



UNITED NATIONS  
UGANDA



A BOOKLET

# SHOWCASING

UNITED NATIONS PRESENCE  
AND OPERATIONS IN UGANDA





# CONTENTS

About Uganda	<b>1</b>
<hr/>	
The UN Country Team and Cooperation Framework	<b>4</b>
<hr/>	
UN Presence and Brief Bios of the UN Country Team and Agencies Working in Uganda	<b>6</b>
<hr/>	
Cooperation Framework Priorities	<b>38</b>
<hr/>	
Coordination Capacity in the UN Resident Coordinator's Office	<b>46</b>
<hr/>	
Uganda's Implementation of the Business Operations Strategy	<b>48</b>
<hr/>	
Common Back Office (CBO) Implementation in Uganda	<b>49</b>



# THE GLOBAL GOALS

FOR SUSTAINABLE DEVELOPMENT

<b>1</b> NO POVERTY 	<b>2</b> ZERO HUNGER 	<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 	<b>5</b> GENDER EQUALITY 	<b>6</b> CLEAN WATER AND SANITATION 
<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 
<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS 	<b>17</b> PARTNERSHIPS FOR THE GOALS 	 <b>THE GLOBAL GOALS</b> For Sustainable Development



# About Uganda



Uganda is a landlocked country in East Africa, with an estimated population of 45.7 million (51% female) and expected to reach 55 million by 2030. With a fertility rate of 5.4 births per female, Uganda has a very youthful population where young people below 30 years represent 75 per cent of the population most of whom are young girls

(54.3%). From 1990 to date, the country has also made impressive gains in poverty reduction, education and health including combatting HIV/AIDS, contributing to the population boom.

**Uganda's vision is a transformed society from a peasant to a modern and prosperous country by 2040**



**(Vision 2040).** Adopted by Cabinet in 2007, its vision is moved through 5-year National Development Plans (NDPs). In 2020, Uganda adopted the Third National Development Plan (NDPIII 2020/21–2024/25), which seeks to capitalize on its youthful population to push towards industrialization, middle-income status and overall improvement in the wellbeing of the population i.e. bringing the country closer to achieving not just Vision 2040, but also the 2030 Sustainable Development Agenda, East Africa Vision 2050, and African Union Agenda 2063, all to which the plan aligns.

**The NDPIII marked a shift in Uganda’s planning from sectors to programmes.**

The transition to programme-based budgeting and planning has been challenging due to the lack of investment/commitment to the coordination structure and also due to the structure it is more difficult to assess spending across sectors. The Parish Development Model has been introduced for local government planning and service delivery. It aims to bring services and funds closer to the populace, with a focus on empowering women through wealth fund financing.

**Uganda has enjoyed good economic growth over the past two decades but faced with rising inequalities and unemployment, often attributed**

**to slow, structural economic transformation.** Economic performance between 2021 and 2022 has shown a steady, positive trend. The Real GDP growth rate accelerated to 6.3% in 2022, up from 5.6% in 2021, a rise attributed to the resilience against challenges such as heightened commodity prices, the Russia-Ukraine war, and ongoing global supply chain disruptions. Annual GDP growth (annual percentage change) for 2023 was 5.7, 0.8 percentage point less than projected. It is projected to grow by 6.7% in 2024, assuming a slight upturn in global economic activities in 2024. The annual inflation rate for 2023 stood at 2.6% (Uganda Bureau of Statistics), dropping by nearly twice the rate in 2022 (7.1%). The rising costs in energy, fuel, and utilities were key drivers of inflation in 2023, mostly impacting households, particularly subsistence farmers and urban residents. On the fiscal front, improvements are expected, largely due to consolidation efforts, but domestic risks remain due to potential increases in public spending, particularly on infrastructure and the Parish Development Model, alongside heightened debt interest and wages, contrasted with subdued tax revenues. Public debt, including Bank of Uganda advances, reached 50.6% of GDP at the end of FY 2021/22, leading to the implementation of Performance and Policy Actions such as reducing fiscal deficit, enhancing debt management



capabilities to better manage existing debts, enhancing transparency in public financial management and diversifying the economy to reduce dependence on few commodities.

**Uganda's overall situation has remained relatively stable and peaceful since the 2021 elections.**

Although in 2022 to 23 there was a spike in violent attacks attributed to terrorism. In June 2023, a violent attack on a school near the DRC killed over three dozen of students. Several terrorism related incidents occurred in the Rwenzori Area of the Western Region and in Kampala. The Allied Democratic Forces, an armed group operating in Uganda, and the Eastern Democratic Republic of Congo, considered by the Government as a terrorist group, were accused of the attacks.

**Nonetheless, Uganda has continued to demonstrate leadership on issues related to refugees, regional peace and**

**conflict resolution.** Uganda is currently hosting more than 1.5 million refugees mainly from South Sudan and the DRC with recent influx from Sudan due to the ongoing conflict. Some development concerns relate vulnerability to natural disasters and environmental shocks causing drought, food insecurity, internal displacement and diseases outbreak. For instance, in 2022, an Ebola outbreak in the country that lasted for four months recorded 142 cases, with 55 confirmed deaths. The short span of the diseases outbreak demonstrated the country's capacity and experience in dealing with such problems.

The next sections of this booklet will present the UNCT composition and the UN Sustainable Development Cooperation Framework with the Government of Uganda. It will also highlight the existing coordination structures to deliver on the aspirations of the government through cooperation with the United Nations.



# The UN Country Team and Cooperation Framework

**The United Nations Uganda Vision 2030 espouses the national vision of a transformed and inclusive Ugandan society with high quality of life and resilience for sustainable development.** This vision is conducted through the United Nations Sustainable Development Cooperation Framework (UNSDCF 2021-2025), which focuses on three strategic priorities: **Transformative and Inclusive Governance, Shared Prosperity in a Healthy Environment, and Human Well-being and Resilience.**

**For the first two years of the Cooperation Framework implementation (2021 and 2022), the UNCT has collectively contributed more than half a billion US dollars (\$602.2 million) to Uganda's development.** The sustain the gains made over the last two years, the UNCT has prioritized high-impact flagship areas such as youth; gender equality/GBV; data and statistics; refugee inclusion; and addressing the chronic humanitarian situation in Karamoja region. Over the same period, the UN recorded US\$3.9 million in cost avoidance between and launched two common premises projects

around Kampala (Nakasero and Mbuya) and aspires to coalesce around some common services to set in motion a common back office or local shared service center that will further enhance efficiency and value for money.

**The UN's presence is extensive, with 3067 staff, 4 regional hubs, and 25 district presences, ensuring nationwide coverage to advance the country's developmental goals.** The United Nations Country Team (UNCT) in Uganda is composed of 29 entities that signed the Joint Statement for implementation of the United Nations Sustainable Development Cooperation Framework between the Government of Uganda and the United Nations for results accountability. 21 UN entities have physical presence in the country while eight entities have their capacities either embedded in another UN entity with physical presence or have a separate liaison office or they operate through their regional/headquarter offices. The numbers below summarize the footprint and logos shows the UN entities in the country,







Signatories

28

Physical Presence

20

Without Physical Presence

8

Total UN Personnel

3,067

## UN COUNTRY TEAM IN UGANDA

PRESENCE IN THE COUNTRY



The UN entities with physical presence in Uganda: FAO, IFAD, IOM, ILO, UNAIDS, UNCDF, UNDP, UNDSS, UNESCO, UNFCCC, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNODC, UN RCO, UNWOMEN, WFP and WHO. The UN entities that do not have physical presence in the country are IAEA, ITC, UNCTAD, UNDESA, UN DRR, UNECA, UNEP and UNOPS.

The missions and regional entities are Department of Operation Support; MONUSCO, OIOS, UN Ombudsman and Mediation Services; MINUSCA; UNMAS; and Regional Service Centre Entebbe.



# UN Presence and Brief Bios of the UN Country Team and Agencies Working in Uganda





The **UN Resident Coordinator's Office (RCO)** is committed to facilitating the effective functioning of the UN System in Uganda, promoting the achievement of Sustainable Development Goals (SDGs) through the UN Sustainable Development Cooperation Framework (2021-2025) and related frameworks. Led by the Resident Coordinator (RC), the office strategically coordinates the UN Country Team (UNCT) in planning, implementing, and monitoring development programs at the country level. The RC provides leadership aligned with national plans, enhancing operational efficiency and reducing transaction costs for governments. The RCO also supports National Area Coordinators (UNAC) at the field level, reinforcing coordination efforts in regions with a significant UN presence. Currently, UNACs are assigned to the West Nile sub-region (Arua City), Northern Uganda sub-region (Gulu City), Karamoja Sub-region (Moroto Town), and Southwestern Uganda region (Mbarara City). These coordinators contribute to the effective implementation of UN initiatives on the ground, strengthening the UN's impact in specific areas.



