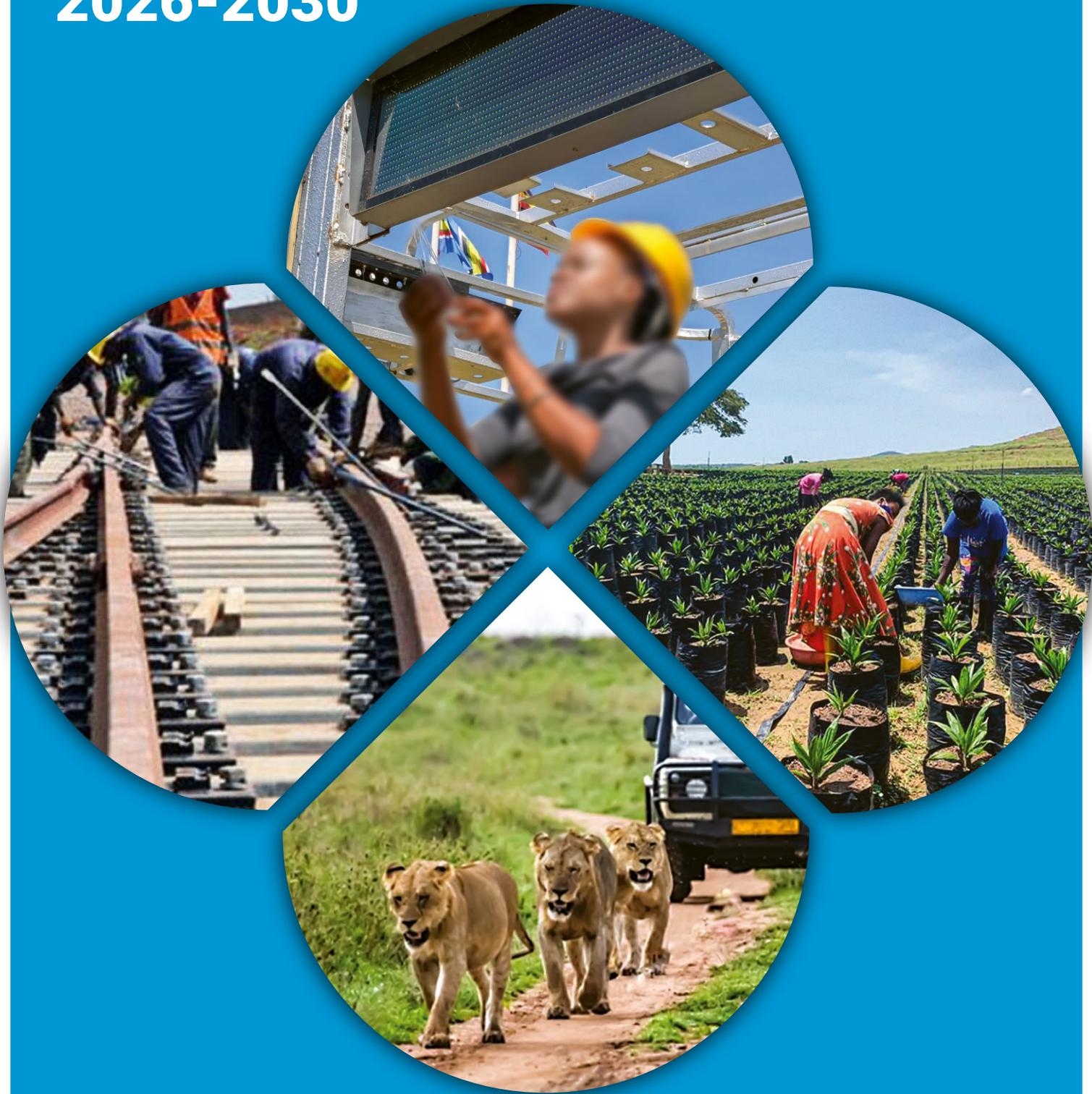




UNITED NATIONS
UGANDA



UGANDA UN SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK 2026-2030



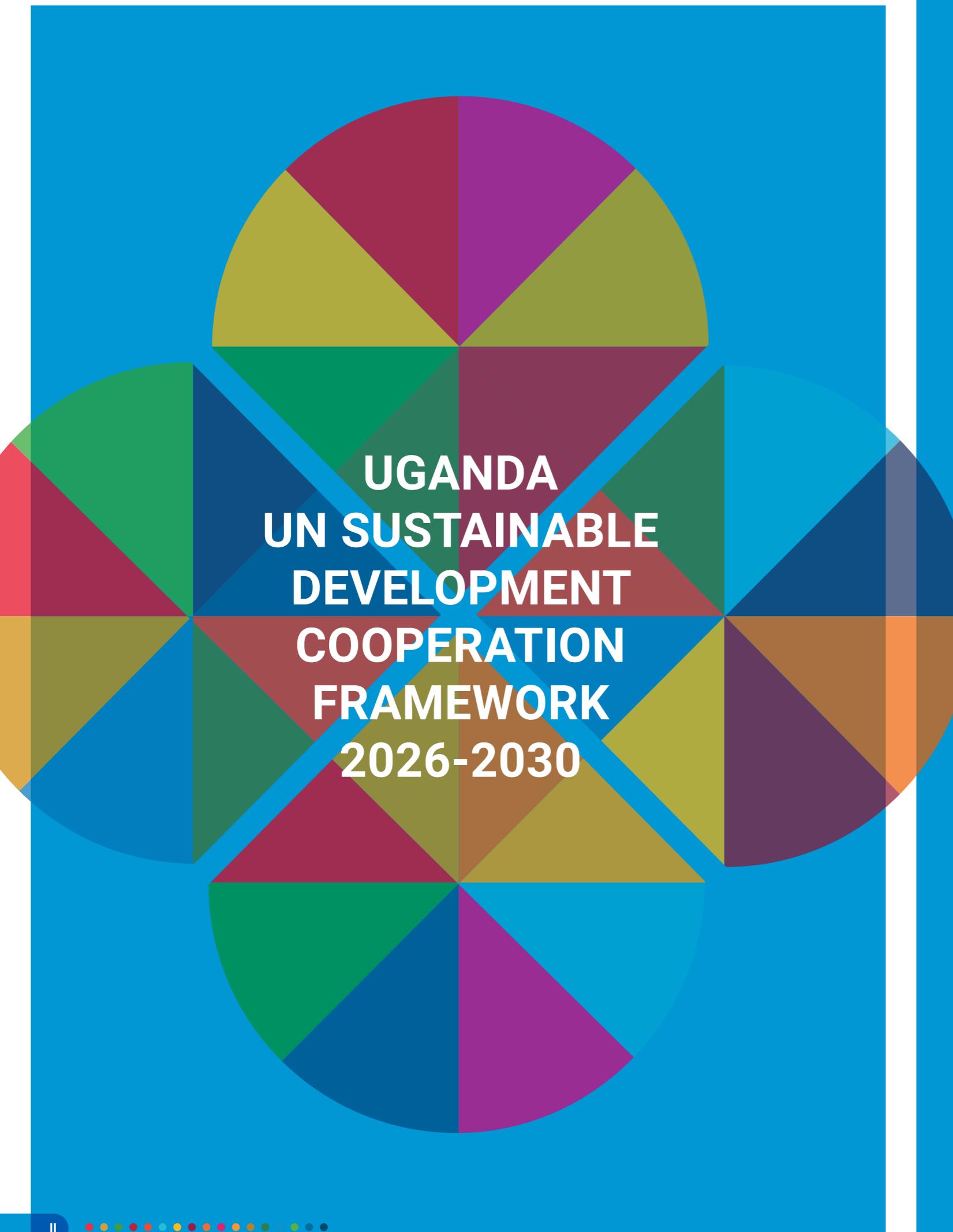


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United Nations in Uganda

Acronyms



AfCFTA African Continental Free Trade Area

AI Artificial Intelligence

APoA Awaza Programme of Action for Landlocked Developing Countries 2024-34

ATMS Agro-industrialization, Tourism development, Mineral-based industrialization (including oil and gas), and Science, technology and innovation

AU African Union

CEDAW Convention on the Elimination of All Forms of Discrimination Against Women

CF Cooperation Framework

COMESA Common Market for Eastern and Southern Africa

CRPD Convention on the Rights of Persons with Disabilities

CSO Civil Society Organization

DRC Democratic Republic of the Congo

EAC East African Community

GDP Gross Domestic Product

IGAD Intergovernmental Authority on Development

IMF International Monetary Fund

ITU International Telecommunication Union

LDC Least Developed Country

MEL Monitoring, Evaluation and Learning

MoFA Ministry of Foreign Affairs

MoFPED Ministry of Finance, Planning and Economic Development

MoGLSD Ministry of Gender, Labour and Social Development

MSMEs Micro, Small and Medium Enterprises

NDP National Development Plan

NEET Not in Education, Employment or Training

NPA National Planning Authority

PWD People with Disabilities

NPF National Partnership Forum

NEMA National Environment Management Authority

OPM Office of the Prime Minister

SDGs Sustainable Development Goals

UBOS Uganda Bureau of Statistics

UNCT United Nations Country Team

UNOCT United Nations Office of Counter-Terrorism

WASH Water, Sanitation and Hygiene

FOREWORD



**H.E General Yoweri Kaguta Museveni
President of the Republic of Uganda**

Fellow Ugandans, friends, and partners,

The Government of Uganda is determined to achieve our goal of transforming Uganda from a peasant economy into a modern and prosperous country. It is what we must do to secure the future of our people. Our Vision 2040 and the Fourth National Development Plan (NDP IV) give us the road map: create jobs, raise household incomes, build industries, protect our environment, and ensure peace and stability.

The Cooperation Framework between the Government of Uganda and the United Nations is one of the instruments to help us move faster along that road. It aligns with our national plan and Africa's Agenda 2063, and it addresses the critical areas where we need real transformation: food systems, education, jobs and social protection, energy, climate resilience, and governance. These are the levers to unlock the ten-fold growth strategy and to make sure our young population becomes a source of wealth.

I want to emphasize the Parish Development Model (PDM). This is not a theory; it is practical economics. We are moving money and decision-making closer to the people. Every parish is a unit of wealth creation.

With the support of our partners, including the UN, we shall bring services, credit, and markets directly to the households still stuck in subsistence. By 2030, we must have shifted millions of our people into the money economy. That is when we shall see real prosperity.

This Framework is not about government alone, nor about the UN alone. It is about all of us - citizens, civil society, private sector, academia, and development partners - working under one national plan, with one vision. When you work together, you avoid duplication, you save resources, and you achieve faster. Even in my village, when people dig a trench together, the work finishes quickly, and the results are visible. Development is the same.

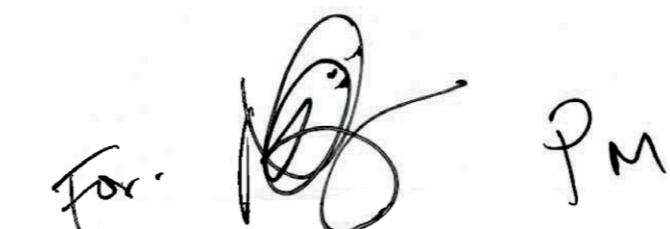
I commend the United Nations Country Team for aligning their work with our priorities. I call on all actors to rally behind the NDP IV and the PDM. Let us remain focused, disciplined, and innovative. Uganda is not poor; it is rich in people, land, and opportunities. With the right organization, institutions and people we shall achieve inclusive growth, protect our environment, and secure the future for generations to come.

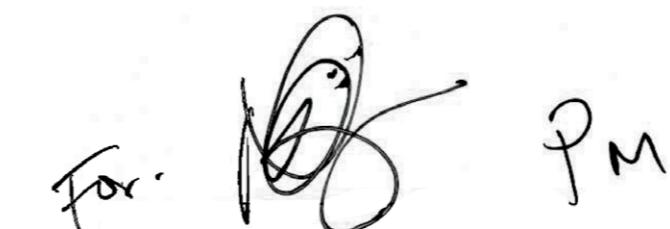
PREAMBLE AND COMMITMENT TO COOPERATION

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 IV, 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 2026-2030.

