



UNITED NATIONS
UGANDA



UGANDA

UNITED
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SUSTAINABLE
DEVELOPMENT
COOPERATION
FRAMEWORK

2021-2025





United Nations Sustainable Development Cooperation Framework, Uganda 2021-2025

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United Nations Uganda

Email: un.uganda@one.un.org

Website: ug.one.un.org



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UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK

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2021-2025

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UNITED NATIONS IN UGANDA



UNITED NATIONS MISSIONS AND REGIONAL ENTITIES BASED IN UGANDA



UNITED NATIONS UGANDA VISION 2030

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A Transformed inclusive Ugandan Society where
People have Improved Quality of Life and Resilience for
Sustainable Development

UNSDCF 2021-2025 OBJECTIVE

.....

United Nations Country Team in Uganda will coherently,
effectively and in partnership with various stakeholders
support Uganda in offering options to reframe economic
policies and practices around sustainability for inclusive,
diversified, and job-intensive economic development,
and promote access to and utilization of basic social and
protection services that advance human rights, gender
equality and well-being of people in Uganda, and protect the
planet



ACRONYMS

AfCFTA	African Continental Free Trade Area	IOM	International Organization for Migration
AML/CFT	Anti-Money Laundering and Combating of Financing of Terrorism	IPs	Implementing Partners
AUC	The Africa Union Commission	IPM	Insect Pest Management
CF	Cooperation Framework	ISDG	integrated Sustainable Development Goal
CSO	Civil Society Organisation	ITC	International Trade Centre
CCA	Common Country Analysis	LED	Local economic development
COMESA	Common Market for Eastern and Southern Africa	MDGs	Millennium Development Goals
UDHS	Uganda Demographic and Health Survey	MICS	Multiple Indicators Cluster Survey
DRM	Domestic Resource Mobilization	MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
DRR	Disaster Risk Reduction	MDAs	Ministries, departments and agencies
EAC	East African Community	MoH	Ministry of Health
ECD	Early Childhood Development	MoFPED	Ministry of Finance, Planning and Economic Development
FAO	Food and Agriculture Organization	MoGLSD	Ministry of Gender, Labour and Social Development
GBV	Gender-based violence	MojCA	Ministry of Justice and Constitutional Affairs
GCF	Green Climate Fund	MoLG	Ministry of Local Government
GDP	Gross domestic product	MSME	Micro, small and medium enterprise
HACT	Harmonised Approach to Cash Transfers	MEA	Multi-lateral environmental agreements
HRBA	Human rights-based approach	MWE	Ministry of Water and Environment
HRGAG	Human Rights and Gender Advisory Group	NCD	Council for Disability
JSC	Joint National UNSDCF Steering Committee	NDC	Nationally Determined Contribution
IAEA	International Atomic Energy Agency	NDT	Non Destructive Testing
ICT	Information and communications technology	NDP	National Development Plan
IFAD	International Fund for Agricultural Development	NGO	Non-governmental organization
IGAD	Intergovernmental Authority on Development	NPP	Nuclear Power Plant
IGCP	The Council of the International Geoscience Programme	OHCHR	Office of the High Commissioner for Human Rights
ILO	International Labour Organization	PFM	Public Financial Management
INFF	Integrated National Financing Framework	PSC-F	Peace, Security and Cooperation Framework

ACRONYMS

PTIP	Prevention of Trafficking in Persons	UNESCO	United Nations Educational, Scientific and Cultural Organization
PWD	Persons with disabilities	UNFCCC	United Nations Framework Convention on Climate Change
RBM	Results-based management	UNFPA	United Nations Population Fund
RCC	Regional Collaboration Center	UN-Habitat	United Nations Human Settlements Programme
RCO	Resident Coordinator's Office	UNHCR	United Nations High Commissioner for Refugees
RMNCAH	Reproductive, maternal, newborn, child and adolescent health	UNICEF	United Nations Children's Fund
SAGE	Social Assistance Grants for Empowerment	UNIDO	United Nations Industrial Development Organization
SDG	Sustainable Development Goal	UNODC	United Nations Office on Drugs and Crime
SIT	Sterile Insect Technique	UNOPS	United Nations Office for Project Services
SP	Strategic Priority	UNCG	United Nations Communication Group
TC	Technical Cooperation	UNDRMT	United Nations Disaster Risk Management Team
UAIS	Uganda Agriculture Insurance Scheme	UNOMT	United Nations Operations Management Team
UDB	Uganda Development Bank	UNSDCF	United Nations Sustainable Development Cooperation Framework
UMRA	Uganda Microfinance Regulatory Authority	UNSDG	United Nations Technical Working Group on Sustainable Development Goals
UNAIDS	United Nations Programme on HIV/AIDS	UNV	United Nations Volunteers
UNCDF	United Nations Capital Development Fund	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team	VNR	Voluntary national review
UNCTAD	United Nations Conference on Trade and Development	UWEP	Uganda Women Entrepreneurship Programme
UNDAF	United Nations Development Assistance Framework	WASH	Water, sanitation and hygiene
UNDESA	United Nations Department of Economic and Social Affairs	WFP	World Food Programme
UNDP	United Nations Development Programme	WHO	World Health Organization
UNDSS	United Nations Department of Safety and Security	YLP	Youth Livelihood Programme
UNDRR	United Nations Office for Disaster Risk Reduction		
UNECA	United Nations Economic Commission for Africa		
UNEP	United Nations Environment Programme		

FOREWORD

H.E. GENERAL YOWERI KAGUTA MUSEVENI

It brings me a great pleasure to acknowledge the finalization of the UN Sustainable Development Cooperation Framework for Uganda (2021-2025). This framework comes at the opportune time to contribute to National Vision 2040 and the Third National Development Plan 2020/21 – 2024/25 (NDP III).

I want to appreciate the great collaboration established over the years with the United Nations in Uganda supporting efforts in governance systems, effective economic management, environmental sustainability and integrated and effective partnerships within the country and across our borders. The UN remains Uganda's trusted and important partner to deliver on the aspirations of the national, regional and national commitments to deliver on the Sustainable Development Goals and leave no one behind.

The Cooperation Framework demonstrates the UN Reform in action to collectively accelerate the SDGs and NDP III achievement. I want to appreciate the UN Reform implementation process led by the UN Resident Coordinator building a pathway for stronger collaboration and integrated partnership as articulated during my strategic dialogue with the UN Country Team held in 2019 in Mbale which jumpstarted the UNSDCF consultative process.

The process for Cooperation Framework development came at a time of Covid-19 that brought widespread economic, social and human impact. In Uganda, we took early actions in containing the outbreak and flattening the curve of the pandemic. This pandemic has become a test to resilience to many countries and societies. I express appreciation to the United Nations for its critical interventions offered and for the unwavering dedication and support to the Government and People of Uganda in these unprecedented times.

I also want to join appreciation of the Government of Uganda for UN's support in the development of the second SDG Voluntary National Review

providing us an opportunity to assess the progress on SDGs and Uganda's strong commitment 2030 Agenda and our embracing accountability to international frameworks.

I want to appreciate UN's continued support and collaboration with the Government, civil society, private sector and other stakeholders in many important areas to achieve universal access to HIV prevention, treatment, care and support, climate change, agro-industrialization, refugees, food security and nutrition, social services and protection, civic education which constitute a robust foundation for a new partnership during the next five years. This also comes under strong commitment and efforts to better align sectoral planning and budgeting for the NDP III, enhancing the financing landscape, addressing those most affected by the COVID 19 preventive measures, enhancing the production capacity of the nation by linking factories and industrial parks to vulnerable households, cooperatives and SACOOS among many other ongoing efforts with support of the UN.

Both the UN and Government are committed to contributing towards the development and social transformation of a Ugandan society where good governance, observance of human rights, justice, peace and security; gender equality and equity; economic prosperity; and effective engagement and participation of people are sustained at national, local government and sector levels.

I am confident that the Cooperation Framework will empower Government ministries, departments and agencies, local governments, the private sector and other stakeholders to work together effectively towards meeting the NDP III and SDG targets.

YOWERI KAGUTA MUSEVENI
President of the Republic of Uganda

FOREWORD

UN RESIDENT COORDINATOR

I would like to express deep appreciation to H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda, the Government of Uganda for acknowledgment of the UN system efforts to support delivering on the national development priorities in Uganda and to the UN Reform progress in Uganda. I appreciate the leadership of the Government, all partners and friends of the United Nations for collaboration in formulating the UN Sustainable Development Cooperation Framework (UNSDCF 2021-2025) that builds on existing successful and strong partnerships.

The UNSDCF will serve as a strategic framework to guide the work of UN Agencies in Uganda in the next five years and succeeds the UN Development Assistance Framework (2016-2020). The new Cooperation Framework comes at a transformative moment, at the start of the Decade of Action to achieve the Sustainable Development Goals (SDGs). With the UN Reform agenda and with SDG central to our work, we focus together on critical areas on which to support the Government and People of Uganda to achieve the Third National Development Plan, National Vision 2040 and the SDGs.

As we embark on the new phase of development cooperation, I want to thank and appreciate all milestones achieved so far. I would like to commend the Government of Uganda designating the Minister for General Duties as the Focal Point Minister for SDGs and for establishing the National SDGs Secretariat to help Uganda meet her accountability commitments to SDGs and for producing two Voluntary National Review Reports on the implementation of the 2030 Agenda for Sustainable Development among many achievements to date.

The Cooperation Framework (CF) is the first prepared under the current dispensation of UN Reform approved by the UN General Assembly in Resolution A/RES/72/279, under an empowered UN Resident Coordinator and reinvigorated new

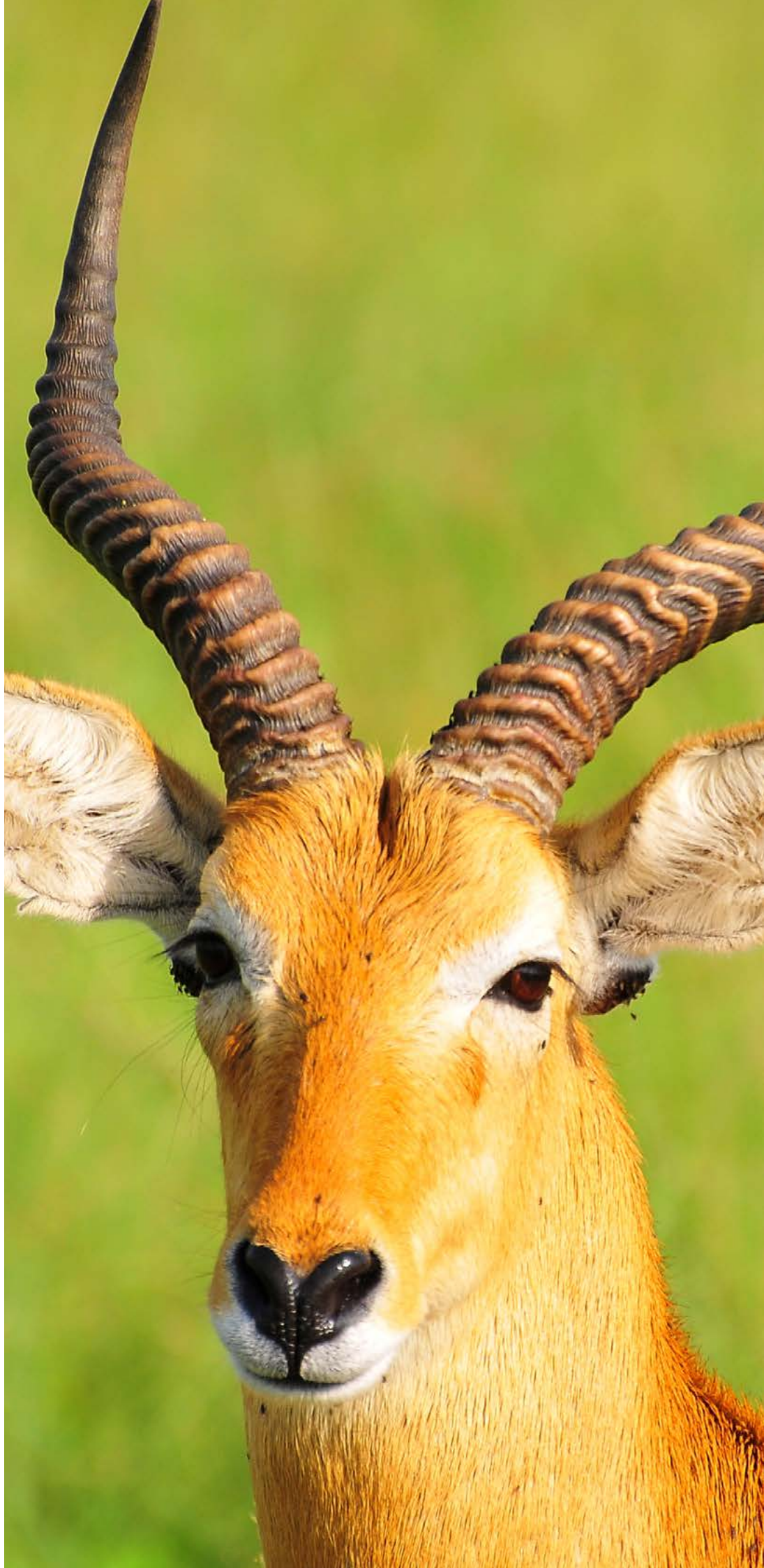
generation UN Country Team that will coherently, effectively and in partnership with various stakeholders support Uganda in offering options to reframe economic policies and practices around sustainability for inclusive, diversified, and job-intensive economic development, and promote access to and utilization of basic social and protection services that advance human rights, gender equality and well-being of people in Uganda, and protect the planet

The UN agencies in cooperation with partners and stakeholders will implement the UNSDCF through three Strategic Priorities: 1) Transformative and Inclusive Governance, 2) Shared Prosperity in a Healthy Environment, and 3) Human Well-being and Resilience.