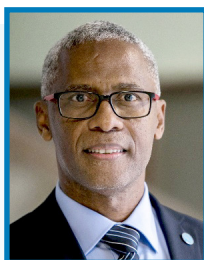
### **Ms. Susan Ngongi Namondo, UN Resident Coordinator/UN Designated Official**

Ms. Susan Ngongi Namondo, from Cameroon, assumed the role of UN Resident Coordinator in Uganda in June 2021. Previously, she served as UN Resident Coordinator and Humanitarian Coordinator in Eritrea (2017-2021) and UNICEF Representative in Ghana (2013-2017), Comoros (2010-2013), and Deputy Representative in Liberia (2008-2010). Her UNICEF experience also includes roles in Sudan, New York, Kenya, and South Sudan. Susan holds a master's degree in public administration from Columbia University, USA, a master's in animal health from the University of Reading, UK, and a bachelor's degree from the University of Maryland.



**Food and Agriculture  
Organization of the  
United Nations**

**Food and Agriculture Organisation of the United Nations** (FAO) specializes in crop production, fisheries, animal health, value chains, water management, climate change, soil and ecosystem management, forestry, gender equality, and youth in agriculture. The organization facilitates dialogue on sustainable resource use for improved agricultural production, aiding in policy development and program implementation. FAO addresses governance challenges in food security, enhances inclusiveness, and advocates for social protection expansion to reach rural populations, linking it with agriculture, food security, nutrition, employment, and resilience building.



### **Dr Antonio Querido, FAO Representative**

Dr. Antonio Querido has been the FAO Country Representative in Uganda since November 2018. Prior to that he served as Chief Technical Advisor at the FAO Representation in Angola, 2016 to October 2018. From 2008 to 2010, Mr. Querido was the Dean of the Science and Technology Department at the University of Cabo Verde, Praia. He joined the United Nations Development Programme (UNDP) as Head of the Environmental, Energy and Disaster Prevention Unit, in Cabo Verde. He holds a bachelor's degree in plant science-Agronomy from the University of California, Davis, USA; a master's degree in environmental system Analysis and Monitoring, ITC, Enschede in the Netherlands; and a PhD in Tropical Plant and Soil Science, University of Hawaii, Honolulu, USA.



The **International Atomic Energy Agency** is the world's central intergovernmental forum for scientific and technical cooperation in the nuclear field. It works for the safe, secure and peaceful uses of nuclear science and technology, contributing to international peace and security and the United Nations' Sustainable Development Goals.



### **Mr. Shaukat Abdulrazak, Director for the Division for Africa at the IAEA,**

Mr. Shaukat Abdulrazak, Director for the Division for Africa at the IAEA, oversees technical cooperation for 45 African countries. Formerly CEO of the Kenya National Commission for Science, Technology, and Innovation, he brings over 20 years of experience in academia and administrative roles. Abdulrazak is associated with various national and international boards, including the African Technology Policy Studies and the International Centre for Genetic Engineering and Biotechnology. A Fellow of The World Academy of Sciences and the African Academy of Sciences, he holds a master's and PhD from the University of Aberdeen, UK, and a Post Doctorate from Shimane University, Japan. With 120+ published papers, Abdulrazak is an editorial board member and reviewer for international journals.



**International Fund for Agricultural Development (IFAD)** direct financing to the government focuses on investments in the rural development and agriculture sectors, with a specific focus on investments in smallholder farmers. Through the investments, which include a private sector driven approach, IFAD also assists in the development and implementation of core policies in the sector. The investments include productive infrastructure; rural financial sector, including access to financial services; enhancement of production and productivity including post-production value addition; smallholder integration to key government value chains with a focus on food and nutrition security; climate adaptation; and empowerment of women and youth. IFAD's financing to the government will focus on smallholder farmers, including pro-poor value chains, through the integration and economic empowerment of women.



### **Mr. Mohamed El Ghazaly, IFAD Country Director**

Mr. Mohamed El Ghazaly has been the IFAD Country Director in Uganda since January 2023. Prior to that he served as Acting Country Director for Egypt Portfolio (Largest in NEN), from July 2020 to June 2022 and since February 2019 he was the Country Programme Officer for Egypt and Syria.

Prior to joining IFAD as staff, El Ghazaly has been working as a Monitoring and Evaluation consultant since 2005. He has worked with IFAD in more than 20 countries in different regions including East and Southern Africa, Near East and North Africa, Eastern Europe and Central Asia. Before joining IFAD, El-Ghazaly was vice president of El-Zanaty & Associates which is one of the large private sector firms in the field of research, consultancy and evaluation. He led major evaluations done by the firm for agriculture sector including evaluations on the Integrated Water Resources Management Programme in Egypt. He has over 20 years of experience in the fields of programme management, rural development, research and monitoring and evaluation.

El-Ghazaly holds an MBA in Business Administration from the Arab Academy for Science and Technology and BSC in Foreign Trade from Helwan University.



The **International Labour Organization (ILO)** is dedicated to promoting social justice and globally recognized human and labour rights. It provides technical support in areas such as fundamental rights, labour standards, social dialogue, labour migration, policy development, enterprise development, skills training, market systems, social protection, fiscal analysis, child labour, HIV&AIDS responses, and gender equality, focusing on equal employment opportunities and addressing workplace deficits for vulnerable workers.



### **Mr. Stephen Opio, ILO Chief Technical Advisor (CTA) and Officer-in-Charge (OIC)**

Mr. Stephen Opio is the Chief Technical Advisor (CTA) and Officer-in-Charge (OIC) for the International Labour Organization (ILO) Office in Uganda, where he represents ILO at the UN Country Team. With a rich history at ILO since 2006, he has played key roles in employment promotion, labor market research, and apprenticeship initiatives, particularly focusing on the school-to-work transitions of youth. Currently leading ILO's Humanitarian Development Nexus program across 8 countries in the Horn of Africa, Middle East, and North Africa (MENA) region, Stephen is dedicated to inclusive job and education prospects for host communities and forcibly displaced persons.

Before his current role, Stephen was a National Expert at ILO, contributing significantly to the revitalization of Uganda's National Apprenticeship Scheme and the development of the National Apprenticeship Framework in 2018. His impactful work includes undertaking a National Employment Diagnostics in 2018, leading surveys on school-to-work transitions (2014/15), and a National Labour Force Survey (2011/12). Beyond ILO, Stephen has a



background in peace programming in South Sudan and Uganda with Conciliation Resources and conflict resolution initiatives in Northern Uganda with DFID/Government of Uganda. A Ugandan National, Stephen holds an MBA in Leadership and Management, a BA in Democracy and Development Studies, and a Diploma in Journalism. At 44, he is married with one son and two daughters.



The **International Organization for Migration (IOM)** – the UN Migration Agency – is the leading intergovernmental organization in the field of migration, and is committed to the principle that Safe, humane, and orderly migration benefits migrants and society. IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.



### **Mr. Sanusi Tejan Savage, IOM Chief of Mission**

Mr. Sanusi Tejan Savage has been the IOM Chief of Mission in Uganda since March 2020. From 2012 to 2019 he was Head of Office of IOM in Freetown, Sierra Leone. He has been with the Organization since 2001 and has acquired extensive experience in migration issues and IOM's programmes. He served as Operations Officer/ Interim Head of Sub-Office, IOM Liberia from 2011 to 2012. Prior to that from 2004 to 2011 he served as Operations Supervisor, IOM Sierra Leone in charge of United States Refugee Admissions Program, resettlements to Canada, Australia, and to European countries, and the Assisted Voluntary Return and Reintegration Programme.





The **International Trade Centre (ITC)** contributes to Uganda's sustainable development by enhancing private sector growth and trade performance. It focuses on capacity building in quality management, finance access, value addition, governance of producer organizations, and international marketing. ITC supports women empowerment in handicraft production, contributes to MARKUP for EU and East African market access, and aids Uganda in implementing the African Continental Free Trade Agreement. Additionally, ITC promotes decent employment for refugees and host communities, aligning with Uganda's socio-economic development goals in NDP III.



### **Mr. Ashish Shah, Director, Division of Country Programmes**

Mr. Ashish Shah, with 30 years of international and UN experience, currently serves as Director, Division of Country Programmes at ITC. In his two-decade tenure at ITC, he held roles such as Acting Deputy Executive Director and led strategic planning, monitoring, and evaluation. Before ITC, he worked at the International Labour Office and UNCTAD. Shah, fluent in seven languages, holds a PhD in economics and provides strategic advice on trade and development globally.