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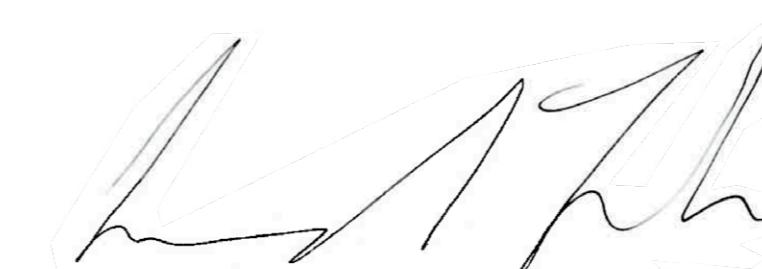
ON BEHALF OF THE GOVERNMENT OF THE REPUBLIC OF UGANDA

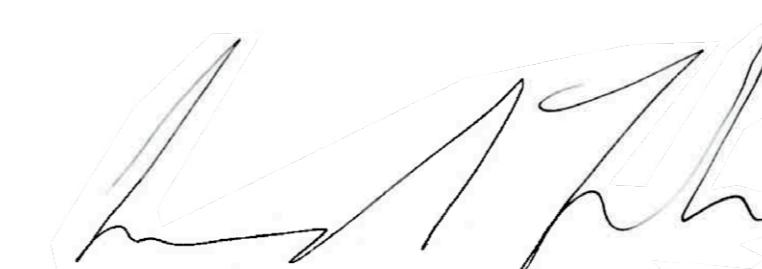


For:  P.M.

H.E General Yoweri Kaguta Museveni
President of the Republic of Uganda

ON BEHALF OF THE UNITED NATIONS IN UGANDA





Mr. Leonard Zulu
United Nations Resident Coordinator in Uganda

JOINT STATEMENT

PRIME MINISTER OF UGANDA AND UN RESIDENT COORDINATOR

Uganda and the United Nations have worked side by side to advance our shared vision for development. Guided by Vision 2040, the National Development Plans, and the 2030 Agenda and Sustainable Development Goals (SDGs), we have made tangible progress. Uganda has risen to medium human development status, fulfilled two of three criteria for graduation from the Least Developed Countries category, and reduced maternal and child mortality. We have advanced social protection, promoted gender equality, and built stronger food and energy systems. The Parish Development Model is bringing services and financing closer to households, while Uganda's progressive refugee policy remains a model for the world, and our role in promoting regional peace and stability continues to be recognized. These are results of working together, with government leadership, citizen effort, and partner support.

The Government of Uganda and the UN system are proud of the achievements we have registered together over the past five years, through Ministries, Departments and Agencies working hand-in-hand with 29 UN entities bringing diverse skills and mandates to Uganda's development. Looking forward, the Pact for the Future provides a powerful platform for developing countries like Uganda. Uganda has already shown leadership in shaping its outcomes, and the UN will continue to back the Government to translate the Pact into tangible gains for Ugandans. Our priorities remain clear: better collaboration, nimbler and more efficient operations, and stronger partnerships that serve people.

The years ahead hold even greater promise. Hosting the NAM and G77 Summits, the Africa Regional Forum on Sustainable Development, and the Africa Cup of Nations (AFCON) 2027 will place Uganda at the centre of continental and global attention. These milestones create opportunities to attract investment, expand trade, boost tourism, and showcase Uganda's resilience and ambition. At the global level, dialogues on financing, debt, climate, and the Pact for the Future open space for Uganda to influence and benefit from reforms. With the Cooperation Framework 2026–2030 built around the NDP IV and the Parish Development Model, we now have a joint roadmap to turn these opportunities into real gains for all Ugandans.

We reaffirm our commitment to enhanced coordination through mobilizing and convening all stakeholders to actively contribute to Uganda's transformation coherently, efficiently and effectively. The Government, through the Office of the Prime Minister, reaffirms its leadership in coordinating SDG implementation and national development efforts. The United Nations, through the Resident Coordinator, commits to mobilizing the full weight of the UN system, local, regional, and global, to back Uganda's aspirations, from climate-smart livelihoods to food systems, energy, and governance. But to succeed, we must all change how we work. Businesses as usual will not deliver the ten-fold growth strategy or high middle-income status by 2040. Business unusual, driven by urgency, discipline, and innovation, is the way forward. Our call is to every actor, government, citizens, private sector, civil society, and partners: let us rally behind one national plan, work as one, and ensure Uganda's next chapter is defined by inclusive growth, resilience, and prosperity for all.



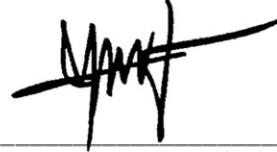
Right Honourable Robinah Nabbanja
Prime Minister of the Republic of Uganda



Mr. Leonard Zulu
United Nations Resident Coordinator in Uganda

COMMITMENT AND SIGNATURES

We, the undersigned, commit to work together in advancing the strategic priorities outlined in the United Nations Sustainable Development Cooperation Framework 2026–2030, in support of the 2030 Agenda for Sustainable Development. Our shared goal is to collectively support the Government of Uganda in realizing its national priorities as articulated in the Fourth National Development Plan.



YERGALEM TAAGES BERAKI
FAO Representative



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Regional Office for East Africa



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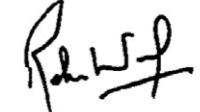
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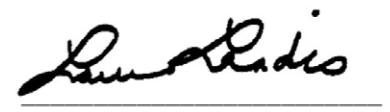
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ACKNOWLEDGMENTS

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 2026-2030. 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 Deputies Team, 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, 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 fourth National Development Plan (NDP IV), 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 Results Based Management Team, the UN SDG Technical Working Group, 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 IV. 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.

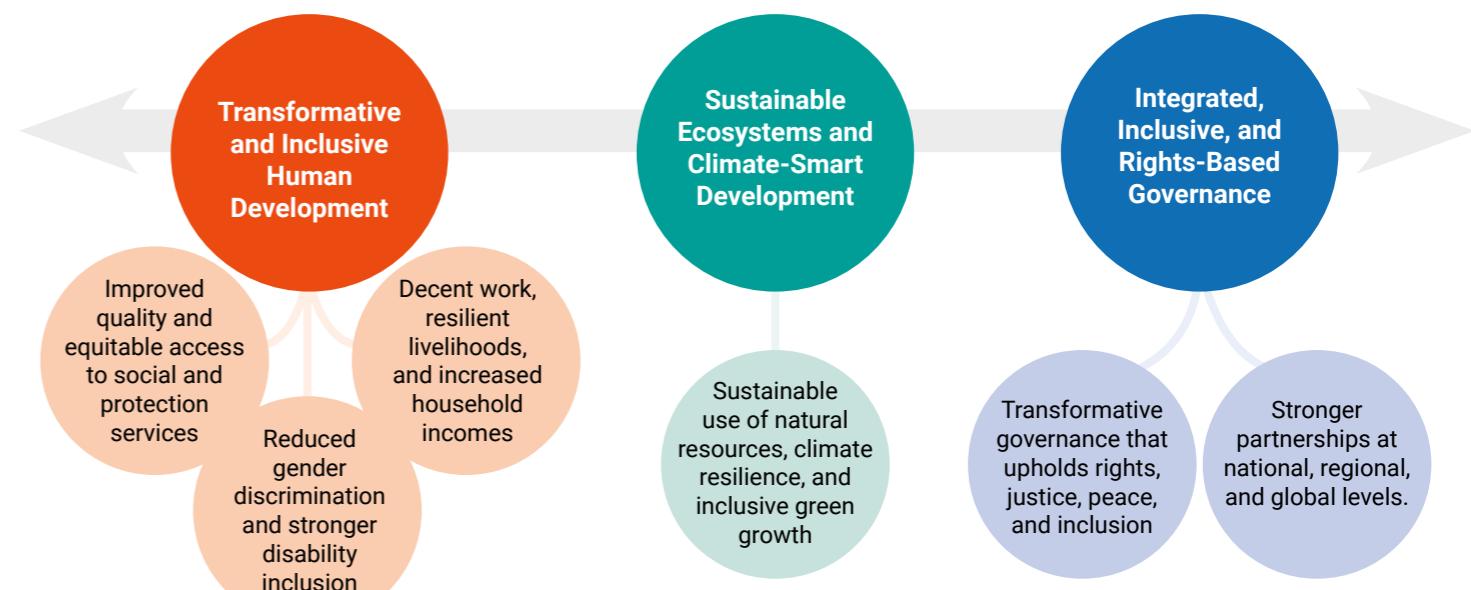
EXECUTIVE SUMMARY

Uganda has made steady progress toward the 2030 Agenda; evidenced by increased resilience of the economy to both domestic and external shocks. Economic growth has remained robust, reaching 6.3 per cent in 2024/25 and projected to rise to 7 per cent in 2025/26, supported by gains in agriculture, industry, and an expected boost from oil and gas. The Country's role in the region remains strong, with leadership in peacekeeping, refugee hosting, and South-South cooperation.

Uganda has made important progress on the Sustainable Development Goals (SDGs), with reductions in poverty, maternal and child mortality, and stunting in children, as well as improvements in education enrolment and access to health services. The country has moved into the medium human development category, with a Human Development Index score of 0.582, and met two of the three criteria for Least Developed Country graduation. The Fourth National Development Plan (NDP IV), in line with Vision 2040 and the Ten-fold economic growth, provides strategic direction for the next five years. Opportunities for accelerated progress lie in agro-industrialization, tourism especially in view of the 2027 Africa Cup of Nations football tournament co-hosted with Tanzania and Kenya. These are also immense potential in mineral and mining development, science and innovation, digital expansion and regional integration which collectively provide for productivity, employment generation, value addition and accelerated socio-economic progress.

These gains are suppressed by structural challenges holding back Uganda's full development potential. Inequalities persist between rural and urban areas, and multidimensional poverty still affects 42 per cent of the population (UBOS, 2022). Uganda's youthful population with three quarters under the age of 30 offers a potential demographic dividend but undermined by high youth unemployment and skills gap. Further challenges include gender disparities, poor learning outcomes and rising skills mismatches.

The strategic priorities and outcomes are:



Although Uganda has made progress on key human development indicators, it is yet to reach the income threshold for middle-income status. Environmental degradation and climate shocks pose increasing threats to livelihoods, while issues of weak governance, limited accountability, shrinking civic space, and uneven service delivery continue to erode public trust. In addition, the country faces emerging security threats, including terrorism and violent extremism, underscoring the need for prevention and resilience-building in national development strategies.

The UN Sustainable Development Cooperation Framework (2026–2030), or Cooperation Framework (Cooperation Framework), is the central instrument guiding UN engagement in Uganda. It is guided by national leadership; aligned with NDP IV, Agenda 2063 and the 2030 Agenda; and shaped by inclusive consultations with the Government, civil society, the private sector and vulnerable groups. The Cooperation Framework responds to structural challenges – weak governance, climate risk, inequality, fragility, and rapid urbanization – while identifying opportunities to accelerate progress through the six SDG transitions: (1) food systems, (2) energy access and affordability, (3) digital connectivity, (4) education; (5) jobs and social protection and (6) climate change, biodiversity loss and pollution.

The Cooperation Framework is structured around three strategic priorities: (i) Transformative and Inclusive Human Development, (ii) Sustainable Ecosystems and Climate-Smart Development and (iii) Integrated, Inclusive and Rights-Based Governance. Together, these priorities reflect the commitment to leaving no one behind and dismantling systemic barriers to inclusion. The Cooperation Framework narrows its focus to catalytic areas with the greatest potential to transform systems, including food systems, education, energy, green and decent jobs for youth, gender, social protection and digital governance. These areas are the engines to turbocharge wider socioeconomic shifts and address Uganda's demographic and structural challenges. Gender equality, human rights and child-focused outcomes are integrated across all results.



A palm oil nursery. ©MAAIF

The Cooperation Framework is designed to drive meaningful system changes. It will reshape how the UN works in Uganda, building stronger collaboration around shared priorities with the Government and partners. It aligns reforms in human development, governance and climate-smart growth, bringing all actors under one national plan and shifting how institutions deliver for citizens. Reflecting the UN reform agenda, it seeks to simplify procedures, reduce duplication and increase efficiency. Strategically tied to the Pact for the Future, it aims to deliver results in new ways and embed lasting change.