The Cooperation Framework will guide the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda. The Cooperation Framework also reflects the UN development system's contributions in the country and shapes the configuration of UN assets required inside and outside the country. I would like to thank development partners, representatives from the private sector, civil society, academia, youth, media and special groups for participating in the CF process.

The United Nations remains committed in supporting the Government in accelerating the 2030 Agenda and the Uganda Vision 2040 through NDP III and UNSDCF

ROSA MALANGO
Resident Coordinator
and Designated Official for Security
United Nations System in Uganda



A Uganda Kob, a national
symbol

© Mathias Mugisha

PREAMBLE AND COMMITMENT TO COOPERATION

The United Nations Sustainable Development Framework (UNSDCF) articulates the United Nations' collective response to support the Government of Uganda in addressing national priorities and gaps in their pathway towards meeting NDP III, Sustainable Development Goal (SDG) targets and National Vision aspirations. The Cooperation Framework is a vehicle for supporting development and social transformation; offering options to reframe economic policies and practices around sustainability for inclusive, diversified and job-intensive economic development, and promoting access to and utilization of basic social and protection services that advances human rights and well-being of people in Uganda, and protecting the planet. The Cooperation Framework also promotes the spirit of partnerships that is at the core of the 2030 Agenda. The Cooperation Framework tailors responses to national priorities ensuring that all United Nations entities can effectively support national implementation of the 2030 Agenda.

By signing hereunder, the participating parties endorse the UNSDCF 2021-2025

ON BEHALF OF THE GOVERNMENT OF THE REPUBLIC OF UGANDA



H.E. GENERAL YOWERI KAGUTA MUSEVENI
President of the Republic of Uganda

ON BEHALF OF THE UNITED NATIONS IN UGANDA



H.E. ROSA MALANGO
United Nations Resident Coordinator in Uganda

JOINT STATEMENT

In its resolution [72/279](#) of 31 May 2018, the United Nations General Assembly created a dedicated, impartial, independent, empowered and sustainable development-focused coordination function for the United Nations Development System (UNDS). The United Nations Sustainable Development Cooperation Framework (UNSDCF) is the most important instrument for planning and implementation of development activities at the country level. The Framework is in line with Member States' call for a United Nations development reform to boost coordination in supporting countries to achieve the 2030 Agenda.

This Joint Statement¹ represents a collective agreement of the United Nations agencies in Uganda, in support of the 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 the collective promise to leave no one behind.
2. Enhance coordination, transparency, efficiency and impact of United Nations development activities, aligned to Uganda's third National Development Plan (NDP III) 2020/21-2024/25.

The UNSDCF articulates the United Nations' collective response to support the Government of Uganda in addressing national priorities and gaps in the pathway towards meeting NDP III and Sustainable Development Goal (SDG) targets. The Cooperation Framework is a vehicle for supporting development and social transformation. It offers options to reframe economic policies and practices around sustainability for inclusive, diversified and job-intensive economic development, and promoting access to and utilization of basic social and protection services that advance human rights and well-being of people in Uganda, and protect 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, advancing gender equality and women's empowerment as well as tackling inequalities. The Cooperation Framework seeks to support transformative governance by ensuring that national stakeholders are more accountable towards the people in Uganda, in a context where respect for human rights and rule of law is improved. The Cooperation Framework tailors responses to national priorities, ensuring that all United Nations entities, whether present on the ground or not, can effectively support national implementation of the 2030 Agenda.

Under the leadership of the United Nations Resident Coordinator, the United Nations Country Team (UNCT) in Uganda carried out an assessment and mapped out United Nations system capacities and resources that are required to effectively deliver on the Cooperation Framework.

The UNCT organized discussions on capacities and resources needed to provide support to Uganda to implement results articulated in the Cooperation Framework. The United Nations development system in Uganda is committed to harnessing its comparative advantages to support the Government and non-State actors in achieving NDP III and SDG targets while upholding core programming principles.

¹ The full Joint Statement is annexed

PARTNERING MINISTRIES

THE GOVERNMENT OF THE REPUBLIC OF UGANDA



Office of the Prime Minister

Ministry of Foreign Affairs

Ministry of Finance, Planning & Economic Development

Ministry for Education & Sports

Ministry of Agriculture, Animal Industries & Fisheries

Ministry of Justice & Constitutional Affairs

Ministry of Gender, Labour & Social Development

Ministry of Health

Ministry of Information Communication Technology & National Guidance

Ministry of Internal Affairs

Ministry of Lands Housing and Urban Development

Ministry of Local Government

Ministry of Public Service

Ministry of Science, Technology and Innovation

Ministry of Tourism, Wildlife and Antiquities

Ministry of Energy and Mineral Development

Ministry of Trade Industry and Cooperatives

Ministry of Water and Environment

Ministry for Defence & Veteran Affairs

COMMITMENT AND SIGNATURES

UNITED NATIONS IN UGANDA



We, the undersigned, commit to work together in pursuing the strategic priorities laid out in the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025, towards achieving the 2030 Agenda. In line with the Third National Development Plan (NDP III), our ultimate goal is to collectively increase household incomes and improve the quality of life of Ugandans.

ANTONIO QUERIDO
FAO Representative

SHAUKAT ABDULRAZAK
Director, Division for Africa,
Department of Technical
Cooperation

LAKSHMI MOOLA
IFAD Country
Representative

WELLINGTON CHIBEBE
ILO Director

SANUSI TEJAN SAVAGE
IOM Chief of Mission

ASHISH SHAH
ITC Director, Division of
Country Programmes

ROBERT AYEDA KOTCHANI
OHCHR Representative

KARUSA KIRAGU
UNAIDS Country Director

JUDITH KARL
UNCDF Executive Secretary

ISABELLE DURANT
UNCTAD Deputy Secretary -
General

HAITIAN LU
UNDESA Head of the Capacity
Development Programme
Management Office

ELSIE ATTAFAUAH
UNDP Resident Representative

AMJAD ABBASHAR
Chief, UN Office for Disaster Risk
Reduction, Regional Office for
Africa

JAMSHED KAZI
UNDSS Country Security
Adviser

MAMA KEITA
Director Regional UNECA
Office in Kigali



COMMITMENT AND SIGNATURES

UNITED NATIONS IN UGANDA



JULIETTE BIAO KOUDENOUKPO
UNEP Director and Regional Representative

ANN-THERESE NDONG JATTA
UNESCO Director

JAMES GRABERT
UNFCCC Director

ALAIN SIBENALER
UNFPA Representative

THOMAS CHIRAMBA
UN Habitat Country Director

JOEL BOUTROUE
UNHCR Country Representative

DOREEN MULENGA
UNICEF Representative

BRUNO OTTO
UNIDO Country Representative

AMADO PHILIP DE ANDRES
UNODC Regional Representative - Eastern Africa

RAINER FRAUENFELD
UNOPS Director of Kenya Multi-Country Office

OLIVIER ADAM
UNV Executive Coordinator

MAXIME HOUINATO
UN Women Representative

ELKHIDIR DALOUM
WFP Representative

YONAS TEGEGN WOLDEMARIAM
WHO Representative



ACKNOWLEDGEMENTS

United Nations Country Team (UNCT) in Uganda takes great pleasure in expressing our deep gratitude to the Office of the Prime Minister (OPM), National Planning Authority (NPA), SDG Secretariat, Government Ministries, and Development Partners, Civil Society Organisations, youth and other partners for providing support and engaging during the preparation of the United Nations Sustainable Development Cooperation Framework for Uganda (UNSDCF) for 2021-2025. Your guidance and inputs were invaluable in shaping the direction and content of the Cooperation Framework. We greatly acknowledge with heartfelt gratitude and profound indebtedness towards the National Cooperation Framework Technical Committee, the UN Programme Reference Group (PRG), Cooperation Framework Strategic Priority Leads and working groups, representatives from the Private Sector, Women and Youth Groups, and persons with disability (PWD) for their commitment and valuable technical support during the preparation of the Cooperation Framework. Your commitment, technical input and shared responsibility and accountability, despite the COVID-19 lockdown, is highly appreciated and made the preparation of the Cooperation Framework a success. You put great effort to make sure that the Cooperation Framework reflects the aspirations of Uganda Vision 2040 and the third National Development Plan (NDP III), with 2030 Agenda and SDGs frameworks and targets at the core.

We acknowledge with profound gratitude the contributions of the various UN inter-agency groups including the UN Joint Monitoring and Evaluation Team, the UN SDG Technical Team, the UN Communication Group for their professionalism

and technical input to the Cooperation Framework. You worked tirelessly with other stakeholders for the success of the Cooperation Framework. We appreciate your attention to detail and quality assurance during the preparation of the Cooperation Framework.

We convey immense gratitude to Resident Coordinator's Office (RCO) Team. You played a central role in supporting the leadership of the UN Resident Coordinator in this process, coordinating, reaching out and ensuring multi-stakeholder engagements in the UNSDCF formulation. You ensured adherence to Cooperation Framework Roadmap and provided relevant inputs linked to Uganda's aspirations and NDP III. For months, you kept things running smoothly which resulted in a stakeholder owned Cooperation Framework.

We also appreciate the commitment and work done by the drafting team. We are grateful for your technical input and the direction you gave to the Cooperation Framework. Your professionalism, patience and ability to triangulate views and input from various sources contributed immensely to the UNSDCF.

The UN Country Team would like to express its gratitude to all arms of Government, the Private Sector, Civil Society Organisations and Development Partners for their contribution towards the successful preparation of the Cooperation Framework, and urge a collective ownership, commitment and accountability towards its implementation, monitoring and reporting in the next five years.

An employee shows the process of roasting coffee beans at the National Union of Coffee Agribusiness and Farm Enterprises (NUCAFE) Factory in Namanve, February 2020.

© UNCDF





Workers picking tea in
Fort Portal , Western
Uganda

© Mathias Mugisha

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 (NDP III) 2020/21-2024/25, with the 2030 Agenda at its core. The NDP III is expected to contribute towards the realization of Uganda's Vision 2040, with a goal to increase household incomes and improve the quality of life of Ugandans. Key focus is placed 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 aspirations such as the Africa Union Agenda 2063 and the East Africa Community Vision 2050. The Government has identified governance, environment and industry as key SDG accelerators for Uganda's development and social transformation.

The formulation process for the Cooperation Framework was inclusive, participatory and evidence-based, involving Government, the United Nations system, and non-state actors including the private sector, civil society organizations, youth and academia, among others. In the wake of the corona virus disease (COVID-19), the United Nations agencies are partnering with the Government, and non-state actors to ensure effective response to the pandemic, particularly in the key areas of health; food security, livelihoods and nutrition; life-saving services and social protection; refugees and displacement; and immediate economic support and digital innovation including coordination and common services. The United Nations Country Team will continue engaging various stakeholders to curtail the current and long-term effects of COVID-19, especially the potential negative socioeconomic impacts on the most vulnerable.

Noting that Uganda's development and social progress is susceptible to socioeconomic and environmental impacts of disasters, including frequently occurring landslides, floods, droughts,

and in the first quarter of 2020; a locust invasion and the COVID-19 pandemic, the Cooperation Framework adopts strategies that will: leverage on Uganda's digital transformation; support Government's role in economic development; enhance productivity and job security in micro, small and medium enterprises; support increased demand for and access to quality and inclusive basic and social protection services; and strengthen disaster risk reduction systems at national, local government, sectoral, community and household levels.

The United Nations system in Uganda will continue supporting the Government, civil society organisations, private sector, academia and key stakeholders by providing platforms for regular dialogue to discuss and monitor progress made on the SDGs. The United Nations is also committed to supporting the Government, through the Ministry of Finance Planning and Economic Development, in the design and implementation of an Integrated National Financing Framework (INFF) for SDGs.