The **Regional Service Centre Entebbe** is a shared service centre based in Entebbe, Uganda. We consolidate administrative and support functions previously located in various field missions in a less volatile, more family friendly regional location, with the goal of providing efficient, client-orientated and scalable services while reducing the missions' footprints to UN field missions across Africa.



### **Mr. Paulin Djomo, Director UN Regional Service Centre Entebbe**

Mr. Paulin Djomo joined the United Nations Regional Service Centre Entebbe (RSCE) on December 18, 2017. With 21 years of prior experience across various UN entities, including IOM, UNHCR, UNDP (under the UNV programme), UN Secretariat (MONUC - FPD/DFS), and as Chief of Mission Support for OSESGY in Amman, he brings a wealth of knowledge. A Cameroonian national and law graduate from the University of Yaoundé, Mr. Djomo specializes in Human Resources, Administration, Budget, and Finance. His contributions at UN Headquarters involved active participation in working groups and strategic assessment teams, offering valuable guidance to field operations. Notably, he played a crucial role in establishing RSCE under the Global Field Support Strategy (GFSS) initiative. His responsibilities included identifying non-location dependent HR transactions for shared services and developing the rationale for achieving economies of scale.



The **Joint United Nations Programme on HIV and AIDS (UNAIDS)** specializes in various thematic areas related to HIV and AIDS. This includes combating stigma, discrimination, and violence against key and priority populations. UNAIDS also focuses on revising laws, regulations, and policies that criminalize or violate fundamental individual rights. Additionally, the organization addresses socio-cultural and socio-religious norms limiting the effectiveness of HIV interventions for people with disabilities and key populations. Gender inequality and gender-based violence are also targeted.

UNAIDS contributes through advocacy and technical support to Government Ministries, Departments, Agencies (MDAs), local governments, and non-governmental organizations (NGOs). Their efforts involve reviewing, amending, or repealing existing laws, regulations, policies, by-laws, ordinances, and guidelines related to HIV/AIDS. Furthermore, they assist in enacting new laws and monitoring their implementation. Additionally, UNAIDS works to revise laws that criminalize fundamental individual rights, and they tackle stigma, discrimination, and violence against persons with disabilities and key populations.



### **Ms. Jacqueline Makokha, UNAIDS Country Director**

Jacqueline Makokha, UNAIDS Country Director for Uganda since June 2022, boasts over 30 years of senior management experience in the UN and civil society. Before Uganda, she served as UNAIDS Country Director for Lesotho (2019-2022) and held roles in the UNAIDS Regional Support Team for Eastern and Southern Africa. Ms. Makokha has a background with the UN in Zambia and Kenya. Prior to her UN career, she contributed to projects under the University of Nairobi, supporting over 18 AIDS training institutions. Currently pursuing a PhD, she holds an MA in Rural Sociology and Community Development and a BA in Sociology and History from Kenyatta University. A Kenyan citizen and mother of four, she brings a wealth of expertise to her current role.



**United Nations Capital Development Fund** offers “last mile” finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. UNCDF creates new opportunities for low-income households and their communities by increasing access to capital. It provides seed capital and technical support to help microenterprises and local governments reach more low-income households to improve their livelihoods. UNCDF is also working to empower millions of people by 2024 to use services daily that leverage innovation and technology and contribute to the SDGs.



### **Ms. Sophie De Coninck, UNCDF Head of Office**

Ms. Sophie De Coninck brings over 20 years of international development, environment, and climate change experience to her role as the Head of the UNCDF Office in Uganda. Prior to becoming Head of Office, Sophie worked as the Manager of Local Climate Adaptive Living Facility (LoCAL). Before joining LoCAL, Sophie worked on climate issues for the European Union and the United Nations Environment Programme in Kenya for five years and with the UNDP-UNEP Poverty-Environment Initiative. Sophie also has government experience, working in various ministries in her native Belgium as well as in the private sector. Sophie holds two master's degrees, one in engineering and applied economics and the other in environmental science and management from the University of Louvain, Belgium. She has worked in over 30 countries worldwide.



Founded in 1964, **United Nations Conference on Trade and development (UNCTAD)** works with developing countries in accessing global economic benefits equitably. As an authoritative, knowledge-based institution, it assists these countries in addressing potential drawbacks of increased economic integration through analysis, consensus-building, and technical assistance. UNCTAD empowers developing nations to utilize trade, investment, finance, and technology for inclusive and sustainable development. In Uganda, UNCTAD will offer policy recommendations and customized technical assistance to enhance private sector capacity for growth and job creation.



### **Ms. Isabella Durant, UNCTAD Deputy Secretary-General**

Ms. Isabelle Durant of Belgium assumed the Deputy Secretary-General role on July 3, 2017. A former Minister and Senator, and Vice-President of the European Parliament, she brings substantial experience in public affairs, intergovernmental processes, and practical assistance to countries. Ms. Durant served as Belgium's Deputy Prime Minister and Minister of Transport and Energy, overseeing Mobility, Infrastructure, Energy, and Sustainable Development policies from 1999 to 2003. As Vice-President of the European Parliament (2009-2014), she chaired various delegations. She holds a Master of Science in Economic and Social Policy from the Université Catholique de Louvain (UCL).



## UN DESA

The **United Nations Department of Economic and Social Affairs UNDESA's** mission, to promote development for all, underscores the need for all stakeholders – governments, UN and other international organizations, civil society and the private sector – to do their part to improve economic and social well-being.



### **Mr. Haitian Lu, UN DESA - Head of Office, Capacity Development Programme Management Office**

Mr. Haitian Lu leads the Capacity Development Programme Management Office (CDPMO) of DESA. The Office manages and coordinates the capacity development function of the Department through the formulation, coordination and implementation of the Department's capacity development activities for the coherent and integrated delivery of capacity development programmes, projects and other activities and the promotion of direct and effective translation of intergovernmental outcomes into the operation programmes. The Office supports the Under-Secretary-General in his role as Programme Manager of the United Nations Development Account, and in promoting strategic cooperation and partnerships within the Secretariat and with the Account, and in promoting strategic cooperation and partnerships within the Secretariat and with the United Nations development system at large, including the resident coordinator system, to promote more coherent, coordinated and cross-sectoral support for the implementation of the two agendas.



The **United Nations Development Programme (UNDP)** works in about 170 countries and territories, helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. As the UN's development agency, UNDP plays a critical role in helping countries achieve the Sustainable Development Goals. Working with our broad network of experts and partners, we help nations to build integrated, lasting solutions for people and the planet. It focuses on the three anchor programmes of Inclusive and Sustainable Growth; Nature, Climate, Energy and Resilience; and Governance and Peace; and two enabling programmes of Digitalization, Innovation and Smart Cities, and SDG Integration and Acceleration with Youth 4 Development as a flagship programme.



### **Ms. Elsie G. Attafuah, UNDP Resident Representative**

Ms. Elsie G. Attafuah has been the UNDP Resident Representative for Uganda since 2019. Prior to that, she led UNDP's Climate and Forests team and office in Africa and provides overall strategic direction, policy and technical guidance to 28 countries in the Africa portfolio. Her professional experience spans years of working with UNDP, the Global Mechanism of the United Nations Convention to Combat Desertification (UNCCD), the United Nations Economic Commission for Africa (UNECA), the United Nations Department of Economic and Social Affairs (UNDESA), the Open Society Initiative for West Africa (OSIWA), Government Ministries, private sector, and civil society. Elsie holds a master's degree in international Affairs from the University of Ghana, a Bachelor of Arts degree, and a Diploma in Education from the University of Cape-Coast.



**United Nations Office of Disaster Risk Reduction (UNDRR)** supports Uganda in implementing the Sendai Framework for Disaster Risk Reduction. Their support includes improving data management on disaster losses, reporting progress through the Sendai Framework Monitor, and monitoring at the sub-national level using the Disaster Resilience Scorecard for Cities. UNDRR also facilitates Uganda's participation in regional and global DRR forums for showcasing achievements and learning from other countries.



**Mr. Amjad Abbashar, Chief, UN Office for Disaster Risk Reduction, Regional Office for Africa**

Amjad Abbashar, Chief of UNDRR Regional Office for Africa since 2016, previously led the UNDRR Regional Office for Arab States (2010-2015). He began his UN career in the 1990s with UNDP in Sudan and held various roles, including Field Coordinator during the Liberian civil war and Chief of Staff at OCHA. Abbashar played a key role in establishing the Central Emergency Response Fund (CERF) and contributed to the creation of the UN Peace-building Support office and the Human Security Trust Fund.





