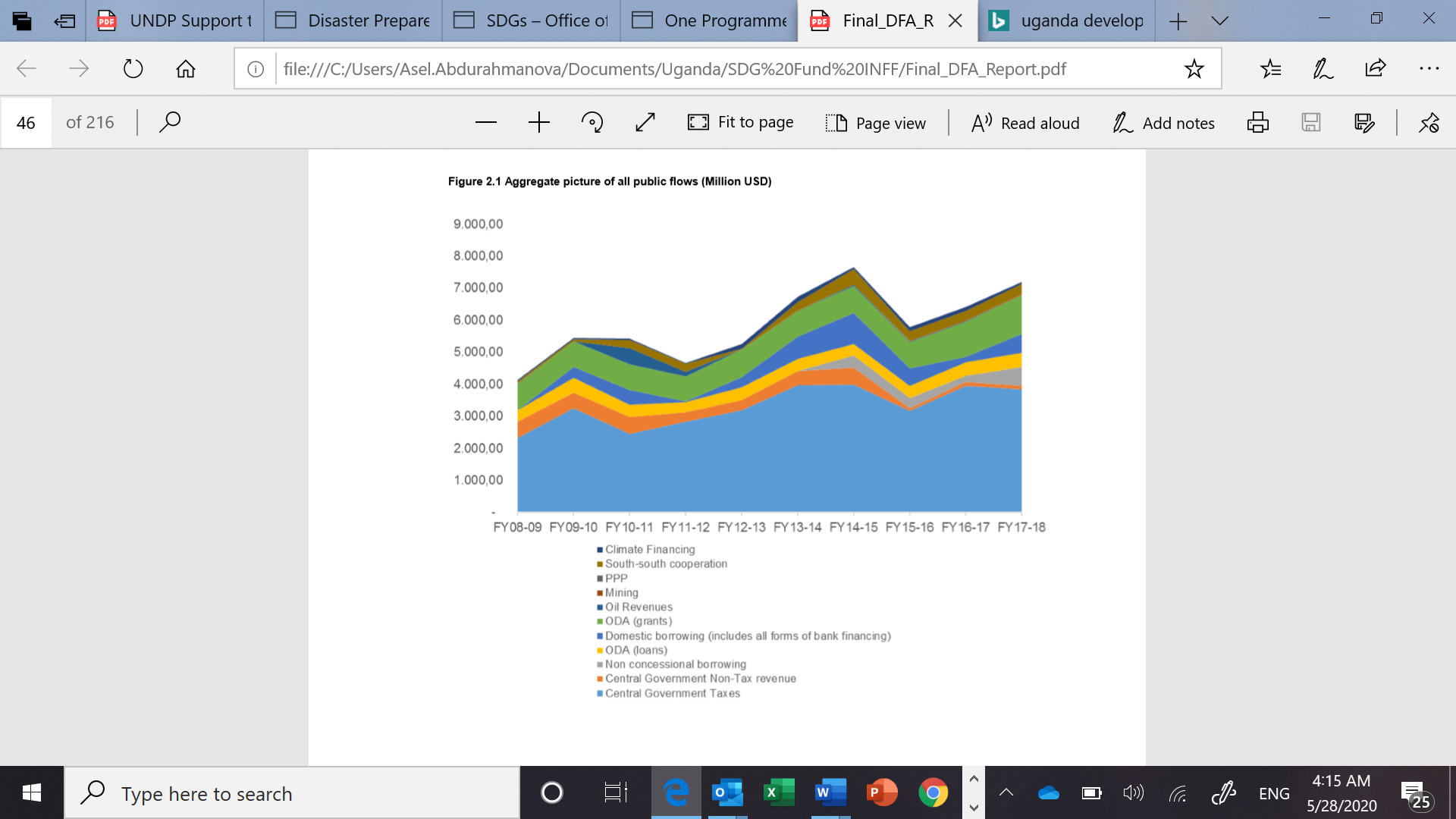
Frequently occurring risks and shocks such as landslides, floods, droughts, and in the last quarter of the year, locust invasion, COVID-19 pandemic and rising of Lake Victoria water levels, among other shocks, have provided important lessons and opportunities for Uganda, including: the need to develop local production capacity, enhance investments in production, productivity and post-production value addition, in key products with high potential for local production, rather than rely on imports; the need for Uganda to have a home-grown, resilient, effective/sustainable emergency response systems in the public and private sectors at national, local and sector levels; need to build strong and sustainable coordination and leadership at institutional and sector levels; need to strengthen surveillance, laboratory support and point of entry management; having effective social mobilization and community engagement systems; strengthening case management, infection prevention and control systems; enhancing electrification, connectivity and E-learning; enhancing science, technology and innovation as enablers of socio-economic transformation and job security; promotion of WASH, Mental Health & psychological support; having strong functioning national and local/community health facilities; and having effective, comprehensive and inclusive social protection programmes targeting the marginalized and vulnerable people and regions. Building comprehensive and strong DRR and climate change adaptation systems at national, local government, sectors and community levels is imperative, going forward.

### **1.3.4 Governance and Partnership Dimension (Governance, Peace, and Human Rights)**

Uganda is one of the few countries in Africa where relative peace and security has been sustained for more than two decades. The gains made from recovery to peace consolidation need to be sustained to foment the country’s development. The socio-economic dynamics in East African region, including peace and security, directly affects Uganda´s economic development and social progress. Uganda is in the Great Lakes, a region which continues to experience conflicts in the neighboring Democratic Republic of Congo (DRC), Burundi and South Sudan. Further, the country faces potential risk from its involvement in AMISOM in Somalia. Uganda hosts the largest refugee population in Africa and the third biggest in the world, with 1,4 million refugees. Whereas the refugees are hosted in 13 Districts in the northwest, west and southwest and Kampala, thus having a local, not a national impact, this additional population must be considered in the development context of Uganda. The GoU applies the Comprehensive Refugee Response Framework (CRRF) which supports inclusion of refugees in sub-national and national development. Under the CRRF, the GoU has developed comprehensive plans for education, health, water and environment already and will finalized plans for sustainable energy and jobs and livelihoods soon. The UNSDCF is supporting the implementation of the CRRF and the comprehensive plans for refugees and host communities in Uganda. In light of the COVID 19 impact, livelihoods and economic inclusion for refugees will be an important priority as the impacts on vulnerable people’s livelihoods after the pandemic will be in particular severe.

NDP III has identified “Governance”, as one of the accelerators for the attainment of SDGs and the NDP III targets. Good governance is recognized to be essential for enabling development in economic, political, environment and social sectors. A stable, predictable and secure political environment is a pre-requisite for inclusive and effective development and social transformation across the country. In its Decentralization Policy, Uganda aims to take the government closer to the people to effectively address their development and social needs. However, the capacity of local governments to mobilise local resources and support development, build resilience and adaptation systems remains a challenge, as well as creating opportunities for transformation. Under Governance and Security Programme, the Government target to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats. Key results to be achieved over the plan period include: improvement in the corruption perception and democratic indices; increased case disposal rate; and increased percentage of districts with one stop frontline JLOS service points. Sustaining peace, security and stability in Northern, Karamoja and Western Uganda is critical to promotion of Local Economic Development (LED), which is key for the achievement of SDGs in these regions, and in Uganda as a whole.

### **1.3.5 Financing, Data and Partnerships for SDGs**

**Financing for SDGs:** Ensuring prudent management of public resources at national, local government and sector levels is one of the strategies that are identified in NDP III as areas of critical focus for development and social progress in Uganda. The GoU is also committed to be one of the first to implement an Integrated National Financing Framework. The INFF support will build on the work already undertaken with UNDP support and in partnership with Ministry of Finance to carry out a Development Finance Assessment (DFA) for Uganda (2019) which has documented important lessons that will inform the INFF roll-out process. Both the Uganda Domestic Resource Mobilization (DRM) 2019/2020­ - 2023/24 Strategy and the Development Finance Assessment offer a snapshot of SDGs financing landscape for Uganda. The Country is also currently preparing a Public Investment Financing Strategy.

*Recent Government initiatives and developments in Uganda’s financial sector:[[2]](#footnote-2)*

i. [Agriculture Insurance](http://aic.ug/uganda-agriculture-insurance-scheme/)

Government of Uganda established the Uganda Agriculture Insurance Scheme (UAIS) in FY2016/17, as a Pilot whose objective is to cushion farmers from risks associated with losses arising from natural disasters; and also attracting financing to agriculture. Agriculture Insurance encourages commercial banks to lend to the agriculture sector given that the risk associated with agriculture is mitigated through appropriate insurance cover, which thus improves access to agriculture loans. The scheme provides Insurance cover for crops and livestock, for both small and large-scale farmers. Under the scheme, government provides premium subsidy funds, and in collaboration with Industry players also undertakes publicity, sensitization and training of farmers. The Insurance Regulatory Authority of Uganda (IRA) provides the regulatory oversight and quality control, Bank of Uganda (BoU) on the other hand manages the drawdown on UAIS Account, while the Monitoring and Evaluation of the Scheme is done by the UAIS Technical Working Committee.

ii. Uganda Microfinance Regulatory Authority

The Uganda Microfinance Regulatory Authority (UMRA) was created under the Tier 4 Microfinance Institutions and Money Lenders Act, 2016 that commenced in July 2017. UMRA is expected to restore investor and consumer confidence in Uganda’s microfinance industry whose reputation had been damaged by the rampant fraud in SACCOs and the unethical practices by some money lenders. The Authority is implementing the new law with the Tier 4 regulations for money lenders and Non-deposit taking MFI’s having been gazetted and issued. This will help to streamline money lending business and also foster the adoption of good practices that will encourage savings mobilization through SACCOs in light of improved regulation and confidence in SACCOs and other Microfinance Institutions.

iii. Agent Banking

The Financial Institutions (Amendment) Act, 2016 provided for Agent Banking in Uganda. The Financial Institutions (Agent banking) Regulations, 2017 were issued by the Bank of Uganda to guide its implementation. Bank of Uganda has been able to issue licenses to a number of banks that have embraced Agent banking, which goes a long way to improve access to formal banking services and thus enhancing financial inclusion.

iv. Bancassurance

The Insurance Act, 2017 provided for bancassurance, thereby allowing commercial banks to be licensed to provide insurance services on behalf of Insurance firms. The Insurance (Bancassurance) Regulations, 2017 were issued by the Insurance Regulatory Authority of Uganda to operationalize its implementation. The Insurance Regulatory Authority of Uganda has issued several licenses to a number of commercial banks in this regard.

v. Islamic Banking

The Financial Institutions (Amendment) Act, 2016 provided for Islamic Banking in Uganda. The Financial Institutions (Islamic banking) Regulations, 2018 have been issued by the Bank of Uganda to operationalize Islamic Banking in the country.

vi. Government efforts to enhance Uganda’s AML/CFT Regime

Government has implemented a number of reforms that led to Uganda’s removal from the Financial Action Task Force’s International Cooperation Review Group (FATF-ICRG) Grey list in FY 2017/18, after fully addressing the strategic deficiencies in Uganda’s Anti-Money Laundering and Combating of Financing of Terrorism (AML/CFT) Regime.

vii. [National Risk Assessment](http://fia.go.ug/fia2/publications/national-risk-assessment-report)

The Financial Intelligence Authority (FIA) in collaboration with the Ministry coordinated a Money Laundering/Financing of Terrorism (ML/FT) National Risk Assessment (NRA), which has paved way for the application of the risk-based approach to AML/CFT supervision. The NRA provides recommendations and an Action Plan which identifies and assigns specific responsibilities to particular public and private entities with respect to AML/CFT. The NRA was discussed and approved by Cabinet in August 2017. Government is currently prioritizing the implementation of the National Risk Assessment Action Plan.

viii. Development financing through Uganda Development Bank

The Uganda Development Bank (UDB) launched its 5-year Strategic Plan for the period 2018-2022 with key sector intervention strategies in Agriculture, Manufacturing, Tourism, infrastructure, human resource capital development, minerals, and oil and gas sectors. The strategy aims to ensure improved corporate governance, effective mobilization of resources, and partnership with key stakeholders and continued development of Human resources.

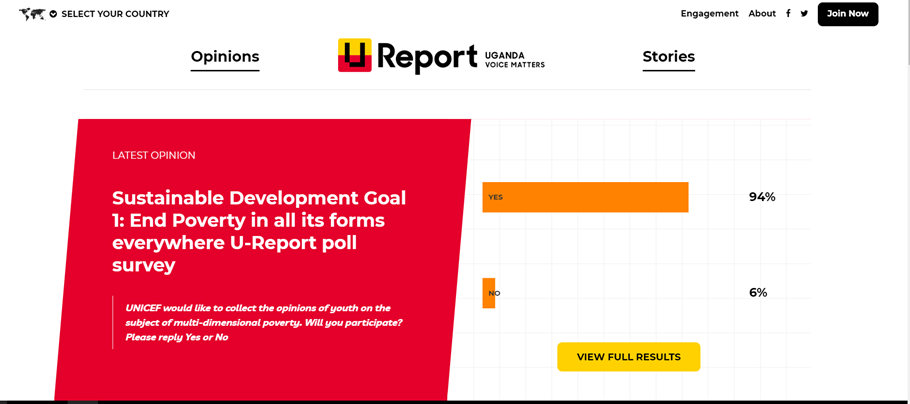
In an effort to increase the availability of long-term capital, Government has continued to capitalize Uganda development Bank Limited. This has helped the Bank in growing its mandated role of providing development finance solutions to required interventions needed to address development challenges as well as market gaps that existed in the industry.

**Data for SDGs:** Development planning, and monitoring progress on SDG targets in particular, is constrained by limited disaggregated data (by sex, age, disability, regions, etc.). Strengthening the capacity of Uganda Bureau of Statistics (UBoS) and MDAs to produce, manage and disseminate up-to- date disaggregated data on NDP III and SDG targets is an opportunity that needs coordinated and comprehensive support. The availability of disaggregated data will inform and improve decision making to ensure that those furthest lefts behind are reached, and benefit from development and social transformation across the country. Innovation and technology solutions are rapidly becoming available to improve the traditional data systems and opening new opportunities for data gathering and analysis. In this regard censuses and surveys could exploit the advent in technology to improve quality of data capturing as well as rapid analysis and reporting. Technology solutions can be effectively harnessed to improve quality and processing of the administrative data systems.

**Partnerships for SDGs:** Uganda is committed to enhance partnerships with various stakeholders including the UN System, other development partners, the private sector, CSOs, umbrella organizations, cultural institutions, academia and special groups of women, youth, PLWs, the media, among other in accelerating the achievement of NDP III and SDG targets. Already, there are coordination platforms, including National SDG Task Force, SDG Secretariat, the National CSO SDG Core Reference Group, Private Sector SDG Platform, Women and Gender Consortium, National Union for Person with Disabilities (NUDIPU), and the youth under several organizations that include Open Space and Youth SDG Ambassadors. Strengthening coordination and partnerships, and inclusive engagement at national, local government, and sector levels for SDGs is critical, going forward, to promote ownership and accountability.

### **1.4 People’s Voices for SDGs**

In Uganda people’s voices for SDGs are collected through online platforms that informed CF prioritization continued during prolonged lockdown imposed by the COVID- 19 Pandemic and to also inform the second SDG Voluntary National Review Report (2020). Three online engagements were launched with UN’s support. One involved a collection of voices of youth and children using the UNICEF U-Report, by which more than xxxx[[3]](#footnote-3) young people shared their views on SDG implementation and aspects that mattered in their lives. To capture voices of the public, and E-platform was established and popularized on several platforms (social media, Television, Radio, Email).



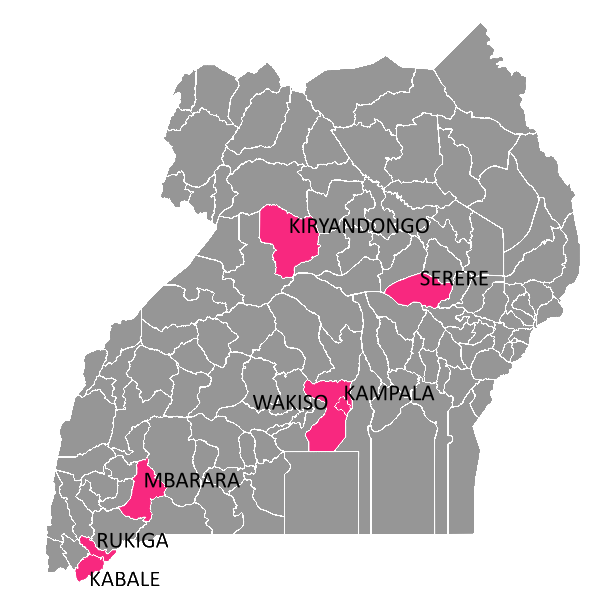
*Between xxxx and xxx ,2020, More than xxx Young people in the range of xxx-xxx years were consulted*

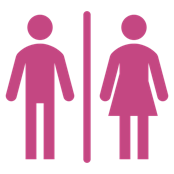
The e-Platform covers key components: (i) a page providing informative details about the international VNR process and High Level Political Forum; (ii) a page outlining the progress made so far for Uganda’s VNR progress; (iii) the platform details on how individuals could contribute their voice to the VNR report and process through survey, comments and discussion, and Zoom chats.