STRATEGIC PRIORITIES AND OUTCOMES

The Cooperation Framework builds on the successes of the United Nations Development Assistance Framework (UNDAF) 2016-2020 and aims at supporting the Government to accelerate development and social transformation across Uganda. The 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 United Nations 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.

The Cooperation Framework theory of change is based on the logic that sustaining transformative and inclusive governance is a requirement and enabler for promoting shared prosperity in a healthy environment and building human well-being and resilience at national, sub-national, sectoral, community and household levels. Peace and security at national and regional levels are key additional pre-conditions underpinning this change.

Drawing on the United Nations system'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, as well as streamlined business operations, will underpin the 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 with the Joint National UNSDCF Steering Committee as the highest governing body and Strategic Priority co-leadership with line ministries. The CF implementation will be supported by various inter-agency groups including the United Nations Programme Reference Group, United Nations SDG Team, United Nations Disaster Risk Management Team, Human Rights and Gender Advisory Group (HRGAG), Results Based Management Group (RBM Group), Operations Management Team (OMT) and United Nations 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.

Women of Manduru village, Yumbe District discuss text messages received on a phone from Family Connect, an UNICEF health innovation

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1



Youth involved in
promoting the Sustainable
Development Goals

© UN UGANDA

1.2 PROGRESS TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS

In 2019, Uganda's progress on SDGs was ranked 140 out of 162 countries with a global index score of 52.6 per cent declining from 125th position out of 156 Countries in 2018. According to the SDG Global Index, Uganda's achievement is average, with moderate performance on SDGs 3, 8, 9, 13 and 15. SDGs 2, 5 and 6 have stagnated and the country is off-track in achieving SDGs 1, 11, and 16. There are also information gaps, with official data available for only 46.3% of 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. The Government, with support from the United Nations system, rolled-out the integrated Sustainable Development Goals

(iSDG) simulation model to analyse and identify SDG accelerators to guide prioritization of the goals in national development planning. The model identified governance, environment and industry as SDG accelerators for Uganda linked to 12 of the 18 NDP III programmes, additionally noting that the human capital development sectors of health, education and water and sanitation are also vital to the attainment of the SDGs.

Uganda is committed to enhancing partnerships with various stakeholders in accelerating the achievement of NDP III and SDG targets. Currently there are coordination platforms across numerous stakeholder mechanisms, including the National SDG Task Force, SDG Secretariat, the National Civil Society Organizations SDG Core Reference Group, Private Sector SDG Platform, Women and Gender Consortium, National Union for Persons with Disabilities and various youth umbrella organizations.



Banana processors at Rutunguru cluster farmers Association in Ntungamo district use a slicing machine donated by UNIDO to ensure high quality of banana fruits processed for the market.

© UNIDO

1.3 CHALLENGES AND OPPORTUNITIES

The United Nations Common Country Analysis (CCA) identified challenges and opportunities that can potentially curtail or accelerate progress towards the achievement of NDP III and SDG targets. These cut across the three dimensions of the 2030 Agenda, namely social, economic, and environment.

1.3.1 SOCIAL DIMENSION

The 2016/17 Uganda National Household Survey (UNHS) estimated that 21.4 per cent of Ugandans are poor, corresponding to nearly eight million people. Over the last four years, the vulnerable category grew by 9.3 per cent translating into an annualized growth rate of 2.1 per cent. The rising poverty is further 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. Close to 45 per cent of the population is multi-dimensionally poor, which is twice the monetary poverty rate of 21.4 per cent, raising concerns over the prospects of achieving SDG 1. Uganda, like other countries, has been impacted negatively by COVID-19, which has led to earlier economic growth projections for 2019/20 being slashed by half. Studies indicate that the pandemic has and will have multiple impacts on the economy, income levels, employment, livelihood and vulnerability including increase in the incidences of domestic violence, surge in the crime rate, and worsening of the limited access to emergency sexual and reproductive health rights (SRHR) services, among others. The food and nutrition insecurity that already prevailed in most parts of Uganda and has been exacerbated by the country-wide lockdown due to COVID-19.

Limited access to and utilization of quality basic and social protection services, especially for the marginalized and vulnerable, coupled with a low level of investment in health and education, is a challenge across Uganda. The situation has been worsened by the COVID-19 pandemic, a locust invasion and flooding in the first half of 2020, which brought significant disruption to the health, education and agriculture, sectors.

HIV/AIDS remains a major public health and socioeconomic challenge, with 1,414,610 people reported to be living with HIV by 2019, 1,000 new infections and 500 deaths every week. High HIV prevalence rates were also reported among sex workers (35-37%), fishing communities (22-29%), long distance truck drivers (25%), uniformed services personnel (18.2%), men who have sex with men (13.7%), and boda boda riders (7.5%).

Uganda has made considerable progress in increasing access to water, sanitation and hygiene (WASH) services. Between 2000 and 2016, access to safe water supply in Uganda increased from 57 to 78 per cent, however 8.5 million Ugandans still lack access to safe water. Learning and training institutions across the country also have limited WASH facilities.

Whereas Uganda has enabling laws, policies and frameworks for ensuring gender equality and promotion of women's empowerment, gender inequality and inequity exist in the country's social, economic and political sectors. About 50 per cent of households headed by women experience multidimensional poverty compared with 46 per cent of male-headed households. Gender inequality is an important contributor to persistent food insecurity and malnutrition among adolescents, women and children in Uganda. The proportion of females in paid employment is 37 per cent, and in self-employment 53 per cent. Overall, women account for 71 per cent of all persons engaged in vulnerable employment. National statistics show that over half of adult women (aged 15-49 years) have experienced violence and more than 1 in every 5 women have experienced sexual violence in their lifetime. Estimates for violence against children (VAC) also show that up to 1 in 2 young women experience violence prior to the age of 19 years and there also are indications that SGBV and VAC cases have increased across Uganda during the COVID-19 lockdown. Despite a clear connection between climate change, disaster risk reduction, and gender-focused approaches to social progress and development, there still is need for increased awareness of this important nexus in Uganda.

Uganda hosts the largest refugee population in Africa and the third largest in the world at 1.4 million refugees, and applies a progressive legal refugee framework. 94% of refugees reside in settlements in 13 refugee-hosting districts which have some of the lowest human development indices in the country. With the increased population, additional resources for service provision such as health, education and environmental conservation are needed. The Government applies the Comprehensive Refugee Response Framework (CRRF) which supports inclusion of refugees in sub-national and national development. Under the CRRF, the Government has developed comprehensive plans for education, health, water and environment and will soon finalize plans for sustainable energy, jobs and livelihoods. In light of COVID-19, livelihood and economic inclusion for refugees will be an important priority as the impacts on vulnerable people's livelihoods may be particularly severe.



Refugees crossing into Uganda from the Democratic Republic of Congo

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1.3.2 ECONOMIC DIMENSION

Uganda's economy is demonstrating recovery, 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 per cent in 2018/2019 to 6.3 per cent in 2019/2020, driven by expansion in the manufacturing and construction sectors. However, this earlier projected growth rate has been revised to 3-4 per cent in 2019/20 due to 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 with 68.9 per cent of households engaged in the subsistence economy and in informal micro and small enterprises without contracts or legal protection. NDP III thus identifies industry as one of the accelerators for the attainment of the development targets.

1.3.3. ENVIRONMENT DIMENSION

Though environment has been highlighted as one of the key accelerators for the attainment of NDP III and SDG targets, Uganda's economy and the livelihood of its people are highly vulnerable to climate change. Continued mismanagement of the environment is likely to adversely affect the ability of physical and biological systems to sustain human and socioeconomic transformation. Climate change is expected to increase the severity and frequency of weather-related hazards and the resultant consequences particularly for women who still are largely responsible for securing food, water, and energy for their households. Integrating disaster risk reduction and climate change adaptation in development and social transformation in Uganda will contribute towards improving the general quality of life and ultimately towards achieving the SDGs.

The country's vulnerability to epidemics, natural disasters and multiple effects of climate change is compounded by the high rate of environmental degradation, which reduced forest cover to nine per cent of the total land area in 2018, from 11 per cent in 2017 and 24 per cent in 1990, driven by heavy (90%) reliance on biomass energy. Wetland

coverage also substantially reduced to 10.9 per cent in 2017 from 15.6 per cent in 1994 due to encroachment for settlement, infrastructure projects, agricultural production, urban development and industrialization.

1.3.4 PEACE, SECURITY AND PARTNERSHIPS

Uganda has sustained relative peace and security for more than two decades. However, there are structural factors that if not well managed, could potentially lead to conflicts in some regions of the country. Additionally, the political and socioeconomic dynamics in the region and the relations with its neighbours directly affect Uganda's economic development and social progress. Uganda is part of the Great Lakes region which continues to experience conflicts particularly in the neighbouring Democratic Republic of Congo, Burundi and South Sudan. The country also has been a target of terrorism due to its involvement in the African Union Mission in Somalia and continues to face that threat.

NDP III identifies governance as one of the accelerators for the attainment of SDGs and the NDP III targets. A stable, predictable and secure political environment and effective partnerships (engagement with people) 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 as well as build resilience and adaptation systems remains a challenge, and an area of opportunity for transformation. Strong institutions and the doctrine of separation of powers will be pivotal for the country to be resilient to different shocks, and promote sustainable development.

1.3.5 FINANCING FOR SDGS

The ability to mobilise development financing from the ever-evolving potential sources and prudent management of public resources at national, local government and sector levels are some of the critical attributes of an Integrated National Financing Framework (INFF). As recommended by the Development Finance Assessment (DFA) for Uganda (2019) that was undertaken by Government with UNDP support, the country will need to be supported to prepare an INFF. The DFA provided a diagnosis of the financing landscape for Uganda and documented important lessons that should inform the INFF roll-out process. The INFF will need to be complemented by the Uganda Domestic Resource Mobilization (DRM) 2019/2020–2023/24 Strategy and Public Investment Financing Strategy.

1.3.6 MARGINALIZED AND VULNERABLE GROUPS

Uganda has marginalized/vulnerable groups that could be left behind if not deliberately targeted and planned for in the country's development and social transformation programmes and interventions. These include, among others, orphans & vulnerable children, children & youth, people with disabilities, persons with albinism, older people, indigenous people, ethnic minorities, people living in remote & hard-to-reach areas, people living in informal urban settlements, sexual minorities, people living with HIV& AIDs, migrants/mobile populations, refugees and stateless persons.

These groups, especially those in marginalized and fragile regions of the country, experience multidimensional poverty. They require programmes for socio-economic empowerment; protection of livelihood and income, effective management of the environment and natural resources, expanded opportunities to access and utilize basic and social services, and effectively engage in economic development, governance and inclusive utilization and management of public resources.

2



A Karamajong cultural
event

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UNITED NATIONS UGANDA SUPPORT TO THE 2030 AGENDA

2.1 UNITED NATIONS UGANDA VISION 2030

The United Nations system is committed to supporting Government towards the achievement of NDP III and SDG targets, and promotion of regional integration, peace and security, by addressing Africa Union Agenda 2063 and East African Vision 2050. In this regard, the United Nations system is committed to contributing towards the development and social transformation of a Ugandan society where there is good governance, observance of human rights, justice, peace and security; gender equality and equity, effective participation in inclusive and sustainable economic development and decent job creation as well as equitable access to and utilization of quality basic social and protection services.

The United Nations Uganda's Vision 2030:
"A Transformed Inclusive Ugandan Society Where People have Improved Quality of Life and Resilience for Sustainable Development".

Noting the socioeconomic and environmental impacts of disasters and risks across Uganda, including frequently-occurring landslides, floods, droughts and in 2020 a locust invasion and the COVID-19 pandemic, UNCT commits to adopts strategies that will: leverage on technology and innovations (Uganda's digital transformation); support Government effective role and investment in the economy; enhance productivity and job security in micro, small and medium enterprises; support increased demand for and access to quality and inclusive basic and social protection services; and strengthen disaster risk reduction systems at national, local government, sectoral, community and household levels. The Cooperation Framework 2021-2025 has thus been designed to ensure this approach is streamlined across all three strategic priorities and outcomes.

The United Nations system recognizes that the Government of Uganda demonstrated able leadership by making bold moves as an early starter in the localization of the United Nations reform. The key milestones achieved in the implementation of the United Nations reform include:

- Establishment of the New Generation Country Team, with representation from the Government, UNCT, development partners and international financial institutions, private sector, civil society, traditional leaders and faith-based organizations, youth, academia and the media;
- Establishment of the national SDG Secretariat at the Office of the Prime Minister in March 2019, with the responsibility of supporting coordination for localization and implementation of the SDGs by government ministries, departments and agencies, the private sector and civil society.