The **United Nations Department for Safety and Security (UNDSS)** provides essential support to the UN Country Team in Uganda. This includes strategic and operational advice on security matters for over 3000 UN personnel and 5000 dependents across 21 duty stations. UNDSS conducts security risk assessments, offers risk mitigation measures, and provides training and drills in both Kampala and field locations. Additionally, they coordinate with government security agencies, exchange information with Member States and International NGO Security Network, and respond to emergencies, including medical evacuations. UNDSS maintains security telecommunication networks and operates in key locations such as Kampala, Entebbe, Arua, Gulu, Moroto, Mbarara, Kotido, and Kabong.



### **Dr Eugene Owusu Afrifa, UNDSS Security Adviser**

Dr. Eugene Owusu Afrifa is the UNDSS Security Adviser in Uganda since September 2022, bringing over 30 years of security expertise. A retired Ghana Army Airborne Infantry Officer, he served in various roles, including as Personal Staff Officer to the Presidential Security Coordinator. Eugene has extensive UN peacekeeping experience in Southern Lebanon, Sierra Leone, DR Congo, and Liberia. In his UN career, Eugene served as Chief of Close Protection Unit and Regional Security Coordinator in Liberia (2011-2013), Deputy Security Adviser in Haiti (2013-2014), and Regional Operations Coordinator in Liberia during the Ebola Pandemic (2014). He also served in Darfur, Sudan, as Field Security Coordination Officer and Senior Information Analyst (2015-2018). Before Uganda, he was the UN Area Security Adviser in Abuja, Nigeria (2018-2022). Eugene holds a PhD in Public Policy and Administration (Emergency Management focus) from Walden University (USA), a master's in international Affairs from the University of Ghana, and a bachelor's in political science with Sociology from the University of Ghana. He is a UNDSS certified Hostage Incident Manager and Security Information Analyst, with additional military education from the Ghana Military Academy and the Armed Forces Command and Staff College.



**United Nations Economic Commission for Africa** UNECA, mandated to promote economic and social development, focuses on structural transformation for inclusive and sustainable development in the sub-region, emphasizing regional integration. In line with Uganda's NDP III, UNECA supports Shared Prosperity in a Healthy Environment through knowledge products, policy dialogue, capacity development, and technical assistance, aiming to strengthen economic diversification and access to regional and continental markets.



**Ms. Mama Keita, Director of the Sub-Regional Office for East Africa of the United Nations Economic Commission for Africa in Rwanda**

Mama Keita, Director of the East Africa Sub-Regional Office of the United Nations Economic Commission for Africa in Rwanda, brings over 20 years of development economics experience. Her expertise lies in providing evidence-based advisory services and capacity development support for countries in formulating, implementing, and monitoring development frameworks. Before joining UNECA, Keita served as Economic Adviser to the Prime Minister of Guinea and as a Poverty Economist at the World Bank in Burkina Faso. She holds a Master's in Statistics and Applied Economics from ENSEA in Cote d'Ivoire and a Ph.D. in Economics from the University of Montreal, Canada.



**The United Nations Environment Programme (UNEP)** promotes the integration of environmental sustainability into all development and governance platforms. Initiatives like the environmental security program address issues such as trans-boundary resource use and climate change impacts. UNEP contributes to poverty reduction, well-being improvement, resilience building, community empowerment, sustainable economic growth, environmental conservation, climate change mitigation, and gender equality.



**Mr. CHARLES SEBUKEERA, UNEP Regional Science Policy Coordinator for Africa**

Mr. Charles Sebukeera is the Regional Science Policy Coordinator for Africa at the United Nations Environment Programme (UNEP). With over 36 years of experience in environment and sustainable development, he collaborates with multiple African countries to integrate environmental sustainability into their National Development Plans and UN Sustainable Development Cooperation Frameworks. As the UNEP focal point and Agency Representative on the UNCT for Uganda, Charles is a pioneer of influential institutional arrangements for environmental management, recognized by the UN, World Bank, and other development agencies. His expertise includes strategic environmental information packaging, GIS applications, and remote sensing for data visualization, contributing to UNEP's Early Warning and Assessment activities in Africa. Charles is dedicated to building capacity for evidence-based decision-making at local and national government levels.



The **United Nations Educational, Scientific and Cultural Organisation** (UNESCO) backs capacity building on freedom of expression, media pluralism, community media, and access to information. It offers technical support for journalist safety, aligning with the UN Plan of Action. In disaster prevention, UNESCO integrates AI innovations, citizen science, and gender-responsive approaches into risk reduction strategies in Uganda. The organization advocates for education as a human right, supporting Uganda in enhancing quality, equitable education, and inclusive social development through its institutes and national commission.



### **Mr. Charles Draecabo, UNESCO National Senior Project Officer**

Mr. Charles Draecabo is the National Senior Projects Officer at the UNESCO Kampala Project Office. He is the Head of Project Office and designated member of the United Nations Country Team (UNCT) in Uganda. He doubles as the National Project Coordinator for Capacity Development for Education Programme (CapED) Project in Uganda. This project focuses mainly on translating dialogue and advocacy for the global education agenda into concrete action at country level to offer quality education opportunities for all in line with **SDG4 targets**.

Mr. Draecabo also holds the Portfolio of the current Chair, United Nations Technical Working Group (UNTWG) Education Plus in Uganda and the chair for the Technology and Digitalization in Education sub working Group under Education Development Partners Group.



The **United Nations Framework Convention on Climate Change** (UNFCCC) secretariat supports the global response to climate change. In Uganda, the Regional Collaboration Centre (RCC), established in partnership with the East African Development Bank, channels resources for climate action. The RCC facilitates the Paris Agreement implementation, supports regional and national climate strategies, and promotes innovative market-based approaches. The UNFCCC ensures effective support for mitigation, adaptation, and sustainable development through capacity building, stakeholder engagement, technical support, and regional coordination.



### **Mr. William Otieno, UNFCCC Regional Lead, RCC Kampala**

Mr. Otieno's career with the United Nations spans more than 30 years in various Regional and Headquarter duty stations, starting at the UNEP Headquarters in Nairobi. He subsequently served as an Administrator in a Regional Office of the UN Peacekeeping Mission in Congo, an Operations Manager in the UN Peacekeeping Mission in Sudan as well as diverse roles with the UN in Somalia, Angola and Croatia. He has vast institutional knowledge of the climate change process having been with the Climate Change Secretariat (UNFCCC) for more than 20 years. In his roles, Mr. Otieno has also gained the skills and tact to effectively interact and engage with Leaders and Dignitaries in various high-level segments of conferences as a Protocol Officer as well as with Senior staff in different institutions.

Prior to being selected for the role of Regional Lead, he was the Monitoring, Evaluation and Reporting Officer and was instrumental in streamlining the work of the RCCs by introducing



and implementing processes that established control mechanisms such as the Results Based Management approach, designing a Monitoring and Evaluation Framework, a web-based Work and Resource Planning tool and drafting the new RCC HR policy. His expertise includes a wide knowledge of the climate agenda and political process, formulation and implementation of Strategies and Policies which have enabled him to translate strategic vision and direction into plans that lead to effective implementation of work programmes, management of Budget, Financial and Human Resources to meet defined objectives. Mr. Otieno holds a Diploma in Management, an M.B.A. in Strategy, Financial and Human Resources Management in a development context and is a certified Project and Portfolio Management practitioner. He speaks fluent English and Swahili, has a UN proficiency certificate in French and a working knowledge of Spanish.





**United Nations Population Fund** (UNFPA) offers technical support in various areas, including mainstreaming and implementing demographic dividend; conducting population and housing censuses, demographic health surveys, and needs assessments; monitoring the International Conference on Population and Development and Sustainable Development Goals; promoting youth leadership and participation; implementing livelihood skills-building and access to financial resources for vulnerable adolescents. Additionally, UNFPA provides technical support in integrated sexual and reproductive health and rights programming, midwifery education, obstetric fistula prevention, family planning access, maternal and perinatal death surveillance, reproductive health commodities security, youth sexual and reproductive health services, HIV prevention, comprehensive condom programming, sexuality education, and gender-based violence prevention and response, including in humanitarian settings.



### **Ms. Gift Malunga, UNFPA Country Representative**

Ms. Gift Malunga is a development practitioner with over 20 years' experience in strategic management, policy and programme development in the field of sexual and reproductive health and rights (SRHR). She has led and provided strategic guidance to teams at various levels with Government and international organizations in executing key initiatives aimed at promoting the rights, health and development of women and young people, including access to quality sexual and reproductive health services, especially for adolescent girls. She was previously UNFPA Country Representative in Namibia and Zambia; UNFPA Deputy Country Representative in Kenya and Malawi; and Assistant Representative in Zimbabwe with UNFPA. She also worked with UN Women, then UNIFEM, and held senior positions with International Organisations. Ms. Malunga has a health background and holds a Master of Science Degree in Demography and Bachelor of Science Honour Degree in Sociology. She has a PhD in Epidemiologic Science; a master's degree in public health from the University of Michigan, Ann Arbor; as well as Master of Arts Degree in Demography and a Bachelor of Arts in Sociology from the University of Nairobi, Kenya.