Most respondents are from civil society organizations and development partners. However, Central and Local Government also participated, with a combined 27.8% of the responses. Of the respondents, 55.6% were male, and 72.2% of respondents were based in Kampala. Although many respondents were interested in multiple SDGs, SDG1 (eliminating poverty) and SDG2 (zero hunger) were the most common SDGs of interest.

**Questions asked in the VNR e-Platform Survey**

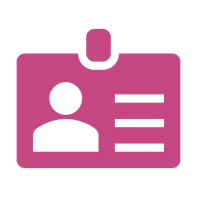
* What is your level of familiarity with the UN Sustainable Development Goals (SDGs)?
* Elaborate on your response to the above, if you'd like. How did you hear about SDGs?
* What are your SDGs of interest?
* Share your views on areas where Uganda is performing well in the advancement of the SDGs, and aspects that the country can improve on to stay on course to deliver on its aspirations.
* How do you assess Uganda’s progress in mainstreaming the principle of leaving no one behind, in the implementation of the SDGs? How could we reach the furthest behind in the Decade of Action to empower the most vulnerable?
* What role have Local Governments played in the implementation of the SDGs in Uganda? What challenges have they encountered? Where do you see Local Governments engaging effectively in fast-tracking delivery on the SDGs?
* Elaborate on some local innovative interventions that have enabled achievement of the SDGs in your area of engagement, with a proposal of how these can be harnessed to advance the 2030 Agenda in Uganda.
* Share with us the lessons you have drawn from the implementation of SDGs in your field of engagement.
* From your experience, what are the opportunities that can be harnessed by government and non-state actors to accelerate progress towards the achievement of 2030 Agenda?





**Male 55.6%**

**Female 44.5%**



**Civil Society 27.8%**

**Development Partner 27.8%**

**Central Government 16.7%**

**Local Government 11.1%**

**Private Citizen 11.1%**

**Private Sector 5.6%**

The public perception surveys are conducted annually[[4]](#footnote-4) about the UN and SDGs, the outcomes have been also used to inform UN programming and the new CF. Within the civil society, young people under several youth organizations that include *Open Space* and *Youth SDG Ambassadors* have been holding school debates on SDGs in various districts in Uganda. There have been projects targeting semi-urban private schools around the city where young people have been trained using non-formal pedagogical ways that will make it easier for them to understand, engage with, and follow up or gain interest in the SDGs. Through the SDG awareness weeks, each year in October, young people have been sharing their SDG related innovations. Young people launched an initiative to develop a Million SDG Solutions by a million-young people in Uganda and they continue to engage in SDGs through youth led country wide workshops and symposiums.

# **CHAPTER 2: UN UGANDA SUPPORT TO THE 2030 AGENDA**

## 2.1 UN Uganda Vision 2030

The UN Uganda Vision 2030 contextualises UNCT planning within a longer-term perspective, aligned with the 2030 Agenda and multi-year national planning. To ensure the consideration of trends beyond the horizon of the next UNSDCF period. The visioning represents logical steps in longer-term results areas which will define the UN’s principle contributions to supporting Uganda’s sustainable development.

The UN system in Uganda is committed to contributing towards the development and social transformation of a Ugandan society where there is good governance and people, especially the marginalized and vulnerable, enjoy human rights, justice, peace and security; gender equality and equity, effectively participate and gain from inclusive and sustainable economic development and decent job creation; and have equitable access to and utilize quality basic social and protection services to improve their quality of life.

The UN Uganda’s Vision 2030 is therefore: “A Transformed Inclusive Ugandan Society Where People have Improved Quality of Life and Resilience for Sustainable Development.”

The Cooperation Framework has been developed within the UN Reform agenda that elevates CF as the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development. The Cooperation Framework will guide the UN system programming cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN system support for achieving the 2030 Agenda and sustained impact. The UN system in Uganda, therefore, will collaborate and support the Government in achieving NDP III and SDG targets and addressing leave no one behind agenda in a focused, strategic and coherent manner and through promotion of human rights and other regional and international standards and obligations.

The UN System also recognizes that the Government of Uganda demonstrated its leadership by making bold moves as an early starter in localization of the UN reform agenda. The key milestones that the UN Country Team in partnership with the GoU and national and international partners have achieved in the implementation of the UN reform agenda include, among others: Establishment of a New Generation UN Country Team, with membership of representatives from the Government, UNCT, development partners and IFIs, private sector, civil society, Traditional Leaders and Faith Based organizations, youth, academia and the media; and establishment of a national SDG Secretariat at the Office of the Prime Minister in March 2019, with the responsibility of supporting the OPM in providing coordination for localization and implementation of the SDGs by Government Ministries, Department and Agencies (MDAs), private sector and civil society. The CF will build on best practices and UNDAF lessons learned, and work strategically and innovatively with all partners to support 2030 Agenda.

To make the CF process collaborative and consultative, CF Strategic Visioning and Prioritization Retreat was held with the Government and non-state stakeholders that enabled the UN deliberate on UN system’s contributions through successive CF, ensuring that the CF interventions are positioned in the medium (UNSDCF & NSDP III) and long-term (Agenda 2030, AU Agenda 2063 and Vision 2040).

Noting the socio-economic and environmental impact of disasters and risks across Uganda, including frequently occurring landslides, floods, droughts, and in the last quarter of the year, locust invasion, COVID-19 pandemic and flooding caused by the rise of water levels of Lake Victoria, the CF integrates strategies to work with Government and non-state actors to building capacity for resilience and climate adaptation including enhancing environmental conservation, protection of natural resources, creation of economic and job security, enhancing social protection programmes, and strengthening disaster risk reduction systems at national, local governments, sectors, community and household levels. This includes all dimensions of resilience: governance, economic, environmental and social and is based on the recognition that while the country is currently challenged by the outbreak of COVID-19 and floods, calling for looking at disaster preparedness in its entirety. The CF has been designed to ensure this approach is streamlined across all three Strategic Priorities and Outcomes.

The CF Strategic Priorities and Outcomes are inter-related, thus progress in one strategic priority will require or contribute to progress in the other strategic priorities. Addressing these priorities and outcomes are based on the need for enhancing peace and security (in the country and region), building capacity for environmental conservation, protection of natural resources, ecosystems restoration, mitigation and adaptation to the impact of climate change, and building resilience (governance, economic, environmental and social) at national, local governments, sectors including private sector, institutions, community and household levels.

Support to Government on the Integrated National Financing Framework will integrate planning, policy reform and financing which will optimize the development outcomes ensuring that both public and private resources are drawn and invested and effectively utilized in alignment with national development priorities and the SDGs. The INFF will support the country achieve development outcomes that are transformational for the lives of Ugandans. The institutionalization of the integrated financing approach will broaden constituencies for a national dialogue and reform around financing priorities beyond a narrow set of finance experts and decision makers as well as bring to the table, the private sector, the most needed stakeholders to enhance inclusive growth in Uganda. By emphasizing accountability, transparency and participation all stakeholders, especially the most marginalised and vulnerable groups in the full chain of planning, budgeting and financing, the INFF will unleash a powerful approach for delivering on the leave no one behind principle.

**SDG Dashboard**: The Government with the support from UNDESA, including other partners and with RC’s leadership support is currently finalizing the establishment of the SDG Dashboard for reporting and tracking progress on the implementation of SDGs. The SDG dashboard represents data-driven initiative that will help the Government of Uganda and partners to explore and visualize data to analyse progress.

## 2.2 Theory of Change

The Cooperation Framework theory of change is based on the logic that sustaining good governance, including socio-economic and environmental governance, is a pre-condition for realization of inclusive and sustainable development and social transformation across Uganda, that includes promotion of shared prosperity and increased investment in building human well-being and resilience.[[5]](#footnote-5) Therefore, it is envisaged that sustaining transformative and inclusive governance is a requirement and an enabler for promoting shared prosperity in a healthy environment and building human well-being and resilience at national, local government, sector, community and household levels. Actualization of the three conditions will lead to a transformed Ugandan society where people have improved quality of life and resilience. Peace and security are an important pre-condition for this change to happen. In this regard, Government will continue to demonstrate its political will and commitment towards sustained good governance, particularly in bringing government closer to the people for effective engagement and participation, promoting the rule of law and human rights, strengthening effective public policy and resources management and fighting corruption, promoting programmatic approach to planning, and ensuring peace and security across the country and with neighbouring states. On its part, the UN System will provide targeted policy and technical support to strengthen national, local government, and private sector capacities in line with national, regional and international obligations and commitments. (Diagram 1 and Results Framework – Annex 1 for more details).

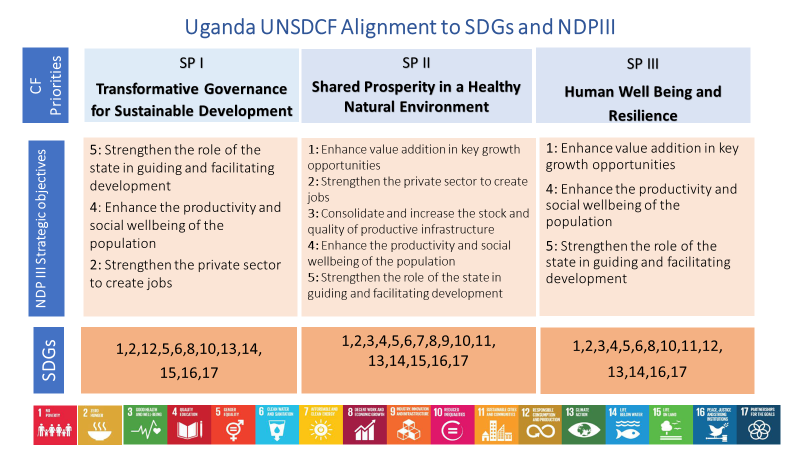
To effectively contribute towards addressing the three Strategic Priorities in the Cooperative Framework, the UN System in Uganda will particularly focus on capacity building at national, local government, sector and community levels, guided by the principle of Leave No One Behind, Human Rights-Based Approach, Gender Equity & Empowerment of Women, Resilience, Sustainability and Accountability. The UN system will also focus on enhancing available of credible disaggregated data for policy, planning and effective monitoring and evaluation of progress towards SDGs. Strengthening the private sector, civil society organizations and working closely with women, youth, adolescent girls & boys, people living with HIV & AIDS, PWD, and other marginalized and vulnerable groups will also be a priority to ensure inclusiveness, ownership and sustainability of the intended CF results.

Diagram 2: CF Theory of Change

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| VISION | A TRANSFORMED INCLUSIVE UGANDAN SOCIETY WHERE PEOPLE HAVE IMPROVED QUALITY OF LIFE AND RESILIENCE | | | | | | |
| Strategic Priorities | 1. Transformative and Inclusive Governance  *Linked to NDP III Objective 5: Strengthen the role of the State in development; Objective 4: Increase productivity and wellbeing of Population; Objective 2: Strengthen private sector capacity to drive growth and create jobs* | 2. Shared Prosperity in a Healthy Environment.  *Linked to NDP III Objective 1: Enhance value addition in Key Growth Opportunities; Objective 2: Strengthen private sector capacity to drive growth and create jobs; Objective 3: Consolidate & increase stock and quality of Productive Infrastructure; Objective 4: Increase productivity and wellbeing of Population; and Objective 5: Strengthen the role of the State in development;* | | | 3. Human Well-being and Resilience  *Linked to NDP III Objective 4: Increase productivity and wellbeing of Population; and Objective 5: Strengthen the role of the State in development.* | | |
| Outcomes | 1.1 By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security | 2.1 By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources | 2.2 By 2025, Uganda’s natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks | 3.1 By 2025, people, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services | | 3.2 By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment |
| OUTCOME TOC STATEMENT | ***IF*** *Institutions and systems at national and sub-national levels are effective and accountable in line with national, regional and international obligations and commitments;* ***IF*** *Policies and legislation frameworks that are gender responsive are implemented at all levels;* ***IF*** *People especially the vulnerable and marginalized are empowered to demand and participate in governance and key decision making processes; and* ***IF*** *National, cross-border, regional peace and security is sustained.*  ***THEN*** *Uganda will benefit from transformative governance for sustainable development.* | ***IF*** *Public and private sector organizations’ capacity is strengthened to increase investments in productive sectors, develop and implement responsive policies and regulations that promote investment, inclusive economic growth and create decent work and employment especially among youth;* ***IF*** *People, especially women and youth, have improved access to and utilize innovative practices and technologies, finances and natural and productive resources fordecent employment and livelihoods; and* ***IF*** *Capacity of institutions and people, especially the vulnerable and marginalized is strengthened to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain and market access;*  ***THEN*** *People especially the marginalized and vulnerable will benefit from shared prosperity.* | ***IF*** *Uganda’s natural resources (forests, soils, water, air, minerals and fisheries) are well managed and protected; IF Renewable energy and natural resources are utilized and consumed efficiently and sustainably;* ***IF*** *People especially the marginalized and vulnerable benefit from the sustainable economic use of natural resources and have access to reliable, timely and climate and early warning information; and* ***IF***  *The environmental governance is enhanced with a stronger institutional capacity to design, and successfully implement and monitor environmental laws and regulations at central and local levels;*  ***THEN*** *All people including vulnerable and marginalized groups will be able to mitigate and adapt to climate change and disaster risks.* | ***IF*** *There is a strong policy and regulatory environment to promote equitable access and utilization of rights based and gender responsive social and protection services;* ***IF*** *People and communities especially the vulnerable and marginalized communities are empowered to utilize available social and protection services; and* ***IF*** *Institutions of government and non-government actors have improved capacity to provide inclusive human rights based and gender responsive social and protection systems and services that are able to respond to social, economic and environmental shocks and stresses;*  ***THEN*** *People especially the marginalized and vulnerable will have equitable access to and utilization of quality basic social and protection services* | | ***IF*** *Multiple strategies that promote positive social and cultural norms, mind-sets, attitudes and behaviours are implemented;* ***IF*** *Public finance and budgetary allocations use evidence to prioritize gender equity and equality; and* ***IF*** *People especially women and children are empowered and knowledgeable to enjoy their rights to access and use available essential services;*  ***THEN*** *Gender equality and human rights of people in Uganda will be promoted, protected and fulfilled* |
| Assumptions | *There is continued political will and commitment towards sustained good governance.*  *Governance system is inclusive, accountable and effective promoting human rights, peace, justice and security.* | *Productive Sectors (Agriculture, Tourism, Mining, Manufacturing) are modernized and effective increasing productivity and production.* | *Systems for management of natural resources, environment, and mitigation of climate change and disaster risks are effective and efficient.* | *Health, Education and Social Protection Systems have adequate resources, and are effective and efficient.* | | *Government and non-government institutions programmes for promoting human rights, equality and non-discrimination implemented effectively and efficiently.* |
| OUTPUTS\* | 1.1.1 Institutions and systems at national and sub-national levels are effective and accountable in line with national, regional and international obligations and commitments  1.1.2 Capacity of people especially marginalized and vulnerable groups to participate and benefit from governance and development at all levels strengthened  1.1.3 Capacity of state and non-state actors at local, national, and regional levels to sustain peace and security. strengthened | 2.1.1 Capacity of institutions and people, especially the vulnerable and marginalized, to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain enhancement and market access strengthened  2.1.2 People, especially women and youth, have improved access to and utilize innovative practices, technologies, finances, natural and productive resources for decent employment and livelihoods.  2.1.3 Strengthened capacity of Public and private sector organizations to increase investments in productive sectors and develop and implement responsive policies and regulations. | 2.2.1 Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems  2.2.2 Enhanced capacities of institutions and communities to mitigate and adapt to climate change and disaster risks  2.2.3 Increased and equitable access to and use of modern, renewable and affordable energy sources and services | 3.1.1 Capacity of government and non-government institutions at national and sub national levels to effectively manage and deliver sustainable and inclusive quality social and protection services is strengthened  3.1.2 People especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services  3.1.3 Policy and regulatory environment to promote equitable access and utilization of rights based and gender responsive social and protection services that prevent, mitigate and respond to shocks and stress is strengthened | | 3.2 1 Strengthened capacity of government and non-government institutions at regional, national and sub-national level to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination.  3.2.2 Strengthened capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable and sustainable manner. |
| CROSS CUTTING ISSUES | * Disaggregated data and use of evidence * Prevention and adaptation to social, economic and environmental shocks and stress * Promotion, protection and fulfilment of gender equality and human rights * Strong and accountable institutions for policy and law enforcement and accountability * Environmental sustainability and climate change * Strong partnerships * Technology and innovations | | | | | | |

*\*Refer to Annex 1 for Outputs Assumptions*

## 2.3 Cooperation Framework 2021-2025 Strategic Priorities



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## 2.4 Cooperation Framework Outcomes and Partnerships

### **2.4.1 Strategic Priority I: Transformative and Inclusive Governance**

Under Strategic Priority 1, the Government and UN system has agreed to cooperate and support the achievement of one outcome, that is:

*Outcome 1.1: By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security.*

Sustained transformative and inclusive governance is a precondition and a key accelerator for equal opportunities, enabling inclusive and quality economic, environmental, social and political systems, and promoting conservation of the environment while building resilience. It requires accountable, inclusive and effective institutions that perform conscious and efficient public expenditure to build peaceful, just and inclusive societies that respect human rights, rule of law, provides equal access to justice, recognises and practices gender equality and equity to ensure that the most marginalised and vulnerable are able to effectively and meaningfully engage/participate and are not left behind. Empowering citizens and non-state institutions and encouraging active citizen participation in decision-making processes including elections are also fundamental for transformative and inclusive governance together with access to basic, equitable and quality social and protection services. It also requires facilitation of private investment that promotes inclusive economic growth, poverty reduction, conservation and management of the environment, and promoting people’s well-being and resilience.