2.2 THEORY OF CHANGE

The Cooperation Framework theory of change is based on the logic that sustaining transformative and inclusive governance, including socioeconomic 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.² 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 across all 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, the 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, resource

management and fighting corruption, enhancing e-governance, promoting a programmatic approach to planning, and ensuring peace and security across the country and with neighbouring states. On its part, the United Nations 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. (See Figure 1 and Results Framework – Annex 2 for more details).

To effectively contribute towards addressing the three strategic priorities in the Cooperative Framework, the United Nations system in Uganda will particularly focus on capacity building at national, local government, sector and community levels, guided by the principles of Leave No One Behind, Human Rights-Based Approach, Gender Equity & Empowerment of Women, Resilience, Sustainability and Accountability. The system will also focus on supporting acceleration of digital transformation in Uganda, and enhancing availability of credible disaggregated data for policy, planning and effective monitoring and evaluation of progress towards SDGs.

Youth participating in a panel discussion at the United Nations Day 2019 Commemoration on the theme Youth for SDGs

© UN Uganda

² This is aligned to NDP III position that “Efficient political and economic strands promote social order. A stable, predictable and secure political environment is a pre-pre-requisite for socioeconomic development”.

#Youth4SD



FIGURE 1: THE UNSDCF THEORY OF CHANGE



ASSUMPTIONS	There is continued political will and commitment towards sustained good governance. Governance system is inclusive, accountable and effectively 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*	<p>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.</p> <p>1.1.2 Capacity of people especially marginalized and vulnerable groups to participate and benefit from governance and development at all levels strengthened.</p> <p>1.1.3 Capacity of state and non-state actors at local, national, and regional levels to sustain peace and security Strengthened.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>2.2.1 Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems.</p> <p>2.2.2 Enhanced capacities of institutions and communities to mitigate and adapt to climate change and disaster risks.</p> <p>2.2.3 Increased and equitable access to and use of modern, renewable and affordable energy sources and services.</p>	<p>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.</p> <p>3.1.2 People especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services.</p> <p>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.</p>	<p>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.</p> <p>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.</p>
CROSS CUTTING ISSUES	<ul style="list-style-type: none"> 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 Output Assumptions*

2.3 COOPERATION FRAMEWORK 2021-2025

STRATEGIC PRIORITIES

STRATEGIC PROIRITY 1

TRANSFORMATIVE AND INCLUSIVE GOVERNANCE

OUTCOME 1:

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



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, protected and people especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks

STRATEGIC PROIRITY 2

SHARED PROSPERITY IN A HEALTHY ENVIRONMENT



STRATEGIC PROIRITY 3

HUMAN WELL-BEING AND RESILIENCE

OUTCOME 3.1:

By 2025, all people, in particular vulnerable and marginalized groups, have improved 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

UGANDA UNSDCF ALIGNMENT TO NDP III, SDGs AND NATIONAL VISION 2040

COOPERATION FRAMEWORK PRIORITIES	STRATEGIC PRIORITY 1 TRANSFORMATIVE GOVERNANCE FOR SUSTAINABLE DEVELOPMENT	STRATEGIC PRIORITY 2 SHARED PROSPERITY IN A HEALTHY NATURAL ENVIRONMENT	STRATEGIC PRIORITY 3 HUMAN WELL BEING AND RESILIENCE
NDP III STRATEGIC OBJECTIVES	<ul style="list-style-type: none"> 5 Strengthen the role of the state in guiding and facilitating development 4 Enhance the productivity and social wellbeing of the population 2 Strengthen the private sector to create jobs 	<ul style="list-style-type: none"> 1 Enhance value addition in key growth opportunities 2 Strengthen the private sector to create jobs 3 Consolidate and increase the stock and quality of productive infrastructure 4 Enhance the productivity and social wellbeing of the population 5 Strengthen the role of the state in guiding and facilitating development 	<ul style="list-style-type: none"> 1 Enhance value addition in key growth opportunities 4 Enhance the productivity and social wellbeing of the population 5 Strengthen the role of the state in guiding and facilitating development
SUSTAINABLE DEVELOPMENT GOALS	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17	1, 3, 5, 6, 7, 8, 10, 11, 12, 13, 15, 16, 17	1, 2, 3, 4, 5, 6, 10, 11, 12
VISION 2040 ASPIRATIONS	A, B, C, D, E, F, G	A, B, C, D, E, F	A, B, C, D, F, G

2.4 COOPERATION FRAMEWORK OUTCOMES AND PARTNERSHIPS

2.4.1 STRATEGIC PRIORITY I: TRANSFORMATIVE AND INCLUSIVE GOVERNANCE

Under Strategic Priority 1, the Government and United Nations system will partner in the achievement of one outcome as follows:

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 interventions to build peaceful, just and inclusive societies.

Respect for human rights, rule of law, equal access to justice, gender equality and equity are key pillars of such a society, to ensure that the most marginalized and vulnerable are not left behind, and that peace is sustained. Empowering citizens and non-state institutions to actively engage and participate in decision-making is 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 Government of Uganda demonstrates political will and commitment towards sustaining transformative, inclusive and accountable governance at national and district/local levels and across public sectors as well as promoting coordination and governance effectiveness, and zero tolerance to corruption. The Government will be supported to strengthen institutional capacity in operationalizing

e-governance, addressing effective public financial management (PFM), monitoring efficient utilization of resources as well as sector prioritization in budgeting. On its part, the United Nations system in Uganda will provide support to the Government in designing and implementing an Integrated National Financing Framework, strengthening national and local capacities for sustainable good governance, rights and access to information technology, and promoting effective multi-level e-governance.

To consolidate the peace that Uganda has enjoyed over time, the United Nations will support and work with Government to strengthen policy environment and internal and regional infrastructure for sustained peace and security, border management, cross-border resilience and effective support to internally displaced people and protection of refugees.

The United Nations system will work with various institutions and facilitate reforms by supporting national and local multi-stakeholder dialogue on inclusive and accountable governance, the role of state, local government and non-state stakeholders in promoting human rights, equal opportunities, and e-governance as well as monitoring and reporting on reforms and adherence to national, regional and international obligations and commitments. The United Nations will also work with parliament to strengthen its oversight, representative and legislative role in working towards achieving the goal of leaving no one behind. In view of the general elections planned for 2021, the United Nations 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 United Nations system also will continue supporting the government, private sector and civil society in advocacy and technical support towards the promotion and protection of human rights and gender equality.



Representatives from the albinism community, civil society and the diplomatic community at the launch of the initiative aimed at 'Enhancing Equality and Countering Discrimination against persons with Albinism in Uganda'

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A Police officer with residents of Bwaise in Kampala, during a town hall meeting organized by IOM's EU-funded Social Cohesion project

© IOM

2.4.2 STRATEGIC PRIORITY II: SHARED PROSPERITY IN A HEALTHY ENVIRONMENT

Under Strategic Priority II, focus will be given to the achievement of 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, it 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, investment in building economic resilience and job security in MSMEs, equitable distribution of resources and benefits targeting the marginalized and vulnerable including those in hard to reach regions, refugees and mobile populations among others. Observance of human rights, promotion of gender equality and targeting the marginalized and vulnerable groups and regions, is a key condition for shared prosperity in a healthy environment.

The NDP III has identified industry as one of the key accelerators of growth and poverty alleviation but the level of manufacturing, innovation and value addition is still low. The country'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'.

Uganda has the potential to become the food basket of 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 is directly linked to lack of quality inputs, unequal access to resources for women across the value chain, limited access to financial services and markets, ineffective extension services, deficient market information, limited post-production value addition, inadequacies in quantity and quality of produce as well as insufficient supporting infrastructure. Modernizing the agriculture sector and improving value addition is imperative, as a strategy for shared prosperity.

In this regard, Government and the United Nations system will cooperate and work together with the private sector and other relevant institutions to intensify efforts to address the bottlenecks to Uganda's socioeconomic transformation in order to harness the opportunities in agriculture, minerals, oil and gas, knowledge, as well as tourism. This will also involve, among others, improving means of livelihood and creating opportunities for decent jobs, especially for youth and women, leveraging and accelerating Uganda's digital transformation in productive, trade and service sectors, and protecting workers from socioeconomic and environmental disasters and shocks. The United Nations system will support the Government to implement climate-smart agriculture and the sustainable intensification of agriculture to improve productivity, 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. The United Nations system will also support and work with the private sector, youth and academia to leverage innovations and technology for job creation, economic/business security and development. The use of digital technologies to drive innovation and integrated approaches for business, job creation, and increased production and productivity in agriculture, and the service and manufacturing sector will be promoted.

In this regard, the United Nations and Government will cooperate to promote inclusive economic growth based on a people-centred approach to planning and pro-poor interventions. The ultimate objectives will be to transition out of subsistence economy, increase productivity and promote trade; invest in skills development; protect livelihoods, mainstream regional integration and

create enabling environment as well as work with the private sector to create decent employment especially for youth.

The Government will provide leadership and be supported to create an enabling environment for investment and ease of doing business, taking advantage of international and regional frameworks like EAC, COMESA and AfCFTA related to economic growth and development. The United Nations system on the one hand will cooperate and work with targeted government and private sector entities and other stakeholders, especially youth and vulnerable/marginalized groups, on relevant interventions. The overarching objective will be to 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. Similarly, promoting regional integration and the effective implementation of the AfCFTA matched with the adoption of key trade facilitation measures will 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. Specific support will be towards tailored ICT platforms and tools for productivity, agriculture and skills development and

private sector investment post COVID-19.

The United Nations will work with private sector institutions to strengthen private sector networks within and outside the country (diaspora community) to effectively engage with relevant stakeholders towards creating an enabling environment for economic development. The United Nations will also cooperate with relevant companies and groups, youth and women in particular, and support innovations, equitable access to finance and skills development.

The United Nations will also 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, to ensure, among others, a decent work environment, especially for marginalized and vulnerable groups. The United Nations 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 on-going initiatives in this regard. These include 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.



A market vendor at Nakasero market in central Kampala sells garden produce during COVID-19 pandemic

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OUTCOME 2.2

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

Uganda's economy 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 socioeconomic development. The logic and precondition underlying this outcome is that if Uganda's natural resources (forests, soils, water, air, minerals and fisheries) are well managed and protected; renewable 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 will benefit from the sustainable economic use of natural resources and have access to reliable climate and early weather warning information. Additionally, if the environmental governance is enhanced with a stronger institutional capacity to design, implement and monitor environmental laws and regulations at central and local levels, then Ugandans 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 in particular 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 thus be targeted and supported to effectively participate in building community resilience and climate change adaptation.

Strengthening Uganda's DRR systems and institutions, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 (the Africa Programme of Action – POA) will promote sustainable and inclusive economic development and a shared prosperity, with special target to marginalized and vulnerable groups, and fragile regions. The focus is to protect Ugandans from social, economic and security shocks related to

frequent environment, climate and health related disasters. This is an important strategy to promote sustainable development.

In this regard, the Government and United Nations are committed to supporting the development and implementation of policies and interventions that target environmental conservation, ecosystem restoration and management of natural resources, to build household and community resilience. The United Nations system will work with relevant organs of government, the private sector and other key stakeholders to build an effective disaster preparedness and response framework. This will include comprehensive systems for prevention, mitigation, preparedness, response and recovery. The United Nations will also empower communities in Uganda to constructively engage in, and demand activities that promote environmental conservation, ecosystem restoration, and protection of natural resources to mitigate the impacts of climate change.

The United Nations will support effective and coordinated support to the National Emergency Coordination Centre (NECOC) to be effective in carrying out its mandate and roles, in particular to provide and disseminate early warning information, establish mechanisms for effective coordination and networking emergency response and recovery assets and resources, support the assignment of responsibilities and establishment of procedures to safeguard the lives and properties of the population in case of emergencies or disasters through organizational, planning, training activities designed to enhance the countries preparedness and response capabilities.

The United Nations system will also continue to support and work with the Ministry of Water and Environment and other relevant MDAs, private sector, CSOs, communities, academic, media, among other institutions, to promote effective public education, research and innovation in natural resources management and disaster risk reduction. Supporting the implementation of existing strategies and plans, including the Water and Environment Sector Response Plan for Refugees and Host Communities in Uganda, is a priority.



A woman tending groundnuts in a garden

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Ms. Afuswa Karungi, a graduate volunteer, with technicians from Green Heat Uganda Limited install solar panels

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2.4.3 STRATEGIC PRIORITY III: HUMAN WELL-BEING AND RESILIENCE

Under Strategic Priority III, the Government and the United Nations system will 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 including healthcare, education, justice, nutrition, water & sanitation services, among others. Of similar importance are social protection services like social insurance schemes, social care and support services, direct income support, as well as other complementary programmes.