The **United Nations Human Settlements Programme** (UN-Habitat) supports Uganda by providing normative and technical assistance for inclusive local governance, emphasizing human rights principles. Key initiatives include participatory slum upgrading and fit-for-purpose land governance, enhancing living standards and creating employment opportunities. The Climate Resilience for the Urban Poor initiative mobilizes investments for urban adaptation, fostering partnerships for resilient communities. UN-Habitat engages in inclusive spatial planning, identifying infrastructure needs and promoting integrated approaches, including refugee hosting areas. Their work centers on gender-inclusive and human rights-focused urban planning and local governance tools.



### **Mr. Ishaku Maitumbi, UN Habitat Africa Regional Portfolio Manager responsible for Uganda**

Mr. Ishaku Maitumbi is the Senior Advisor within UN-Habitat's Regional Office for Africa, covering Eastern and Horn of Africa Region. He is a chartered Urban Planner (MRTPI) with over 25 years' professional experience in the sector, including more than 15 years with the United Nations. He previously served in Iraq, Kosovo, Nigeria, Somalia, amongst other countries. Prior to joining the United Nations, he was a United Kingdom civil servant in local and regional/central government. Ishaku specialises in urbanization, displacement and local government systems strengthening access to basic services and urban resilience, especially in post-conflict and developing environments. This varied experience is backed up with an MSc in Urban Planning and International Development (Oxford Brookes, UK). As of January 2023, He was appointed as the new Portfolio Manager responsible for Uganda.





The **United Nations High Commissioner for Refugees** (UNHCR), under the Office of the Prime Minister, coordinates refugee response and aids government capacity in adhering to international refugee conventions. Collaborating with government entities, UNHCR ensures refugee inclusion in service delivery, aligning with the Global Compact on Refugees and Comprehensive Refugee Response Framework. The organization supports water, energy, and environmental initiatives in refugee-hosting districts, integrating services into government structures for both refugees and host communities. UNHCR promotes livelihoods, economic inclusion, and financial empowerment for refugees and host communities, enhancing self-reliance and resilience. Providing technical and advocacy support to the government, UNHCR assists in international protection for refugees and delivers services in health, education, child protection, SGBV prevention and response, emergency management, justice, law, order, and gender equality. The agency maintains longstanding programs for women's empowerment and gender equality in Uganda.



### **Mr. Matthew Crentsil, UNHCR Representative**

Mr. Matthew Crentsil, a Ghanaian national with over 28 years of experience at UNHCR, assumed the role of UNHCR Representative in Uganda on July 1, 2022. Before this, he directed UNHCR's Business Transformation Programme at the headquarters in Geneva. His previous roles include serving as UNHCR Representative in Venezuela and Deputy Representative in Rwanda and Ethiopia. Crentsil's extensive UNHCR career spans finance, administration, and program management in various African countries (Guinea, South Sudan, Ghana, Democratic Republic of Congo, Nigeria), Latin America (Regional Programme/Admin Officer for Central America), Europe (Snr. Desk Officer for Central Africa and the Great Lakes Region at UNHCR Headquarters in Geneva), and Asia (Admin/ Finance Officer in Kandahar, Afghanistan). Before joining UNHCR in 1994, Mr. Crentsil served as the Principal Liaison Officer of the National Disaster Management Organization in Ghana. He holds a master's degree in Agronomic Engineering from the University of Ciego de Avila, Cuba, and an MBA from the University of Phoenix, Arizona, USA. Fluent in English, French, and Spanish, he is married with three children.



In Uganda, the **United Nations Child Fund (UNICEF)** began its operations in the early 1960s. Its work is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children. UNICEF works to ensure that all boys and girls in Uganda, especially the most vulnerable and disadvantaged, realize their rights and have an equal opportunity to survive and thrive. UNICEF assists the Government of Uganda in child survival and development, basic education, child protection, and social policy. The support includes technical, human resources, supply, and financial assistance at both national and local government levels. The aim is to reinforce systems in planning, budgeting, coordination, evidence generation, and management. UNICEF focuses on strengthening social protection systems.



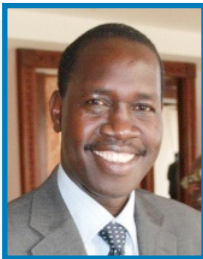
### **Dr. M. Munir A. Safieldin, UNICEF Representative**

Dr. Mohamed El Munir A. Safieldin (Munir Safieldin) has been UNICEF Representative in Uganda since January 2021, bringing over 30 years of experience in public policy analysis, economics, and strategy within the UN and NGOs. He previously served as UNICEF Representative in the Maldives and Iran, and as UN Deputy Humanitarian Coordinator in Nigeria. His extensive UN career includes roles in Sudan, Yemen, Oman, Pakistan, Jordan, Tanzania, and Turkey (for Syria cross-border operations). Dr. Safieldin holds a doctorate in public policy analysis from Walden University, a master's in business administration from the University of Hull, and a bachelor's in economics and social Studies from the University of Khartoum.



## United Nations Industrial Development Organization (UNIDO)

supports Uganda by bridging the industrial skills gap through the “Project for the Development of a Construction Equipment Operator Centre.” This initiative, in collaboration with the Ministry of Works and Transport, establishes the country's first training center for road equipment operators. The project includes trainer workshops for ministry and local government operators, as well as Ugandan youth, emphasizing inclusive and sustainable industrial development through partnerships with the private sector. In the energy sector, UNIDO implements two regional projects: the Energy Efficient Lighting and Appliances (EELA) project and Technical Support for the Second Operational Phase of the East African Centre for Renewable Energy and Energy Efficiency (EACREEE-II). EELA focuses on developing vibrant markets for energy-efficient lighting and appliances in East and Southern Africa. EACREEE-II aims to increase access to modern, affordable, and reliable energy services, ensuring energy security and mitigating negative externalities of the energy system.



### Mr. Bruno Otto, UNIDO Representative

Mr. Bruno Otto has been the Head of UNIDO Operations in Uganda since October 2009 having joined the United Nations System as a UN Volunteer in December 2004, where he served as the Institutional Development Advisor for the Private Sector Development programme, at UNDP. Prior to joining the United Nations, he served as a Lecturer of Accounting and international management at Kampala International University and CEO of Marie Stopes International Uganda. He also worked with Action Aid, Save the Children Denmark and the Refugee Law Project of Makerere University in various capacities in Finance, Programme Development, Managing Organizational Growth and change, and Marketing. He holds a Master of Business Administration (MBA) from the University of Wales, UK, a Bachelor of Commerce (B. Com) from Makerere University Kampala.

**UNODC**

United Nations Office on Drugs and Crime

The **United Nations Office on Drugs and Crime** (UNODC) Regional Office for Eastern Africa, including Uganda, aligns with the Regional Programme for Eastern Africa (2015) covering five Sub-Programmes: (1) Countering Transnational Organized Crime and Trafficking, (2) Countering Corruption, (3) Terrorism Prevention, (4) Crime Prevention and Criminal Justice, and (5) Prevention of Drug Use and HIV/AIDS. The Uganda Project Office focuses on managing violent extremist prisoners and preventing radicalization in prisons. UNODC addresses evolving human security threats through comprehensive activities in Uganda, providing knowledge-based interventions, advisory services, and capacity strengthening across relevant sectors.



### **Ms. Sharon Lesa Nyambe, UNODC Head of Office**

Ms. Sharon Lesa Nyambe (Zambia) is the Head of Office for the United Nations Office on Drugs and Crime (UNODC) in Uganda, where she leads a team of experts providing technical assistance to the Government and other stakeholders to counter organized crime and strengthen delivery of justice. She has a Master of Science in Public Health, with a specialization in Health Promotion from Leeds Beckett University, UK and a Cambridge International Diploma in Project Management. She also holds a bachelor's degree in political science from Delhi University, India.

With over 23 years of professional experience, Sharon has devoted her career to strengthening criminal justice and health institutions in the Eastern and Southern African region. She has expertise in policy analysis, community development, international relations, and human rights. She has contributed to capacity building and systems strengthening in areas such as penal reform, illicit drug trafficking, drug demand reduction, trafficking in persons and smuggling of migrants, corruption and economic crime, and HIV prevention. She is passionate about advancing UNODC's mission of making the world safer from drugs, crime, corruption, and terrorism.



The **United Nations Office for Project Services** (UNOPS) focuses on infrastructure, project management, procurement, and financial management. It works with the government in swiftly establishing emergency response and addressing capacity gaps, especially in public procurement. By supplementing capacities, enhancing speed, reducing risks, and improving cost-effectiveness, UNOPS supports the UN and partners in delivering peace, security, and development solutions more efficiently.