In this regard, the GoU demonstrates political will and commitment towards sustaining transformative, inclusive and accountable governance at national and district/local levels and across public sectors, and the empowerment of marginalised and vulnerable groups including women, children, adolescent, youth and persons with disabilities, amongst others; promoting coordination and governance effectiveness and zero tolerance to corruption. Besides, the Government will strive to strengthen institutional capacity to address effective public financial management (PFM) and support in monitoring efficient utilisation of resources as well as sector priorities in budgeting. On its part, the UN system in Uganda will provide support to the Government to designing and implementing Integrated National Financing Framework, and work with MDAs, local governments and non-state actors including the private sector and CSOs, to strengthen national and local capacities for sustainable good governance, right and access to information technology (Internet), and promotion of effective E-governance across MDAs, private sector and local governments.

The UN system will work with various institutions and facilitate reforms by supporting national and local multi-stakeholder dialogues on inclusive and accountable governance, the role of state, local government and non-state stakeholders in promoting human rights, equal opportunities, and transformative/inclusive governance, and monitoring and reporting on reforms and adherence to national, regional and international obligations and commitments. The UN will also work with parliament to strengthen its oversight, representative and legislative role in working towards achieving the goal of leaving no one behind. Since the national elections are planned for 2021, the UN will support and work with the Electoral Commission, law enforcement agencies, political parties and civil society organizations to contribute towards free, fair, peaceful and credible elections across Uganda. The UN system will continue supporting the Parliament of Uganda, Electoral Commission, Ministry of Justice and Constitutional Affairs, Ministry of Gender Labour and Social Development, and other relevant MDAs, the private sector and CSO for advocacy and technical support on the promotion and protection of human rights and gender equality.

Strengthened local, national and regional capacities for sustainable peace and security is critical for the achievement of NDP III and SDGs targets. The UN will, therefore, work with the Government, local government, other development partners and other relevant non-state institutions, and support/enhance local and national peace and security architecture; and how to enhance border management and effective support to internally displaced people and to provide protection of refugees.

Current Joint Programmes: i) The Kenya (Turkana/West Pokot) Uganda (Karamoja) Cross-Border Programmes for Sustainable Peace and Development (2019-2023).

Potential areas for joint UN interventions under Outcome 1.1

* Support to strengthen local and national coordination for SDGs popularisation, mainstreaming, monitoring and reporting.

Strengthening civic engagement as well as strengthening government’s own capacity for coordination and leadership to champion the SDGs and desired development outcomes.

* Capacity building for state and non-state actors for implementation of inclusive and transformative policy and legislation in support of human rights, equal opportunities, accountability and people´s participation in governance and democratic processes.
* Support design, effective implementation and monitoring of gender equality and women´s empowerment (GEWE) programme.
* Support effective mainstreaming of demographic intelligence to improve the responsiveness, targeting and impact of development policies and programmes
* Create inclusive and enabling platforms for dialogue and knowledge sharing to promote and build local, national and regional cross-border capacities for sustainable peace and security.

Key partners under this strategic priority outcome include the following:

* Duty Bearers: Office of the Prime Minister, MDA’s (including Sub-national local Governments), Legislators (Members of Parliament), Religious leaders, Judiciary, Law enforcement agencies, Regional bodies (East Africa Community, IGAD), and the Private sector, and other non-state actors.
* Right Holders: Civil Society Organizations, Women and men, Children, Youth, People living with HIV and AIDS, Persons with Disabilities, Indigenous minorities, Refugees, other marginalized and vulnerable groups, among others.

### **2.4.2 Strategic Priority II: Shared Prosperity in a Healthy Environment**

Under Strategic Priority II: Shared Prosperity in a Healthy Environment, the GoU and the UN system has agreed to cooperate and support the achievement of the following two outcomes:

*Outcome 2.1: By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources.*

For Uganda to increase household incomes and improve people´s quality of life requires inclusive sustainable economic growth, investment in productive sectors (including enhancing productivity and resilience of agriculture with a special focus on smallholders and of other productive sectors such as manufacturing and mining); investment in skills development, and equitable distribution of resources and benefits targeting the marginalized and vulnerable (including people in marginalized hard to reach regions, women, and youth, those infected and affected by HIV/AIDS, people with disabilities, refugees and mobile population among others).

Shared prosperity in a healthy environment will also involve, among others, improving means of livelihood and creating opportunities for decent jobs, especially for youth and women, and protecting workers from socio-economic and environmental disasters and shocks. Given the dominance of agriculture as a source of livelihood across Uganda and the sector´s potential to transform the economy, the UN system will support the government to implement climate smart agriculture and the sustainable intensification of agriculture to improve productivity, including of smallholder farmers, value chain and market efficiency, and resilience as the means to achieving the country´s long term aspiration of transitioning into a modern industrial economy, while promoting food sufficiency. Besides, UN system will support and work with the private sector, youth and academia to leveraging innovations and technology for job creation and development. The use of digital technologies to drive innovation and integrated approaches for business, job creation, and increased production and productivity in agriculture, service and manufacturing sector will be promoted.

In this regard, the UN and Government will cooperate to promote inclusive economic growth based on a people-centred approach to planning and pro-poor economic stimulus interventions that target moving the people out of subsistence economy, increasing productivity and promoting trade; investment in skills development; protecting livelihood, mainstreaming regional integration and creating enabling environment and working with the private sector to create decent employment, with youth as specific target. The Government, through relevant MDAs, will provide leadership and be supported to create enabling environment for investment and ease of doing business, taking advantage of international and regional platforms/frameworks related to economic growth and development. On its part, the UN system, will cooperate and work with the government, cooperatives and the private sector through the Private Sector Foundation of Uganda (PSFU), Uganda Investment Authority, Federation of Uganda Employers, Uganda Manufacturers Association and other stakeholders, especially youth and vulnerable/marginalized groups, on economic programmes, and specific agriculture projects, that stimulate, promote and sustain inclusive economic growth, value addition, job creation, youth and women empowerment and innovations, and strengthen the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain and market access, promoting regional integration and the effective implementation of the African Continental Free Trade Area (AfCFTA) Agreement with the adoption of key trade facilitation measures to contribute to jobs and wealth creation. Improving capacities in development planning and tapping into the potential of urbanization and the digital economy to promote industrialization will be critical to Uganda’s productivity, competitiveness and thereby ability to create additional wealth.

The UN will work with the PSFU to strengthen private sector networks within and outside the country (diaspora community) to engage with government MDA, producers (like farmers), traders and financiers to dialogue on creating enabling and effective environment for private-sector-led decent job creation and inclusive economic development in urban and rural areas, in particular the marginalized regions. The UN system will also cooperate with relevant companies and groups, youth and women in particular, and support innovations, equitable access to finance and skills development.

The UN will also work with Government, the private sector, and other relevant bodies to ensure that the positive contributions of business operations are harnessed, while preventing potential negative impacts, such as environmental degradation, exploitation, discrimination or sexual harassment. Support will be provided through the National Action Plan on Business and Human Rights (to be adopted) and other initiatives, including to ensure decent work environment, especially for marginalised and vulnerable groups. The UN will foster a dynamic and well-functioning business sector, while protecting labour rights and environmental and health standards in accordance with relevant international standards and agreements and other ongoing initiatives in this regard, such as the Guiding Principles on Business and Human Rights and the labour standards of the International Labour Organization, the Convention on the Rights of the Child and key multilateral environmental agreements, for parties to those agreements.

Key partners for Outcome 2.1 include the following:

* Duty Bearers: Ministry of Agriculture, MoS & Inn, MoGLSD, MoLG, MoTourism, MoICT, Private Sector, MSMEs, UDB, PSFU, Federation of Uganda Employers, Financial Institutions, Local Governments, and Cooperatives
* Right Holders: Farmers (small-and large-holders), communities (marginalised and vulnerable groups, women, youth, people leaving with HIV and AIDS), People with Disabilities, Refugees, CSOs and CBOs,

Outcome 2.2 The second outcome under Strategic Priority II is: *By 2025, Uganda’s natural resources and environment are sustainably managed, protected and people especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks.*

The economy of Uganda is highly vulnerable to climate change and the impacts of climate change are likely to adversely affect the ability of physical and biological systems to sustain human development, including socio-economic development.The logic and preconditions under this Outcome is that if Uganda’s natural resources (forests, soils, water, air, minerals and fisheries) are well managed and protected; *r*enewable energy and natural resources are utilized and consumed efficiently and sustainably; there is effective capacity of systems to inform harmonized early action to respond quickly to shocks and disasters; people especially the marginalized and vulnerable benefit from the sustainable economic use of natural resources and have access to reliable climate and early weather warning information, and if the environmental governance is enhanced with a stronger institutional capacity to design, and successfully implement and monitor environmental laws and regulations at central and local levels, then Ugandans including vulnerable and marginalized groups will be able to mitigate and adapt to climate change and disaster risks and shocks. As pivotal managers of natural and environmental resources, especially in rural areas, women have the experience and knowledge to build the resilience of their communities and households. Women in rural areas and informal settlements in urban areas will be targeted and supported to effectively participate in building community resilience and climate change adaptation.

In this regard, the Government and UN are committed to support the development and implementation of policies, legal and regulatory frameworks and promoting interventions that target environmental conservation, ecosystems restoration (from policy and regulations to technical support to undertaking restoration) and management of natural resources, climate change mitigation and adaptation, mitigation/management of climate change shocks and disasters, and building household and community resilience. The UN system will work with relevant MDA (including Ministry of the Water and Environment and it agencies, Ministry of Energy and Mineral Development and it agencies, National Planning Authority, OPM/DRM), local governments, the private sector, International Financial Institutions (IFIs), academia, youth and regional organizations on areas of disaster risks response, including building systems for prevention, mitigation, preparedness, response and recovery. environment/natural resources conservation, clean and affordable energy, and climate smart interventions in line with the Sendai Framework for Disaster Risk Reduction. The UN will also work with and empower people in Uganda and communities to meaningfully and constructively engage, and demand activities that promote environmental conservation, ecosystems restoration, and protection of natural resources and mitigation and adaptation to the impacts of climate change, including the impact on food security. The UN system will also continue to support the Ministry of Water and Environment’s “Water and Environment Sector Response Plan for Refugees and Host Communities in Uganda (WERRP)”.

Potential areas for joint UN interventions under Outcomes 2.1 and 2.2:

* Support to increasing agriculture productivity – including of smallholder farmers – and resilience for food security and enhanced incomes
* Support gender responsive programmes to enhance the capacity of smallholder farmers, especially women, to increase productivity and food security.
* Support to equity and equity responsive budgeting for productive sectors and investment in MSMS to increase productivity and employment opportunities
* Support youth innovations and empowerment for achievement of SDGs
* Support for engagement on adoption and implementation of the National Action Plan on Business and Human Rights
* Support promotion of regional integration and the implementation of the AfCFTA with potential for job and wealth creation.
* Support to various phases of development planning, namely, the design, implementation and monitoring as well as evaluation of macro and sectoral plans and strategies and related policies and reforms. This includes development planning to promote urbanization, economic diversification, and industrialization.
* Support socio-economic impact assessments at macro and disaggregated levels for evidence-based decision making.
* Support Government and non-state partners to generate and use disaggregated data for policy, decision making and planning.
* Support to environmental, heritage conservation and natural resource management
* Support to climate action, resilience building and financing.
* Support to strengthen system’s capacity to predict, mitigate and respond to shocks.
* Enhance environmental governance through enhancement of environmental laws, regulations and integration of multi-lateral Environmental Agreements (MEA) obligations in national policies and strategies.
* Enhance capacities for Environment and impact Assessment (EIA) and Strategic Environmental Assessment (SEA) of large-scale projects including in the extractives/oil and gas sector.
* Support on the promotion of alternative energy resources and efficient energy consumption technologies, including development of specific technologies and tools for sustainable energy.

Key partners for Outcome 2.2 include the following:

* Duty Bearers: Office of the Prime Minister, Ministries, Departments and Agencies (Ministry of Water and Environment, Energy and Mineral Development, MoLG, MGLSD, MoFPED, MAAIF, MoES, OPM/DRM, NEMA, UWA, NFA, UNMA, MoST, MTWA), Private sector, UN Agencies and other Development Partners & International Financial Institutions, CSOs, Academia, Media, District Local Government, Faith-Based institutions, and Cooperatives.
* Right Holders: Farmers (subsistence and large-holders), Communities (Marginalised and vulnerable groups, women, youth), People with disabilities, relevant CSOs and CBOs, and Refugees, and other marginalized and vulnerable groups, and others.

### **2.4.3 Strategic Priority III: Human Well-Being and Resilience**

Under Strategic Priority III the Government and the UN system has agreed to cooperate and support the achievement of the following two outcomes:

*Outcome 3.1: By 2025, people, in particular vulnerable and marginalized groups, have improved equitable access to and utilization of quality basic social and protection services.*

Uganda´s development and social transformation requires a healthy, well-educated, skilled, and innovative labour force, which is essential for driving industrialization and sustained acceleration of growth to harness the demographic dividend. The country also requires comprehensive equity based social protection programmes and systems to support marginalized and vulnerable people, especially those in fragile regions, against social, economic and environmental shocks and disasters. Human well-being involves empowering people through access to quality basic social services (health, education, justice, HIV, nutrition, water & sanitation services, among others) and social protection services (social insurance schemes, social care and support services, and direct income support, as well as other complementary programmes that could also include early warning mechanisms for emergency preparedness and stimulus packages, among others) especially for the marginalized and vulnerable groups and in disaster prone regions, not forgetting those living in urban dwellings who face unique challenges associated with urbanisation and climate change.

The achievement of this outcome requires strong policy and regulatory frameworks, and institutional environment, to promote equitable access and utilization of human rights based and gender responsive basic social and protection services; people and communities, especially the vulnerable and marginalized communities, are empowered to effectively access and utilize available basic social and protection services; families and communities adopt positive care practices during pregnancy, childbirth and after delivery; and institutions of government and non-government actors have improved capacity to provide inclusive human rights based and gender responsive social and protection systems and services that are able to respond to social, economic and environmental shocks and stresses.

In this regard, the UN system will provide technical assistance to support Uganda in reviewing, developing and effectively implementing relevant policies, legal and regulatory frameworks around health, education, HIV & AIDS, food/nutrition, WASH and social protection systems and services. Under this Outcome, the UN will strengthen the response services that form part of the overall basic social and protection system where social welfare, justice and health sectors are capable of responding to all forms of violence against women, children and other vulnerable or affected groups.

Under the health sector, the UN system in Uganda will cooperate and work with the Government, the private sector, and other non-state organizations including rights-holders to strengthen national health system and promote quality and inclusive access to and utilization of quality health services, with special focus on marginalized and vulnerable groups (including refugees) across Uganda and strengthened public financial management. The support will target, among others, improving health sector infrastructure; preventing maternal, new-born and child- mortality; addressing unmet needs regarding family planning and contraceptives; provision of antenatal care (ANC) and skilled birth attendant at birth and postnatal care, especially in rural area and among the marginalized and vulnerable.

Uganda’s education system needs to be strengthened to improve equitable access, quality, efficiency and effectiveness at all levels of education. Specifically, improvement of access to pre-school and progression from standard one across other levels of basic education, transition from primary to secondary education, ensure improvement of quality of education for all children at all levels, promotion of E-learning, skills development, targeting especially the marginalized and vulnerable children, adolescent and youth are critical areas to be supported. To address these important areas, the GoU needs support towards strengthening of the Education System at both the national and local government levels. The UN will also support the Government and local governments to make schools inclusive and safe for all children, including children with special needs. UN system will work with the private sector to create opportunities for apprenticeship and innovation targeting youth and women., especially the marginalized and vulnerable.

The UN system will also support Uganda in fulfilling the National Social Protection Policy and strengthen national and local systems to deliver effectively social security and social care services, direct income support, and complementary programmes covered by the Policy, to ensure that human capital of Uganda is protected and its full potential promoted. The UN can also play an important role to harmonize social protection and humanitarian and development assistance to refugees, seeking synergies between services provided to host and refugee communities. To support the country’s effort to better prepare, mitigate and respond to shocks, the UN will support inter-sectoral efforts to coordinate whole of government and whole of society approaches to shock-response, including leveraging existing systems and financing arrangements used for routine social assistance and strengthen linkages along the humanitarian-development continuum.

With the lessons learned from locust invasion, COVID-19, and flood disaster other social, economic and environmental disasters, the UN system will support Government, local government and the private sector in strengthening national and local health, education and social protection systems at national, district and community levels for resilience and adaptation. In this regard, the Government and the UN system are, therefore, committed to addressing underlying causes that hamper progress towards building a strong national and local basic social and protection systems and services.

Key partners for Outcome 3.1 include the following:

* Duty Bearers: Private sector, relevant MDA’s (Sub-national local Governments), Religious leaders, Legislators (Parliamentarians), Judiciary, Law enforcement agencies, Regional bodies (East Africa Community, IGAD etc.).
* Right Holders: CSO’s and CBO, Women and Men, Children, Youth, People living with HIV and AIDS, Persons with Disabilities, Refugees, and other marginalized and vulnerable groups and others.