Inclusive access to and utilization of quality basic and social protection services is a pre-condition and a key accelerator for transformative governance (Strategic Priority 1) and shared prosperity in a



A mother assisted to use the kangaroo method to keep her newborn baby warm

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healthy environment (Strategic Priority 2). This requires addressing rising poverty and vulnerability, additional investment in basic social and protection services, reviewing and implementing relevant equity-based policy and legal frameworks, and addressing gender and other opportunity gaps in various production sectors.

In this regard, the United Nations system will work with non-state organizations and institutions, and local governments to empower people and communities to effectively engage, access and utilize quality basic social and protection services; and be able to hold duty-bearers on their obligations and responsibilities, in promoting gender equality and women's empowerment, enhancing economic resilience of the marginalized and most vulnerable, and supporting the prevention and mitigation of the negative impact of shocks and stresses.

The United Nations will provide technical assistance in reviewing, developing and effectively implementing relevant policies and regulatory frameworks targeting the marginalized/ vulnerable (women and youth) around economic empowerment (business and entrepreneurship), health, education, HIV & AIDS, food/nutrition, WASH and social protection systems and services. The United Nations will support and work with Government and non-state actors to promote E-learning and training.

Under the health sector, the United Nations system in Uganda will cooperate and work with the Government, the private sector, and other non-state organizations including rights-holders to strengthen the national health system. Key focus will be placed on promoting inclusive access to and utilization of quality essential health services and strengthening public financial management. The support will target, among others, improving health sector infrastructure and strengthening the district health management capacities; preventing maternal, newborn and child mortality; addressing unmet needs regarding family planning and contraceptives; provision of antenatal, delivery and postnatal care to mothers, including adolescent pregnant girls; immunization and other essential child health services; and fighting major communicable (HIV, tuberculosis and malaria) and non-communicable diseases.

Uganda's education system will be strengthened to improve equitable access, quality, efficiency and effectiveness at all levels. Specifically, improvement of access to pre-school and progression from primary one across other levels of basic education, transition from primary to secondary education, improvement in quality of education for all children at all levels, promotion of e-learning and skills development are some of the critical areas of support. The United Nations will support the Government to make schools inclusive and safe for all children, including those with special needs, and support implementation of the Education Response Plan (ERP) for refugees and host communities. The United Nations system also will work with the private sector to create opportunities for apprenticeship and innovation particularly targeting youth and women.



A school girl promoting SDG 4 Quality Education

© UNFPA

In the area of water, sanitation and hygiene, the United Nations system will support the Government of Uganda to improve the availability of and access to safe water and improved sanitation facilities and promote the adoption of positive hygiene practices such as handwashing with soap and water. Particular attention will be given to improving WASH in health facilities, schools and for the most vulnerable communities (e.g. refugee hosting districts and informal urban and peri-urban settlements).

The United Nations system will support Uganda in fulfilling the National Social Protection Policy and strengthen national and local systems to effectively deliver social security and care services, direct income support, and complementary programmes to ensure that the country's human capital is protected and its full potential promoted. The United Nations also will play an important role in harmonizing social protection, humanitarian and development assistance to refugees by synergising services provided to host and refugee communities. To support the country's effort to better prepare, mitigate and respond to shocks, the United Nations 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 strengthening linkages along the humanitarian development continuum.

With the lessons learned from recent social, economic and environmental disasters, the United Nations system will work with stakeholders to strengthen national and local health, education and social protection systems for resilience and adaptation, including strengthening use of ICT and innovation to improve access to and utilization of services. In this regard, the Government and the United Nations system are committed to addressing underlying causes that hamper progress towards building strong national and local basic social and protection systems and services.



Pupils wash faces and hands at one of the water stand taps installed by UNICEF with funding from the Iceland Government on the compound Ajugopi Primary School in Adjumani District.

© UNICEF



South Sudanese refugee Bonsuk Sama takes water from a CERF-funded piped system in Palorinya Settlement, Uganda

© IOM

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, and inclusion of women/ girls and other vulnerable and marginalized groups are achieved. As part of human rights, Uganda requires effective promotion of gender equality, elimination of discrimination against women, girls and other marginalized and vulnerable groups, and elimination of sexual and gender-based harmful practices, including FGM and child marriages. This

requires strong and accountable institutions and people, and the extent to which public finance revenue and budgetary allocations are equity responsive, and prioritise these issues.

In this regard, the United Nations system will support the government and other non-state partners, to ensure that incidences and impact of GBV, VAW, VAC, sexual exploitation, harmful practices and abuse of women and children are substantially reduced, if not eliminated. There will be support for advocacy and sensitization to promote positive cultural and traditional practices and discard repugnant ones like female genital mutilation and child marriages; building capacities for equity responsive budgeting; and support on community mobilization and capacity building at national and local (district) levels to support mainstreaming GEWE and human rights.



Over 500 HeForShe Champions, Uganda's motocross and Safe Boda riders to mark the 16 Days of Activism against Gender Based Violence

© UN Women



Ms. Victo Nalule of Tunaweza Foundation (in the centre) champions rights of PLWD and also represents national NGOs under the UN Emergency Appeal on COVID-19 response and its impacts

© Tunaweza Foundation

2.5 SYNERGIES BETWEEN COOPERATION FRAMEWORK OUTCOMES

The three strategic priorities and outcomes are integrated and interlinked for sustainable development. The progress in one outcome will require or contribute to progress in the other outcomes. The synergies in the three outcomes are clearly linked to the three dimensions of the 2030 Agenda. The Cooperation Framework focuses on the marginalized and most vulnerable and aims at building strong, accountable and sustainable institutions and systems that promote resilience and adaptation in social, economic and environmental dimensions of sustainable development.

Throughout its engagement, the United Nations 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 and also with Special Procedures. The United Nations 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.

Besides the UNSDCF, there is the Refugee Response Plan (RRP), which is coordinated by UNHCR. These two frameworks exist in complementarity and will not- and should not- be identical or lead to the same outcomes (United Nations Secretary General's report on QCPR Implementation, A/74/73-E/2019/14). The RRP is the fundraising, coordination and planning instrument for the humanitarian response to refugees in Uganda. While 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 also one of the intervention areas in the Cooperation Framework.

Uganda works with continental and regional bodies such as African Union, IGAD, EAC, and the International Conference on the Great Lakes Region, to address issues of regional peace, security and development. Uganda is signatory to the 2013 Peace, Security and Cooperation Framework (PSC-F) for the Democratic Republic of Congo (DRC) and the region. The framework seeks to transform the region by finding durable solutions to the protracted conflict and insecurity that has rocked Eastern DRC and spilled into 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, and support community recovery, reconciliation and 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 and 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.

Continentially, Uganda has acceded and completes the self-monitoring mechanism for political governance, economic governance and management, corporate governance and sustainable socioeconomic 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. 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.

In the context of increasing frequency and impact of infectious disease outbreaks (including viral haemorrhagic fevers and COVID-19), the United Nations system will support the Government of Uganda to strengthen the resilience of the national health system and communities to prevent, and effectively respond to outbreaks.

Bridging the humanitarian-development-peace nexus 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 will be sought. Building on the complementarity between emergency preparedness and response, development, and peace building efforts, the Cooperation Framework prioritizes the prevention and mitigation of shocks caused by various factors including political crises, natural disasters and climate change.



Mr. Mulushid Waidhira, a graduate volunteer, installs an electricity transformer at Hima Centre factory at Namanve Industrial Park

© UNDP

2.6 SUSTAINABILITY

The Uganda Vision 2040 describes the country's aspirations of "A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years". The NDP III gives the strategies towards building blocks and realizing some of the achievements needed. The visioning and preparation of the CF took into consideration Uganda's medium and long-term development trajectories, gaps, challenges and opportunities up to 2030. Additionally, the strategic priorities, outcomes and identified interventions are owned by the Government and non-state stakeholders, and will be implemented within the existing national and local level structures. Hence, the United Nations will partner with Government, local governments, non-state stakeholders and other development partners to strengthen 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.

2.7 COMPARATIVE ADVANTAGES AND PARTNERSHIPS

The United Nations is considered as a trusted partner and a contributor to the country's development and social transformation. In particular, the United Nations is considered 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 the strengthening of national capacities at all levels.

- Support activities to increase 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 achieve food security.
- Act as a convener of a wide range of national and international partners.
- Coordinate partners and donors.
- Provide high quality technical expertise in specific areas like climate change and sustainable management of natural resources.
- Strengthen the capacity of CSOs and other groups to hold government, local leaders and citizens accountable in promoting the 2030 Agenda.
- Provide a neutral space where political issues and other governance and social issues can be addressed and resolved.
- Support data and knowledge management for policy and programming at national and local levels.
- Increase awareness and promote utilization of international support measures specifically tailored for least development countries, in the areas of trade and development cooperation.

In the last five years, through the UNDAF, the United Nations has played a key role in ensuring that regional and international frameworks are mainstreamed in Uganda's development plans and strategies. This has been done with focus on six programming principles of the 2030 Agenda: Leave No One Behind; Human Rights-Based Approach; Gender Equality and Women's Empowerment; Resilience; Sustainability; and Accountability.



Mpara County Women's Group mobilize during the Global Spotlight Joint Monitoring Visit to Kasese

© UN Women



Responding to COVID 19 in Uganda's Prisons

© UNODC

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Young champion Milly poses with the Beijing +25 National Report on International Women's Day in Mbale, Uganda

© UN Women

COOPERATION FRAMEWORK IMPLEMENTATION PLAN

3.1 IMPLEMENTATION STRATEGY AND PARTNERSHIPS

The United Nations support will be implemented through an integrated and coherent manner of effective coordination. The Cooperation Framework also embodies nexus of change, partnerships and innovations. The United Nations system will build on on-going successful ships and establish new partnerships to support informed engagements and multi-stakeholder consultations as well as leverage on new technologies to support Cooperation Framework implementation and monitoring.

3.2 JOINT WORK PLANS

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

Embracing a joint work plan per Strategic Priority, the new CF will advance the harmonization and simplification of United Nations operations while 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 time-bound indicators, joint work plans will ensure a coordinated and consistent response, while aligning programming with global and regional frameworks.

3.3 PROGRAMME MANAGEMENT AND ACCOUNTABILITY

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

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 United Nations system agencies and each implementing partner as necessary on the use of resources. To the extent possible, the United Nations system agencies and partners will use

the signed UNSDCF and joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents will 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 pre-agreed work plans using the following modalities:

1. Cash transferred directly to the implementing partner:
 - a) Prior to the start of activities (direct cash transfer), or
 - b) After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the implementing partners based on requests approved by the designated official of the implementing partner;
3. Direct payments to vendors or third parties for obligations incurred by United Nations system agencies in support of activities agreed with implementing partners.

Through the placement of volunteers within the United Nations system and the promotion of volunteerism, UNV will contribute to raising awareness of Agenda 2030 and enable the monitoring of the SDGs through citizen driven qualitative and quantitative data collection; provide technical expertise to encourage conducive policy environments and opportunities for people to volunteer; help improve the delivery of services; and model behaviour to inspire others.

3.4 UNSDCF GOVERNANCE STRUCTURE

The governance structure and implementation mechanism for the Cooperation Framework will be aligned with NDP III/SDG coordination mechanisms. The CF governance structure will ensure strong national ownership and engagement. These include reconfigured Joint National UNSDCF Steering Committee as the highest governing body



A local retailer sells food to a refugee who received cash from WFP, Adjumani Refugee Settlement

© WFP



Richard Ochaya, senior WASH Associate is opening the water in the solar powered pump in Obumiri

© UNHCR

chaired by the United Nations Resident Coordinator and the designated Government representative, and strategic priorities groups co-led with line ministries. The CF implementation will be supported by United Nations inter-agency groups including the United Nations Programme Reference Group, United Nations SDG Team, Disaster Risk Management Team, Human Rights and Gender Advisory Group, Results-Based Management Group, Operations Management Team, United Nations Communications Group.

The reconfigured Joint National UNSDCF Steering Committee (JSC): The JSC will ensure 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 will monitor progress, challenges and opportunities, and steer the direction of implementation; review the One United Nations Country Results Reports; and support resource mobilization for the Cooperation Framework as well as development financing opportunities. The JSC will be co-chaired by a Senior Government Official on behalf of the Government of Uganda and the United Nations Resident Coordinator on behalf of the UNCT. The JSC includes the United Nations Country Team and key partners. JSC meetings will take place at least once a year to undertake annual reviews, update the United Nations Common Country Analysis (CCA) and assess implementation of the joint work plans, and in case of evolving national circumstances, make formal decisions on amendments or revisions of the Cooperation Framework to ensure continued relevance and focus.

United Nations Country Team (UNCT): The UNCT, under the leadership of the Resident Coordinator will be responsible for the implementation of the CF and provide oversight to the various inter-agency groups. The Resident Coordinator and United Nations entities will adhere to the individual and mutual accountabilities stipulated in the Management and Accountability Framework. Through this framework, the UNCT will ensure consistent approach and commitment to the General Assembly resolution on the repositioning of the United Nations development system.