### **Mr. Solomon Kyeyune is a Partnership Development Specialist, UNOPS**

Mr. Solomon Kyeyune is a Partnership Development Specialist at UNOPS Kenya Multi-Country Office (KEMC) in Uganda since May 2023. Prior to his current position, he served as a Partnership and Resource Mobilization Advisor to the Water Resources Institute within the Ministry of Water and Environment in Uganda from 2018 to 2023. His commitment and expertise significantly contributed to the institute's success during this period. His journey in the development sector began in 2005 when he joined World Vision Uganda as a Volunteer and became a community development facilitator (2006 - 2007) and an Area Development coordinator (2008 -2009). From 2009 to 2012, he played a pivotal role with the Network for Water and Sanitation Uganda, where he spearheaded initiatives to initiate water and sanitation sector learning and knowledge management. He joined WaterAid in 2012 and remained with the organization until 2017. During his tenure, he served in various capacities, making noteworthy contributions. Notably, he played a key role in supporting the Ministry of Water and Environment in establishing the Water Resources Institute at Entebbe. His efforts extended to the successful organization of the flagship Annual Uganda Water and Environment Week.



**United Nations Volunteers (UNV)** 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.



### **Mr. Moses Mubiru, UNV Country Coordinator**

Mr. Moses Mubiru serves as the National Coordinator for the United Nations Volunteer Programme (UNV) in Uganda. Prior to this role, he was the VSO/UNICEF Project Coordinator, supporting UNICEF's programmatic goals in East Sepik province with a focus on community-based responses. With a background as a Policy Facilitator at ActionAid International Vietnam, Moses provided strategic inputs to the formulation of ActionAid International Vietnam's roadmap, emphasizing youth and women development. His career also includes serving as a Programme Officer at Conflict Prevention & Peacebuilding Agency (COPPA) in Uganda, where he played a key role in providing advisory assistance, hands-on training, and oversight for conflict prevention and alternative justice initiatives.

Moses holds a master's degree in Peace & Conflict Studies from Makerere University. His diverse experience includes roles in education, such as planning and delivering economics lessons in Seychelles and contributing to capacity-building projects in Papua New Guinea. Moses has demonstrated a commitment to grassroots advocacy, stakeholder outreach, and program coordination throughout his career.



**UN Women** focuses on building institutional capacities at all levels to promote gender-responsive governance; providing technical support for implementation of gender equality commitments; advocating to mobilize political will; developing cutting-edge knowledge on the key drivers for gender-responsive governance and the realization of the human rights of women and girls, including through the repeal or amendment of discriminatory laws and policies.

UN Women facilitates women's access to economic empowerment opportunities and productive assets such as land, eliminating cultural and societal barriers that make it less likely for women than men to become entrepreneurs. UN Women works extensively in safeguarding women's access to digital, financial, and second-chance literacy and technical, vocational, education and training opportunities, and also recorded results in advancing the rights of women entrepreneurs to procurement processes and increasing levels of commitment by employers to the Women's Empowerment Principles. UN Women manages prolific campaigns on women's rights targeting state and non-state actors; traditional and faith institutions/leaders to collectively identify and address discriminatory social norms which hinder the advancement of women's rights and gender equality.



### **Ms. Paulina Chiwangu, UN Women Representative**

Ms. Paulina Chiwangu assumed the role of UN Women Country Representative in Uganda in August 2022, bringing over 20 years of experience in development and humanitarian work. With a Doctorate in Philosophy, she held significant positions as Deputy Country Representative with UN Women in South Sudan and Iraq, including Head of KRG Sub-Office. Her leadership extends to Bosnia and Herzegovina and Serbia within UN Women. Prior to UN Women, Paulina served as Head of Planning, Monitoring, and Evaluation, and Public Relations Unit for UNDP's Police Reform Programme in Dhaka, Bangladesh. Her diverse career includes roles as a Technical Advisor for UNFPA in Southern Sudan, Coordination and Monitoring Advisor for UNDP in Zambia, Programme Coordinator for the Centre of Economic Governance and AIDS in Africa in South Africa, Deputy



Course Director at Cork University College in Ireland, and Programme Manager in Portland, Oregon, USA for Cascadia Behavioral & Development Healthcare Organization. Additionally, she headed a Multicultural Radio Programme for the Irish Broadcasting Company in Ireland.



**World Food Programme** is committed to ensuring universal access to sufficient and nutritious food in Uganda, aligning its programs with Vision 2040 and National Development Plan III. Aligned with the Uganda Zero Hunger Strategic Review and the UN Sustainable Development Cooperation Framework (2021–2025), WFP collaborates with the government to host refugees, address root causes of food insecurity, and strengthen the national social protection system.

WFP's food assistance and livelihood initiatives empower refugees for self-reliance, supporting the Settlement Transformation Agenda and the Refugee and Host Population Empowerment Framework. Utilizing expertise in food security, vulnerability analysis, supply chain management, and emergency response, WFP actively supports government efforts to address emerging hunger issues.



### **Mr. Abdirahman Meygag, WFP Representative**

Mr. Abdirahman Meygag, a national of Somalia and Great Britain, began his assignment in Uganda on August 1, 2021, with nearly 36 years of experience in humanitarian and development work. He started his career with WFP in 1991, initially as the Head of Sub-Office in Erbil, Iraq, coordinating food aid for Iranian refugees and Iraqi displaced people. Over the years, Mr. Meygag has held various roles in WFP, including Programme Officer in Baghdad and positions in Country Offices (Sudan, Namibia, Liberia) and the Regional Bureau in Uganda and Kenya.

In June 2016, he became WFP Deputy Country Director (Operations) in Syria, overseeing supply chain and program



units assisting over 4 million Syrians. In July 2019, Mr. Meygag was appointed WFP Representative and Country Director for Iraq, focusing on transitioning from direct assistance to enabling roles, building resilience, and strengthening national institutions. He holds a Bachelor of Arts (History) from LAFOLE University, Mogadishu, Somalia, and is married with five children.



**The World Health Organization (WHO)** contributes to improved access to and utilization of health services by providing leadership on critical health matters and engaging in collaborative partnerships. It actively shapes the research agenda and fosters the generation, translation, and dissemination of valuable knowledge. WHO is setting norms and standards, promoting and monitoring their implementation, articulating ethical and evidence-based policy options, and providing ongoing technical support. Additionally, WHO is catalyzing change, building sustainable institutional capacity, and continuously monitoring the health situation while assessing health trends.



### **Dr Yonas Woldemariam, WHO Representative**

Dr. Yonas Tegegn Woldemariam (Ethiopia) is the WHO Representative in Uganda. He has over 30 years of experience in general medicine, disaster management, project development, and donor relations at different technical and managerial levels. His international experience includes working with Africa Humanitarian Action (AHA) in Rwanda from 1994-1995, WHO Geneva from 1999-2005, WHO Southeast Asia Regional office from 2005-2009, WHO India from 2009-2011, as WHO Representative to D.P.R Korea from 2011-2013, and as WHO Representative to Thailand from 2013-2015. Before his reassignment to Uganda, he served as Planning Officer at the WHO Regional Office for South-East Asia, in New Delhi, India from 2016-2018. Dr. Yonas Tegegn Woldemariam holds a Doctorate degree in Medicine.



# Cooperation Framework Priorities

## STRATEGIC PRIORITY 1: Transformative and Inclusive Governance



Plenary at the Uganda Parliament ©UNDP

## ● Outcome areas of the SP:

**OUTCOME 1:** By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security.

### Outputs:

*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.*

*Output 1.2: Strengthened capacity of people especially marginalized and vulnerable groups to participate and benefit from governance and development at all levels.*

*Output 1.3: Capacity of state and non-state actors at local, national, and regional levels strengthened to sustain peace and security.*

### (i) Participating UN Agencies- (Resident and Non-Resident)

UNODC; IOM; UNDP; UN WOMEN; UNCDF; UNICEF; UNESCO; OHCHR; ILO; UNHCR; WHO; FAO; UNAIDS; UNHABITAT

### (ii) Total resource envelope,

UN INFO FINANCIAL OVERVIEW - 2021 - 2023 (USD)						
OUTPUT	BUDGET 2021	EXPEND 2021	BUDGET 2022	EXPEND 2022	BUDGET 2023	EXPEND 2023
1.1	12,106,110	6,015,334	13,932,434	4,982,732	35,588,889	21,274,188
1.2	4,497,173	3,789,686	11,535,922	2,196,512	2,002,015	1,117,638
1.3	11,469,377	8,650,898	13,519,882	2,794,437	9,190,260	3,428,260
<b>TOTAL</b>	<b>28,072,660</b>	<b>18,455,918</b>	<b>38,988,238</b>	<b>9,973,681</b>	<b>46,781,164</b>	<b>25,820,086</b>