Outcome 3.2 The second outcome under Strategic Priority III: By 2025, gender *equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.*

Uganda’s inclusive and equitable economic and social transformation will be realized faster if gender equality, equity, human rights, and inclusion of women/girls and other vulnerable and marginalized groups are achieved. Promotion of gender equality and human rights and elimination of discriminatory, sexual and gender-based harmful practices depends on the extent to which public finance revenue and budgetary allocations are sustainable and prioritize gender equality, human rights; women have decision making power and time, resources and energy to provide adequate care and nutrition of their young children; individuals especially women and children who experience violence and/or displacement, are knowledgeable and can use available, accessible and quality essential services; public institutions are strong and capable of holding perpetrators accountable; decision makers use evidenced data to prioritize the issues; and favourable social norms, attitudes and behaviours are promoted at all levels and sectors across the country. The rights and needs of women, girls and other vulnerable and marginalized groups will be at the heart of all efforts to protect natural resources. A gender-responsive natural resource management and environmental protection response prioritizing equality, safety, security, participation, leadership, and economic wellbeing of women will be targeted.

In this regard, the Government and UN agree that there are positive cultural/traditional practices that should be used as platforms for reforms and change. However, there are also repugnant cultural/traditional practices, including FGM and Child marriages, that hamper the achievement of SDG targets and go against human rights, and social and economic rights. UN system will, therefore, step-up support to the government and other non-state partners, including through existing joint programmes, to ensure that incidences and impact of GBV, VAW, VAC and sexual exploitation and abuse, harmful practices and abuse of women and children are substantially reduced, if not eliminated. The UN system will also focus on community mobilization and capacity building at national and local (district) levels to support the government to empower families, women, men, adolescent girls/boys, youth, communities and all People, including refugees to embrace gender equality, human rights and national values and actively participate in sustainable development. In addition, the UN will support building capacities of communities to assess their needs, identify options for addressing them, and prioritize, leverage resources, and create sustainable solutions.

Potential areas for joint UN interventions under Outcomes 3.1 and 3.2:

Current Joint Programmes: i) Joint UN Programme Support on HIV/AIDS (JUPSA) ii) Child Marriage in Uganda (Jan 2020 – Dec 2023): iii) The Spotlight Initiative to eliminate VAWG and promote SRHR (2019-2022), iv) Elimination of Female Genital Mutilation in Uganda (2018-2021), v) Gender Based Violence Prevention and Response with integration of Sexual Reproductive Health and Rights in hard to reach (furthest behind) and vulnerable populations in Uganda (Dec. 2018-Dec 2023) vi) Child-sensitive Social Protection in Refugee Hosting Districts of West Nile (2019-2024), vii) Improving Synergies Between Social Protection and Public Financial Management (2019-2023).

During the CF cycle, the UN system will:

* Jointly assess the existing Joint Programmes and re-focus their interventions for greater and coherent impact.
* Strengthen capacities of local cultural and structures for prevention and mitigation of harmful practices and increase male engagement and mindset change (GBV, VAW, VAC, SEA, HIV prevention and harmful practices).
* Support gender responsive and people-centred budgeting and accountability for results.
* Support production and use of sexual and gender disaggregated data, monitoring and evaluation.
* Strengthen Health and Social Protection systems for greater synergies and impact at local level.

Key partners for Outcome 3.2 include the following:

* Duty Bearers: Traditional, and Cultural Leaders, Faith-Based Leaders, relevant Ministry Departments and Agencies, Local Governments, relevant CSOs, EOC, UHRC, NCD, and AOG
* Right Holders: Women and Men, Children, Youth, People Living with HIV and AIDS, PWDs, Refugees, Marginalized and vulnerable Groups, relevant CSOs/CBOs and others.

## 2.5 Synergies between Cooperation Framework Outcomes

The three strategic priorities and outcomes are integrated and interlinked for sustainable development and social transformation across Uganda. The selected outcomes are designed and target 2030 Agenda dimensions, namely: Social, Economic and Environmental. The people-centred approach provides platform for synergy building in the five selected outcomes in the Cooperation Framework. The progress in one outcome will require or contribute to progress in the other outcomes. All the five Outcomes (1.1: Inclusive & Accountable Governance; 2.1: Increased Productivity and Decent employment, 2.2: Natural Resources & Environment, 3.1: Access to & Utilization of Social and Protection Services, and 3.2: Gender Equality & Human Rights, have one common target – a transformed inclusive Ugandan Society where people have improved quality of life and resilience for sustainable development. That is, people living in Uganda (with no one left behind) who are engaged/active participants in and enjoy fruits of good governance, inclusive economic growth, protection of environment and natural resources, and respect gender equality and human rights. The synergies in the three outcomes are clearly linked to five dimensions of 2030 agenda. The Cooperation framework focus is on the marginalized and most vulnerable, targets building strong, accountable and sustainable institutions and systems that promotes resilience and adaptation in social, economic and environmental dimensions of development and social transformation across Uganda.

Throughout its engagement, the UN will support the Government to live up to its obligations and commitments as a State party to key human rights instruments at regional and international levels, under the Universal Periodic Review (UPR) and also with Special Procedures. The strategic priority areas under the Cooperation Framework are informed by recommendations issued by national, regional and international human rights mechanisms, including UN treaty bodies and the Universal Periodic Review. The UN will continue to support the Government of Uganda, through the Inter-Ministerial Committee on Human Rights, in its efforts to submit regular reports to and engage effectively with these mechanisms. The human rights recommendations will further inform the planning and implementation of activities across the strategic priority areas. The UN support provided to the Office of the Prime Minster, including the SDG Focal Point and the SDG Secretariat, the [National Planning Authority](http://www.npa.go.ug/), the [Uganda Human Rights Commission](https://www.uhrc.ug/), the [Uganda Bureau of Statistics](http://www.npa.go.ug/development-plans/national-development-plan-ndp/) and other national partners will contribute to a human rights and gender perspective in efforts to advance on the SDGs. This also applies to advancing a Human Rights Based Approach to Data.

Besides the UNSDCF, in Uganda there is another UN planning framework in place, namely the [Refugee Response Plan (RRP)](http://reporting.unhcr.org/sites/default/files/Uganda%20Country%20RRP%202019-20%20%28January%202019%29.pdf). These two frameworks exist in complementarity to each other.[[6]](#endnote-1)[1]  Whereas the UNSDCF is coordinated by the RCO, the RRP is coordinated by UNHCR. The RRP is the fundraising, coordination and planning instrument for the humanitarian response to refugees in Uganda. Whilst seeking to meet the humanitarian needs, it also serves as a transition plan towards sustainable refugee programming and incorporates some resilience components. As such, the plan contributes to the implementation of the Comprehensive Refugee Response in Uganda, which is one of the intervention areas in the Cooperation Framework.

The Strategic Priorities articulated in the Cooperation Framework is in line with continental and regional bodies such as [African Union](https://au.int/en/agenda2063), [IGAD](https://www.igad.int/), [EAC,](https://www.eac.int/) and the Great Lakes to address issues of regional peace, security and development. Uganda is signatory to the 2013 Peace, Security and Cooperation Framework for DRC and the region. The framework seeks to transform the region by finding durable solutions to the protracted conflict and insecurity that has rocked DRC’s eastern part and spilled to the region. Uganda’s Rwenzori region that borders Eastern DRC has experienced cycles of conflict with reported involvement of negative forces and at times drawing in the communities that live at the hinterland. To implement the PSC-F, Uganda has cooperated with the other countries in the region on security and development to disarm, demobilize, repatriate, reintegrate and resettle ex-combatants; support community recovery and reconciliation and on livelihood projects with the objective of sustaining peace. Through cross-border programmes implemented under the auspices of the Office of the Special Envoy of the Secretary General to the Great Lakes, specific bilateral projects such as the Agri-Led project for the development of Rwenzori; the joint programme with Kenya for Peace and Development of Karamoja region as well as contribution to the implementation of the Strategy for the Horn of Africa which focuses on the IGAD countries, Uganda contributes immensely to regional peace and security.

Continentally, Uganda has acceded and completes the self-monitoring mechanism for political governance, economic governance and management, corporate governance and sustainable socio-economic development encapsulated within the Africa Peer Review Mechanism, APRM. This review serves as an early warning tool that feeds into the Africa Peace and Security Architecture (APSA).

## 2.6 Strengthening Resilience

Uganda is vulnerable to climate-related, economic and social disasters and risks that could negatively impact development and social transformation, and the achievement of SDGs across the country. Integrating disaster risk reduction and climate change adaptation (building environmental, economic and social resilience) at national, local government, and community levels and within sectors is critical, going forward. Uganda, like many countries in the world, has been impacted negatively by COVID-19, which has seen earlier economic growth projections for 2019/20 being slashed by a half.

In response to the COVID-19 outbreak, the UN system undertook a study to ascertain the potential socio-economic impacts of the pandemic to provide evidence to inform interventions for the short, medium and long term. Findings indicate that COVID-19 has and will have multiple impacts on the economy, poverty, employment, livelihood and vulnerability including increase in the incidences of domestic violence, surge in rate of crime, and a worrying lack of access to emergency SRHR services, among others. The impact of the pandemic will be distributed unevenly across sectors, with the service and the manufacturing sectors being most affected and agriculture being the least affected sector. Tourism is expected to lose revenue of more than 5 billion in the next 5-year period (2020-2025) and close to 65 percent of the workers will either temporarily be laid off or will not be paid regularly. The widespread impact of COVID-19 across economic sectors will most likely slow down the speed of economic transformation, expansion of the industrial base, job growth and delivery of essential social and protection services envisaged under NDPIII. It will also impact negatively on the achievement of SDGs. The challenge is to protect people, especially the marginalized and vulnerable, from loss of livelihoods, hunger and limited access to quality social and protection services.

As Uganda was under lock-down due to COVID-19 pandemic, another disaster emerged - the rising water levels of Lake Victoria. The current rise of Lake Victoria water level started on 1st October 2019, and has constantly gone up from 12 meters to the current level of 13.32 meters as of 30th April 2020. The quick rise in water level has been accelerated by human activities especially environmental degradation. Loss of forest cover, encroachment on wetlands, lakeshores and riverbanks including poor land use practices, have resulted in soil erosion leading to siltation of water bodies. The result is speedy movement of water into the lakes and rivers with a lot id silt, which has further reduced water storage capacities of Uganda´s water bodies. In addition, urbanization has created highly impermeable surfaces like roads, roofs, pavements that have reduced water infiltration into the soil, interception and evapo-traspiration capacity of forests and wetlands. The rising water levels have had negative impacts, flooded hospitals, schools and infrastructure, disrupted businesses, destroyed property and displaced thousands of people living and working by Lake´s shores. Increasing water levels in the lake have also destroyed fishing equipment and structures and displaced fishermen from landing sites and beaches. Many households and business people, mostly women, directly depending on fishing and related businesses have lost their means of livelihood.

The locust invasion, COVID-19 pandemic and rising of Lake Victoria water levels, among other shocks, have provided important lessons and opportunities for Uganda, including: the need to develop local production capacity, especially of essential goods, rather than rely on imports; the need for Uganda to have a home-grown, resilient, effective/sustainable emergency response systems in the public and private sectors at national, local and sector levels; need to build strong and sustainable coordination and leadership at institutional and sector levels; need to strengthen surveillance, laboratory support and point of entry management; having effective social mobilization and community engagement systems; strengthening case management, infection prevention and control systems; enhancing electrification, connectivity and E-learning; enhancing science, technology and innovation as enablers of socio-economic transformation and job security; promotion of WASH, Mental Health & psychological support; having strong functioning national and local/community health facilities; and having effective, comprehensive and inclusive social protection programmes targeting the marginalized and vulnerable people and regions.

The NDP III acknowledges the need for risk informed development as a process and not an event. The plan has therefore identified, analysed various potential risks and prescribed possible mitigation, continuous monitoring and management measures during the plan period.

Bridging the humanitarian-development-peace divide is essential to mitigating the impacts of crises and reducing the probability of future occurrences. Positive and collaborative partnerships centred on innovative thinking that look beyond shock-driven responses towards addressing underlying vulnerabilities and engendering resilience. Building on the complementarity between emergency preparedness and response, development, and peacebuilding efforts, the CF prioritizes the prevention and mitigation of shocks caused by various factors including political crisis, natural disaster and climate change. Through supporting Government and national partners in addressing the root causes of conflicts and disaster, the prevention agenda will be integrated into development policies, safeguarding development gains while ensuring the resilience of communities at local level.

This principle will be mainstreamed across the UN’s work in all three Pillars, with emphasis on risk analysis and preparedness strengthening community resilience, disaster risk reduction and climate change adaptation. This will be achieved through exploring synergies and complementarities between humanitarian and development approaches in risk informed programming which underpins shock responsive services and climate proofing of infrastructure. It will also integrate South-South and Triangular Cooperation to ensure effective results through tested experience.

In case of emergencies, OCHA represented by the Regional Office for Southern and Eastern Africa (ROSEA) will support emergency response and response readiness activities that the UNCT might undertake in support of the Government.

## 2.6 Sustainability

The Uganda Vision 2040 describes the Ugandans aspirations of “A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years.” And the third National Development Plan (NDP III) 2020/21-2024/25 (NDPIII) gives the strategies towards building blocks and realizing some of the achievement needed. Since the Cooperation Framework 2021-2025 is aligned to NDPIII and supports Government within the existing structures, sustainability is assured. This is because a good foundation will have been created. The Government and UN visioning and preparation of the Cooperation Framework took into consideration Uganda´s long-term development trajectories, gaps, challenges and opportunities up to 2030. Besides, the strategic priorities, outcomes and identified interventions are owned by the GoU and non-state stakeholders and will be implemented within the existing national and local level structures. As described in the Cooperation Framework, the UN system through partnership with Government, local governments, non-state stakeholders and other development partners will support strengthening of national and local capacities and institutional arrangements to effectively coordinate and scale-up the achievements and impact made within the Cooperation Framework life cycle. This will create a good foundation for sustainability.

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## 2.7 Comparative Advantages and Partnerships

With the current implementation of UNDAF (2016-2020) and UN system provided technical support to the Government during the preparation of NDP III, UN Uganda is seen as a trusted partner and a contributor to the country´s development and social transformation. In particular, UN is seen by Government and non-state actors as uniquely placed to:

* Support the development and review of legal and policy frameworks
* Provide impartial policy advice, based on international experience, technical expertise and good practices;
* Support strengthening national capacities at all levels, in particular support for creating enabling environment for effective service delivery at district/local government level;
* Acting as a convener of a wide range of national and international partners;
* Development Partners/Donor Coordination
* Providing high quality technical expertise in specific areas like climate change and sustainable management of natural resources, technologies for SDGs;
* Strengthening the capacity of CSOs and other groups to hold government and local leaders and citizens accountable in promoting 2030 Agenda and addressing SDGs;
* Providing a neutral space where political issues and other governance and social issues can be addressed and resolved.
* Supporting data and knowledge management for policy and programming at national and district levels.
* Increase awareness and promote utilization of LDC-specific international support measures in the areas of trade and development cooperation.

In the last five years, through UNDAF and support from the various UN entities placed regionally and HQ level, the UN has played a key role and a broker in ensuring that regional and international frameworks are mainstreamed in Uganda´s development plans and strategies. In particular, the United Nation´s normative role – supporting mainstreaming and implementation of standards, norms and agreements, with focus on six programming principles of 2030 Agenda: Leave No One Behind, Human Rights Based Approach, Gender Equality and Women´s Empowerment, Resilience, Sustainability and Accountability.

UN System is also well placed to mobilize partners for SDGs at national and district /local government levels and create an enabling and inclusive platform that can provide an avenue for dialogue, SDGs acceleration and active participation on SDGs. UN is in a unique position and has capacity to work with/support the following: groups:

1. Public Sector

* All Government Sector Ministries, Departments and Agencies (MDA)
* The Cabinet
* Parliament
* Attorney General Office
* Judiciary
* Special offices like: Anti-corruption Commissions
* Security and Law Enforcers

2. The Private Sector

3. Unions and Associations

4. Civil Society Organizations (CSOs): NGO and FBOs

5. Special Groups (e.g. Umbrella of Youth, PLDs, women, and those infected/affected by HIV/AIDs)

6. Academia: Universities and Research Institutions

7. Media (Electronic and Print) Groups.

UN system is also uniquely placed and has the capacity to support groups and individuals who could otherwise be left behind due to existing cultural, economic and political norms and practices. UN is also in a position to point out to the government, local leaders and other community duty bearers and right holders sensitive issues that are not in the public discourse but has to be addressed because they go against the established international norms and standards, issues such as child marriage, child labour and exploitation, gender based violence, and sexual exploitation and abuse.

Through SDG financing strategies, UN is well placed support the Government through:

* Alignment of the national plans with sector and local plans through which the development results would be achieved and SDGs accelerated
* Mobilizing new and additional resources in full alignment with local plans through effectively strengthening local level institutions
* Ensuring adequate financing to respond to the needs of the most vulnerable such as women, youth and disabled people and other vulnerable groups
* Harnessing identified sources of finance by the Development Finance Assessment such as the private sector engagement, innovative finance to bring together a composite picture of finance flows and priority reforms that need to be implemented to develop an INFF
* SDG scenarios development to inform annual budget processes as part of national development plans and finance alignment
* Refine tools and systems to provide them the much-needed SDG focus for accountability and monitoring of progress
* Supporting public finance management reform
* Establishing and strengthening public and private sector as well as CSO partnerships on SDG reporting through better tracking of finance and results.
* Supporting national bodies including the private sector to enhance institutional capacity for climate action, sustainable management of natural resources and promoting sustainable consumption and production patterns.