The theory of change distinguishes what can be achieved within the Cooperation Framework's five-year span from the longer-term impacts of Vision 2040. Intermediate outcomes are streamlined to show progress by 2030. The core logic is clear: if Uganda advances human development, builds climate-smart and sustainable entrepreneur and natural ecosystems, and pursues inclusive and rights-based governance, then it will accelerate its transition towards being a more inclusive, resilient and prosperous middle-income country.

Geographically, the Cooperation Framework prioritizes vulnerable regions, such as West Nile, Northern Uganda, Karamoja and climate-vulnerable areas.

The UN's comparative advantage lies in its normative mandate, neutrality and convening power. It adds value in advancing human rights and governance, linking humanitarian and development action, supporting refugee inclusion and bringing global expertise in health, education, food systems and climate resilience. The UN's contribution to implementing the Cooperation Framework is centred on catalytic areas that can shift systems – transformative education, food systems, climate resilience, gender equality, digital inclusion and governance reform.

Delivery will be through 32 UN entities, both resident and non-resident, working together under the UN Country Team configuration. This country team includes funds, programmes, specialized agencies and new partners such as the International Telecommunication Union, UN Office of Counter-Terrorism and the UN Office for Digital and Emerging Technologies. Their combined technical

expertise and mandates will support integrated solutions, joint programming and agile responses to Uganda's evolving priorities.

Implementation will rely on joint workplans, common programming instruments and the Business Operations Strategy. A Joint Steering Committee will provide strong Government-UN accountability, while internal UN structures will enhance coherence across agencies. Financing will be mobilized through the Integrated National Financing Framework, pooled mechanisms and partnerships with international financial institutions, the private sector and non-traditional investors. Efforts will also draw on South-South and triangular cooperation, climate finance and innovative approaches such as digital platforms for resource mobilization. Partnerships with civil society, academia and local authorities will ensure inclusion, while strong communications on results will sustain trust and visibility.

The Cooperation Framework is underpinned by a monitoring, evaluation, and learning (MEL) plan that uses nationally aligned indicators and disaggregated

data to capture inequalities. Progress will be tracked through regular reviews and annual reporting, with a midterm review to inform adaptation to shifting contexts. The MEL plan reinforces accountability, adaptability and learning, ensuring that the Cooperation Framework remains responsive to Uganda's needs. Identified risks include fiscal pressures, funding cuts, regional instability and climate shocks, while assumptions rest on political stability and sustained commitment to reform.

This Cooperation Framework is not business as usual. It is designed to drive system change – bringing the UN together as one, aligning fully with Uganda’s development agenda and embedding equity, resilience and sustainability into national systems. It reflects the reform momentum of UN 2.0 and the Pact for the Future by simplifying procedures, cutting overlaps and mobilizing collective action. With Uganda’s youthful population and growth potential, the next five years offer a critical window to deliver transformative results. The Cooperation Framework is the shared road map for Uganda and the UN to work together towards an inclusive, prosperous and sustainable future.

Chapter 1

COUNTRY PROGRESS TOWARDS THE 2030 AGENDA

1.1 Country Context

Uganda is a young and fast-growing country at the heart of East Africa, with a dynamic population and a strong regional role. The United Nations works with Government and partners through the Resident Coordinator's Office and the UN Country Team to advance national priorities and the SDGs. This section sets the context for the Cooperation Framework. It gives a clear picture of the economy, human development, demographics, climate and environment, governance, and regional dynamics. It highlights progress and gaps in achieving the Sustainable development Goals (SDGs) by 2030, risks and opportunities, and what they mean for Uganda's long-term development. It also shows how these trends align with Vision 2040, Fourth National Development Plan (NDP IV), Agenda 2063 and the SDGs, and how they shape the UN's support.

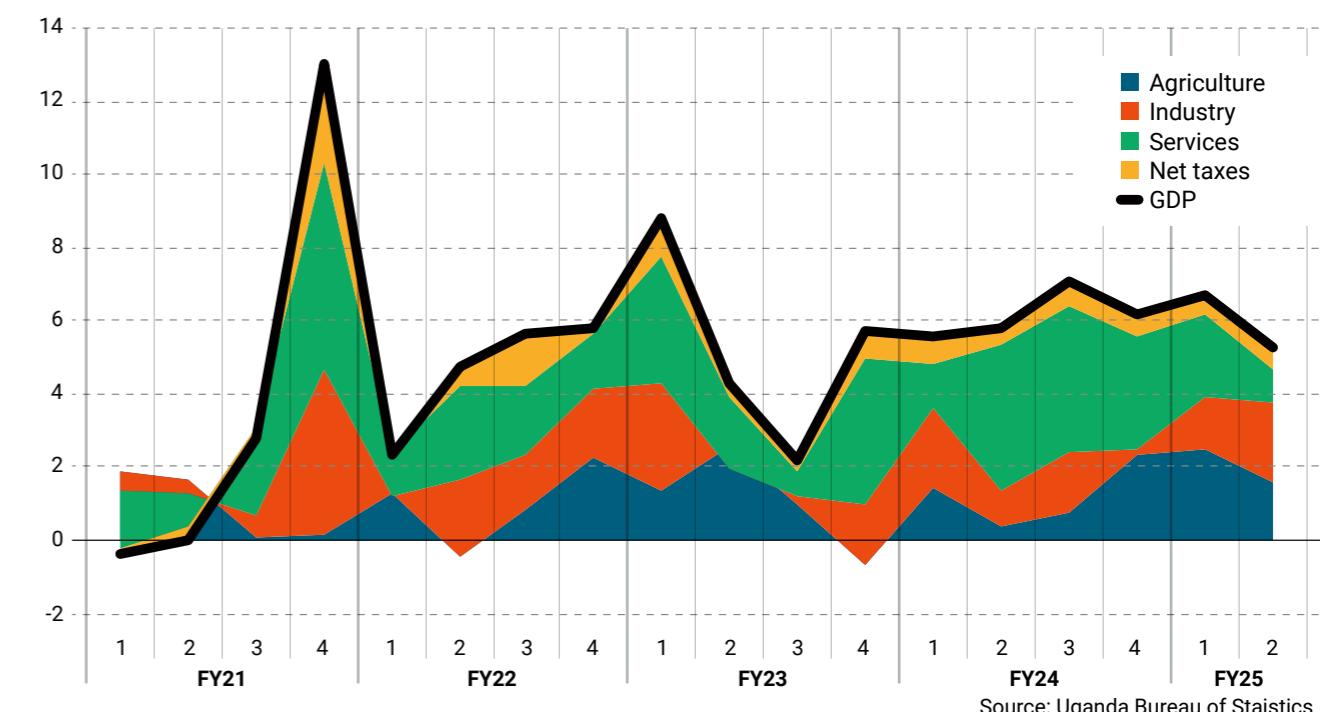
Uganda's economy has continued to show resilience, defying projections and rising steadily since all COVID-19 measures were removed in 2022. But disparities in economic gains and outcomes remain stark. In FY2024/25, real GDP growth reached 6.3 per cent, slightly higher than the 6.1 per cent registered in FY2023/24, reflecting post-COVID recovery and improved external demand. GDP per capita was recorded at USD 1,146. In the FY2024/25, the agricultural and industrial sectors continued to post strong growth, growing by 7.2 per cent and 8.4 per cent, respectively. Improved food crop production particularly bananas, maize, and beans – was key to the sector's performance. In the industrial sector, robust manufacturing

growth was led by the pharmaceutical sector, followed by increased value addition in construction. The services sector continues to drive growth, especially on information and communication technology, contributing 43.1 per cent to GDP in FY 2023/24.

Uganda's public debt reached USD 29.1 billion by end 2024, projected to rise to USD 31.5 billion (UGX 116 trillion) by June 2025. According to the 2025 Budget Speech, debt is now 51.3 per cent of GDP, consistent with the charter of fiscal responsibility but exceed which now exceeds the International Monetary Fund threshold recommended thresholds for low income countries. Debt servicing already consumes 32 shillings of every 100 collected in revenue, crowding out social spending and weakening public confidence in fiscal management. Government is responding through domestic revenue mobilisation, concessional borrowing, and digital financial platforms to broaden participation in government securities. While inflation is stable at 3.4 per cent and the shilling has held firm, fiscal pressures remain high. Economic growth is expected to reach 7 per cent in FY2025/26, with a boost from oil and gas, but rising debt poses risks to sustaining this growth and delivering on national priorities.

Despite progress, the country faces deep structural challenges. According to the World Bank, GNI per capita, Atlas method (current US\$) in Uganda was reported at 1,020 USD in 2024, still below the Vision 2040 ambition of USD 7,000 and the threshold for low-middle-income status (GNI Per Capita of US\$ 1,136).

Figure 1 Real GDP growth and its drivers (Per cent year-on-year growth, contribution in ppts.)





Workers producing ceramic tiles at Goodwill Uganda Ceramic Limited Factory. ©New Vision

The country has, however, met two of the three criteria for LDC graduation and has moved into the medium human development category, with an HDI of 0.582 in 2025. Poverty levels (headcount) fell from 21.4 per cent (2016/17) to 16.1 per cent (2023/24) however income vulnerability remains high, with over 30 million people considered economically insecure under the revised poverty line of USD 1.77 per day.

Uganda's demographic profile is both an asset and a challenge. With a median age of 16.7 years and three-quarters of its 46 million people under 30, the demand for jobs, education, and health services is rising rapidly. While life expectancy has improved and maternal and child mortality have declined, access to sexual and reproductive health remains limited, and catastrophic health expenditures affect 13.6 per cent of households. Education enrolment has expanded, but completion and

learning outcomes are poor, and skill mismatches persist. Youth unemployment and the NEET rate, now above 50 per cent, are increasing, underscoring systemic barriers to job creation and economic participation, especially for young women.

Environmental degradation and climate risks remain pressing. Land degradation affects 41 per cent of the country, costing USD 2.3 billion annually, while deforestation and wetland loss continue. Climate shocks such as droughts, floods, and landslides threaten agriculture, food security, and infrastructure. Based on the National Population and Housing Census of 2024, 46 per cent of Ugandans face food insecurity, and 72 per cent cannot afford a healthy diet. Women, refugees, and rural communities bear the greatest burden. Uganda's updated NDC commits to reducing emissions by 24.7 per cent by 2030, but financing gaps and limited institutional

coordination slow progress. A just transition to green growth will require major investments in resilience, clean energy, and sustainable land management.

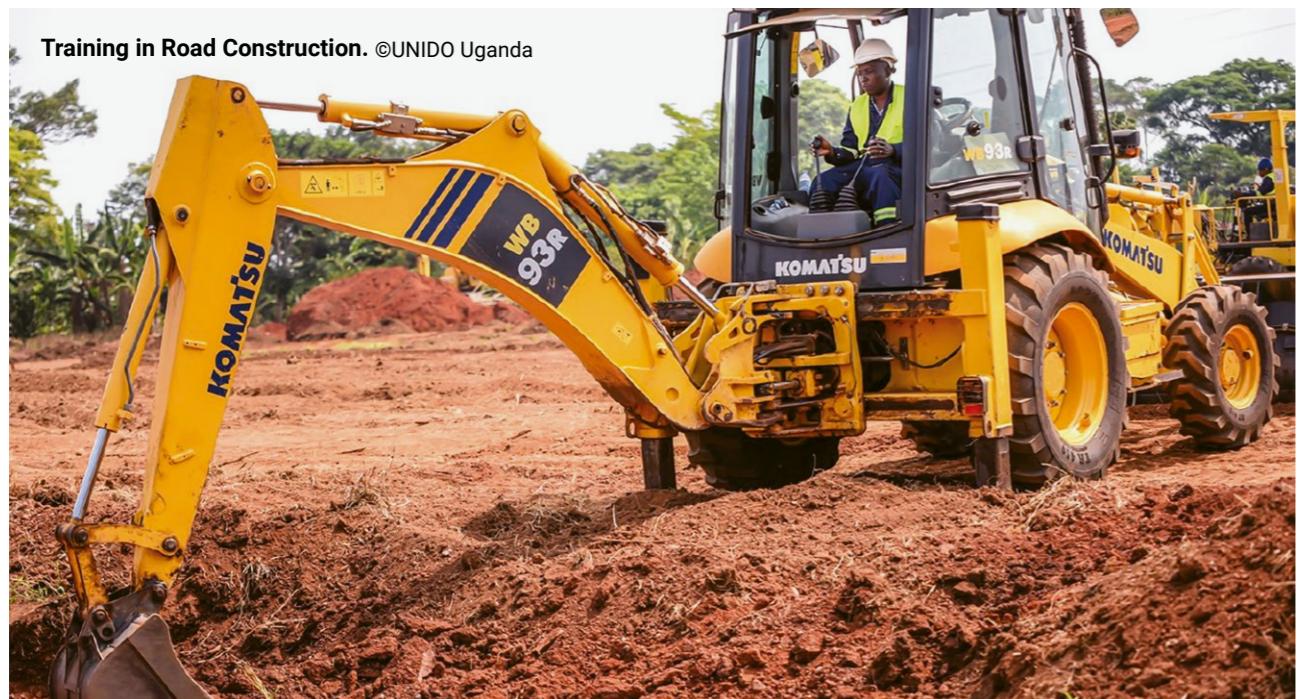
Uganda's governance system is decentralized, with multiparty elections scheduled for 2026. Institutional reforms are underway, including digitization and performance-based systems, but weak accountability, limited enforcement of anti-corruption measures, and shrinking civic space continue to constrain governance outcomes. Service delivery remains uneven across regions, with rural and poor communities disproportionately affected.