Overall Budget	113,842,062	Overall Expenditure	54,249,685	Cumulative delivery to-date	48%
----------------	-------------	---------------------	------------	-----------------------------	-----

**Note:** Not all UN agencies have posted their 2023 expenditure in UNINFO

**(iii) Key target beneficiaries and key/strategic partners) – 1 page**

Women; Youth; Persons with Disability (PWD); Elderly; Juveniles; Refugees; People Living with HIV (PLHIV); Interfaith Leaders; Cultural Leaders

**v) Key/strategic partners)**

Ministries Departments and Agencies, state and non-state institutions; development partners, UN agencies, media, academic institutions, private sector Including: Ministry of Foreign Affairs (MoFA), Uganda Bureau of Statistics (UBOS), Ministry of Defense and Veteran Association (MoDVA), Military Intelligence, Judiciary, Parliament, National Planning Authority (NPA), Office of the Prime Minister (OPM), Office of the President (OP), Uganda Police Force (UPF), RIAM RIAM, Warrior Squad Foundation, National Consultative Forum, Electoral Commission (EC), Uganda Human Rights Commission (UHRC), Uganda Law Reform Commission (ULRC), Ministry of Local Government (MoLG), AFI, IRCU, target Local Governments (LGs), selected CSOs etc.

**STRATEGIC PRIORITY 2: Share Prosperity in A Healthy Environment**



*Regional Service Center Entebbe Staff plant fruit trees around the Entebbe Support Base during the commemoration of World Environment Day ©RSCE*



## ● Outcome areas of the SP:

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

### Outputs:

*Output 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.*

*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.*

*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.*

**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 disasters.**

### Outputs:

*Output 2.2.1 Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems.*

*Output 2.2.2 Enhanced capacities of institutions and communities to mitigate and adapt 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.*

Output	Outcome 2.1				
	2021		2022		2023
	Budget	Expenditure	Budget	Expenditure	Budget
Output 2.1.1	5,712,089	2,944,324	14,511,631	9,836,010	4,243,000
Output 2.1.2	30,431,168	10,044,693	31,353,258	12,926,059	3,427,000
Output 2.1.3	10,943,825	4,971,141	9,649,226	897,901	800,000
<b>Total</b>	<b>47,087,082</b>	<b>17,960,158</b>	<b>55,514,115</b>	<b>23,659,970</b>	<b>8,470,000</b>

Output	Outcome 2.2				
	2021		2022		2023
	Budget	Expenditure	Budget	Expenditure	Budget
Output 2.2.1	12,853,979	7,607,093	8,345,565	2,952,691	7,053,000
Output 2.2.2	20,756,380	11,057,289	20,050,209	11,125,148	5,388,115
Output 2.2.3	9,072,852	3,462,278	5,206,098	3,321,566	10,716,306
<b>Total</b>	<b>42,683,211</b>	<b>22,126,660</b>	<b>33,601,872</b>	<b>17,399,405</b>	<b>23,157,421</b>

## Participating UN Agencies (Resident and Non-Resident)

**UN agencies participating** in the programme implementation and attainment of SP2 results include FAO, IFAD, ILO, IOM, ITC, UNCDF, UNFCC, UNDP, UNDRR, UNEP, UNESCO, UNHCR, UNICEF, UNODC, UNOPS, UN Women, and WFP.

### Implementing Partners

**Government cooperating partners:** Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Finance, Planning, and Economic Development (MoFPED), Ministry of Gender, Labour, and Social Development (MoGLSD), Ministry of Kampala City and Metropolitan Affairs / Kampala Capital City Authority (KCCA), Ministry of Local Government, Ministry of Trade, Industry, and Cooperatives (MTIC), Ministry of Water, and Environment (MWE), National Emergency Coordination and Operations Centre (NECOC), National Environment Management Authority (NEMA), National Planning Authority (NPA), Office of the Prime Minister (OPM), Uganda Bureau of Statistics (UBOS), Uganda National Meteorological Authority (UNMA).



**Partners from the Academia, Civil Society Institutions, and the Private sector:** Africa Centre for Energy and Mineral Policy, AirTel Uganda, AVSI Foundation, Ensibuuko, Makerere University, MTN Uganda, Nyowe Ventures, Opportunity Bank, Ripple Effect Uganda, Stanbic Bank, Texfad, Uganda Development Bank (UDB), Uganda Manufacturers' Association.

Coordination mechanisms were developed for effective implementation of the UN Sustainable Development Cooperation Framework (UNSDCF). Three Strategic Priorities were constituted to form part of the UNSDCF coordination architecture with a focus on strategic coordination, policy coherence, policy congruence, and policy cohesion. **Strategic Priority 2 (SP2)** was designated responsibilities for the attainment of outcomes pertaining to **“shared prosperity in a Healthy Environment and Sustainable management and protection of natural resources and the environment”**.

## STRATEGIC PRIORITY 3. HUMAN WELL-BEING AND RESILIENCE



*Mother – daughter Moment: Mather and daughter pose for a photo sharing a light moment ©UNICEF*



## ● Outcome areas of the SP:

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

### Outputs:

*Output 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.*

*Output 3.1.2 People especially the vulnerable and marginalized are empowered to utilize quality basic social and protection services.*

*Output 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.*

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

### Outputs:

*Output 3.2. 1 Strengthened capacity of government and nongovernment 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.*

*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.*

**Participating UN Agencies:** WHO, UNICEF, UNFPA, UNDP, ILO, FAO, UNAIDS, WFP, UNHCR, IOM, UNWOMEN, ITC, UNESCO, UNODC, OHCHR,





## Total Resource Envelope

Output	Outcome 3.1				
	2021		2022		2023
	Budget	Expenditure	Budget	Expenditure	Budget
Output 3.1.1	243,570,420	187,419,061	267,647,682	242,880,407	353,278,452
Output 3.1.2	15,856,514	10,557,310	21,911,603	10,639,660	11,036,360
Output 3.1.3	4,862,586	3,953,916	2,243,080	1,249,770	3,404,062
<b>Total</b>	<b>264,289,520</b>	<b>201,930,287</b>	<b>291,802,365</b>	<b>254,769,837</b>	<b>367,718,874</b>

Output	Outcome 3.2				
	2021		2022		2023
	Budget	Expenditure	Budget	Expenditure	Budget
Output 3.2.2	8,013,879	6,400,012	6,824,807	5,040,678	4,723,923
Output 3.2.2	1,660,561	1,199,604	4,753,325	4,614,011	1,917,162
<b>Total</b>	<b>9,674,440</b>	<b>7,599,616</b>	<b>11,578,132</b>	<b>9,654,689</b>	<b>6,641,085</b>

## Implementing partners

**Key Government Implementing Partners: Ministry of Health, National Medical Stores, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Gender, Labour, and Social Development (MoGLSD), Ministry of Education and Sports, Ministry of Water, and Environment (MOWE)**

The UNSDCF SP3 aspires to ensure equitable access to and utilization of **Quality Basic Social and Protection services** and has five key results seeking to promote an enabling environment facilitating the access and utilization of rights based, gender responsive and resilient social and protection services, while at the same time works on strengthening stakeholders' capacities to deliver and empower the population to demand such services. Similarly, the results under SP 3 seek to improve capacities of

stakeholders to promote and uphold positive social norms promoting human rights, equality and non-discrimination, and ensure government and private sector are able to allocate adequate public and private financing to support in an equitable, gender responsive, accountable and sustainable manner social sectors in Uganda.

Specific focus is placed on seeking high impact interventions addressing food security, robust implementation of the National Social Protection Policy, ensuring descent work, especially for youth, and protection for the most vulnerable, including women, children, refugees, migrants and victims of gender-based violence (GBV), abuse, sexual exploitation and human trafficking. SP3 seeks to ensure access to inclusive, equitable and quality education (formal/ non-formal), health, water and sanitation services, promote active citizenship and empower communities to make informed choices, demand quality services and seek accountability. The SP 3 further seeks to strengthen national capacity to integrate human rights-based approach in the implementation of NDPIII, strengthen the policy environment to ensure protection from all forms of violence and work on strengthened data and evidence generation capacity, while advocating for sustainable and innovative domestic financing for social services.

## Coordination Capacity in the UN Resident Coordinator's Office

The UN Resident Coordinator's Office (RCO) supports the UN Resident Coordinator and the UN Country Team (UNCT) to ensure the strategic, coherent and efficient functioning of the UN System in Uganda in the advancement of the Sustainable Development Goals (SDGs), through the UN Sustainable Development Cooperation Framework and other related frameworks.