# **CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION PLAN**

## 3.1 Implementation Strategy and Partnerships

To align the UN support to Uganda´s NDP III, the Government of Uganda and the UNCT agreed to adopt a collaborative strategy to ensure effective partnerships and UN system’s targeted, coordinated and impactful support on agreed areas of CF interventions. The UN system will collaborate with other non-resident UN agencies, development partners, private sector, CSOs, umbrella organizations, academia and special groups of women, youth and PLWs in the implementation of the Cooperation Framework.

To support holistic UN system engagement, UN in Uganda will promote coherence and ensure core programming principles: Leave No One Behind, Human Rights-Based Approach, Gender Equity/Women´s Empowerment, Resilience, Sustainability and Accountability.

Building on lessons learned from the natural disasters and risks including locust invasion, the COVID-19 pandemic and flooding, the UN will support and work with Government, Local Governments, NGOs development partners, the private sector, and other stakeholders in strengthening capacities at national, local government and sector levels for mitigation, adaptation and building resilience to cope with the impacts of climate change, and other health, socio-economic and environmental disasters and shocks.

The UN system support will be implemented through integrated and strategic manner, and through effective coordination. To ensure equality and non-discrimination a human right-based approach will be used. The Cooperation Framework also embodies nexus of change, partnerships and innovations. UN system will build on ongoing successful partnerships with the Government MDAs, private sector, non-state organizations (NGOs and FBO), academia, media, youth, women and special groups. The UN system will strive to establish new partnerships and expand existing ones, and support informed engagements and multi-stakeholder consultations. The UN system will leverage on new technologies to support CF implementation and monitoring including in areas of some health challenges like COVID-19 and Ebola viruses emerge.

The CF will also take advantage and integrate all the ongoing UN Joint Programmes that will be rolling into the new CF timeline. The CF will build on the JPs successes and ensure mutually reinforcing results.

## 3.2 Joint Work Plans

For effective implementation of the Cooperation Framework, the UN agencies in collaboration with partners will develop, monitor and report on the annual Joint Work Plans. The JWPs will ensure greater alignment with national priorities, support country capacities to deliver development results and ensure transparency and accountability in their implementation. JWPs will help to translate outcomes into concrete, measurable and time-bound outputs that provide clear, normative-operational linkages and enable the UN and partners to establish the attribution of the United Nations contribution to national priorities.

Embracing a JWP per Strategic Priority, the new CF will advance the harmonization and simplification of UN operations, strengthening the inter-linkages between the UNSDCF and agency specific planning frameworks. Developed using a Results Based Management framework with Specific, Measurable, Attainable, Results-based and Timebound (SMART) indicators, JWPs will ensure a coordinated and consistent UN response, while aligning UN programming with global and regional frameworks.

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## 3.3 Programme Management and Accountability

The Joint National-UN Steering Committee is the highest governing body of the Cooperation Framework. The UNCT, under the leadership of the UN Resident Coordinator will be responsible for the implementation of the CF and provide oversight to the various groups formed under this Cooperation Framework. The UNCT will establish three Strategic Priorities Groups, chaired by Heads of Agencies and co-led with the lead line ministries to lead CF annual joint planning, monitoring and reporting. UNCT members also commit to ensure that individual UN agency programming documents are developed in full alignment and in support of the Cooperation Framework 2021-2025 Strategic Priorities.

The UNSDCF’s Joint Work Plans and/or agency-specific work plans and project documents as necessary will describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNSDCF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNSDCF and joint or agency-specific work plans and / or project documents.

Cash transfers to Implementing Partners will be based on the Work Plans agreed between the Implementing Partner and the UN agencies. Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
   1. Prior to the start of activities (direct cash transfer), or
   2. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

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## 3.4 UNSDCF Governance Structure

The governance structure and implementation mechanism for the Cooperation Framework will be guided by UNSDCF guidance and strongly aligned with NDP III/SDGs coordination mechanisms. The CF governance structure will ensure strong national ownership and engagement. These include reconfigured Joint National-UN UNSDCF Steering Committee as the highest governing body and chaired by RC and the Senior Government official; Strategic Priorities Groups co-led with lead line ministries. The CF implementation will be supported by various inter-agency group including the UN Programme Reference Group, UN SDG Team, UN Disaster Risk Management Team, Human Rights and Gender Advisory Group (HRGAG), Results Based Management Group, UN Operations Management Team (OMT), UN Communication Group (UNCG).

**The reconfigured Joint National-UN UNSDCF Steering Committee (JSC)**

The JSC ensures strategic direction and oversight of the Cooperation Framework; alignment with national, regional and international development processes, mechanisms and goals; and links with other processes such as the Voluntary National Reviews. The JSC monitors progress, challenges and opportunities, and steers the direction of implementation; reviews the One UN Country Results Report; and supports resource mobilization for the Cooperation Framework as well as development financing opportunities.

The JSC is co-chaired by a Senior Government Official on behalf of the Government of Uganda and the UN Resident Coordinator on behalf of the UN Country Team. The JSC includes UN Country Team and key partners. A JSC meetings take place at least once a year to review the One UN Country Results Report, to review and updated the UN CCA and assess implementation of the JWPs, and in case of evolving national circumstances, to make formal decisions on amendments or revisions of the Cooperation Framework to ensure continued relevance and focus.

**UN Country Team (UNCT)**

The UNCT, under the leadership of the UN Resident Coordinator will be responsible for the implementation of the CF and provide oversight to the various inter-agency groups. The RC and UN entities will adhere to the individual and mutual accountabilities stipulated in Management and Accountability Framework (MAF). Through MAF, the UNCT will ensure consistent approach and commitment to the General Assembly resolution on the repositioning of the UN development system. While it is recognized that the primary accountability for individual programmes lies with respective UN entities, all agencies engaged in operational activities for development are also accountable for shared results and impact of the UN development system.

**CF Strategic Priority Groups (SP Groups)**

The CF Strategic Priority Groups are part of UNSDCF management arrangements responsible for CF implementation, monitoring progress and reporting. The SP Groups led by Heads of Agencies are established based on CF Strategic Priorities and are responsible for inter-agency coordination and technical support associated with the implementation of agreed CF Outcomes, including on cross-cutting issues. The SP Groups will develop Joint Work Plans, identifying outputs where agency activities can complement one another, including through joint programming, joint resource mobilization, outlining the activities of each agency in the achievement of common results. The accountability for CF implementation and achievement of results will remain as a collective effort of UNCT/SP leadership.

**UN Programme Reference Group (PRG)**

The PRG iscomposed of deputies, senior policy and programme officers and is chaired by the selected member. PRG closely collaborates with Resident Coordinator’s Office. Under the overall guidance of RC/UNCT, the PRG facilitates and provides overall policy and technical guidance on UNSDCF.

**UN Technical Working Group on SDGs (UN SDG Team)**

The Group provides technical support to UNCT, Government and other stakeholders on all undertakings relating to implementation of SDGs as stipulated in the Cooperation Framework and National SDG Roadmap. It supports UNCT efforts and the Government in mobilizing resources and partnerships to facilitate implementation of the 2030 agenda, ensure complementarity of activities implemented by agencies to optimize resource use; report progress to the UNCT and its high-level advisory group on SDGs, share lessons and best practices for implementation of the Agenda through South-South and Triangular cooperation.

**UN Disaster Risk Management Team (UNDRMT)**

The UNDRMT is a supportive body of the UNCT to prepare and coordinate emergency preparedness and response activities, and to coordinate long term plans for DRR and resilience building among UN agencies, with capacity building to the GoU in these respective areas. The Group will be resuscitated under the new CF cycle.

**Human Rights and Gender Advisory Group (HRGAG)**

The HRGAG, collaborating closely with the Resident Coordinator’s Offices, provides technical support to the UNCT and PRG on issues related to human rights and gender (HRG); supports coherence in mainstreaming of HRG in UN programmes and operations, inter-agency coordination and capacity building around HRG; and fulfilment of UN’s institutional commitments on GHR in programming and operations. Such commitments include, among others, the Gender Scorecard and UNCT-System Wide Action Plan, use of Human Rights and Gender markers in programming, achievement of Gender Parity and engagement with regional and international human rights mechanisms, including the Universal Periodic Review and treaty bodies. The group is comprised of gender and human rights focal persons from all UN Agencies and is co-chaired by UN Women and OHCHR. The group provides policy and technical guidance on HRG in the design and implementation of the UNSDCF.

**Results Based Management Group (RBM Group)**

Drawing on the comparative strengths and practices of the various UN entities the RBM Group will provide coherent support in strengthening national data systems to track UNSDCF, JWPs and SDGs achievement; monitor alignment of national policies and frameworks with international norms and commitments; monitor the situation of vulnerable groups; and enable the meaningful engagement of citizens in development processes that leave no one behind. A dynamic RBM Group will ensure that CF monitoring adapts to specific contexts, learning from implementation while enabling quick adjustments to programming approaches, whenever necessary. The Group’s work will be guided by jointly agreed RBM Group annual work plan and CF M&E Plan.

**UN Operations Management Team (OMT)**

The OMT champions increased operational coherence, harmonization and optimization to increase the UN’s overall service efficiency, effectiveness and quality while enhancing programme delivery. Membership to the OMT includes the deputies or senior operations managers from each resident UN agency in Uganda which meets at least once a month. The OMT also consists of six (6) technical working groups: Procurement, Administration; Information Communications and Technology; Human Resources; Finance and HACT which lead the day-to-day implementation of the UN Uganda BOS annualized through the OMT Annual Work Plan with deliverables at the working groups level. The OMT has established a Common Services Unit with dedicated BOS expertise providing technical support around the implementation of the BOS and Common Services.

**UN Communication Group (UNCG)**

The UN Communication Group is the lead inter-agency group responsible for formulating and implementing the UN Sustainable Development Cooperation Framework Communication Strategy. The UNCG is composed of Communication/Information Officers or information focal points of all United Nations agencies and entities operating in Uganda. In Uganda, UNCG is currently chaired by the UN Resident Coordinator. The Group is responsible for joint UN communications including strategic advocacy, outreach and joint programme communication, support to partnership building, media relations, digital communications, publications, branding management and visibility. The group enhances knowledge management building on lessons learned from both joint and agency-specific programmes and activities, ensuing innovative ways to interact with beneficiaries.

**Office of the Resident Coordinator**

The Resident Coordinator’s Office fulfils five key functions in support of the responsibilities of the RC and the UNCT: (1) strategic planning; (2) development economics; (3) partnerships and development finance; (4) data and results management and reporting; and (5) communications and advocacy.

## 3.5 Funding the Cooperation Framework

The UNCT will develop the CF Funding Framework that will emphasize the allocation of UN resources in the context of larger flows to support NDP III and SDGs. UN resources will be seen as playing a complementary and catalytic role in order to: (i) address barriers to SDG financing; (ii) help facilitate dialogue with diverse partners and enable governments identify new sources of SDG financing; and (iii) better align existing financial resources with national SDG plans.

The Funding Framework will respond to the requirements of the Funding Compact agreed by Member States, committing the UN development system to be more transparent and accountable for its spending, more effective and efficient in the use of limited resources, and to communicate more clearly on what it does and what it achieves. The FF for CF will represent a consolidation of the agreed, costed results of the Cooperation Framework - including operations and communications. It will provide an overall picture of the (1) amount, (2) type, (3) source, (4) duration, and (5) sequence of financial resources, including the required amounts, available resources and resource mobilization needs. It will function as a financial planning, resource management and mobilization tool of the UNCT, Government, and other stakeholders.

The UN Uganda Multi-Partner Trust Fund established earlier in 2020 will support UNCT leveraging financing national development priorities through the CF. The UNCT will continue exploring financing opportunities from global joint funds, such as the Migration Fund, and the Joint SDG Fund, among others, building partnerships and new financing for development opportunities.

## 3.6 UNCT Configuration

The UN is also uniquely placed and have the capacity to support groups and individuals who could otherwise be left behind due to existing cultural, economic and political norms and practices. The UN is also in a position to point out to the Government, local leaders and other community duty bearers and right-holders sensitive issues that are not in the public discourse but has to be addressed because they go against the established international norms and standards, issues such as child marriage, child labour and exploitation, gender based violence, and sexual abuse and exploitation.

## 3.7 Communication for the Cooperation Framework

CF implementation, progress, results achievement, challenges, and lessons learned will be communicated and reported to various stakeholders at national, local and within sectors through reviews and outreach strategies. The UNCT will develop a Communication Strategy that will be implemented with UNCG support. The Strategy will leverage on new technologies to reach and interact with various stakeholders, youth in particular and those in rural areas. The UNCT Uganda is committed and will ensure that evidence-based messaging and reports are designed and disseminated in time using various platforms, taking advantage of new technologies and innovations.

# **CHAPTER 4: IMPLEMENTATION, MONITORING AND LEARNING**

## 4.1 Implementation Support

The UN system agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities’ support may be provided to non-governmental [and civil society] organizations as agreed within the framework of the individual workplans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies’ country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies’ funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not earmarked by donors to UN development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

The Government will support the UN system agencies’ efforts to raise funds required to meet the needs of this Cooperation Framework and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies’ efforts to raise funds for the programme from other sources, including the private sector both internationally and in [name of country]; and by permitting contributions from individuals, corporations and foundations in [name of country] to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies.

2. Programmatic monitoring of activities following the UN system agencies’ standards and guidance for site visits and field monitoring.

3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

Uganda´s Supreme Audit Institution may undertake the audits of Government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services.

The CF has been designed in line with Result-Based Management (RBM) approach. Capacity for the application of RBM will be enhanced throughout the Cooperation Framework period, within the UN system and among partners. Monitoring, evaluation and learning (MEL) plan will ensure effective and efficient delivery of Cooperation Framework Outcomes and Outputs by reviewing performance, using evidence for timely and strategic decision making and learning from experiences for results achievement.

Cooperation Framework monitoring will be continuous throughout the programming circle to track progress towards identified results and whether the ToC of each outcome identified at the design stage are still valid or not, and if they should be revised during the implementation. The UN CCA will also be reviewed annually to ensure the ongoing analysis of the country context informs the UN programming.

## 4.2 Monitoring, Reporting and Evaluation

A Monitoring, Reporting and Evaluation Plan is developed for the duration of the Cooperation Framework, in line with UN development system guidelines. It outlines how joint and agency-specific M&E activities mutually reinforce each other, and specify respective roles, responsibilities and accountabilities. The Cooperation Framework is valid for five years from 2021 to 2025. It will be reviewed and reported against annual Joint Work Plans and evaluated prior to the start of the subsequent planning cycle.

The six programming principles and approaches will be applied at all phases of programme design, implementation, and management including monitoring and evaluation. Data generation and adaptability to changing circumstances will be cross-cutting strategies. Specific results on human rights, labour and social rights, gender equality and environmental protection are included under the relevant outcomes, as well as mainstreaming UN normative principles across the entire Cooperation Framework.

## 4.3 Risks and Opportunities

The Cooperation Framework 2021-2025 formulation process identified several risks that could potentially influence the achievement of the Cooperation Framework Outcomes.

* Natural Disasters, environmental degradation and impact of climate change and other

socio-economic disasters and risks. Uganda will continue to face climate shocks such floods, landslides, drought, famine, severe storms, wild fires and lightning, plants and zoonotic diseases and pests that negatively impact on production and productivity, thus affecting households´ livelihoods, with serious consequences on food security across the country. The country is also vulnerable to spread of diseases such as Ebola and COVID-19. Such disasters and shocks have destructive impacts on investment in many parts of the Country and could jeopardize the achievement of SDGs. The UN together with other development partners and International Financial Institutions will work with the Government MDAs, Local Governments, the private sector and other non-state actors on programmes of conservation of the environment and natural resources and building resilience and adaptation to climate shocks and risks across the country.

* Poor economic growth and increased inequalities poses social, economic and

environmental threats in Uganda. Uganda risks slow and an equal economic growth and shared prosperity, reduced foreign direct investment, limited creation of decent jobs for youth and women, and food insecurity. The UN system seeks to support the Government and Local Governments efforts to create opportunities for inclusive economic growth and creation of decent job opportunities across Uganda.

* Land disputes and ethno-political conflicts: Land remains a conflict driver across Uganda, but

especially in the Albertine Graben, central Uganda, Karamoja, and northern Uganda where

there are prospective business interventions related to extractive and economic industries, timber, commercial farming and mining. In other areas such as the Mount Elgon Region, Teso and South Western Uganda, there are protracted conflicts pitching the local communities against government led conservation efforts. In Western Uganda, specifically in the Rwenzori sub-region, there is an ethno-political long-standing conflict between three ethnic groups over resources, including land. The Government, with the support of various development partners, has put in place programmes for peace, security and stability in the regions at risk. Capacity building for dialogue, inclusive negotiations and peace resolutions are part of these initiatives.

* Election related violence: The Ongoing political tension has the potential to affect the

implementation of national programmes. This is likely to worsen during the upcoming 2021 elections based on trend unless there is increased investment in civic education and orientation of the leadership of police and other security organs. UN system in Uganda together with other development partners is working with the Government and relevant institutions to make sure that political tension is addressed and the coming elections are peaceful, transparent and credible.