Regionally, Uganda plays an active role in peace and integration. It contributes troops to regional peacekeeping missions and chairs the Non-Aligned Movement until 2026, having also hosted the G77+China Summit in 2024 and the Africa Regional Forum on Sustainable Development in

2025. Uganda is a strong voice for the Global South and is recognized for its inclusive refugee policy, hosting over 1.9 million refugees integrated into national systems.

Further opportunities exist for inclusive, transformative and sustainable growth. The ATMS sectors - Agro-industrialization, Tourism, Minerals and Oil and Gas, and Science and Innovation - are positioned to drive transformation. Supporting investments in transport, digital infrastructure, energy, and education are critical enablers. Digital expansion now reaches 85 per cent of parishes, opening space for innovation and improved service delivery. Regional trade integration through AfCFTA and EAC, foreign direct investment, and green growth strategies can further accelerate progress. But to achieve inclusive growth, Uganda must close the productivity gap in agriculture, advance gender equality, strengthen human capital, and protect natural ecosystems.

Training in Road Construction. ©UNIDO Uganda



1.2 Uganda's Vision for Sustainable Development

Uganda's long-term national ambition is rooted in its Vision 2040. The goal is clear: transform from a predominantly low-income, agrarian economy into a modern, inclusive, and prosperous society by 2040. Realizing Vision 2040 requires fundamental transformation. The 10-Fold Growth Strategy aims to expand GDP tenfold within 15 years, but this will demand double-digit growth, a higher tax-to-GDP ratio, and significant increases in savings and investment. Opportunities lie in high-value exports, agro-industrialization, tourism, extractives, and harnessing science and technology, but weak implementation capacity, financing, and coordination remain major constraints.

Vision focuses on people, institutions, and natural resources as the country's key development assets. It emphasizes building strong institutions, growing human capital, expanding infrastructure, promoting science and technology, deepening industrialization, and protecting the environment. Uganda's strategic location, natural endowments, and youthful population are seen as major opportunities to drive this transformation.

The 10-Fold Growth Strategy provides a sharper economic target within Vision 2040. Uganda aims to grow its GDP tenfold - from US\$50 billion in 2023 to US\$500 billion in 2040. It is projected that achieving this will require doubling the economic growth rate annually, raising the tax-to-GDP ratio from 13 per cent to 30 per cent, increasing domestic savings from 20 per cent to 40 per cent of GDP, expanding exports from 12 per cent to 50 per cent of GDP, and growing

the manufacturing share of exports from 13 per cent to 50 per cent. This pathway will rely on four growth drivers: agro-industrialization, tourism development, mineral-based industrialization (including oil and gas), and science, technology, and innovation - collectively referred to as the ATMS sectors.

Uganda's vision is fully aligned with global and continental goals. The SDGs and Agenda 2063 share Uganda's priorities on inclusive growth, decent work, peace, good governance, sustainable resource use, resilient infrastructure, food security, gender equality, and climate action. The emphasis across all plans is to deliver growth that is inclusive, accountable, resilient, and leaves no one behind. The vision is premised on strong institutions, sound public financial management, capable governance systems, broad partnerships, and sustained investment in people. The Fourth National Development Plan (NDP IV), covering 2025/26 to 2029/30, will guide delivery of Vision in this phase; to increase household incomes and create decent jobs, while driving sustainable industrialization, inclusive growth, and wealth creation. The plan recognizes the importance of effective governance, capable institutions, resilient service delivery systems, environmental protection, and the full participation of women, youth, refugees, and marginalized groups. NDP IV maintains alignment with the Sustainable Development Goals (SDGs) and Africa's Agenda 2063, placing global and continental aspirations in Uganda's national priorities. The Cooperation Framework aligns directly with this vision, supporting Uganda to manage the transitions, address trade-offs, and maintain an inclusive development pathway that prioritizes people, institutions, and long-term resilience.

1.3 Progress Towards the SDGs

Uganda has made steady but uneven progress across the 2030 Agenda. The SDGs have been fully integrated into national development plans, with NDP III aligned at 95 per cent to the SDGs, and the NDP IV expected to deepen this alignment. Progress under SDG 17 (Partnerships for the Goals) is reflected in stronger national coordination frameworks and institutionalized SDG integration. Poverty declined modestly, with monetary poverty falling from 20.3 per cent (2019/20) to 16.1 per cent in 2023/24, and multidimensional poverty at 42.1 per cent, reflecting gains under SDG 1. The Parish Development Model stands out as a key vehicle to transition 39 per cent of subsistence households into the money economy by 2030, directly contributing to SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth). However, income disparities remain, particularly between urban and rural areas, and multidimensional poverty affects

42.1 per cent of Ugandans (SDG 10). Vulnerable groups - including women, youth, persons with disabilities, refugees, and slum dwellers - are finding renewed hope through the Parish Development Model, which brings services, financing, and decision-making closer to communities. By tackling barriers to inclusion and participation, the Model offers a pathway for empowerment and shared prosperity, advancing progress towards SDGs 5, 11, and 16. These challenges call for deeper institutional reforms (SDG 16), expanded social protection and more equitable public investments (SDG 17).

Human development outcomes show measurable gains. Child stunting declined from 45 per cent (in 2000) to 24 per cent (in 2022), showing strong advances under SDG 2 (Zero Hunger). Maternal mortality improved from 336 to 189 deaths per 100,000 live births in 2024, while health system resilience has improved under SDG 3 (Good Health and Well-being).





Education enrolment has expanded following the roll out of Universal Primary and Secondary Education, which was supported by significant national budget allocations and reflects progress towards SDG 4 (Quality Education). Yet, challenges remain in learning outcomes, skills mismatches and retention rates, particularly for girls affected by early pregnancy and child marriage (SDGs 4, 5 and 8). Gender-based violence (SDG 5) is decreasing but still prevalent, while women's representation in Parliament (SDG 16) remains at 34 per cent. Ongoing investments in health, education and gender equality remain essential to secure inclusive human development.

Uganda's economy has continued to grow, averaging 5 per cent annually between 2015 and 2024 (SDG 8). Industrial output expanded by 5.5 per cent per year, labour productivity rose by 15 per cent and patent applications increased by 25 per cent, reflecting progress under SDG 9 (Industry, Innovation and Infrastructure). Industry and service diversification efforts include the Industrial Development Strategy,

Small and Medium Enterprise Development Programme, Uganda Development Bank financing and Presidential Initiatives that promote value addition and innovation (SDGs 8 and 9). Financial inclusion has improved to 81 per cent, while domestic resource mobilization strengthened as the tax-to-GDP ratio rose from 12.4 per cent to 14.5 per cent (SDG 17). Uganda has now met key thresholds for potential graduation from the LDC category by the early 2030s (SDGs 8 and 10). Nonetheless, informality remains widespread, youth unemployment remains above 16 per cent and rising urban poverty signals persistent inequality (SDGs 8, 10 and 11). Infrastructure weaknesses in transport, energy, information and communications technology (ICT), and industrial zones continue to limit economic transformation (SDGs 9 and 7).

Environmental sustainability remains both a major risk and an opportunity. Forest cover has increased from 9.5 per cent (in 2015) to 13.3 per cent (in 2023) (SDG 15:

Life on Land), but land degradation affects 41 per cent of Uganda's land area, costing an estimated USD 2.3 billion annually. Water demand is rising under pressure from population growth and competing sector needs (SDG 6). Climate change continues to threaten agriculture, fisheries, infrastructure and livelihoods, undermining gains in poverty reduction and food security (SDGs 13 and 2). Uganda has committed to reducing its greenhouse gas emissions by 24.7 per cent by 2030 (SDG 13: Climate Action) while expanding investments in climate-smart agriculture, renewable energy, wetland restoration and sustainable fisheries (SDGs 2, 12, 14 and 15). However, climate adaptation efforts still face financing shortfalls, limited institutional capacity and insufficient public awareness (SDGs 13 and 17).

Governance reforms have improved certain aspects of access to justice, reduced pretrial detention and strengthened anti-corruption frameworks (SDG 16: Peace, Justice and Strong Institutions). Human trafficking, and sexual violence cases are decreasing but remain

significant, especially for women and girls. Corruption continues to erode trust in public institutions, with Uganda's Corruption Perception Index at 26 out of 100 (SDG 16).

Uganda's integrated pathway between 2026 and 2030 will require accelerated action around the Tenfold Growth Strategy and investments in transformative initiatives around the ATMS sectors. Focus areas should include agribusiness and industrialization (Zero Hunger (SDG 2) and Industry, Innovation and Infrastructure (SDG9)), tourism, trade and climate-smart financing (Climate Action (SDG) 13 and Partnership (SDG 17)); science, technology and innovation (SDGs 9 and 17); resilient food systems (SDG 2) and strengthened governance and service delivery (SDG 16). Work in these areas should leverage the benefits of inclusion and leaving no one behind (No Poverty (SDGs 1) and Reduced Inequality (SDG 10)). These actions and areas will accelerate the implementation of the NDP IV and guide Uganda's strategy for inclusive and sustainable development.

Chapter 2

UNITED NATIONS DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA



A parasocial worker talks to a group of boys during her routine visit at Lokodiokodioi Primary School in Napak District, Karamoja sub-region.
©UNICEF Uganda

Over the past five years, collaboration and engagement between the United Nations and the Government of Uganda have deepened, leading to a more strategic, integrated and forward-looking partnership. The United Nations further aligned its support with national priorities and there has been strengthened joint planning and joint advocacy through institutional mechanisms, as well as a shift towards more joint programme implementation and systems-level support. Collaboration has expanded into emerging areas, such as digitization, innovation and sustainable financing, and it has deepened in crisis response and resilience-building, especially in the refugee programme. The partnership emphasizes inclusive dialogue, improved data systems and a two-agenda-one-programme¹ approach to accelerating the achievement of the SDGs and Africa Agenda 2063. These changes reflect a shift towards more agile and transformative cooperation.

The UN system's value lies in its global normative mandate and its neutrality and convening power. It brings comparative advantages in advancing human rights and humanitarian–development–peace linkages and in its technical expertise in health, education, food systems and climate resilience. The Cooperation Framework (Cooperation Framework) builds on the United Nations' comparative advantage by aligning engagement to areas where it adds unique value: reaching underserved regions, mobilizing inclusive partnerships and anchoring results in global standards while supporting Uganda's national priorities.

¹ The two frameworks are the 2030 Agenda and the Africa Agenda 2063; the one programme is the Cooperation Framework.

2.1 From Country Analysis to Cooperation Framework

The UN Sustainable Development Cooperation Framework 2026–2030 is the central instrument guiding the partnership between the United Nations and the Government of Uganda over the next five years. It sets out shared priorities to turbocharge progress towards the SDGs, aligned with Vision 2040 and NDP IV. Informed by data, foresight and inclusive consultations, the Cooperation Framework reflects a renewed commitment to deliver tangible results for people and the planet. It is grounded in national leadership and global commitments, including the six transitions of the 2030 Agenda, Agenda 2063 and the Pact for the Future.