RCO supports the RC/UNCT within the context of the UN Sustainable Development Cooperation Framework (UNSDCF) 2021 – 2025 including providing technical support, tracking and reporting progress, operations, advocacy, communications and information management to achieve agreed UNCT results annually, aimed at contributing to the achievement of national development priorities outlined in

the Vision 2040, the third National Development Plan (NDPII), and the Sustainable Development Goals (SDGs). Please see below the coordination capacity in the RCO.

Name	Designation	Contact Details
Issa Conteh	Head, Team Leader	Email: issa.conteh@un.org Mobile: +256 757708062
Rekha Shrestha	Partnerships & Development Finance Officer	Email: rekha.shrestha1@un.org Mobile: +256 757708087
Simon Peter Nsereko	Economist	Email: simon.nsereko@un.org Mobile: +256 772289166
Nasiib Kaleebu	RBM Officer	Email: nasiib.kaleebu@un.org Mobile: +256 772289211
Michael Wangusa	Communication Officer	Email: michael.wangusa@un.org Mobile: +256 771005988
Rebecca Mukite	Finance and Administration	Email: rebecca.mukite1@un.org Mobile: +256 700754029
Jennifer Rusita	Executive Associate	Email: jennifer.rusita @un.org Mobile: +256 772411187
Stephen Buwembo	Transport Assistant	Email: stephen.buwembo@un.org Mobile: +256 772289107
Rebecca Nalumansi Mpiima	Coordination Analyst	Email: rebecca.nalumansi@undp.org Mobile: +256 702684804
Madrine Amuge	OMT Operations Officer	Email: madrine.amuge @undp.org mamuge@unicef.org Mobile: +256 782832314
Luta Shaba	Spotlight Coordinator	Email: luta.shaba@undp.org Mobile: +256 785217630
Kathryn Wilkes	Gender Specialist	Email: kathryn.wilkes@unwomen.org Mobile: +256 772147533
Jeannette Winner	Economic Analyst	Email: jeannette.winner@un.org Mobile: +256 770522455
Sophie Akera	Field coordination Officer	Email: sophie.aker@undp.org Mobile: +256 782533558
Tony Odong	Spotlight M&E officer	Email: tony.odong@undp.org Mobile: +256 770300041
Francis Odoch	Transport Assistant	Email: francis.odoch@undp.org Mobile: +256 771005993
Monicah Aturinda Kyeyune	Communication Associate	Email: monicah.aturinda@undp.org Mobile: +256 772147505

The RCO's coordination role is extended to the sub-national level through the United Nations Area Coordinators (UNAC), in the areas where the UN has a strong presence on the ground. There are currently UNACs for West Nile sub-region based in Arua City; Northern Uganda sub-region based in Gulu City; Karamoja Sub-region based in Moroto Town; and for Southwestern Uganda based in Mbarara City. The UNACs lead the committee of heads of UN field offices in all aspects of UN Delivering as One (DaO) in their area including joint annual work planning, joint field monitoring and evaluation, maximizing impact of visits of high-level UN officials to their area, and knowledge management. The UNAC chairs monthly meetings of the heads of UN field offices and provides updates to RCO in Kampala and in turn receives feedback from the UNCT through RCO.

# Uganda's Implementation of the Business Operations Strategy

In March 2021, the OMT put forward recommendations to the UNCT following an assessment of common services and premises in Karamoja. The UNCT subsequently approved a clustering approach for common premises across four UNAC sub-regions in Uganda (Southwest, Northern, West Nile, and Karamoja). In this strategy, WFP is leading the initiative in Moroto, while UNICEF heads it in Mbarara.

The OMT is committed to following global guidelines for common premises and back offices, establishing specific indicators for both "Light and Heavy Versions" to be implemented in Uganda. The country is advised to transition from Group A to Group B in the common premises rollout to effectively utilize the OMT's technical capabilities. As part of this process, Uganda is tasked with appointing Common Premises Champions/Leads. Their role will be to gather data to aid in developing the Country Common Premises Plan (CCPP) by the end of 2021.

Currently, Uganda is progressing in the development of two shared facilities in Kampala. These facilities, led by UNDP and a joint effort between UNICEF and WFP, are intended to house all UN agencies. This move is aligned with the overall goal of fostering collaboration and efficiency among UN entities in the country.

## Cost Avoidance of BOS Uganda

	Year	2019	2020	2021	2022	2023	2024	2025	2026	Total
		Tot Ben	Tot Ben	Tot Ben	Tot Ben	Tot Ben	Tot Ben	Tot Ben	Tot Ben	Tot Ben
Estimate	<b>Total</b>	<b>575,070</b>	<b>469,724</b>	<b>457,791</b>	<b>695,201</b>	<b>634,069</b>	<b>52,358</b>	<b>57,009</b>	<b>58,762</b>	<b>2,999,984</b>
	Administration	360,945	189,583	218,879	428,731	259,348	52,358	57,009	58,762	1,625,615
	Finance	3,072	4,050	2,958	3,726	4,938				18,744
	ICT	168,487	195,048	143,335	135,799	115,375				758,044
	Logistics	2,778	8,623	16,017	19,444	19,651				66,513
	Procurement	39,788	72,420	76,602	107,501	234,757				531,068
	<b>Total</b>	<b>557,880</b>	<b>436,778</b>	<b>421,478</b>	<b>711,676</b>					<b>2,127,812</b>
Realized	Administration	359,596	189,992	215,646	406,126					1,171,360
	Finance	3,072	4,050	2,958	5,059					15,139
	ICT	157,185	182,612	138,766	122,117					600,680
	Logistics	2,778	6,773	11,856	14,326					35,733
	Procurement	35,249	53,351	52,252	164,048					304,900
	<b>Total</b>	<b>1,132,950</b>	<b>906,502</b>	<b>879,269</b>	<b>1,406,877</b>	<b>634,069</b>	<b>52,358</b>	<b>57,009</b>	<b>58,762</b>	<b>5,127,796</b>

# Common Back Office (CBO) Implementation in Uganda

The implementation of the Common Back Office (CBO) in Uganda is a crucial aspect of the Business Operations Strategy (BOS) 2.0. This centralized operational unit, supported by a specialized team, is responsible for executing location-dependent services. The United Nations Country Team (UNCT) in Uganda has given its approval for the CBO concept, recognizing its potential to streamline operations.

Under the guidance of the Operations Management Team (OMT), a preliminary business case for the CBO was developed. This initiative sparked a heightened interest and queries within both the OMT and UNCT, highlighting the need for a detailed analysis. This analysis will focus on the costs, anticipated benefits, and long-term

implications beyond the BOS 2.0 timeline. The outcomes of this analysis are expected to guide the UNCT in making informed decisions regarding the specific implementation approach, governance structure, and funding mechanisms for the CBO, while also ensuring a unified stance within the UNCT.

To enhance the business case for the CBO, the OMT plans to engage the UNDCO-CBO Team to conduct a comprehensive analysis in Uganda. The next steps include coordinating with the Head of the RCO to bring in the UNDCO-CBO Team for the analysis and organizing OMT leadership and Working Group Chairs to gather necessary data, facilitating a thorough assessment.

The implementation of the Common Back Office (CBO) in Uganda is structured in two phases:

**Phase One (2021-2022):** The Common Services Unit (CSU), acting as a precursor to the CBO, was established under the existing Common Services MOU by the OMT/UNCT Uganda. This phase focuses on integrating location-dependent and non-programmatic services with an

emphasis on full-time employees (FTE) and cost-benefit analysis (CBA). The rollout is set for completion by December 2021 with limited technical assistance from DCO.

**Phase Two (2023-2025):** The Local Common Service Center (LCSC) will be established with the approval of the RC/UNCT and DCO, featuring a well-defined Service Level Agreement (SLA). Staffed under the BOS 2.0 framework, this phase will integrate all location-dependent and non-programmatic services, backed by comprehensive FTE and CBA analyses from BOS, along with technical support from UNDCO.

This step-by-step approach ensures a smooth transition for Uganda into the CBO model, aligning with the UN's broader objectives.

In parallel, the concept of Common Premises, as defined by UNDCO, focuses on the co-location of multiple agencies to achieve cost efficiency, operational effectiveness, and mandate alignment. Key developments in Uganda's adoption of Common Premises as part.





A BOOKLET

# SHOWCASING

## UNITED NATIONS PRESENCE AND OPERATIONS IN UGANDA



**UNITED NATIONS  
UGANDA**



**Office of the UN Resident Coordinator - Uganda**

Plot 17-19, Clement Hill Road, 5<sup>th</sup> Floor, WFP Building

P.O.Box 7159, Kampala, Tel: +256 (0) 312 242 000

Email: UNRCS.Uganda@un.org

 [www.un-ug.org](http://www.un-ug.org)  UNUganda  UNinUganda