* Dwindling resource allocation to basic social and protection sectors. Public expenditures in

health and education are below the required threshold of investment for a developing country like Uganda, and for example, far below commitments under the Abuja Declaration on public health expenditure. External debt presents the biggest risk, and unless government strikes a balance between the need for public investment and managing public finances, Uganda economic growth could be negatively impacted especially through rising inflation. The current nominal debt to GDP ratio of 42.2 percent in 2018/19 is expected to rise in the next five years given that government has already a number of commitments. There are also challenges related to accountability and inefficiency in the use of public resources. Addressing the financing gap for development and social transformation of Uganda is an area of attention for the UNCT. The UN system together with other development partners are committed to support Uganda design and implement an Integrated National Financing Framework.

# **CHAPTER 5: COMMITMENTS OF THE GOVERNMENT**

The Government will support the UN system agencies’ efforts to raise funds required to meet the needs of this UNSDCF and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies’ efforts to raise funds for the programme from other sources, including the private sector both internationally and in Uganda, and by permitting contributions from individuals, corporations and foundations in Uganda to support programmes which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in Legal Annex.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the “General Convention”) or the Convention on the Privileges and Immunities of the Specialized Agencies (the “Specialized Agencies Convention”) to the Agencies’ property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) “Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement”.

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that [UN organization] will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transfers to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from [UN organization] will provide UN system agency or its representative with timely access to:

• all financial records which establish the transactional record of the cash transfers provided by UN agencies, together with relevant documentation;

• all relevant documentation and personnel associated with the functioning of the Implementing Partner’s internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and [UN organization]. Each Implementing Partner will furthermore:

• Receive and review the audit report issued by the auditors.

• Provide a timely statement of the acceptance or rejection of any audit recommendation to the [UN organization] that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to [UN organization].

• Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

# **Annexes:**

## Annex 1: Joint Statement

[Attachment]

## Annex 2: UNSDCF Results Framework

**A: Cooperation Framework Strategic Priority 1: Transformative and Inclusive Governance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Impact**  **National Development Priorities (NDPIII)**  Increased Household Incomes and Improved Quality of Life of Ugandans  Objective 1: Enhance value addition in key growth opportunities;  Objective 2: Strengthen private sector capacity to drive growth and create jobs  Objective 3: Consolidate and increase the stock and quality of productive infrastructure;  Objective 4: Increase productivity and wellbeing of Population;  Objective 5: Strengthen the role of the State in development.  **Regional Frameworks:**   * Africa Union Agenda 2063 * East African vision 2050 * COMESA * The Africa Continental Free Trade Area (AfCFTA)   **SDG and Targets**: 1.b, 3.c, 5.1. 5.2, 5.5, 5 a 2, 5.b, 5.c, 6.b, 8.3, 8.7, 8.8,10.2, 10.3., 10.4, 10.5, 10.6, 10.7, 12.7, 12.8, 15.6, 15.7, 15.a, 15.c, 16.1, 16.2, 16.3, 16.4, 16.5, 16..6, 16.7, 16.8, 16.9, 16.10, 16.a, 16.b, 17.1, 17.14, 17.15, 17.16, 17.17, 17.18, 17.19 | | | | | |
| Strategic Priority 1: Transformative and Inclusive Governance | | | | | |
| **Results** | **Performance**  **Indicators** | **Baseline**  **(FY 2018/2019 [2019])** | **Target**  **(Cooperation Framework end)** | **Data Source/MoV** | **Assumption Statement** |
| Outcome 1: *By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security* | 1.1 Primary government expenditures as a proportion of original approved budget, by sector (SDG. 16.6.1) | 90.2% | 98% | Annual Budget Performance Report, MFPED | *There is continued political will and commitment towards sustained good governance.*  Governance system is inclusive, accountable and effective promoting human rights, peace, justice and security. |
| 1.2 Proportion of women and Youth in elected positions at various levels (Parliament & LCs/RWC 1- 5) | a. Women: 1) 35%, 2) LC1- LC5- 41.4%  b. Youth: 1) 1.1%, 2) LC1- LC5-11.56% | a. Women: 1) 38%, 2) LC1- LC5- 44%  b.Youth:1) 2%, 2) LC1- LC5- 15% | General Elections Report (Electoral Commission) |
| 1.3 Governance Index (Proxy Indicator) | 55 | 60 | Ibrahim Mo Governance index, |
| Output 1.1: Institutions and systems at national and sub-national levels are effective and accountable in line with national, regional and international obligations and commitments | 1.1.1. Number of policy and legal frameworks developed and implemented for promotion of democracy, accountability, equal opportunities and pro-poor growth in line with international human rights standards, obligations and commitments. | 0 | 5 | Government Annual Performance Report  & National SDG Report/Voluntary National Report | Policies and legal frameworks are developed and implemented for promotion of democracy, accountability, equal opportunities and pro-poor growth |
| 1.1.2. Percentage of Local Governments showing improvement on the annual Local Government Performance Assessment (LGPA) | 58% (2020) | 80% | Government Annual Performance Report & Local Government Performance Assessment Report | Local governments are effective and efficient in promoting good governance and Local Economic Development  ( LED). |
| 1.1.3. Existence of strategic functional management information system informing policy direction | Partial (2020) | Largely | Sector Review Reports, Global ICT Development Index, International Telecommunications Union Reports, Uganda National Household Survey ICT Development Score | Institutions and systems use management information system to inform policy. |
| Output 1.2:  Strengthened capacity of people especially marginalized and vulnerable groups to participate and benefit from governance and development at all levels | 1.2.1 Proportion of voter turnout by elective category and electoral levels [i.e. youth, constituency representatives, workers unions, PWDS, elderly …] disaggregated by sex | National elections[[7]](#footnote-6): 67.61% (2016);  Local councils: 46% (2016): | National elections:72%;  Local councils: 75%;  Interest groups [youth, PWDs, Elderly]: 70%-  At least 68% of females and 72% of males | Electoral Commission Reports | People including the marginalized and vulnerable turn up to vote. |
| 1.2.2. Proportion of the population satisfied with their last experience of public services [by sex, age, disability] | TBD | TBD | JLOS sector annual reports| Peace and governance survey| Public Service Pension Fund| National Service Delivery Survey. | The population actively participate in public service satisfaction survey |
| 1.2.3. No. of target non-state institutions with strengthened capacities for advocacy and engagement in the review and reform of legislation and policies for national and subnational governance and development | 3 (2019) | 10 | Administrative data from NGO Forum, UWONET annual review reports.  Local Government Performance Review Reports| | Non-state institutions are engaged in the review and reform of legislations and policies for governance. |
| Output 1.3: Capacity of state and non-state actors at local, national, and regional levels strengthened to sustain peace and security. | 1.3.1. Crime Rate by sex, age, type and region | TBD | TBD | The Humanitarian Data Exchange, MI Governance Index, UBOS Governance, Peace and Security Survey, Peace Index, APRM reports. | Systems for assessing and reporting crimes (all sorts) exist at local, national and regional level. |
| 1.3.2. Existence of a functional infrastructure for peace | No (2019) | Yes (2025) | IGAD Report, Great Lakes reports, EAC Reports, OPM monitoring reports, National Peacebuilding and Transformation Taskforce Reports, MOFA progress report. | Government and non-state stakeholders are effectively engage in dialogue for peace and security |
| 1.3.3. Proportion of public with confidence in the security system | 72% (2017) | 80% | National Governance, Peace and Security Survey Report;  NDPIII Results Framework (NSDS, NGPSS – UBOS) | The population actively participate in the National Governance, Peace and Security Survey |

**B: Cooperation Framework Strategic Priority 2: Shared Prosperity in a Healthy Environment**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Impact**  **National Development Priorities (NDP III)**  Increased Household Incomes and Improved Quality of Life of Ugandans  Objective 1: Enhance value addition in key growth opportunities;  Objective 2: Strengthen private sector capacity to drive growth and create jobs  Objective 3: Consolidate and increase the stock and quality of productive infrastructure;  Objective 4: Increase productivity and wellbeing of Population;  Objective 5: Strengthen the role of the State in development.  **Regional Frameworks:**   * Africa Union Agenda 2063 * East African Vision 2050 * COMESA * The Africa Continental Free Trade Area (AfCFTA)   **SDG and Targets:** 1.b, 3.c, 5.2, 5.5, 5.b, 5.c, 6.b, 8.3, 8.7, 8.8, 10.2, 10.5, 10.6, 10.7, 12.7, 12.8, 15.6, 15.7, 15.a, 15.c, 16.1, 16.2, 16.3, 16.4, 16.5, 16..6, 16.7, 16.8, 16.9, 16.10, 16.a, 16.b, 17.1, 17.14, 17.16, 17.17, 17.18, 17.19 | | | | | |
| **Strategic Priority 2: Shared Prosperity in a Healthy Environment** | | | | | |
| **Results** | **Performance Indicators** | **Baseline**  **(FY 2018/2019 [2019])** | **Target**  **(Cooperation Framework end)** | **Data Source/MoV** | **Assumption Statement** |
| Outcome 2.1:  By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources | 2.1.1a. Sector contribution to GDP (Agriculture, Tourism, Mining, Manufacturing) | (2018):  Agriculture: 22.9%,  Tourism: 7.3%,  Mining: 0.3%, Industry: 26.5%, Manufacturing: (15.4%) | Agriculture: 19.9%;  Tourism: 8.5%:  Mining: 5.7%; Industry: 28.6%; Manufacturing 20% | UBOS Annual Statistical Abstract/Labour Force Surveys | *Productive Sectors (Agriculture, Tourism, Mining, Manufacturing) are modernized and effective increasing productivity and production.* |
| 2.1.2b. Unemployment rate disaggregated by age and sex and persons with disabilities  (SDG 8.5.2, NDP III) | 14 % (2018)  Youth: 9.2% Male: 13.3%, Female: 6%, | 8.8 % (2025)  Youth: 6.9% Male: 9.7%, Female: 5.2%, | UBOS Annual Statistical Abstract/Labour Force Surveys |
| 2.1.3c. Uganda’ s score on Ease of Doing Business Index | 116/60 (2020) | 100/80 | World Economic Forum; World Bank ease of doing business index |
| Output 2.1.1: Strengthened capacity of institutions and people, especially the vulnerable and marginalized, to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain enhancement and market access | 2.1.1a Volume of production per labour unit (in USD) by classes of farming/pastoral/forestry enterprise size including smallholders | TBD | TBD | TBD | Farmers effectively engaged in efficient and climate smart agriculture |
| 2.1.1b. Percentage of processed exports to total exports disaggregated by category (agriculture, mining) | TBD | TBD | TBD | Government and non-government actors adopt/increase value addition in (agriculture, Mining) |
| 2.1.1c. Distribution of agricultural land area owned disaggregated by sex, age, location | TBD | TBD | TBD | Government enacts, implements and promotes policy, legal and regulatory framework for promoting equitable access to productive resources such as land |
|  | 2.1.1.d. Number of institutions assessed and assisted in making improvement in their functioning and reporting improved performance | TBD | TBD | TBD | Institutions are interested and actively participating in capacity building to enhance their productivity. |
| Output 2:1.2:  People, especially women and youth, have improved access to and utilize innovative practices, technologies, finances, natural and productive resources for decent employment and livelihoods | 2.1.2a Number of new decent jobs (formal and informal) generated disaggregated by sex, age, disability | 200,000 (120,000F, 80,000 M) | TBD | UBOS Statistical Abstract, Annual Progress Reports | People are engaged in sustainable nature-based solutions and efficient use of productive assets for improved livelihoods |
| 2.1.2b. Number of people benefiting from sustainable nature-based and productive-resource based solutions for improved livelihoods | 30,000 (14000Males/16000 Females; | TBD | Sector performance reports | Employees are engaged in decent jobs in the formal and informal sectors. |
| 2.1.2c. Percentage of eligible population with access to formal financial services disaggregated by sex, age, disability and location (rural/urban) | TBD | TBD | TBD | People are engaged in sustainable nature-based solutions and efficient use of productive assets for improved livelihoods |
| 2.1.2d Number of women and men owned enterprises having incorporated good practices into their commercial activities and having transacted business with greater awareness of the African Continental Free Trade Agreement | TBD | TBD | TBD | Enterprises and individuals are open to changing their existing practices as a result of training |
| Output 2.1.3:  Strengthened capacity of Public and private sector organizations to increase investments in productive sectors, and develop and implement responsive policies and regulations | 2.1.3a. Share of public expenditure in productive sectors disaggregated by Agriculture, Tourism, Trade and Industry, Energy and Minerals as well as IT-ITES) | TBD | TBD | TBD | Government adopts and implements equitable formula of distributing public resources to productive sectors |
| 2.1.3b. Value of foreign and domestic direct investment in productive sectors disaggregated by Agriculture, Tourism, Trade and Industry, Energy and Mineral | TBD | TBD | TBD | Local and foreign Investors are effectively and responsibly investing in productive sectors |
| 2.1.3c. Number of policies and regulations developed and implemented to support private sector growth and innovations | 3(2020) | Target 8:5 | Ministerial Policy Statements and GAP Report, | System for private sector growth is effective and efficient. |
| Outcome 2.2:  By 2025, Uganda’s natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks | 2.2ai. Proportion of terrestrial, inland water and wetlands conserved for biodiversity and ecosystem services (disaggregated by Forest Cover and Wetland Cover) | Forest cover- 9.5%; Wetlands cover-10.9% (2019), | Forest cover-18%; Wetlands cover-12% | Annual Sector review reports | Systems for management of natural resources, environment, adaptation to climate change and mitigation of climate change and disaster risks are effective and efficient |
| 2.2aii. Forest area as a proportion of total land area (%) (SDG indicator 15.1.1) | 10.4 2015) |  | FAO, Global Forest Resources Assessment and FAOSTAT (AG\_LND\_FRST) |
| 2.2.b. Economic loss from natural hazards (e.g. geo-physical and climate-induced hazards) as a proportion of Gross Domestic Product | 7.5% (2019) | 5% | UNISDR Desinventar for Uganda; Sector reports |
| 2.2c. Proportion of population with access to electricity and alternative/modern cooking energy disaggregated by sex and rural/urban | Access to electricity -21%; Clean energy used for cooking -15% (2019) | Access to electricity -30%; Clean energy used for cooking -24% | Government Annual Performance (GAP) report/National Statistical Abstract Reports. |
| 2.2d. Annual emissions of carbon dioxide equivalent (in million tonnes) | 90 (2015) | TBD | Uganda’s 1st Biennial Update Report to UNFCCC (2019) |
| 2.2.e “CO2 emission per unit of value added” (kg/2010 USD of GDP) (SDG 9.4.1) | 0.2 (2014) |  | The World Bank (Data ID: EN.ATM.CO2E.KD.GD) |  |
| Output 2.2.1:  Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems | 2.2.1.a. No. of Ha of Natural resources that are managed sustainably | TBD | TBD | TBD | People and institutions effectively using natural resources and environment for production |
| 2.2.1.b. Change in the extent of water-related ecosystems over time | TBD | TBD | TBD | People, institutions and the natural environment have sufficient quantity and quality of water |
| 2.2.1.c. Proportion of local administrative units with established and operational policies and procedures for participation of local communities in the sustainable management of natural resources | TBD | TBD | TBD | Local administrative units adapt and enacts policies and procedures for accessing and utilization of power |
| Output 2:2.2: Enhanced capacities of institutions and communities to mitigate and adapt to climate change and disaster risks. | 2.2.2.a. Number of households implementing mitigation measures that reduce emissions | TBD | TBD | TBD | Households engaged on measures that reduce emissions |
| 2.2.2.b. Proportion of sectors and local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction | Sectors: TBD  LGs: 75% (2020), | Sectors: TBD  LGs: 85% | Sector Performance Reports | Sectors and local government adopt and implement disaster risk strategies |
| 2.2.2.c. Amount of Financial resources (USD) mobilized and utilized for climate action by targeted institutions | USD7M (2020) | USD30M | Sector Performance Reports | Government and non-government actors effectively mobilize resources for climate action |
| 2.2.2.d. Uganda communicates its national adaptation plan, nationally determined contribution, biennial transparency report, national communication and biennial update report within stipulated timeframes | NAP (no)  NDC (yes)  BTR (n/a)  NC (yes)  BUR (yes) | All reports submitted within the stipulated timeframe | UNFCCC.int | Government has plans in place to address climate change |
| Output 2.2.3:  Increased and equitable access to and use of modern, renewable and affordable energy sources and services | 2.2.3.a. Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women | 5 | 20 | Sector Performance Reports | People and groups especially the underserved accessing funding from various partners. |
| 2.2.3.b. Number of households and enterprises with access to modern, renewable and affordable sources of energy/energy services | TBD | HH-180,000 | Sector Performance Reports/Project Progress Reports | Households and enterprises using modern and affordable sources of energy/with energy services |
| 2.2.3c. Percentage share of clean energy used for cooking | 15 | 30 | Sector Performance Reports | Households and institutions using clean energy for cooking. |