The Cooperation Framework brings together the full UN system in Uganda to support integrated, people-centred solutions that respond to Uganda's evolving development context. The design process was co-led with the Government and actively involved UN entities, including non-resident agencies, regional commissions and specialized agencies. Consultations extended to development partners, academia, women's rights civil society organizations (CSOs), youth networks, child-focused organizations and groups representing the interests of people with disabilities. Innovative methods, such as the integration of these groups into all smaller discussion groups and co-chairing of dialogues, ensured voices of underserved groups were heard and integrated. Through detailed country analysis, the challenges shown in Figure 3 were identified.

Figure 3
Development Challenges
Identified through the
Country Analysis





To build on the in-depth country and risk analyses, as well as system-wide evaluation and programming, the United Nations Country Team (UNCT) assembled multiple stakeholders across government, the donor community and the private sector, as well as from non-governmental organizations, CSOs, academia, international financial institutions and the African Union Development Agency, to identify cross-cutting development challenges, opportunities and risks with shared root causes and mutually reinforcing impacts. Applying futures and foresight techniques to identify the most integrated and system-wide challenges and risks revealed which challenges should be prioritized to break the negative feedback loops that perpetuate the others. Within each prioritized challenge there are distinct opportunities to advance the SDGs through the six transitions and the commitments in the Pact for the Future, the Awaza Programme of Action for Landlocked Developing Countries 2024–2034 (APoA) (and innovations promoted under the Quintet of Change).

The evaluation of the 2021–2025 Cooperation Framework cycle highlighted key lessons: stronger gender and disability mainstreaming, better use of data and the need for more focused outcomes. These lessons also informed the design of the new framework.

The Cooperation Framework consolidates priorities into three integrated strategic priorities and six outcomes, introduces a strengthened monitoring, evaluation, and learning (MEL) framework and reinforces Leave No One Behind principles. Government co-leadership in the design directly responds to evaluation findings that called for greater national ownership. Under the Cooperation Framework, humanitarian, peace and development

programmes will reinforce each other. For example, humanitarian investments in refugee-hosting districts will be linked to development support for durable solutions and economic transition for refugees that strengthen social cohesion. Child protection and education in displacement settings will be prioritized as an integral human development target.

The three integrated strategic priorities derived from the multi-stakeholder process described above are integrated and indivisible, calling for a system approach and solution to development and humanitarian problems. People in Uganda still face limited access to basic services, decent work and livelihoods and justice. Structural inequalities by region, gender, age and disability are holding people back. Education and health systems are under strain. Teenage pregnancy remains a major cause of maternal and newborn deaths and a serious barrier to young girls' economic development. Young people lack the skills and opportunities they need to thrive. Natural resources are being depleted, and climate shocks are worsening.

At the same time, many people feel excluded from decision-making and lack trust in public institutions. These are not isolated problems, they are intertwined. That is why core UN principles, including human rights-based approaches, gender equality, resilience, sustainability and accountability, are applied in the design of the Cooperation Framework 2026–30. These principles sharpen the focus on those most at risk of being left behind and help shape solutions that are inclusive, long-term and system-wide. The three strategic priorities and six outcomes of the Cooperation Framework 2026–2030 were created with emphasis on their alignment with national, regional and global development agenda.

Figure 4 Strategic priorities, outcomes and alignment in the Cooperation Framework

Strategic Priority	Outcomes	Alignment with SDGs, Agenda 2063 Moonshots and NDP IV
People, Prosperity Transformative and Inclusive Human Development	OUTCOME 1: By 2030, individuals, households ² and communities ³ in Uganda, especially those at risk of being left behind, have improved access to quality, equitable and gender-responsive social ⁴ and protection ⁵ services. (People)	NDP IV: Enhance human capital; inclusive and equitable quality education, health and protection Six SDG Transitions: Food Systems, Transformative Education, and Jobs and Social Protection Agenda 2063 Moonshot 6: Goal 2: Well-educated citizens; Goal 3: Healthy and well-nourished population; Goal 17: Full gender equality in all spheres of life; Goal 18: Engaged and empowered youth and children
	OUTCOME 2: By 2030, people in Uganda, particularly those at risk of being left behind, benefit from gender-responsive decent employment, resilient livelihoods and increased household incomes. (Prosperity)	NDP IV: Inclusive economic opportunities; reduce poverty and inequality Six SDG Transitions: Food Systems, Jobs and Social Protection Agenda 2063 Moonshot 1: Goal 1: A High standard of living, quality of life and well-being for all; Goal 4: Transformed economies and job creation
	OUTCOME 3: By 2030, gender-discriminatory norms, values and structural barriers are minimized, and people with disabilities and other underserved groups benefit from an equitable and just society. (Gender and Disability)	NDP IV: Gender equality, protection, and inclusion of people with disabilities Six SDG Transitions: Jobs and Social Protection Agenda 2063 Moonshot 6: Goal 17: Full gender equality in all spheres of life
Planet Sustainable Ecosystems and Climate-Smart Development	OUTCOME 4: By 2030, Uganda's natural resources and environment are more sustainable, and people and communities are climate resilient and benefiting from inclusive and gender-responsive green growth. (Planet)	NDP IV: Agro-industrialization, climate change adaptation and green growth Six SDG Transitions: Energy Access and Energy Transition; Climate Change, Biodiversity Loss and Pollution Agenda 2063 Moonshot 1: Goal 5: Modern agriculture for increased productivity; Goal 7: Environmentally sustainable and climate-resilient economies
Peace and Partnership Integrated, Inclusive and Rights-based Governance for Transformative Development	OUTCOME 5: By 2030, people, especially those at risk of being left behind, benefit from transformative governance that fosters gender equality and equitable access to justice and upholds human rights and sustainable peace and development. (Peace)	NDP IV: Inclusive governance, peace and justice, human rights protection Six SDG Transitions: Digital Connectivity, Jobs and Social Protection Agenda 2063, Moonshot 3: Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched; Goal 12: Capable institutions and transformed leadership in place at all levels Agenda 2063 Moonshot 4: Goal 13: Peace, security and stability are preserved Goal 14: A stable and peaceful Africa; Goal 15: A Fully functional and operational African peace and security architecture
	OUTCOME 6: By 2030, partnerships at global, regional and national levels are leveraged for the achievement of global, regional and national development goals. (Partnership)	NDP IV: Development financing, data, innovation, and partnerships Six SDG Transitions: Digital Connectivity, Jobs and Social Protection Agenda 2063 Moonshot 2: Africa is more integrated and connected Agenda 2063 Moonshot 3: Goal 12: Capable institutions and transformative leadership Agenda 2063 Moonshot 7: Goal 19: Africa as a major partner in global affairs and peaceful coexistence

² Households is defined by Uganda Bureau of Statistics (UBOS) as a person or group of people who normally live and eat together.

³ Communities are as listed in the Constitution's Schedule 3

⁴ Social services mean essential public services that support well-being and human development - commonly health, education, water and sanitation (WASH)—alongside related social care where specified.

⁵ Protection services are social care and support services that prevent and respond to violence, abuse, neglect and exploitation

2.2 The UN's Strategic Role and Positioning

The UN system in Uganda is strategically positioned to support the country's development transitions by leveraging its normative mandate, global expertise and convening power. Through this Cooperation Framework, the UN will support Uganda in achieving six systemic transitions: inclusive growth, resilient food systems, universal health coverage, climate action, digital transformation and strengthened institutions. The goals of the Cooperation Framework priorities are to support the Tenfold Growth Strategy and sustained wealth creation, sustainable industrialization, full economic monetization and robust private sector growth in which the private sector is profoundly involved in domestic resources, blended finance and private capital mobilization.

The UN adds value where it is most needed – advancing human rights, governance and accountability; linking humanitarian, development and peace work; bringing technical expertise in health, education, climate and food systems; and serving as a trusted convener of governments – national, sub-national and local, civil society, private sector and development partners. It also brings expertise in preventing and countering terrorism and violent extremism, ensuring these efforts are rights-based, inclusive and integrated within broader governance and resilience programmes. It also promotes South-South cooperation and knowledge exchange, drawing on regional and global experience.

The Cooperation Framework concentrates efforts in the most vulnerable regions as articulated in the Country Analysis –West Nile, Northern Uganda, Karamoja and climate vulnerable areas – while prioritizing youth, women, refugees, children, people with disabilities, and refugee-hosting communities. The United Nations will mobilize resources by aligning donor contributions to joint programmes and pooled mechanisms, while expanding opportunities for private and multilateral financing.

Internally, the UN will work as one system, planning, implementing and speaking with a single voice. Externally, it will continue to advocate for rights, equality, climate action and resilience, acting as the voice of those most at risk, while remaining in close partnership with the Government. The Cooperation Framework is designed to remain agile, able to pivot between humanitarian and development action and to anticipate risks, such as economic shocks, epidemics and climate disasters. This approach strengthens relevance, credibility and coherence across all national systems including those of the UN. It also enables the UN to make measurable contributions to governance, livelihoods, human capital and resilience, deepen joint UN-Government accountability, expand resource mobilization opportunities and communicate results more effectively to sustain impact and trust.

2.3 Theory of Change for the Cooperation Framework Priorities

This theory of change outlines how the Government of Uganda and the United Nations system, together with key counterparts, including the Africa Union Development Agency, international financial institutions, local and external development partners, CSOs and the private sector, will work together to accelerate inclusive, equitable and sustainable development over the period 2026 to 2030. It serves as a shared blueprint and articulates the collective understanding of how development change can happen in Uganda. It will serve as a compass, guiding joint efforts towards achieving the national aspirations articulated in Vision 2040 and NDP IV as well as the 2030 Agenda, Doha Programme of Action for Least Developed Countries, Awaza Programme of Action for Landlocked Least Developed Countries, the East Africa Community Vision 2050 and the African Union Agenda 2063.

The Cooperation Framework is designed to bring a meaningful system change. It will shift how the UN works and prioritizes more collaboration around shared priorities with the Government and partners. It will link reforms in human development, governance and climate-smart growth; rallying people around one plan – the National Development Plan; and change how institutions work with and for citizens. It reflects the recent reform agenda by cutting overlaps, simplifying procedures and improving efficiency. Aligned with the Pact for the Future, it is designed to deliver results differently and drive lasting system change.

The Cooperation Framework is built on three interconnected strategic priorities: (i) Transformative and Inclusive Human Development, (ii) Sustainable Ecosystems and Climate-smart Development, and (iii) Integrated, Inclusive and Rights-based Governance. These priorities reflect a shared commitment to leaving no one behind and to removing systemic barriers that reinforce exclusion. They narrow the focus of the Cooperation Framework to catalytic areas with the highest potential for impact, such as food systems transformation, transformative education, energy, green and decent jobs for youth, social protection and automated governance systems. These areas were selected because they trigger wider socioeconomic transformation and directly address Uganda's demographic and structural challenges. Gender and child-specific targets will be embedded across outcomes to ensure inclusivity.

The Cooperation Framework is built around six outcomes framed around the five Ps (People, Prosperity, Planet, Peace and Partnership).

Figure 5 The Six Outcomes of the Cooperation Framework



The theory of change figure depicts the summarized theory of change of the Cooperation Framework.

Please see Annex 2 for the detailed theory of change with a clear IF and THEN relationship for each development pathway.

THEORY OF CHANGE

Intermediate outcomes

- National and local systems for people-centred and resilient social service systems are in place and accessible to all.
- People have the skills, assets and opportunities needed for decent jobs and inclusive growth.
- Women, young people and people with disabilities are empowered to participate in and benefit from economic development.
- National institutions and local governments have integrated and adopted climate mitigation, adaptation and early warning strategies in their planning.
- National institutions for governance are inclusive, transparent and accountable.
- Development is evidence-based, innovative and well-financed.

Long-term Outcomes

- All individuals and households in Uganda benefit from social and protection services.
- All people in Uganda have decent employment and livelihoods and increased household income.
- Women, girls, people with disabilities, young people and other underserved groups benefit from and contribute to national development.
- Uganda has transformed to a resilient country, sustainably managing its natural resources, and all people are benefiting from green growth.
- All people benefit from good governance that leaves no one behind.
- Partnership is leveraged at global, regional and national levels for sustainable development.