CF Strategic Priority Groups (SP Groups):

The CF Strategic Priority Groups are part of the UNSDCF management arrangements responsible for CF implementation, monitoring progress and reporting. The Strategic Priority 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 Strategic Priority Groups will develop joint work plans identifying outputs where agency activities can complement one another, including through joint programming, joint resource mobilization and outlining the activities of each agency in the achievement of common results.

United Nations Programme Reference Group:

The Programme Reference Group comprises deputies, senior policy and programme officers, is chaired by a selected member and closely collaborates with the Resident Coordinator's Office. Under the overall guidance of the UNCT, the Programme Reference Group will facilitate and provide overall policy and technical guidance on UNSDCF and key policy issues.

United Nations Technical Working Group on SDGs (UN SDG TWG):

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.

United Nations Disaster Risk Management Team (UNDRMT):

The UNDRMT is a supportive body of the UNCT responsible for preparing and coordinating emergency preparedness and response activities, and long term plans for disaster risk reduction and resilience building among United Nations agencies, with capacity building of the Government 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 Office, provides technical support to the UNCT and Programme Reference Group on issues related to human rights and gender; supports coherence in mainstreaming of human rights and gender in United Nations programmes and operations, inter-agency coordination and capacity building; and monitors fulfilment of United Nations' institutional commitments on human rights and gender 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 comprises gender and human rights focal persons from all United Nations agencies and is co-chaired by UN Women and OHCHR.

Results-Based Management Group (RBM Group):

Drawing on the comparative strengths and practices of the various United Nations entities, the RBM Group will provide coherent support in strengthening national data systems to track UNSDCF, joint work plans and SDG 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 a jointly agreed annual work plan and CF monitoring and evaluation Plan.

United Nations Operations Management Team (OMT):

The OMT champions operational coherence, harmonization and optimization to increase the United Nations' overall service efficiency, effectiveness and quality while

enhancing programme delivery. Membership to the Operations Management Team includes the deputies or senior operations managers from each resident agency in Uganda and the Team 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 United Nations Uganda Business Operations Strategy (BOS) annualized through a work plan with deliverables at the working group level. The Operations Management Team has established a Common Services Unit with dedicated BOS expertise providing technical support around the implementation of the BOS and common services.

United Nations Communication Group (UNCG):

The United Nations Communication Group is the lead inter-agency group responsible for formulating and implementing the 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 Resident Coordinator. The Group is responsible for joint United Nations 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, ensuring innovative ways to interact with beneficiaries.

Office of the United Nations Resident Coordinator:

The Resident Coordinator's Office fulfils five key functions; (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 funding framework that will emphasize the allocation of resources in the context of larger flows to support NDP III and SDGs. United Nations resources will play a complementary and catalytic role in order to:

- Address barriers to SDG financing,
- Facilitate dialogue with diverse partners and enable governments identify new sources of SDG financing; and
- 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 United Nations development system to more transparency and accountability for its expenditure, more effectiveness and efficiency in the use of limited resources, and clearer communication on work and achievements. The funding framework 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 United Nations Uganda Multi-Partner Trust Fund established in early 2020 will support UNCT leveraging financing of national development priorities through the Cooperation Framework. The UNCT will continue exploring financing opportunities from global joint funds, such as the Migration Fund, and the Joint SDG Fund among others, while building partnerships for new development financing opportunities.

3.6 UNCT CONFIGURATION

Under the leadership of the United Nations Resident Coordinator, the United Nations Country Team (UNCT) in Uganda carried out an assessment and mapped out United Nations system capacities and resources that are required to effectively deliver on the Cooperation Framework's strategic priorities, outcomes and outputs. As indicated in the Joint Statement, various United Nations entities showed commitment and readiness to avail technical and financial resources to support the implementation of the Cooperation Framework.

3.7 COMMUNICATION FOR THE COOPERATION FRAMEWORK

Cooperation Framework implementation, progress, results achievement, challenges, and lessons learned will be communicated and reported to various stakeholders at national, local and within sectors through a United Nations communications strategy. The strategy will leverage on new technologies to reach and interact with various stakeholders, particularly youth and those in rural areas.



Screening at Bunagana on the border with D.R. Congo, implemented by IOM, funded by CERF

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Grey-headed Gull
(*Larus cirrocephalus*)
on Musambwa Island in
Lake Victoria
© Mathias Mugisha

IMPLEMENTATION, MONITORING AND LEARNING

4.1 IMPLEMENTATION SUPPORT

The United Nations 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.

Additional support may include access to United Nations organization-managed global information systems, the network of country offices and specialized information systems, including rosters of consultants and providers of development services, as well as access to the support provided by the network of United Nations specialized agencies, funds and programmes. The United Nations 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 United Nations 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 work plans and project documents. By mutual consent between the Government and the United Nations development system entities, funds not earmarked for specific activities may be re-allocated to other programmatically-worthy activities.

Implementing partners agree to cooperate with the United Nations 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 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 system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the system agencies.
2. Programmatic monitoring of activities following the agencies' standards and guidance for site visits and field monitoring.
3. Special or scheduled audits. Each United Nations organization, in collaboration with other 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 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 supreme audit institution chooses not to undertake the audits of specific implementing partners to the frequency and scope required, the system agencies will commission the audits to be undertaken by private sector audit service providers.

4.2 MONITORING, REPORTING AND EVALUATION

A Monitoring, Reporting and Evaluation Plan developed in line with United Nations development system guidelines, outlines how joint and agency-specific monitoring and evaluation activities mutually reinforce each other, and specific respective roles, responsibilities and accountabilities for the duration of the Cooperation Framework. 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 also be applied at 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 United Nations normative principles across the entire Cooperation Framework.

4.3 RISKS AND OPPORTUNITIES

The Cooperation Framework formulation process identified risks that could potentially influence the achievement of the outcomes:

- Natural disasters, environmental degradation and impact of climate change and other socioeconomic disasters and risks: Uganda will continue to face climate shocks such as floods, landslides, drought, famine, severe storms, wild fires, zoonotic diseases and pests that negatively impact on production and productivity, thus affecting household livelihoods, with serious consequences on food

security across the country. The country is also vulnerable to disease outbreaks 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 United Nations together with other development partners and international financial institutions will work with the Government and other non-state actors on programmes of environmental conservation and natural resource management as well as building resilience and adaptation to climate shocks and risks across the country.

- Weak economic growth and increased inequalities pose social, economic and environmental threats in Uganda: The country faces the risk of slow and unequal economic growth, reduced foreign direct investment, limited creation of decent jobs for youth and women, and food insecurity. The United Nations system will seek to support the Government efforts to create opportunities for robust and inclusive economic growth across Uganda.
- Land disputes and ethno-political conflicts: Land remains a conflict driver across Uganda, especially in the Albertine Graben, central Uganda, Karamoja, and northern Uganda regions 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 a long-standing, ethno-political 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: Political tension has the potential to affect the implementation of national programmes, with the upcoming 2021 elections presenting as a key risk period basing on historical trends. However, this can be curtailed by increased investment in civic education and orientation of the police, other security organs and all related stakeholders. The United Nations system in Uganda together with other development partners will work with the Government and relevant institutions to ensure that political tension is addressed and the elections are peaceful, transparent and credible.
- Dwindling resource allocation to basic social and protection sectors: Public expenditure 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's economic growth could be negatively impacted especially through rising inflation. The current nominal debt to GDP ratio of 42.2 per cent 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, thus the United Nations system together with other development partners is committed to supporting Uganda in design and implementation of an Integrated National Financing Framework.



Mothers receive health education on immunisation from Adoch Caroline, the MCH in charge at Nabilatuk H/C IV, Kaabong District

© UNICEF



Congolese refugees sail on lake Oruchinga in western Uganda to get feed and catch white til

© UNHCR

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A man casts a vote during
the 2016 Presidential and
Parliamentary elections in
Kibaale

© UNDP

COMMITMENTS OF THE GOVERNMENT

The Government will support the United Nations efforts to raise funds required to meet the needs of this UNSDCF and will cooperate with the system in various ways including: encouraging potential donor Governments to make available to the system agencies the funds needed to implement unfunded components of the programme; endorsing the United Nations system efforts to raise funds for the programme from other sources, including the private sector both internationally and in Uganda; and permitting tax exemptions for programme-related contributions from individuals, corporations and foundations in Uganda 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.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the 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 not hold them liable in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements. No exception will be made to any claims and liabilities resulting from operations under the cooperation and assistance agreements, unless mutually agreed by Government and a particular agency that such claims and liabilities arose 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 United Nations 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 from 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 the World Food Programme, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946 or 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), will be used by implementing partners to request the release of funds, or to secure the agreement that the funds will be reimbursed or paid directly, 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 (and ensuring that reports on the utilization of all received cash are submitted within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the United Nations 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 and ensuring that reports on the full utilization of all received cash are submitted within six months of receipt of the funds.

To facilitate scheduled and special audits, each implementing partner receiving cash will provide the United Nations system agency or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by United Nations 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 transited.
- The findings of each audit will be reported to the implementing partner and United Nations 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 United Nations organization that provided cash and to the SAI, where a SAI has been identified to conduct the audits to enable inclusion of these statements in their final audit report before submitting to the United Nations organization.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the United Nations system agencies and to the SAI, where the SAI has been identified to conduct the audits, on a quarterly basis or as mutually agreed.

Mountain Gorillas: Uganda has 53% of the world's rare Mountain Gorillas

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ANNEXES



ANNEX 1: REGIONAL FRAMEWORKS



President Yoweri Museveni (right) meeting with the Special Envoy of the UN Secretary-General to the Great Lakes Region, Mr. Xia Huang and delegation at State House Entebbe, 18 February 2020

© PPU

UGANDA AND THE REGIONAL FRAMEWORKS FOR GREAT LAKES AND THE HORN OF AFRICA

Uganda is an active member and is committed to contributing towards achievement of regional and sub-regional aspirations based on cooperation arrangements and various frameworks for peace, security and development of the Great Lakes and Horn of Africa Region. UN Development System in Uganda, is committed to supporting and working with Government of Uganda to effectively participate and contribute to the implementation of the following regional frameworks:

1. PEACE, SECURITY AND COOPERATION FRAMEWORK FOR DRC AND THE REGION (PSC-F)

Uganda is signatory to the Peace, Security and Cooperation Framework for DRC and the region signed in February 2013 in a renewed drive to end the recurring cycles of devastating conflict in eastern DRC which impacts stability and development in the Great Lakes area of Africa. On 31 January 2014, two more countries, Kenya and

Sudan, became signatories of the PSC Framework. The Guarantors of the Framework agreement are the United Nations, the African Union, the International Conference on the Great Lakes Region, and the Southern African Development Community. UN is an important and impartial partner under this Framework. The PSC-F created three layers of implementation of its aim to address the root causes of conflict and put an end to recurring cycles of violence” in eastern DRC and the Great Lakes Region namely national, regional and for the international community. The action plan developed support the Framework’s implementation listed the various initiatives to be pursued to achieve these levels of implementation.

Uganda has contributed to the regional level implementation and in support of confidence building between the countries of the region. The UN Resident Coordinator has supported the Special Envoy of the Secretary General of the Great Lakes role as “catalyst and facilitator” through the diplo-

matic efforts with the President Uganda who is the mediator for the inter-Burundi dialogue as well as with coordination between UN Uganda support to the implementation of the PSC-F.

2. SUPPORT TO IGAD REGIONAL STRATEGY 2016-2020 AND THE UN COMPREHENSIVE REGIONAL PREVENTION STRATEGY FOR THE HORN OF AFRICA

Uganda continues to support the Intergovernmental Authority on Drought and Development (IGAD) was initially established in 1986 to coordinate the efforts of the Member States in combating desertification and promoting the efforts to mitigate drought. The Member States of IGAD are: Djibouti, Ethiopia, Eritrea, Kenya, Somalia, the Sudan, South Sudan and Uganda. IGAD's mission is to "Promote Regional Cooperation and Integration to Add Value to Member States' Efforts in Achieving Peace, Security and Prosperity". The Member States launched IGAD Regional Strategy and Implementation Plan 2016-2020, whose purpose is to actively promote economic cooperation and integration in the IGAD region through enhanced capacity in:

- Agriculture and livestock development and food security
- Natural resources management and environment protection
- Regional economic cooperation and integration
- Social development
- Maintaining peace and security, and
- IGAD corporate development.

To support the implementation of the IGAD strategy and contribute to prevention of conflicts arising out of the evolving dynamics in the Horn of Africa region, the UN formulated the Comprehensive Regional Prevention Strategy and the Secretary General appointed a Special Envoy for the region. The UN in Uganda contributed to the formulation of the strategy and is currently supporting its implementation through the various but corresponding pillars of the UNDAF. The Resident Coordinator supports coordination and diplomacy efforts of the SESG-Horn.