**C: Cooperation Framework Strategic Priority 3: Human Wellbeing and Resilience**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Impact**  **National Development Priorities (NDPIII)**  Increased Household Incomes and Improved Quality of Life of Ugandans  Objective 1: Enhance value addition in key growth opportunities;  Objective 2: Strengthen private sector capacity to drive growth and create jobs  Objective 3: Consolidate and increase the stock and quality of productive infrastructure;  Objective 4: Increase productivity and wellbeing of Population;  Objective 5: Strengthen the role of the State in development.  **Regional Frameworks:**   * Africa Union Agenda 2063 * East African vision 2050 * COMESA * The Africa Continental Free Trade Area (AfCFTA)   **SDG and Targets:** 1.3, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.a, 3.b, 3.c, 3.d, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.a, 4.b, 4.c, 5.1 , 5.2, 5.3, 5.6, 6.1, 6.3, 6.4, 6.5, 6.6, 6.a, 6.b, 10.4, 11.1, 11.2, 11.3, 11.5, 11.6, 11.7, 12.3 | | | | | |
| **Strategic Priority 2: Human Well-Being and Resilience** | | | | | |
| **Results** | **Performance**  **Indicators** | **Baseline**  **(FY 2018/2019 [2019])** | **Target**  **(Cooperation Framework end)** | **Data Source/MoV** | **Assumption Statement** |
| Outcome 3.1:  By 2025, people, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services | 3.1.a. Coverage of essential health services | TBD | TBD | TBD | *Health, Education and Social Protection Systems have adequate resources, and are effective and efficient.* |
| 3.1.b. Primary to secondary school transition rate | 61% | TBD | Ed Annual Education Sector Performance reports, Draft Education Sector Strategic Plan (2021-2025) |
| 3.1.c. Social Protection Coverage (Percent) | TBD | TBD | National Development Plan III |
| Output 3.1.1:  Strengthened capacity of government and non-government institutions at national and sub national levels to effectively manage and deliver sustainable and inclusive quality social and protection services | 3.1.1.a Proportion of total government and Non-Government Institutions spending on social and protection services (Education, Health, HIV, Nutrition, ECD and Social and Protection Services) | TBD | TBD | Annual Health, Education, Protection Status, HIV & AIDS reports | Government effectively funding social and protection services (Education, Health, HIV, and Social and Protection Services) |
| 3.1.1.b Human resources density and distribution disaggregated by sector (Health, Education, Agriculture, HIV, Social Development, and Justice) | TBD | TBD | National Labour Force Survey | People (professionals and non-professionals) hired to work various sectors |
| 3.1.1.c: Percentage share of districts benefiting from social protection programs | TBD | TBD | Annual Social Sector Development Report | Public Service Pension Fund | NSSF Annual report|, district reports | District level system for social protection effective and efficient |
|  | 3.1.1.d Percentage of districts with targeted nutrition programs | TBD | TBD |  |
| Output 3.1.2:  People especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services | 3.1.2.a. User satisfaction with the quality of basic social and protection services [by type] | TBD | TBD | Sector Annual reports JLOS, Tourism, Local Governments, and Public Service| CSO scorecards| National Governance, Peace and Security Survey; National Service Delivery Survey (NSDS) | The population actively participate in satisfaction survey on basic social and protection services |
| 3.1.2.b: Proportion of users [in their diversity] who report that they exercise increased decision making in the choice and use of basic social and protection services. | TBD | TBD | Uganda Health Demographic Survey (UDHS) | People are effectively making decisions in the choice and use of basic social and protection services. |
| 3.1.2.c: Number of new infections by priority condition and susceptible population sub- type | TBD | TBD | Annual Health Sector reports | The system of assessment of new infections effective and efficient at national and district level. |
|  | 3.1.2.d: Number of children aged 6-59 months affected by Severe Acute Malnutrition who are admitted into treatment at (a) national level and (b) in humanitarian situations | TBD | TBD | HMIS/DHIS2 | Nutrition programmes and services at national and local government levels are accessible and effective. |
| CF Output 3.1.3:  Strengthened policy and regulatory environment to promote equitable access and utilization of rights based and gender responsive social and protection services that prevent, mitigate and respond to shocks and stress. | 3.1.3.a: Number of policies and regulations developed and implemented to promote gender and equity responsive access to Social and protection services disaggregated by Sector | TBD | TBD | Annual Government Performance Review Report | System (s) for promotion of gender equality and equity in accessing social and protection services effective and efficient |
| 3.1.3.b: Level of Annual workplan budget AWPB compliance to NDPIII by Sectors and Local governments | TBD | TBD | NPA Certificate of Compliance; Equal Opportunities Commission Annual report; Annual government Performance review Report | Sectors and Local governments´ annual workplans are developed and effectively implemented |
| 3.1.3.c. Annual sector score on integration of gender and human rights perspectives in basic social and protection services. | TBD | TBD | Gender score card |human rights score card |UPR review reports | A system for integrating gender and human rights in basic social and protection services is effective and efficient |
| Outcome 3.2:  By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment | 3.2.a. Gender Inequality Index | Baseline (Year): 0.531 | Target (2025): 0.2 | Gender Issues Report by UBOS, Uganda Human Development Report; Uganda Social Institutions and Gender Index (USIGI) | System for mainstreaming gender quality and human rights effective and efficient |
| 3.2.b. Percentage of population with trust in the Justice system | Baseline: TBD | Target (2025): 65% | JLOS Annual report, National Governance Peace and Security Survey (NPGSS 20) |
| 3.2.c. National Budget compliance to Gender and Equity | Baseline (Year): 61% | Target (2025): 95% | EOC Annual report, Government Annual Performance Review Report |
| Output 3.2.1:  Strengthened capacity of government and non-government institutions at regional, national and sub-national level to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination. | 3.2.1.a Proportion of targeted government and non-government institutions with programmes/ initiatives addressing values and practices that promote human rights, equality and non-discrimination | TBD | TBD |  | Government and non-government institutions programmes for promoting human rights, equality and non-discrimination implemented effectively and efficiently |
| 3.2.1.b. Number of targeted institutions with policies and procedures for dealing with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence. | TBD | TBD | Uganda Social Institutions and Gender Index | Institutions adopt and effectively implement policies and interventions that deal with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence |
| 3.2.1.c. Proportion of gender and human rights cases reported investigated and disposed of through the formal and non-formal justice system in line with national and international standards (disaggregated by type, age sex, districts) | TBD | TBD | Annual Police Crime Reports, Court Case Administration System, JLOS annual Performance Report, Annual VAC Survey, Annual Trafficking in Persons Report- Ministry of Internal Affairs  ODPP Annual reports, Annual Uganda Human Rights Commission Report, National Governance, Peace and Security Survey (NPGSS) | Systems of recording, investigating and disposing gender and human right cases effective and efficient |
|  | 3.2.1.d. Number of low income- households and refugees able to participate in production and international trade in creative industries that contribute to social cohesion and peacebuilding | TBD | TBD | TBD | Sustained global fashion market demand |
| Output 3:2.2:  Strengthened capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable and sustainable manner. | 3.2.2.a Proportion of expenditure on GEWE, human rights and other non-discriminatory practices disaggregated by MDAs and Local Governments | TBD | Target (2025): 30% | Annual reports for the Budget Framework Papers, Ministerial Policy briefs, Annual Social Sector Performance Reports, Annual Government Performance reports- by OPM, Equal Opportunities Commission Reports, DLGs, | MDAs and local governments effectively and efficiently implementing GEWE, human rights programmes |
| 3.2.2.b. Dollar Value of resources made available to strengthen statistical capacity on gender and human rights responsive data at national and sub national levels. | TBD | TBD | Annual statistical abstracts;  Government Annual Performance Review;  Annual Performance Sector Review | Gender Responsive Management Information System exist and is functional. |
| 3.2.2.c. Number of Institutions utilizing gender and human rights responsive data in planning, advocacy and budgeting disaggregated by MDAs LGs and targeted CSOs | TBD | TBD | TBD | Gender Responsive Management Information System exist and is effective (being utilized) |

*Some data sources that are unavailable will be integrated in the M&E/RBM Plan (detailing all indicators, type, source, responsible producer /user agency, frequency*

## Annex 3: Monitoring, Evaluation and Learning Plan

| Description of Activities | Main objective | Responsible Results Groups | Lead UN Agencies | Timeline | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Duration | Year 1 | Year 2 | Year 3 | Year 4 | | Year 5 |
| Monitoring |  |  |  |  |  |  |  |  | |  |
| Baseline data collection per Cooperation Framework outcome and output indicator | Ensure baseline data and target values are fully provided at the beginning of Cooperation Framework including all relevant disaggregation | RBM, UN SDG Team | UNCT |  |  |  |  |  | |  |
| Joint field monitoring and learning visits to implementing partners and intervention locations | Monitor progress of delivering as one, document challenges and devise actionable recommendations | Strategic Priority TWGs | UNCT |  |  |  |  |  | |  |
|  |  |  |  |  |  |  |  |  | |  |
| Biennial round table think tanks on progress towards achievement of SDGs and CF targets | Monitor progress towards achievement of SDGs, document challenges and devise actionable recommendations | UN SDG Team | UNCT |  |  |  |  |  | |  |
| Extend support to the statistical office and sectors in collection, analysis and utilization of data | Strengthen the statistical capacity of statistical office and MDAs in the generation and utilization of data in monitoring sector SDG targets | RBM, UN SDG Team | UNCT |  |  |  |  |  | |  |
| Develop and update the cooperation framework risk management plan | Monitor and mitigate the impact of risks. Improve the overall efficient implementation of the CF. | OMT, RBM | UNCT |  |  |  |  |  | |  |
| Review and update Common Country Analysis | Strengthen situational monitoring through reflection on the changes in Country context, operating environment | PRG, Strategic Priority Groups, UN SDG Team | RCO |  |  |  |  |  | |  |
| Conduct joint assessments, special studies and diagnostics | Strengthen evidence generation to inform the UNSDCF implementation and/or SDG policy advocacy initiatives | Strategic Priority Groups, RBM, UN SDG Team, HRGAG | UNCT |  |  |  |  |  | |  |
| Baseline assessment of UN institutional commitments on gender and human rights, including Gender Scorecard, Gender Parity Strategy, and PSEA Action Plan | Ensure gender and human right baseline data and targets are fully provided at the beginning of the Cooperation Framework, including relevant agency disaggregation | HRGAG, OMT, RBM | UNCT |  |  |  |  |  | |  |
| Conduct annual assessment of UN’s institutional commitments on gender and human rights | Monitor progress of relevant system wide action plans, document challenges and devise actional recommendations | HRGAG, OMT, RBM | UNCT |  |  |  |  |  | |  |
| Review and Reporting |  |  |  |  |  |  |  |  | |  |
| Collate, analyse and prepare the UN annual results report | Provide overview of Cooperation Framework achievements at the outcome level, key challenges, risks and key adaptations | Strategic Priority Groups | RCO |  |  |  |  |  | |  |
| Conduct biannual strategic priority performance reviews | Reflect upon the overall progress towards strategic priority outcome (s) and devise strategies to accelerate the implementation of SP annual workplan interventions | Strategic Priority Groups | RCO |  |  |  |  |  | |  |
| Cooperation Framework Annual Performance Review | Reflect upon the overall progress towards Cooperation Framework outcomes and devise strategies to accelerate the implementation of Cooperation Framework | Strategic Priority Groups | RCO |  |  |  |  |  | |  |
| Collate, analyse and prepare institutional reports on gender and human rights, including the annual Gender SWAP report, and PSEA report | Provide overview of progress towards achievement of relevant commitments and action plans, identify key challenges and recommendation | HRGAG | RCO |  |  |  |  |  | |  |
| Evaluation |  |  |  |  |  |  |  |  | |  |
| Conduct an Evaluability Assessment of the UNSDCF | Determine the extent to which the cooperation framework can be evaluated in a reliable and credible fashion and thus inform the feasibility, scope, approach, and value for money of an evaluation. Moreover, it will check the coherence of the CF and mechanisms for availability of data and information for future assessments and evaluations | RBM, UN SDG Team | RCO |  |  |  |  |  | |  |
| Conduct final independent evaluation of Cooperation Framework | Evaluate the Cooperation Framework its relevance, cohesiveness, effectiveness, efficiency, impact and sustainability considering the SDGs and NDP III | RBM, UN SDG Team | RCO |  |  |  |  |  | |  |
| Conduct Joint programme and thematic evaluations | Assess systematically the relevance, cohesiveness, effectiveness, efficiency, impact and sustainability of joint programmes and common themes of interest under the Cooperation Framework | RBM, UN SDG Team Strategic Priority Groups | Joint Programme UNOs |  |  |  |  |  | |  |
|  |  |  |  |  |  |  |  |  | |  |
| Extend support to the central evaluation office – Office of the Prime Minister | Nurture national evaluation capacity development and use of evaluations in VNRs and policy implementation | RBM, UN SDG Team | UNDP, UNICEF, UNFPA |  |  |  |  |  | |  |
| Learning |  |  |  |  |  |  |  |  | |  |
| Establish learning mechanisms and moments through which lessons are documented and shared on areas of common interest such as systems strengthening, Gender and human rights mainstreaming among others | Cross-fertilize agency-specific and joint programmes with lessons learned | Strategic Priority Groups, UNCG | PRG, RCO |  |  |  |  |  | |  |

## Annex 4: Legal Annex

The COOPERATION FRAMEWORK will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner, that is consistent with the basic agreement between such United Nations system agency and the Host Government.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the respective basic agreements.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the “General Convention”) or the Convention on the Privileges and Immunities of the Specialized Agencies (the “Specialized Agencies Convention”) to the Agencies’ property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) “Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement”.

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Whereas the Government of Uganda (hereinafter referred to as “the Government”) has entered into the following relationships:

1. UNDP

With United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 29 April 1977. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNSDCF together with a work plan (which shall form part of this UNSDCF and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA [or other appropriate governing agreement].

2. UNICEF

With the United Nations Children’s Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 6th December 1995.

3. UNHCR

With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement concluded between the Government and UNHCR on 2nd September 1994.

4. WFP:

With the World Food Programme, a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 26th February 2002 and revised on 23rd February 2014.

5. UNFPA

Uganda confirms that the Standard Basic Assistance Agreement signed between the Republic of Uganda and the United Nations Development Programme on 29th April 1977 shall apply to UNFPA’s activities and personnel, mutatis mutandis, and that assistance provided by UNFPA to the Republic of Uganda shall be subject to the provisions thereof. 22nd January 2009.

6. UNIDO

With UNIDO the Agreement between the Government of Uganda and the Ministry of Foreign Affairs for the establishment of the UNIDO Office as established on the 27th of May 1994.

7. FAO

With the Food and Agriculture Organization of the United Nations the Agreement for the opening of the FAO Representation in Uganda on 29th January 1979.

8. UNODC:

"With UNODC, a basic cooperation agreement (BCA) in the form of a signed 2015-2021 Regional Programme entitled “Promoting the Rule of Law and Human Security in Eastern Africa, endorsed and signed by the Government of Uganda on 29 August 2016, as well as a country work plan concluded between the Government of Uganda represented by the Uganda Prisons Service and UNODC on 22nd January 2020".

9. IOM

Upon its entry into force, this agreement shall supersede the Agreement between the Government of the Republic of Uganda and the Intergovernmental Committee for Migration on co-operation in matters of Transfer of Technology through specialized Human Resources concluded in 1988. IN FAITH WHEREOF the undersigned representatives, duly authorized for that purpose, have signed this agreement. DONE in duplicate at Kampala on 26 March 2012 in the English language.

10. ICC

This memorandum of understanding is made this 20th day of August 2004, between the Government of the Republic of Uganda represented by the Ministry of Justice and Constitutional Affairs (“the Government”) and the International Criminal Court represented by the Office of the Registrar (“the Court”) (the parties).

11. OHCHR:

WHEREAS the Government of the Republic of Uganda and the United Nations Office of the High Commissioner hereafter referred to as “parties” signed an Establishment Agreement in December 2014. WHEREAS the United Nations Office of the High Commissioner and the Government of the Republic of Uganda which to extend the terms and conditions under which the Office of the High Commissioner within its mandate, shall be represented in the country. NOW THEREFORE, the Government of Uganda agrees to host the Country office of OHCHR in Uganda under the present agreement. It shall enter into force on the date of last signature thereof. This agreement shall remain in force for a period of three (3) years from the 9th of February 2020

12. UNCDF:

IN WITNESS WHEREOF the undersigned, duly approved representatives of the Government of the Republic of Uganda and the United Nations Capital Development Fund respectively, have on behalf of the parties, signed the present Basic Agreement. DONE in two copies in English at Kampala this 5th day of February 1982.

13. WHO

This Standard Basic Agreement shall enter into force upon signature of the duly authorized representatives of the Organization and of the Government. IN WITNESS WHEREOF the undersigned, duly appointed representatives of the Organization and the Government respectively, have, on behalf of the parties, signed the present agreement in the English language in three copies on this 15th Day of April 1964.

14. UN Women

United Nations Entity for Gender Equality and Empowerment of Women (hereinafter referred to as UN Women) have entered into an agreement with the Government of the Republic of Uganda to govern UN Women’s assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 24 Jan 2017 which agreed to adopt UNDP’s SBAA signed on 29 April 1977 which shall apply mutatis mutandis to UN Women, it’s premises, Property, assets as well as its personnel in Uganda.