THEN Impacts

Uganda is an inclusive, prosperous middle-income country with transformative and inclusive human development, sustainable ecosystems, climate-smart development and an integrated, inclusive and rights-based governance system.

Key Development Challenges

- Growth-jobs mismatch, illicit financial flows and governance shortfalls.
- Environmental degradation and resource pressure.
- Unequal and uneven access to social and protection services and uneven development across regions.
- Urbanization and population pressures and forced displacement and regional instability.
- Infrastructure and digital deficits and weak public-private synergy.
- Food system challenges and weak health-nutrition linkages

Assumptions

- Sustained political will and stability: There is a peaceful and stable political environment with smooth transition after elections and continued government commitment to the 2030 Agenda and Vision 2040.
- Responsive and relevant Cooperation Framework: The United Nations priorities remain responsive to changing circumstances and adopt a proactive approach to monitoring risks and adapting to national and global level challenges.
- An enabling environment: National policies, strategies and laws and advances in science, innovation and technology enable Cooperation Framework implementation and accelerate progress towards the outcomes of the Cooperation Framework.
- A whole-of-system approach: All stakeholders adopt a systems approach, reinforcing delivery as one and ensuring coherent and integrated programming and joint resource mobilization, enabling collective action and sustainable results under the Cooperation Framework.
- Partnerships and collaboration: All actors – UN, government, development partners, private sector, and civil society – continue to strengthen partnerships and collaboration over the next five years.

Outputs

- Individuals and households are empowered to demand and access social and protection services that leave no one behind.
- National and sub-national systems are resilient in their provision of social and protection services.
- Institutions and communities have better capacity to boost production and value addition.
- People have improved labour-market driven skills and production assets for decent employment and business development.
- Public-private partnerships are enhanced for increased livelihood economic opportunities and household income.
- Systems for natural resource and environmental management are strengthened for increased productivity and resilience.
- Institutions and communities can protect, restore and sustainably use and manage terrestrial and aquatic ecosystems.
- Institutions have the capacity to supply, and all people and communities can access and use climate-smart energies.
- Institutions and communities have the capacity to manage waste, urbanization is sustainable, and the extractive sector is responsibly managed.
- Institutions and communities are enabled to mitigate and adapt to climate change.
- Institutions at all levels can develop and implement policy and legal frameworks for accountable governance.

- People have the capacity to participate in governance.
- Institutions and mechanisms for security, safety, peacebuilding and rule of law are strengthened.
- State and non-state actors have the capacity for integrated development planning and producing data and statistics.
- State and non-state actors can engage in innovative financing and efficient and sustainable debt management.
- State and non-state actors take part in economic integration, trade and South-South and triangular cooperation.
- State and non-state actors leverage innovation, digitization and technology for accelerated progress towards SDGs and other goals. Individuals and households are empowered to demand and access social and protection services that leave no one behind.
- National and sub-national systems are resilient in their provision of social and protection services.
- Institutions and communities have better capacity to boost production and value addition.
- People have improved labour-market driven skills and production assets for decent employment and business development.
- Public-private partnerships are enhanced for increased livelihood economic opportunities and household income.
- Systems for natural resource and environmental management are strengthened for increased productivity and resilience.

Risks and Influences

- Prospect of LDC graduation: Reduced access to concessional finance, trade preferences and targeted international support, resulting in increasing borrowing costs and fiscal vulnerability.
- Regional unrest: Conflict continues to disrupt regional peace and causes more displacement and refugee inflow into Uganda.
- Funding cuts and unpredictable financing landscape: Multiple donor countries slicing aid budgets, potentially resulting in UN entities not having adequate financial, technical and human resources, required year-to-year to implement the Cooperation Framework.
- Natural disasters and diseases: Disruptions and delays caused by natural disasters and disease outbreaks in Uganda.
- Institutional rationalization: Weakened institutions resulting from restructuring or streamlining that undermines accountability, reduces capacity, creates coordination gaps and impacts effective service delivery.

2.3.1 Transformative and Inclusive Human Development (People and Prosperity)

Uganda's investments in human capital will translate into improved quality and coverage of education, health, nutrition, social protection, and water and sanitation services. This will be achieved through stronger public systems, improved financing, better data use and expanded delivery capacity at national and sub-national levels. Social sector reforms will prioritize underserved regions and vulnerable populations, including women, youth and people with disabilities. The Cooperation Framework reflects Uganda's obligations under the Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CRPD). It addresses early childhood development, malnutrition, child participation, protection from violence, and child-focused budgeting. These priorities will be mainstreamed across all outcomes, ensuring that children's rights and vulnerabilities are explicitly considered in policies, systems and investments.

In line with the six transitions for SDG acceleration, transformative education, food systems, jobs and social protection will turbocharge the achievement of targets under this people and prosperity strategic priority. Strategic investments and targeted support will benefit youth, women, female-headed households and micro, small and medium-sized enterprises (MSMEs) with a focus on enterprise development, skills enhancement and financial inclusion. Energy access, climate-smart agriculture and waste management will be explicitly framed as part of Uganda's food systems transformation. This approach highlights the interlinkages between production, environment, nutrition and livelihoods to ensure interventions are coherent and address systemic barriers to food security and resilience. Interventions will prioritize high-potential sectors such as agriculture, tourism, mineral development, digital and emerging technologies and innovation ecosystems, thereby expanding opportunities for decent work, entrepreneurship and inclusive economic transformation. Job creation and social protection are high on the agenda of the Government and its partners. The UN will strengthen the alignment between education, skills development and employment opportunities. The UN will also support the enforcement of existing policies and regulations to raise the quality of learning and skilling programmes.

Uganda continues to face low pre-primary enrolment and higher levels of school dropout and out-of-school children than other countries in the Eastern and Southern Africa region. The UN will back the implementation of the National Childhood Care and Education Policy, the Inclusive Education Strategy and the Digital

Agenda Strategy. Institutional support will target skills development authorities, technical and vocational education and training providers, and key actors in the informal sector to ensure that more individuals, particularly young people and women, have the right skill set to access the contemporary job market and have decent and sustainable work. Uganda's long-term growth depends on harnessing its full demographic dividend by investing in education, health and job creation for its rapidly growing youthful population. For youth not in education, employment or training (NEET), the UN will engage with partners to design and adopt multiple flexible pathways to increase young people's access to skilling opportunities and support their transition to earning.

Achieving Uganda's ambition of tenfold economic growth and social transformation by 2040 will require addressing deep-rooted structural dualism in the economy. The sharp divide between high-paying, high-skilled formal employment and the widespread prevalence of low-incomes and informality highlights the urgency of formalizing the informal sector. The UN will support targeted reforms that promote inclusive enterprise development, strengthen regulatory and legal frameworks and that expand access to finance, markets and social protection for informal workers.

Tackling informality must also go together with reducing inequalities by confronting the social and cultural norms that perpetuate discrimination. Integrated policy, advocacy and accountability mechanisms will be employed to combat gender-based violence, harmful practices and the exclusion of persons with disabilities. This approach will foster an enabling environment for inclusive human development, anchored in strong local leadership and meaningful citizen participation. Food systems remain a major enabler of these outcomes under this strategic priority. Uganda can accelerate food systems transformation by investing in climate-smart agriculture, strengthening agricultural value chains and ensuring smallholder farmers, especially women and youth, have access to markets, finance and technology. The UN will reinforce these efforts by providing policy support, mobilizing resources and fostering innovation and partnerships that make the country's food systems more inclusive, resilient and sustainable. Strategic investments in the health sector, the development of resilient health systems, and enhanced multisectoral collaboration in health service delivery are critical drivers of increased workforce productivity, longer life expectancy, and improved quality of life, ultimately fostering sustainable socio-economic development.

2.3.2 Sustainable Ecosystems and Climate-Smart Development (Planet)

Uganda will strengthen its capacity to manage land, forests, water and other natural resources in a way that is sustainable and equitable. This will require stronger regulatory frameworks, effective land-use planning and enhanced environmental monitoring. National and district institutions will be supported to enforce laws, adopt climate-smart planning tools and engage local communities in managing and protecting their resources. A focus will be placed on strengthening local government capacity, so that decision-making is closer to the people and directly responsive to environmental challenges they face. Targeted actions will promote clean energy access, circular economy models and climate-smart agriculture, while creating opportunities for decent green jobs. Investments in adaptation, ecosystem restoration and disaster risk reduction will be scaled up, with special attention given to fragile ecosystems, high-risk areas and the needs of displaced populations and host communities in climate-vulnerable zones. This work will reinforce the energy transition, reduce dependency on unsustainable practices and unlock innovation for affordable renewable energy solutions.

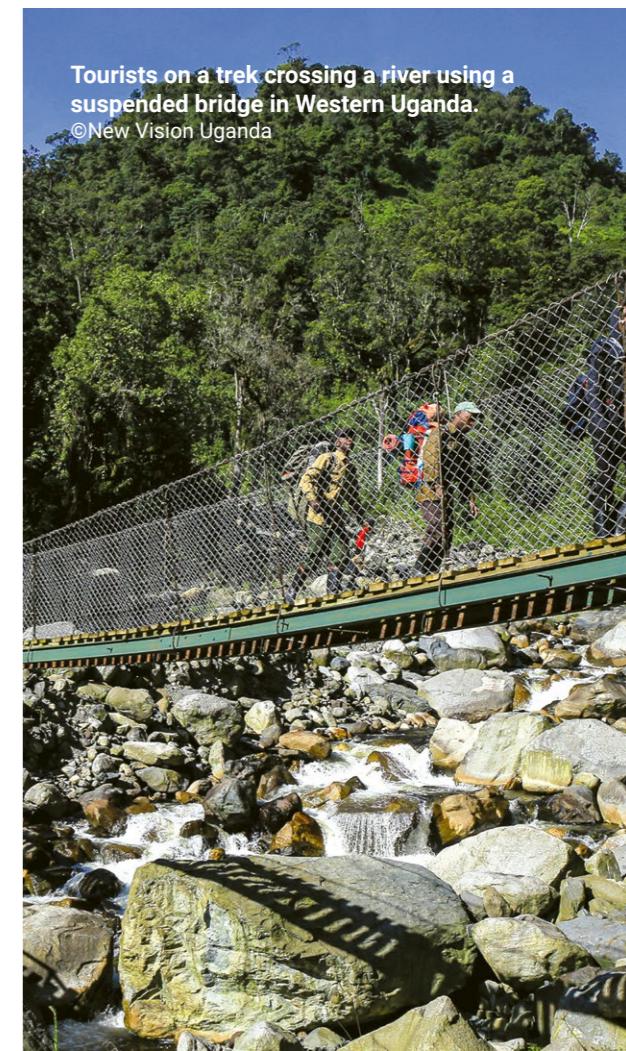
Greater emphasis will be placed on addressing the social determinants of health that influence population well-being and contribute to health inequities. The United Nations will advocate for strategic investments targeting the social, economic, commercial, and environmental factors that shape health outcomes. This will be achieved through multi-sectoral and intersectoral collaboration, active engagement of local governments, individuals and communities, and strengthened governance of health systems. These will be aimed at enhancing system performance, resilience, and sustainability, ultimately leading to improved population health.

Progress will depend on integrated approaches that link agriculture, energy, environment and livelihoods. A systems approach will connect food systems transformation to sustainable land and water use, align the digital transition to real-time environmental monitoring and early warning systems, and support education reforms that build the skills needed for a green economy. Coordination will extend across sectors and actors, with data-driven decision-making and innovative financing, such as climate funds, blended finance and public-private partnerships, reinforcing Uganda's transition to climate-smart development.

Implementation of the Cooperation Framework will also address the broader social protection and jobs transition by ensuring that climate action generates

inclusive economic opportunities, especially for women, youth and people with disabilities. This will be matched with transformative governance reforms that embed environmental accountability, ensure citizen participation and strengthen institutional transparency. These shifts will reduce the structural inequalities that leave communities most exposed to climate risks.