The Horn of Africa Prevention Strategy is informed by the 2018, political reforms in Ethiopia that triggered wide-ranging diplomatic shifts across the Horn of Africa and gave rise to a new narrative of compromise, cooperation and economic complementarity in the region. The détente between Eritrea, Ethiopia and Somalia, the diplomatic overtures between Djibouti and Eritrea that led the United Nations Security Council to lift sanctions against Eritrea in November 2018, and the revitalized peace agreement in South Sudan increased international confidence in regional solutions to regional problems. The emerging discourse has elevated the region's global appeal and importance, and revived optimism for long-term growth and stability. As the Secretary-General stated at the African Union Summit in February 2019, the wind of hope is blowing throughout Africa, and it is now possible to better solve and prevent conflicts.

The Horn of Africa Prevention Strategy (2019-2023) is a five-year Strategy articulating the United Nations support framework for the Horn of Africa. It aims at operationalizing the Secretary-General's vision of prevention by rationalizing United Nations prevention - related mandates and encouraging joined-up action and system-wide ownership of outcomes. The Strategy employs a regional approach to prevention in the Horn of Africa and considers regional strategies of the AU and sub-regional strategies of the Intergovernmental Authority on Development (IGAD). This is guided by the understanding that contemporary conflicts and crises in the region are complex and protracted, and often spill over national borders; responses to them must correspondingly be multidimensional.

The Strategy aims to galvanize consensus towards a prosperous, stable and peaceful region. It is consistent with the Sustainable Development Goals (SDGs) and The New Way of Working (NWOW) and aligns with the implementation of ongoing United Nations reforms. The Strategy is flexible and allows for interconnections with other frameworks and strategies for the region, including for the African Development Bank (AfDB), the African Union, IGAD and the World Bank, among others.

3 EAST AFRICA COMMUNITY VISION 2050

The East Africa Community (EAC) is an intergovernmental organization composed of six countries in the Africa Great Lakes regions in Eastern Africa, namely Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda.

The AEC Vision 2050 articulates the dreams and aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams. Vision 2050 is an instrument that will drive the means to improve the quality of life of the people in the region through increased competitiveness, value added production, trade and investment. The EAC Vision forms the basis for defining strategies, policies and programmes and to achieve and sustain the key pillars of the EAC integration process as stipulated in the EAC Treaty and to facilitate the realization of the African Economic Community.

Vision: To become a globally competitive upper-middle income region with a high quality of life for its population based on the principles of inclusiveness and accountability.

Mission: To widen and deepen economic, political, social and cultural integration.

The Vision is to be achieved through six strategic pillars, namely:

- Infrastructure Development
- Agriculture, Food Security, and Rural Development
- Industrialization
- Natural Resources and Environment Management
- Tourism, Trade and Service Development, and
- Human Capital Development

The Vision 2050 lays out a broad East Africa's perspectives in which the region optimizes the utility of its resources to narrow the gap in terms of social wellbeing and productivity. It portrays a future for East Africa of individual prosperity in cohesive societies, competitive economies, and strong inter-regional interaction. It is envisaged that by 2050 per capita incomes would grow ten-fold, situating the region into upper-middle income category.

The growth prospects for East Africa region is favoured by encouraging continental integration initiatives and steps being undertaken to promote inter-regional trade. The COMESA-EAC-SADC Tripartite Free Trade Area (TFTA) Agreement was signed mid-June 2015, and marked a decisive step towards continent-wide integration. Furthermore, the Continental Free Trade Area (CFTA) negotiations have been launched within the framework of African Union. This is in addition to the Agenda 2063 which encompasses the dreams and aspirations of Africa as a whole and EAC and the other RECs are the building blocks of the African Economic Community that is the continent's ultimate dream.

Uganda and Somalia:

Uganda is a Troop Contributing Country for AMISOM. Due to this, UPDF troops in AMISOM have been targeted by *Al Shabaab* with fatalities in 2015 and 2019. The group also claimed responsibility for the terrorist attack in Kampala that left 70 people dead in 2010. The 2015 attack claimed the lives of 14 Uganda Peoples Defence Forces (UPDF) who were part of AMISOM. Despite this, Uganda has been supportive of peace efforts in Somalia including convening an AMISOM TCC summit in 2018 to evaluate the decision by the Security Council for gradual withdrawal of troops from AMISOM amidst increased attacks by *Al Shabaab*, inter-clan conflicts and other forms of violence have become more prevalent in Somalia. The levels of displacement have remained high, with refugees from Somalia spilling over to Western Uganda, Isingiro and Nakivale Settlements.

ANNEX 2: UNITED NATIONS REGIONAL ENTITIES IN ENTEBBE



Celebrating United Nations Day 2019 at the MONUSCO Entebbe Support Base

© Yannick Van Winkel, RSCE

MONUSCO ENTEBBE SUPPORT BASE

The UN Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO) Entebbe Support Base (ESB) was established in 2006. MONUSCO base is utilized to provide logistics support for UN Missions in South Sudan, Abyei and Central African Republic. The main activities include: rotations of Military and Police Contingents of MONUSCO and neighbouring missions. MONUSCO also provides medical services to the missions. The aviation section is responsible for all UN flights in Uganda with the oversight and management of all UN aircrafts based in Entebbe.

Below is an overview of the UN entities that operate at the MONUSCO Entebbe Support Base.

Civilian Pre-deployment Training Team (CPPT) - CPPT is responsible for ensuring all international civilian mission personnel deployed to the field to complete the four-day Civilian Pre-deployment Training (CPT) course.

Global Procurement Support Section (GPSS) - GPSS provides procurement services to UN field missions and offices in Central and Eastern African regions and beyond through joint acquisition planning and development of regional procurement strategy.

MINUSCA Liaison Office - The MINUSCA Liaison Office is responsible for all logistic and administrative coordination to ensure timely delivery of support to all clients in MINUSCA.

Office of Internal Oversight Services (OIOS) - OIOS is mandated to assist the Secretary-General (SG) in fulfilling his oversight responsibilities through the internal audit, monitoring, inspection, evaluation and investigation services of the UN.

The Regional Ombudsman Office in Entebbe (ROE) - ROE is a regional branch of the Office of the UN Ombudsman and Mediation Services (UNOMS) the informal pillar of the UN internal system of administration of justice. ROE serves all UN Secretariat staff deployed in Eastern and Northern Africa.

United Nations Mine Action Service (UNMAS) Office

provides service and logistical support to three UNMAS programmes in DRC, South Sudan and Abyei. The consolidated support service comprises of Human Resources, Procurement, Contracts Management, Administration, Protocol and Finance

UNMISS Liaison Office - The UNMISS Liaison Office in Entebbe coordinates all inbound and outbound of all UNMISS passengers and cargo via Entebbe.

The Regional Service Centre in Entebbe (RSCE) - RSCE was established in July 2010. The Centre provides efficient, client-oriented, and scalable services with the goal of moving transactional, non-location-dependent administrative functions to the Centre from its client entities. These include transactional elements of human resources, finance, multimodal movement and control, personnel and cargo transport and information and communications technology (ICT) support. The Centre provides support to over 17, 500 personnel in 20 client missions and various non-mission entities including international civilian staff, national staff and uniformed personnel representing 77% of all UN peacekeeping and special political missions worldwide.

The missions served include:

AOJ - Goma and Administration of Justice in Entebbe

CNMC - Cameroon-Nigeria Mixed Commission

GPSS- Global Procurement Support Section in Entebbe

MINURSO - UN Mission for the Referendum in Western Sahara

MINUSCA - UN Multidimensional Integrated Stabilization Mission in the Central African Republic

MINUSMA - UN Multidimensional Integrated Stabilization Mission in Mali

MONUSCO - UN Organization Stabilization Mission in the Democratic Republic of Congo

OIOS - Office of Internal Oversight Services in Entebbe

OSESG-B - Office of the Special Envoy of the Secretary-General for Burundi

OSESG-GL - Office of the Special Envoy of the Secretary-General for the Great Lakes Region

OSESG-HOA - Office of the Special Envoy of the Secretary-General for the Horn of Africa

POESOM - Panel of Experts on Somalia

UNAMID - African Union-UN Hybrid Operation in Darfur

UNEERO - Office of the UN Emergency Ebola Response Coordinator

UNIOGBIS - UN Integrated Peacebuilding Office in Guinea-Bissau

UNISFA - UN Interim Security Force for Abyei

UNITAMS - UN Integrated Transition Assistance Mission in Sudan

UNMISS - UN Mission in South Sudan

UNOAU - UN Office to the African Union

UNOCA - UN Regional Office for Central Africa

UNOMS - UN Ombudsman and Mediation Services in Entebbe

UNOWAS - UN Office for West Africa and the Sahel

UNSMIL - UN Support Mission in Libya

UNSOM - UN Assistance Mission in Somalia

UNSOS - UN Support Office in Somalia

ANNEX 3: UNITED NATIONS UGANDA AREA COORDINATION SYSTEM



A team from MoGLSD, UNACT and DLG for a Spotlight Joint Monitoring Meeting with Community group in Kitgum

© UN Uganda

The United Nations Area Coordination (UNAC) system through the UN reform agenda approach promote Delivering as One at field level, that helps to ensure United Nations in Uganda support at field level better coordinated, more efficient and effective. The UNAC system became operational in 2009 in; Northern, Karamoja South Western Uganda and in 2019 added the West Nile region. The UNACs are appointed by the UN Resident Coordinator and they are the highest ranking officers in their respective regions. In relation to the UN Reform, the UNACs are also the Area Security Coordinators and are appointed by the Security Management Team (SMT) in Uganda.

ROLES OF THE UNAC

1. **Converging Role:** providing strategic internal UN leadership and coordination support toward the implementing of the UNSDCF in the field including being a liaison between the UNCT and field staff.
2. **Convening Role:** responsible for coordinating regional humanitarian, recovery and development efforts in partnership with key stakeholders-Local Government; Development Partners and CSOs.
3. **Enabling Role:** enhancing local dialogues and consensus building, while strengthening local capacities to lead local development, including the SDGs localization and implementation.

ANNEX 4: UNSDCF RESULTS FRAMEWORK

A: COOPERATION FRAMEWORK STRATEGIC PRIORITY 1: TRANSFORMATIVE AND INCLUSIVE GOVERNANCE

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, 5.1, 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, 11.3, 11.b, 11.c, 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

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	<i>There is continued political will and commitment towards sustained good governance.</i>
	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)	Governance system is inclusive, accountable and effective promoting human rights, peace, justice and security.
	1.3 Governance Index (Proxy Indicator)	55	60	Ibrahim Mo Governance index	

PERFORMANCE INDICATORS	BASELINE (FY 2018/2019 [2019])	TARGET (COOPERATION FRAMEWORK END)	DATA SOURCE/MOV	ASSUMPTION STATEMENT
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 ³	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 ⁴ : 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] ⁵	50	90	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 per 100,000 persons by sex, age, type and region	551	306	Uganda Police Annual Crime Report,, 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; NDP III Results Framework (NSDS, NGPSS – UBOS)	The population actively participate in the National Governance, Peace and Security Survey

3 refers to a robust inter-ministerial coordination and public financial management system is in place to capture timely, comprehensive, regular and useful information on development cooperation/finance. Supports government accessing and delivering/managing effectively the development financing, including global development financing

4 (1= Not adequately, 2= very Partially: In place but not timely & comprehensive, 3=partially: In place with timely information but not comprehensive; 4= Largely: In place with timely comprehensive, information)

5 Available data is not disaggregated by sex nor Interest groups [youth, PWDS & Elderly]: This disaggregation will be explored during the programme cycle
Available data not disaggregated by sex, age and disability

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.