## Annex 5: Prioritisation Matrix: Identifying catalytic development solutions

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | ***PRIORITISATION CRITERIA*** | | | | |  |
| *CHALLENGE* | *Transformational effect*  *(Score 1-5)* | *Reach*  *(Score 1-5)* | *LNOB*  *(Score 1-5)* | *Time sensitivity*  *(Score 1-5)* | *Effort*  *(high, medium low)* | *Total Score* |
| 1.Governance: Weak Accountability, Corruption, Ineffective Institutions, Ltd. capacity of Local Government to collect local revenues, Uncoordinated approaches to planning, slow project implementation, Insecurity & refugees | 5 | 5 | 4 | 5 | Medium | **19** |
| 2.Increased poverty, hunger and inequality, and persistent vulnerability and regional disparities | 5 | 5 | 5 | 5 | Medium | **20** |
| 3.Misuse and mismanagement of natural resources and environment | 5 | 5 | 5 | 5 | Low | **20** |
| *4.*Youth Bulge and unemployment | 5 | 5 | 3 | 5 | Low | **18** |
| *5.Limited investment in basic social and protection services (limited infrastructure, low functioning health facilities, low access to ECDE, Quality of education, transition to secondary education)* | 4 | 5 | 5 | 3 | Medium | **17** |
| *6.Increased discrimination and sexual and gender-based violence against women, children, girls and other vulnerable groups* | 4 | 4 | 5 | 3 | Low | **16** |
| *7. Limited adherence to human rights, rule of law and equity access to justice* | 5 | 4 | 3 | 3 | Medium | **15** |
| *8.Limited engagement, participation and accountability of non-state actors at national and local levels* | 4 | 4 | 4 | 2 | Low | **14** |
| *9.Limited peace and Insecurity in neighbouring countries (leading to influx of refugees)* | 4 | 2 | 1 | 3 | Medium | **10** |
|  |  |  |  |  |  |  |

## Annex 6: Prioritisation Matrix: Assessing accelerators against UN’s value proposition and national demands

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **PRIORITISATION CRITERIA**  **(with II additional criteria)** | | | **Total score** |
| **Rank from first phase of prioritisation** | **National 2030 Agenda priorities** | **Transformational effect (score reported from the previous matrix)** | **UN added value**  **(Score 1-5)** | **Convergence with national/ government priorities**  **(Score 1-5)** |  |
| Increased poverty, hunger and inequality, and persistent vulnerability and regional disparities | Strategic Priority 2: Shared Prosperity in a Healthy Environment | 20 | 4 | 5 | 29 |
| Misuse and mismanagement of natural resources and environment | Strategic Priority 2: Shared Prosperity in a Healthy Environment | 20 | 4 | 5 | 29 |
| Governance: Weak Accountability, Corruption, Ineffective Institutions, Ltd. capacity of Local Government to collect local revenues, Uncoordinated approaches to planning, slow project implementation, Insecurity & refugees | Strategic Priority 1: Transformative and Inclusive Governance | 19 | 4 | 5 | 28 |
| Youth Bulge and unemployment | Strategic Priority 2: Shared Prosperity in a Healthy Environment | 18 | 3 | 4 | 25 |
| *Limited investment in basic social and protection services* |  | 17 | 3.5 | 3.5 | 23 |
| *Increased discrimination and sexual and gender-based violence against women, children, girls and other vulnerable groups* | Strategic Priority 3:  Human Well-Being and Resilience | 16 | 4 | 3 | 22 |
| *Limited adherence to human rights, rule of law and equity access to justice* | Strategic Priority 1: Transformative and Inclusive Governance | 15 | 5 | 3 | 23 |
| *Limited engagement, participation and accountability of non-state actors at national and local levels* | Strategic Priority 1: Transformative and Inclusive Governance | 14 | 3 | 3 | 20 |
| *Limited peace and Insecurity in neighbouring countries (leading to influx of refugees)* | Strategic Priority 1: Transformative and Inclusive Governance | 10 | 2 | 3 | 15 |

Below tool allows to further reduce the number of accelerators identified with the previous tool by assessing them against the UN’s value proposition, guiding question: Do the UN’s mandate, normative framework and capacities align with these priorities? What are other stakeholders doing, and how is UN’s potential offer of different/greater value for the country than that of others? Is there political will and commitment to address the priority? The following is an overview of the completed matrix:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Rank** | **2030 Agenda priorities for Uganda on which the UN could work** | **Transformational effect** | **UN added value** | **Convergence with national demand** | **Total** |
| 1 | Governance | 5 | 5 | 5 | 15 |
| 2 | Poverty, Hunger and Inequalities | 5 | 5 | 5 | 15 |
| 3 | Natural Resource and Climate Change Action | 5 | 3 | 5 | 13 |
| 4 | Decent Jobs, especially for youth | 5 | 2 | 5 | 12 |
| 5 | Basic social and protection services | 5 | 3 | 4 | 12 |
| 6 | Human Rights, Rule of Law and Justice | 4 | 5 | 3 | 12 |
| 7 | Gender and SGBV | 5 | 4 | 3 | 9 |
| 8 | Empowering people and communities | 3 | 3 | 2 | 9 |
| 9 | Peace and Security | 5 | 2 | 1 | 9 |
| 10 | Programme-based planning | 1 | 3 | 2 | 7 |

**Annex 7: Capacities Overview**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |
| **Outcome** | **Deliverables (Indicative Outputs)** | **Implementation  modality** | **Available technical capacity** | **Available functional capacity** | **Additional technical or functional capacities needed** | **Tentative, available financial resources** | **Tentative additional financial resources required** | **Synergies** |
| **Outcome 1: By 2025 Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security.** | Output 1.1: Institutions and systems at national and sub-national levels are effective and accountable in line with national, regional and international obligations and commitments. | -Working directly with relevant Government Ministries, Departments & Agencies  -Working directly with Local Governments  -Working with  the Uganda National NGO Forum and  the Private Sector Foundation of Uganda (PSFU) | -Expertise in UN norms and Standards  -Expertise in building partnerships and networks  -Expertise in LNOB, HRA, GEWE, reliance, sustainability and accountability, human rights, refugees.  -Expertise in public sector management, RBM, and INFF | -Provision of advisory services on policy formulation, advocacy & implementation of norms and standards,  -Mobilize partners, engage in networks, review/localization of norms & standards, and produce local policy briefs.  - Review and training in public sector management, RBM, and INFF |  |  |  | Mainstreaming LNOB, Gender, Human Rights, good governance and accountability  Disaggregated Data (availability & usage)  Environment& Mitigation of climate change and disaster risks  Effective partnerships, Coordination, Information,  Technology  -Innovation  - Youth, persons with disabilities and women  HIV\AIDs |
| **Output 1.2:** Strengthened capacity of people especially marginalized and vulnerable groups to participate and benefit from governance and development at all levels**.** | -Working thorough Local Governments  -Working through  the Uganda National NGO Forum | Expertise in building partnerships and networks, and supporting civil society organizations  -Expertise on advocacy on HRA, GEWE, good governance, resilience and accountability  -Expertise in  adapting and package norms and standards and knowledge to local context | -Mobilize and work with NGO Forums on governance issue.  - Advocacy and training on norms and standards  -Capacity to adapt knowledge to local context and disseminate, and effective communication |  |  |  |
| Output 1.3: Capacity of state and non-state actors at local, national, and regional levels strengthened to sustain peace and security. | -Working directly with relevant Government Ministries, Departments and Agencies.  -Working directly with Local Governments | -Custodian and expertise in the international standards and norms related to peace and security  -Expertise in Human rights, access to justice, treatment of prisoners, refugees. | - Support to creation of peace & security infrastructure.  Capacity to mobilize, support dialogue and reporting  -Advocacy  -Mobilization of local, national and regional stakeholders |  |  |  |
| **Outcome 2.1: By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources** | Output 2.1.1: Strengthened capacity of institutions and people, especially the vulnerable and marginalized, to promote the delivery and adoption of integrated, innovative, equitable and inclusive strategies for improved productivity, value chain enhancement and market access. | Working directly with relevant Government Ministries, Departments & Agencies  -Working directly with Local Governments  -Working with  the Private Sector Foundation of Uganda (PSFU)  -Working with local service provider | -Expertise in development sector for growth (agriculture, manufacturing, minerals)  -Expertise in conservation of natural resources and environment, adaptation to climate change and risks.  -Expertise in development finance, digital innovation and inclusion, access to finance,  -Expertise in policy review, development, and advocacy.  -Expertise in capacity development / training in investment, entrepreneurship and trade | -Review and equitable development of priority sectors (agriculture, manufacturing, mining)  - Local development finance, digital innovation and inclusion, access to finance,  -Policy review, development, and advocacy.  - Development/ training in investment, entrepreneurship, value addition, and increased production/ productivity. |  |  |  |
| Output 2.1.2: People, especially women and youth, have improved access to and utilize innovative practices, technologies, finances, natural and productive resources for decent employment and livelihoods | Working with Women and Youth Groups  Working through relevant local service provider |  | Capacity in local development finance, digital innovation and inclusion, access to finance,  Capacity on advocacy, implementation and monitoring on adaptation of innovations |  |  |  |
| Output 2.1.3  Strengthened capacity of Public and private sector organizations to increase investments in productive sectors, and develop and implement responsive policies and regulations | -Working directly with relevant Government Ministries, Departments & Agencies  -Working with  the Private Sector Foundation of Uganda (PSFU). | -Expertise in public sector management, RBM, and INFF.  - Expertise in  norm and standards in private sector development, creation of decent employment,  Expertise in policy and regulatory framework review and development | -Capacity in review and training in public sector management, RBM, and INFF  - Capacity in advisory services, review and development of policy and regulatory frameworks, capacity building/training |  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome 2.2:**  **By 2025, Uganda’s natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks** | Output 2.2.1:  Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems | -Working directly with relevant Government Ministries, Departments and Agencies.  -Working directly with Local Governments  -Working though the Uganda National NGO Forum | Expertise in conservation of natural resources and environment, adaptation to climate change and risks.  -Expertise in innovations in natural resources and environment management  -Expertise in review and development policy and regulatory framework | - Holistic integration of the environmental dimension of the sustainable development agenda across all development and governance platforms  -Support to innovation in natural resources and environment management  - Advisory services in review and development policy and regulatory framework |  |  |  | *- Supporting building strong institutions and law enforcement and accountability mechanisms*  -Mainstreaming LNOB, Gender, Human Rights, and accountability  -Disaggregated Data (availability & usage)  -Capacity building |
| Output 2:2.2:  Enhanced capacities of institutions and communities to mitigate and adapt to climate change and disaster risks. | -Working with relevant public, private and local NGOs  -Working with local based youth groups | -Expertise in mitigating effect of climate change and building resilience  -Expertise in innovations in mitigation and adaptation to climate change and disaster risks | -Capacity in building households and community resilience  -Capacity on innovations in mitigation and adaptation to climate change and disaster risks |  |  |  |  |
| Output 2.2.3:  Increased and equitable access to and use of modern, renewable and affordable energy sources and services | Working through  the Uganda National NGO Forum  and the Private Sector Foundation of Uganda (PSFU) | -Expertise in clean /renewable energy and innovation  -Expertise in policy and regulatory review and development on renewable (modern) energy/energy services | -Capacity on innovations  clean energy  -Capacity in monitoring and evaluation of use of renewable (modern) energy |  |  |  |
| **Outcome 3.1:**  **By 2025, people, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services** | Output 3.1.1:  Strengthened capacity of government and non-government institutions at national and sub national levels to effectively manage and deliver sustainable and inclusive quality social and protection services | -Working directly with relevant Government Ministries, Departments & Agencies  -Working directly with Local Governments  -Working with  the Uganda National NGO Forum and  the Private Sector Foundation of Uganda (PSFU) | -Expertise in equitable access to and utilization of quality basic social and protection services  -Expertise in equitable investment in health, education, HIV, social protection as a human right peace.  - Expertise in review and development policy and regulatory framework in a local context  - Expertise in inclusion of refugees in national systems. | - Advocate and support for health, education, HIV, social protection as a human right and accelerators for sustainable development and peace.  - To mobilize partners, engage in of review norms & standards, and progress in basic social and protection services and produce local policy briefs.  -Provide advisory services in review and development policy and regulatory framework |  |  |  |
| Output 3.1.2:  People especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services | Working with  the Uganda National NGO Forum | -Expertise in equitable access to and utilization of quality basic social and protection services  -Expertise in equitable investment in health, education, HIV, social protection as a human right peace.  - Expertise in review and development policy and regulatory framework in a local context | Advocacy, training and dissemination of reports |  |  |  |
| Output 3.1.3:  Strengthened policy and regulatory environment to promote equitable access and utilization of rights based and gender responsive social and protection services that prevent, mitigate and respond to shocks and stress. | -Working directly with relevant Government Ministries, Departments & Agencies | -Expertise in equitable access to and utilization of quality basic social and protection services  -Expertise in equitable investment in health, education, HIV, social protection as a human right peace.  - Expertise in review and development policy and regulatory framework in a local context | -Offering advisory services in review and development policy and regulatory framework  -Supporting review and development of inclusive polices and regulatory frameworks for basic social and protection services |  |  |  |
| **Outcome 3.2:**  **By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment** | **Output 3.2.1:**  Strengthened capacity of government and non-government institutions at regional, national and sub-national level to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination. | Working directly with relevant Government Ministries, Departments & Agencies  -Working directly with Local Governments  -Working with  the Uganda National NGO Forum and  the Private Sector Foundation of Uganda (PSFU | -Expertise in human rights, GEWE, equity responsive budgeting, programming, implementation and monitoring  Expertise in global normative and policy framework for LNOB, gender equality, HRA,  Expertise to create platform for dialogue for government and non-state actors.  -Capacity to train various stakeholders in gender disaggregated data. | -Advocacy support in policy, innovation and evidence for equity and gender responsive budgeting, programming, implementation and monitoring  -Strengthening the global normative and policy framework for gender equality and the empowerment of all women and girls;  Capacity to support and facilitate evidence-based dialogue with governments, civil society and other relevant actors, including young women, in intergovernmental processes;  -Enhancing stakeholders’ capacity to prevent and respond to violence against women and girls and deliver quality essential services to survivors; |  |  |  | Mainstreaming LNOB, Gender, Human Rights, and accountability  -Disaggregated Data (availability & usage)  -Male engagement  -Capacity building  Technology  Resilience and innovation |
|  | Output 3:2.2:  Strengthened capacity of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender responsive, accountable and sustainable manner. | -Working directly with relevant Government Ministries, Departments & Agencies  -Working directly with Local Governments  -Working with  the Uganda National NGO Forum and  the Private Sector Foundation of Uganda (PSFU | Expertise in equity/gender responsive planning, budgeting and implementation, monitoring & evaluation  Expertise in equity/gender responsive review, development and implementation of policies and regulations for equity delivery of quality basic social and protection services. | -Capacity to support and ensure that national, local plans and budgets are gender responsive, including in the for HIV/AIDS plans SDG localization process;  -Capacity to provide advisory services to ensure a robust policies environment to promote decent work and social protection for women;  -Capacity to enhance stakeholders’ capacity to prevent and respond to violence against women and girls and deliver quality essential services to survivors; |  |  |  |  |

1. The full Joint Statement is annexed [↑](#footnote-ref-1)
2. Ministry of Finance, Planning and Economic Development of Uganda [↑](#footnote-ref-2)
3. Data generation to be finalized and integrated in the final CF document [↑](#footnote-ref-3)
4. UN Opinions 2019 [https://www.youtube.com/watch?v=NwAmGnY2dgs](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DNwAmGnY2dgs&data=02%7C01%7Casel.abdurahmanova%40one.un.org%7C9866acd047eb4f47b91508d7ff4306e0%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637258535653026435&sdata=OW813fO8LPVdbebIkTcxaJzxFbPGVcLa7S66oGdcs3c%3D&reserved=0)

   UN Opinions 2018 [https://www.youtube.com/watch?v=i1JYLS4R5aM](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3Di1JYLS4R5aM&data=02%7C01%7Casel.abdurahmanova%40one.un.org%7C9866acd047eb4f47b91508d7ff4306e0%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637258535653026435&sdata=71gOr6BNHVJD%2FwZFHVLzF7dTrhg4hePebXJrIzkcvTE%3D&reserved=0)

   UN Opinions 2017 [https://www.youtube.com/watch?v=Foa\_wTLgzKw](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DFoa_wTLgzKw&data=02%7C01%7Casel.abdurahmanova%40one.un.org%7C9866acd047eb4f47b91508d7ff4306e0%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637258535653036429&sdata=thgmomWV0VfzlzIFCeI%2B86L%2BVDOvkYfnYwom%2B%2BA39cA%3D&reserved=0)

   UN Opinions 2016 [https://www.youtube.com/watch?v=qLIB476NlLU](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DqLIB476NlLU&data=02%7C01%7Casel.abdurahmanova%40one.un.org%7C9866acd047eb4f47b91508d7ff4306e0%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637258535653036429&sdata=VsKQR3Y4%2BTocJKfShjj6boSHHUhjDMoUaD25epR%2BAp4%3D&reserved=0) [↑](#footnote-ref-4)
5. This is aligned to NDPIII position that “Efficient political and economic strands promote social order. A stable, predictable and secure political environment is a pre-pre-requisite for socio-economic development”. [↑](#footnote-ref-5)
6. [↑](#endnote-ref-1)
7. Available data is not disaggregated by sex nor Interest groups [youth, PWDs & Elderly]: This disaggregation will be explored during the programme cycle [↑](#footnote-ref-6)