The transformative nature of this planet strategic priority lies in its ability to change how Uganda's economic, social, political and environmental systems function; for example by integrating environmental concerns into economic planning, embedding resilience strengthening into social policies, aligning the aims of national institutions with global standards for climate action and putting gender issues at the heart of plans for climate change adaptation, disaster risks reduction and environmental sustainability. By linking environmental protection to livelihoods, energy security, education and governance, Uganda will not only build resilient communities and ecosystems but also position itself to benefit from global shifts towards green growth and low-carbon development.



Tourists on a trek crossing a river using a suspended bridge in Western Uganda.
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2.3.3 Integrated, Inclusive and Rights-Based Governance (Peace and Partnership)

Strong, transparent and accountable institutions are essential for development results to last. Uganda will enhance the capacity of national and sub-national authorities to uphold rights, enforce laws and deliver services fairly. The focus will be on strengthening justice institutions, promoting inclusive and participatory planning and ensuring accountability across the public sector and NDP IV priority programmes.

Interventions will continue to expand national and sub-national capacities for the implementation of development initiatives, improve civic space, enable citizen participation in governance and decision-making and build trust between communities and state actors. Special attention will go to youth engagement, inclusion of women, the role of the media and civil society's contribution to development monitoring. Institutions will be supported to implement anti-corruption measures,

address social grievances and promote peaceful coexistence and resilience for preventing violent extremism.

Partnerships will be deepened at all levels: sub-national, national, regional and global. Regional cooperation and global alliances will be fostered to support Uganda in responding to geopolitical uncertainties, climate change, cross-border conflicts, organized crime and refugee movements. The creation and capacitation of trade corridors will be facilitated so that Uganda can become a key trade and logistics hub in the region. Digital transformation and the use of artificial intelligence (AI) to drive growth of smallholder farmers, agri-businesses and MSMEs will contribute to Uganda being able to export high-value goods.

Uganda will adapt to a changing global order that is marked by multipolar politics using diplomacy, sound governance and partnerships to maintain a stable policy and enabling environment that guarantees long-term sustainable and transformative development for the country.



2.4 Cooperation Framework Strategic Priorities and Outcomes and UN contributions

This section outlines United Nations contributions through the six outcomes of the Cooperation Framework, organized under the three strategic priorities that fully align with Uganda's Vision 2040, the NDP IV, and key findings from the Country Analysis. The outcomes are backed by a shared theory of change and detailed results framework (see Annexes 2 and 3) that show the causal links between national priorities, SDG targets, intermediate changes and UN contributions. The outcomes are rooted in evidence, jointly defined with national partners and shaped by the UN's comparative advantage in supporting inclusive, sustainable and accountable development.



Strategic Priority 1

PEOPLE AND PROSPERITY

Transformative and Inclusive Human Development



UGANDA UNSDCF 2026-2030

Figure 6 Outcomes and outputs of Strategic Priority 1

STRATEGIC PRIORITY 1 Transformative and Inclusive Human Development

Outcome 1 By 2030, individuals, households, and communities in Uganda especially those at risk of being left behind have improved quality, equitable, and gender-responsive social and protection services.	Outcome 2 By 2030, people in Uganda, particularly those at risk of being left behind benefit from gender-responsive decent employment, resilient livelihoods, and increased household incomes.	Outcome 3 By 2030, gender-discriminatory norms, values and structural barriers are minimized, persons with disability and other underserved groups benefit from an equitable and just society.
Output 1.1 Individuals and households demand and utilise quality, equitable and gender-responsive, social and protection services.	Output 2.1 Targeted institutions and households in the primary growth sectors have increased production, productivity and value addition ensuring equity and gender responsiveness.	Output 3.1 State and non-state actors at national and sub-national level integrate gender, human rights, and disability considerations into policies, legislation, programs, and budgets for improved service delivery and accountability.
Output 1.2 National and sub national systems are resilient and deliver quality, equitable and gender-responsive, social and protection services.	Output 2.2 People, especially young people and those at risk of being left behind, have improved labour-market driven skills and productive assets and access to equitable, decent employment and business development opportunities.	Output 3.2 Women, young people, persons with disabilities and other people at risk of being left behind have access to economic opportunities and social protection, participate in politics, drive transformation of social norms, and be equally treated without any discrimination.
	Output 2.3 Private-Public Partnerships are enhanced for gender responsive livelihoods and increased household incomes.	Output 3.3 Systems, institutions, communities and individuals deliver effective prevention, protection, response, and address impunity for human right violation, GBV and other harmful practices.

UN Contributions to Outcome 1: Individuals, households and communities have improved quality, equitable and gender-responsive social and protection services

The UN will work on both the demand and supply sides of service delivery. On the supply side, the UN, in collaboration with relevant ministries and local governments, will strengthen service delivery systems in health, education, nutrition, water, sanitation and social protection to enable human capital development across the life cycle. This includes improving planning, budgeting and delivery frameworks, so they are more gender- and disability-responsive. Support will range from universal access to health services, prevention and control of communicable and non-communicable diseases, strengthening midwifery, family planning, nutrition, child protection and immunization services and to addressing challenges posed by high pollution growth and improving water access in schools and early childhood centres. UN interventions will also enhance health system resilience and readiness, particularly in hard-to-reach areas, by building capacity for surveillance, emergency preparedness and response, and maternal and child health service provision. The UN will work with the Government to foster innovation for social protection, including in the areas of financing, community social protection mechanisms and knowledge-sharing. The United Nations will support the Government of Uganda in fostering a healthy and productive population through health promotion and disease prevention strategies.

This support will be delivered through a multi-sectoral approach, engaging stakeholders from both health and non-health sectors to address the social determinants of health.

To address the growing threat of emerging and re-emerging zoonotic diseases, the UN will collaborate with the Government of Uganda under the 'One Health' framework. Through this partnership, efforts will be directed toward strengthening prevention, preparedness, and response mechanisms for zoonotic diseases, antimicrobial resistance, and biosecurity threats.

On the demand side, the UN will invest in community-based initiatives that raise awareness of rights and entitlements. The UN will promote the use of behaviour change communication to address stigma and harmful practices, especially related to adolescent sexual and reproductive health, menstrual hygiene and gender-based violence. The Cooperation Framework will expand access to family planning, strengthen emergency obstetric and newborn care, and integrate reproductive health services into humanitarian responses to reduce preventable maternal and neonatal deaths and the unmet need for family planning. The UN will support integrated service delivery models, especially in humanitarian and refugee-hosting areas, where multiple needs – including protection, education and health – are combined, to improve access and efficiency. These models will prioritize women, children, adolescents and people with disabilities.

At the national level, the UN will support strengthening information systems and data use to improve accountability and decision-making. UN entities will work with the Ministry of Gender, Labour and Social Development and the Office of the Prime Minister to develop comprehensive social protection policies and scale up food systems initiatives, especially in fragile contexts. The UN's work will be grounded in building national capacities that can adapt to shocks, such as pandemics, floods and displacement, to ensure that services continue during disruptions and reach those who need them most.

UNCT Configuration: FAO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, UN-Women, WFP, WHO

UN Contributions to Outcome 2: People in Uganda benefit from gender-responsive decent employment, resilient livelihoods and increased household incomes

The UN's contribution to this outcome focuses on building the foundation for inclusive economic transformation, including the integration of circular economy principles such as waste-to-value and regenerative agriculture. Investments in digital innovation, agro-industrialization and green value chains will be complemented by specific measures to advance women's economic empowerment; these measures include care economy recognition and informal sector support. These shifts will strengthen resilience and inclusiveness. UN entities will work to expand access to skills development, capital and market opportunities, while promoting structural reforms that make the economy more responsive to the needs of women, young people and other excluded groups.

Support will be directed towards sustainable value chain development across key sectors, including agriculture, dairy, aquaculture, mining, trade, tourism and the green economy, to link smallholders and microenterprises to higher-value markets. This support includes strengthening cooperatives, promoting climate-smart technologies, encouraging enterprise formalization and facilitating sustainable agro-processing.

The United Nations will also promote inclusive financial systems that enable women and youth entrepreneurs to access credit, attract investment, secure insurance and grow savings. In parallel, efforts will be made to align vocational and technical training with labour-market demands, particularly in emerging and high-growth sectors, such as renewable energy, construction, digital services, mineral and oil-related industries, smart manufacturing, AI and other frontier domains of science,

technology and innovation. These interventions will be complemented by support to the implementation of the National Employment Strategy and the establishment of a comprehensive labour-market information system.

In parallel, the United Nations will support public employment and social enterprise models that address the needs of the most vulnerable. United Nations entities will continue implementing community asset programmes in food-insecure and climate vulnerable districts. These efforts will support both income generation and the creation of public goods, such as water systems and green infrastructure, that benefit the wider community.

UN entities will work jointly in refugee-hosting districts to promote integrated livelihoods and self-reliance for both refugees and host communities. This includes improving land access, vocational training and business incubation. The United Nations will also support strengthening the legal and policy environment for decent work, including through support to the national minimum wage system, digital innovations for efficiency, workplace safety reforms and the enforcement of labour rights.

To harness the transformative potential of digital technology and the demographic dividend for inclusive and sustainable development, the Cooperation Framework will support efforts to enhance digital literacy and skills across all age groups. Special attention will be given to women, youth, people with disabilities and refugees and other displaced populations, who often face the greatest barriers to digital access and empowerment. The Cooperation Framework will also promote the acquisition of advanced digital competencies, including coding, data science and cybersecurity, aligned with Uganda's Vision 2040 and the National Digital Acceleration Strategy. Building on the outcomes of the 2024 National Digital Skills Assessment and leveraging resources such as the International Telecommunication Union's (ITU's) Digital Skills Toolkit and those of the UN Office for Digital and Emerging Technologies, the UN will work with national stakeholders to design scalable digital skills programmes. These efforts will contribute to Uganda's ambition of equipping one million young people annually with relevant digital capabilities, in line with the African Union's One Million Next Level initiative aimed at reaching 300 million youth by 2030.

Overall, these investments are expected to result in increased household incomes, stronger resilience to shocks and greater inclusion of vulnerable groups in the economy.

UNCT configuration: FAO, ILO, IOM, ITC, ITU, UNCDF, UNCTAD, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UN-Women, WFP





UN Contributions to Outcome 3:
**Gender-discriminatory norms, values
and structural barriers are minimized,
and people with disabilities and other
underserved groups benefit from an
equitable and just society**

This outcome addresses issues related to the root of inequality by challenging the cultural, institutional and systemic drivers of exclusion. The UN is working to shift mindsets, change laws and strengthen accountability to create an environment where gender equality and disability inclusion are not just principles but lived realities. UN entities will work with ministries, Parliament, civil society, the private sector and other development partners to reform laws and policies that perpetuate discrimination. As part of the 'Country Prioritised' programme in NDP IV and the Government's pledge to the Universal Periodic Review, strategic engagement will include working with the Government to finalize development of a national gender policy to integrate strategies intended to transform discriminatory and negative mindsets, norms and values and providing technical support to review the Marriage Act, the Disability Act and frameworks related to gender-based violence, harmful traditional practices, exclusion and inclusive education. The UN and its partners will strengthen Uganda's accountability mechanisms for operationalizing gender regulatory frameworks and implement recommendations from human rights mechanisms, including the Universal Periodic Review, the Beijing Platform for Action and CEDAW.

At the same time, the UN will support integration of inclusion and non-discrimination into budgeting, planning and service delivery across sectors. UN entities will support ministries, local governments and other budgeting entities to apply gender-responsive and disability-inclusive budgeting at national and district levels. The aim is not to create parallel systems but to make existing systems work better for everyone. The UN is also working with the Equal Opportunities Commission and the Uganda Human Rights Commission to strengthen monitoring and redress mechanisms for discrimination, abuse and exclusion.

Changing social norms is central to this outcome. UN will lead efforts to shift attitudes around masculinity, disability, gender roles and participation through community dialogue, media engagement and faith-based outreach. Special attention will be paid to men and boys as partners in promoting equality and to girls and women with disabilities who face layered vulnerabilities. In education and employment, the UN is promoting models

of inclusion that focus on accessibility, reasonable accommodation and affirmative action. This includes supporting inclusive teacher training and curricula and workplace policies that support diverse needs.