SDG AND TARGETS:

1.b, 3.c, 5.2, 5.5, 5.b, 5.c, 6.b, 7.1, 7.2, 7.3, 7.b, 8.3, 8.7, 8.8, 10.2, 10.5, 10.6, 10.7, 11.1, 11.2, 11.3, 11.4, 11.5, 11.6, 11.7, 11.b, 11.c, 12.7, 12.8, 13.a, 13.b, 14.4, 14.5, 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

REGIONAL FRAMEWORKS:

- Africa Union Agenda 2063
- East African Vision 2050
- COMESA
- The Africa Continental Free Trade Area (AfCFTA)

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)	(2019): Agriculture: 21.9%, 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	<i>Productive Sectors (Agriculture, Tourism, Mining, Manufacturing) are modernized and effective increasing productivity and production.</i>
	2.1.2b. Unemployment rate disaggregated by age and sex and persons with disabilities (SDG 8.5.2, NDP II)	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	

PERFORMANCE INDICATORS	BASELINE (FY 2018/2019 [2019])	TARGET (COOPERATION FRAMEWORK END)	DATA SOURCE/MOV	ASSUMPTION STATEMENT
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				
2.1.1.a Volume of production per labour unit (in USD) by classes of farming/pastoral/forestry enterprise size including smallholders (FAO)	(TBD):	TBD	Uganda Annual Agricultural survey	Farmers effectively engaged in efficient and climate smart agriculture
2.1.1.b. Percentage of processed exports to total exports disaggregated by category (agriculture, mining)	12.3 (2018) Mining-5 Agriculture: 7.3	19.81 Mining: 7.1 Agriculture: TBD	Annual Sector review Reports	Government and non-government actors adopt/increase value addition in (agriculture, Mining)
2.1.1.c. Distribution of agricultural land area owned disaggregated by sex, age, location	TBD (2019):	TBD	Uganda Annual Agricultural survey	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	0	12	UNCT Progress Reports	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				
2.1.2.a Number of new decent jobs (formal and informal) generated disaggregated by sex, age, disability	0	200,000 (120,000F, 80,000 M)	UBOS Statistical Abstract, Annual Progress Reports	People are engaged in sustainable nature-based solutions and efficient use of productive assets for improved livelihoods
2.1.2.b. Number of people benefiting from sustainable nature-based and productive-resource based solutions for improved livelihoods	0	30,000 Males: 14000 Females: 16000	Sector performance reports	Employees are engaged in decent jobs in the formal and informal sectors.
2.1.2.c. Percentage of eligible population with access to formal financial services disaggregated by sex, age, disability and location (rural/urban)	58% (2018)	75%	Fin-Scope Uganda Survey, Financial Sector Deepening Uganda (FSD)	People are engaged in sustainable nature-based solutions and efficient use of productive assets for improved livelihoods
2.1.2.d 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	0	1,500 (1000F/500M)	Sector review Reports	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				
2.1.3.a. Share of public expenditure in productive sectors disaggregated by Agriculture, Tourism, Trade and Industry, Energy and Minerals as well as IT-ITES)	Agriculture = 2.21% Tourism = 0.48% Trade & Industry = 0.62% Energy & Minerals = 7.12% (2018/19)	Agriculture = 4% Tourism = 1.2% Trade and Industry = 1.5% Energy and Minerals = 8%	Government Annual Performance Report; Annual Budget Performance Report	Government adopts and implements equitable formula of distributing public resources to productive sectors
2.1.3.b. Value of foreign and domestic direct investment in productive sectors disaggregated by Agriculture, Tourism, Trade and Industry, Energy and Mineral	Agriculture = \$291,025,831. Tourism = \$23,309,427 Trade & Industry = \$323,762,944 Energy = \$45,896,700 Minerals = \$41,304,650 (2018/19)	Agriculture = \$350,000,000. Tourism = \$30,000,000 Trade & Industry = \$400,000,000 Energy = \$60,000,000 Minerals = \$60,304,650	Annual Investment Abstract, Uganda Investment Authority	Local and foreign Investors are effectively and responsibly investing in productive sectors
2.1.3.c. 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.

RESULTS	PERFORMANCE INDICATORS	BASELINE (FY 2018/2019 [2019])	TARGET (COOPERATION FRAMEWORK END)	DATA SOURCE/MOV	ASSUMPTION STATEMENT
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
	2.2.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)	3230.7 (2015)	2994	IEA global data on emissions / Sector Performance Reports	

PERFORMANCE INDICATORS	BASELINE (FY 2018/2019 [2019])	TARGET (COOPERATION FRAMEWORK END)	DATA SOURCE/MOV	ASSUMPTION STATEMENT
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	4,420,000 Ha	4,500,000 Ha ⁶	Sector review reports	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	48%	65%	GAP report/MoLG annual performance assessment report	Local administrative units adapt and enacts policies and procedures for accessing and utilization of power
Output 2.2.2: 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	0	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 - FAO)	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) BTR (n/a) BUR (yes)	NDC (yes) NC (yes)	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	HH-0 Enterprises-TBD	HH-180,000 Enterprises-TBD	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.

6 Includes Protected areas such as National Parks, Wildlife reserves, Central/Local Forest reserves, Community wildlife reserves plus Wetlands Ramsar sites and are assumed not going to change, except if government gazettes or de-gazettes more areas plus any other land outside the protected areas that is sustainably managed such as agro-forestry, soil and water conservation, climate smart agriculture etc.

C: COOPERATION FRAMEWORK STRATEGIC PRIORITY 3: HUMAN WELLBEING AND RESILIENCE

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.

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

REGIONAL FRAMEWORKS:

- o Africa Union Agenda 2063
- o East African vision 2050
- o COMESA
- o The Africa Continental Free Trade Area (AfCFTA)

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	69%	80%	DHIS2, UDHS and surveys	Health, Education and Social Protection Systems have adequate resources, and are effective and efficient.
		61%	TBD	Ed Annual Education Sector Performance reports, Draft Education Sector Strategic Plan (2021-2025)	
	3.1.b. Primary to secondary school transition rate	2.9 %	TBD	National Development Plan III	
	3.1.c. Social Protection Coverage (Percent)				
PERFORMANCE INDICATORS		BASELINE (FY 2018/2019 [2019])	TARGET (COOPERATION FRAMEWORK END)	DATA SOURCE/MOV	ASSUMPTION STATEMENT
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)	1.3% of GDP. Education: Health: HIV: Nutrition: ECD: Social and protection Services:	TBD	Annual Health, Education, Protection Status, HIV & AIDS reports ILO social security inquiry database, 2020	Government effectively funding social and protection services (Education, Health, HIV, and Social and Protection Services)	

PERFORMANCE INDICATORS	BASELINE (FY 2018/2019 [2019])	TARGET (COOPERATION FRAMEWORK END)	DATA SOURCE/MOV	ASSUMPTION STATEMENT
3.1.1.b Human resources density and distribution disaggregated by sector (Health, Education, Agriculture, HIV, Social Development)	Health: 1.87 (Annual HSPR, 2018/2019 Education: TBD Agriculture: TBD:	Health: 1.97	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	34% Source: Expanding Social Protection, 2019	TBD	Annual Social Sector Development Report Public Service Pension Fund NSSF Annual report , district reports	District level system for social protection effective and efficient
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]	78% (2018/19)	90%	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.	51% (UDHS, 2016)	85%	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	Malaria: 293 TB: 234 HIV: TBD	Malaria :147 TB: 77 HIV: TBD	Annual Health Sector reports	The system of assessment of new infections effective and efficient at national and district level.
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	39	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 NDP/III by Sectors and Local governments	61.5% (FY2018/19) annual budget is compliant. 114 out of 142 MDAs (80%) meet at least 50% GEWE compliance, -2019.	80%	NPA Certificate of Compliance Assessment Report: 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: 59%	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	
PERFORMANCE INDICATORS					
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	0	70% Govt: 75% Non Govt: 65%	Annual Sector review reports	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	4	10	Annual Sector review reports	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) 683 cases were filed against the Attorney General (AG) in various courts of Judicature and Tribunals including: 222 Civil Suits, 12 Civil Appeals, 33 Constitutional cases, 78 Human Rights cases and 175 Applications and Causes among others ² . A total of 81 cases were concluded, of which 49 cases were won	Formal - 11% Informal - TBD	Formal – 35% Informal – 20%	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	
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	0	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.	\$ - 1.2M (UNW)	\$25M	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	MDA- 18 LG- 84 CSO: TBD	MDAs – 19 LGs – 112 CSOs - 40	Annual Assessment Reports by EoC	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 5: 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						

DESCRIPTION OF ACTIVITIES	MAIN OBJECTIVE	RESPONSIBLE RESULTS GROUPS	LEAD UN AGENCIES	TIMELINE					
				DURATION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
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 work plan 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 UNWOMEN						
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 6: 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 World Food Programme, 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 Cooperation 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 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, its premises, Property, assets as well as its personnel in Uganda.

15. UNOPS: The Host Government 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 UNOPS' activities and personnel, mutatis mutandis, and that assistance provided by UNOPS to the Republic of Uganda shall be subject to the provisions thereof.

Zebras in Lake Mburo National Park,
Mbarara

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ANNEX 7: PRIORITIZATION MATRIX: IDENTIFYING CATALYTIC DEVELOPMENT SOLUTIONS

CHALLENGE	PRIORITIZATION CRITERIA					TOTAL SCORE
	TRANSFORMATIONAL EFFECT (SCORE 1-5)	REACH (SCORE 1-5)	LNOB (SCORE 1-5)	TIME SENSITIVITY (SCORE 1-5)	EFFORT (HIGH, MEDIUM LOW)	
1. Governance: Weak Accountability, Corruption, Ineffective Institutions, Ltd. capacity of Local Government to collect local revenues, Uncoordinated approaches to planning, slow project implementation, Insecurity	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 8: PRIORITIZATION MATRIX: ASSESSING ACCELERATORS AGAINST UN’S VALUE PROPOSITION AND NATIONAL DEMANDS

RANK FROM FIRST PHASE OF PRIORITIZATION	NATIONAL 2030 AGENDA PRIORITIES	PRIORITIZATION CRITERIA (WITH II ADDITIONAL CRITERIA)			TOTAL SCORE
		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	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

The tool below enables further reduction in the number of accelerators identified with the previous tool by assessing them against the United Nations' value proposition, guiding question: Do the United Nations' mandate, normative framework and capacities align with these priorities? What are other stakeholders doing, and how is United Nations' 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	TRANSFORMATIONAL EFFECT	UNITED NATIONS 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 Sexual & Gender Based Violence	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 9: CAPACITIES OVERVIEW

OUTCOME 1: BY 2025 UGANDA HAS INCLUSIVE AND ACCOUNTABLE GOVERNANCE SYSTEMS AND PEOPLE ARE EMPOWERED, ENGAGED AND ENJOY HUMAN RIGHTS, PEACE, JUSTICE AND SECURITY.						
Deliverables (Indicative Outputs)	Implementation modality	Available technical capacity	Available functional capacity	Additional or technical or functional capacities needed	Tentative, available financial resources	Tentative additional financial resources required
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.	<ul style="list-style-type: none"> -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) 	<ul style="list-style-type: none"> -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 	<ul style="list-style-type: none"> -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 			<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> Working thorough Local Governments Working through the Uganda National NGO Forum 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Working directly with relevant Government Ministries, Departments and Agencies. Working directly with Local Governments 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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							
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
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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Working with Women and Youth Groups Working through relevant local service provider 		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Working directly with relevant Government Ministries, Departments & Agencies Working with the Private Sector Foundation of Uganda (PSFU). 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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							
Deliverables (Indicative Outputs)	Implementation modality	Available technical capacity	Available functional capacity	Additional or functional capacities needed	Tentative, available financial resources	Tentative additional financial resources required	Synergies
OUTPUT 2.2.1: Strengthened capacity of public and private institutions to and communities to sustainably manage natural resources and protect vital ecosystems	<ul style="list-style-type: none"> Working directly with relevant Government Ministries, Departments and Agencies. Working directly with Local Governments Working through the Uganda National NGO Forum 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 				<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Working with relevant public, private and local NGOs Working with local based youth groups 	<ul style="list-style-type: none"> Expertise in mitigating effect of climate change and building resilience Expertise in innovations in mitigation and adaptation to climate change and disaster risks 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Working through the Uganda National NGO Forum and the Private Sector Foundation of Uganda (PSFU) 	<ul style="list-style-type: none"> Expertise in clean / renewable energy and innovation Expertise in policy and regulatory review and development on renewable (modern) energy/energy services 	<ul style="list-style-type: none"> 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							
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
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	<ul style="list-style-type: none">Working directly with relevant Government Ministries, Departments & AgenciesWorking directly with Local GovernmentsWorking with the Uganda National NGO Forum and the Private Sector Foundation of Uganda (PSFU)	<ul style="list-style-type: none">Expertise in equitable access to and utilization of quality basic social and protection servicesExpertise 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 contextExpertise in inclusion of refugees in national systems.	<ul style="list-style-type: none">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	<ul style="list-style-type: none">Working with the Uganda National NGO Forum	<ul style="list-style-type: none">Expertise in equitable access to and utilization of quality basic social and protection servicesExpertise 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	<ul style="list-style-type: none">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.	<ul style="list-style-type: none">Working directly with relevant Government Ministries, Departments & Agencies	<ul style="list-style-type: none">Expertise in equitable access to and utilization of quality basic social and protection servicesExpertise 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	<ul style="list-style-type: none">Offering advisory services in review and development policy and regulatory frameworkSupporting review and development of inclusive policies 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							
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
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.	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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; 				<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 				



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UGANDA**

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UN RESIDENT COORDINATOR'S OFFICE

Plot 11, Yusuf Lule Road, Kampala
Tel: +256 417 112 100

Email: un.uganda@one.un.org
website: ug.one.un.org

UNUganda UNinUganda UNUganda