Through its normative mandate, the UN is also supporting Uganda's reporting obligations under international treaties – such as the Convention on the Rights of Persons with Disabilities and Convention on the Elimination of All Forms of Discrimination Against Women – and providing evidence to track progress and identify gaps. This includes disaggregated data collection, analysis and utilization and support to CSOs that represent affected communities.

The change expected under this outcome is a more inclusive society where systems are fairer, representation is broader, and more people are protected from harm and bias.

UNCT Configuration: FAO, IFAD, ILO, IOM, ITC, OHCHR, UN Global Pulse, UNAIDS, UNCDF, UNCTAD, UNDESA, UNDP, UNDRR, UNECA, UNEP, UNESCO, UNFCCC, UNFPA, UN-Habitat, UNHCR, UNICEF, UNODC, UNOPS, UNV, UN-Women, WFP, WHO

Strategic Priority 2

PLANET

Sustainable Ecosystems and Climate-Smart Development

UGANDA UNSDCF 2026-2030



Figure 7 Outcomes and outputs of Strategic Priority 2

STRATEGIC PRIORITY 2 Sustainable Ecosystems and Climate-Smart Development

Outcome 4 By 2030, Uganda's natural resources and environment are more sustainable, and people and communities are climate resilient benefiting from inclusive and gender responsive green growth. (Planet).

Output 4.1 Targeted systems for natural resources and environment management increase productivity and resilience in select primary growth sectors.

Output 4.2 Targeted institutions and communities protect, restore and sustainably use and manage terrestrial and aquatic ecosystems.

Output 4.3 Targeted institutions increase the use of climate smart energies, and people and communities, especially those at risk of being left behind access and use them.

Output 4.4 Targeted institutions and communities promote equitable, inclusive, gender-responsive waste management, sustainable urbanization and management of natural resources particularly of the extractive industry

Output 4.5 Targeted institutions and communities are mitigating and adapting to climate change and disaster risks.

UN Contributions to Outcome 4: Uganda's natural resources and environment are used more sustainable, and people and communities are climate resilient and benefiting from inclusive and gender-responsive green growth.

The UN's contribution to this outcome focuses on two major shifts: strengthening environmental governance and building community-level climate resilience. The first shift involves improving the capacity of national, sub-national and community-based institutions to manage resources more sustainably. UN entities will work with the Ministry of Water and Environment, the National Environment Management Authority and local governments to support the implementation of the National Environment Act and the Climate Change Act. The focus will be national and local institutions, ensuring that the best environmental practices are integrated into plans, programmes and resource allocation. The United

Nations will implement projects to demonstrate proofs of concept and support government institutions to scale up successful initiatives.

The Cooperation Framework highlights the critical role of women in climate adaptation and resilience. Gender-responsive climate planning and budgeting will be integrated into climate related programmes, in line with Uganda's Nationally Determined Contributions. Women's participation in climate-smart agriculture, renewable energy adoption and natural resource governance will be promoted as a central driver of climate action. Through joint programmes, the United Nations will collaborate with local governments to develop and enforce land-use plans that promote gender equality and environmental sustainability. District planning guidelines will be updated to integrate gender-responsive environmental and climate risk considerations. Support will be extended to improving gender-sensitive data and spatial data systems and to the use of remote sensing to improve natural resource mapping.

This will ensure national and local authorities target restoration efforts in high-risk zones, especially in wetland systems, mountain ecosystems and degraded watersheds. At the same time, the UN will prioritize nature-based solutions that link implementation of environmental best practices with improved livelihoods and green jobs and the development of resilient social sectors. This resilience would, for example, be seen in health-care facilities, schools and water and sanitation systems that continue functioning well during and after climate-induced disasters. UN entities will also facilitate community-led ecosystem restoration, including wetland restoration, reforestation and afforestation, particularly in refugee-hosting districts, and work closely with local authorities and communities to manage grazing sustainably and rehabilitate degraded rangelands. These investments will reduce disaster risks, improve land productivity and enhance the resilience of landscapes to climate shocks. The UN will also support private sector initiatives to cascade nature-based solutions.

The second shift is expanding equitable access to climate-smart services and clean energy. UN entities will engage the Ministry of Energy and Mineral Development and the private sector to pilot and scale clean energy solutions including solar mini-grids and promote clean cooking and energy-efficient technologies for schools and health centres. These solutions will be delivered through models that prioritize local ownership, affordability and women's access. The UN will also expand access to sustainable water systems, climate-smart agriculture and integrated waste management, especially in fast-growing urban areas.

To support climate resilience at scale, a climate finance hub will be established within the Resident Coordinator Office to coordinate climate-related financing, technical support and partnerships. This hub will help unlock and channel resources for Uganda's adaptation and resilience priorities. UN entities will strengthen the national framework for climate finance and adaptation, providing technical assistance on Green Climate Fund proposals and public finance tracking tools and helping develop

climate information services and early warning systems tailored for pastoralists, smallholder farmers and fishing communities.

In line with the Sendai Framework, the UN approach to disaster risk management will focus on four strategic priorities: preventing and mitigating underlying risks, strengthening preparedness through planning and early warning systems, ensuring effective response during crises, and advancing recovery that builds back better. This approach emphasizes risk understanding, governance, investment in resilience and preparedness for response and recovery by prioritizing a proactive approach to disaster risk management and improving the ability of vulnerable households to plan and adapt. UN support will also extend to environmental education and awareness. The UN will contribute to integrating environmental education and climate action into school curricula and teacher training. This integration is to lay the groundwork for longer-term behavioural changes around consumption, waste and resource use.

Intermediate changes expected under this outcome include strengthened implementation of environmental and climate-related laws, increased investments in restoration and green growth, and improved household and institutional access to clean energy. It also includes integration and adoption of climate mitigation, adaptation and early warning strategies and plans by institutions at national and sub-national levels. There is also an expected reduction in land degradation, better integration of climate risk in planning and improved resilience among communities most exposed to environmental shocks.

The Cooperation Framework will also promote the development of smart cities and communities as a key enabler of climate resilience, urban sustainability and improved quality of life. Leveraging the expertise of ITU, UN-Habitat and the United for Smart Sustainable Cities initiative, the UN will support national and local authorities to adopt digital tools for integrated urban planning, smart mobility, efficient water and waste management and technology-driven climate adaptation solutions. These interventions will contribute to building inclusive, green and digitally connected urban systems that are resilient to shocks and aligned with the principles of sustainability and equity.

UNCT Configuration: FAO, IFAD, IOM, ITC, UN Global Pulse, UNDESA, UNDP, UNDRR, UNEP, UNESCO, UNFCCC, UN-Habitat, UNHCR, UNICEF, UNIDO, UNODC, WFP, WHO,



Oil Palm Nurseries in the National Oil Palm Project Buyuma Island

Buvu
OMAA

Strategic Priority 3

PEACE AND PARTNERSHIP

Integrated, Inclusive and Rights-Based Governance

UGANDA UNSDCF 2026-2030



Figure 8 Outcomes and outputs of Strategic Priority 3

STRATEGIC PRIORITY 3 Integrated, Inclusive and Rights-Based Governance for Transformative Development

Outcome 5 By 2030, people, especially those at risk of being left behind, benefit from transformative governance that fosters gender equality, equitable access to justice, and upholds human rights, sustainable peace and development.

Output 5.1 Targeted institutions at national and subnational develop and implement human rights-based approach and gender responsive policies and legal frameworks for accountable governance.

Output 5.2 People, especially those at risk of being left behind, state and non-state actors actively participate in gender-responsive governance, national and community development and decision-making at all levels.

Output 5.3 Institutions and mechanisms provide effective security, safety, peace building and rule of law especially for those at risk of being left behind.

Outcome 6 By 2030, partnerships at global, regional and national levels are leveraged for achievement of global, regional and national development frameworks.

Output 6.1 Systems and capacity of state and non-state partners are strengthened for inclusive, gender responsive and integrated development planning, production and use of quality data and statistics.

Output 6.2 State and non-state actors engage in innovative financing, efficient and transparent debt and resource management.

Output 6.3 State and non-state actors effectively contribute to global, regional, South-South and Triangular Cooperation and trade.

Output 6.4 State and non-state actors harness innovation, technology, digitization, and volunteerism for accelerated progress towards the Sustainable Development Goals and other relevant frameworks.

UN Contributions to Outcome 5: Transformative governance that fosters gender equality and equitable access to justice and upholds human rights, sustainable peace and development.

Outcome 5 will focus on transformative governance reforms that make institutions more participatory, accountable and inclusive. The Cooperation Framework will support the digitalization of justice and service delivery systems, embed citizen oversight and participatory budgeting into governance and expand protections in the civic space. These reforms go beyond conventional governance strengthening and aim to instead reshape the relationship between citizens and the state in ways that are lasting and transformative.

The UN's contribution to this outcome builds on years of supporting governance, peacebuilding and human rights in alignment with Uganda's planning and delivery frameworks and strategies. The United Nations' contribution will align with NDP IV priority programmes including Public Sector Transformation, Governance and Security, Administration of Justice, Legislation and Oversight, Development Plan Implementation and Regional Development. UN entities will work closely with the Government to strengthen and implement the country's legal and policy framework to better reflect principles of equity, justice and human rights. The Cooperation Framework will amplify Uganda's commitment to obligations under international human

rights treaties such as the Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination Against Women and Convention on the Rights of Persons with Disability and integrate rights-focused results into its implementation. The Cooperation Framework will also support review and reform of laws, policies and regulations to align them with other international commitments, including the United Nations Security Council Resolution 1325 and subsequent resolutions on women, peace and security and the SDG targets of peace, justice and strong institutions.

Building on existing foundations, the Cooperation Framework will also support national and sub-national institutions to implement legal reforms, such as decentralization, in ways that are meaningful to citizens. Further, UN entities will collaborate with the judiciary, Parliament and elected leaders at the sub-national level to improve oversight, civic engagement and accountability. The Cooperation Framework will support gender-responsive governance by promoting parity in decision-making positions, strengthening gender budgeting and institutionalizing gender accountability mechanisms. Efforts will also strengthen Uganda's capacity to prevent and counter terrorism and violent extremism by embedding these priorities within governance, justice and peacebuilding frameworks. These efforts will ensure governance systems are inclusive, equitable and reflective of Uganda's commitments to gender equality and women's empowerment.

Working with justice chain actors, such as police, prosecutors and social workers, the United Nations will support reforms to reduce case backlogs and strengthen access to legal aid and to improve survivor-centred responses to gender-based violence. At the local level, UN entities will scale up innovative initiatives, such as community justice models, restorative justice and child-friendly procedures, especially in underserved areas.

In parallel, the UN will continue to strengthen institutions mandated to fight corruption, organized crime, terrorist financing and illicit financial flows. UN entities will support the Inspectorate of Government and the Financial Intelligence Authority to enhance investigations, compliance frameworks and asset recovery mechanisms. This includes providing capacity-building on anti-money laundering, countering the financing of terrorism, countering trafficking in persons and financial crime detection. Efforts will also be directed to develop data systems and inter-agency coordination platforms to monitor threat of terrorism and share intelligence more effectively. UN entities will provide technical capacity support to the National Counter Terrorism Centre and relevant security and law enforcement agencies on cross-border cooperation and multi-agency collaboration, particularly on how to protect major sporting events. UN entities will also support the Directorate of National Citizenship and Immigration Control, Uganda Revenue Authority and other relevant agencies in operationalizing a 'passenger information unit' to collect and analyse international passenger data as part of countering terrorism and serious crime, promoting tourism and improving border management. These interventions are critical to building trust in institutions, safeguarding public resources and protecting vulnerable communities from exploitation.

The UN will also focus on innovations, systems modernization and how institutions function through investments in alternative justice mechanisms, digitalization, system automation and use of emerging technologies. With UN support, key public administration functions, including case management, citizen feedback mechanisms and local service delivery tracking, will be digitalized to improve transparency and reduce delays. The UN will also continue supporting automated birth registration and national identification systems to ensure legal identity for all children and advising on the ethical and safeguard-aware use of futures and foresight processes, AI and data-driven tools in public policy to broaden access information]. These reforms will expand the reach of public services and benefits through the Parish Development Model and speed up administration processes and make it easier for people, especially those in remote or underserved areas, to engage with state institutions.



**Elephants in Kidepo
National Park in Uganda.**
©UNDP Uganda

On civic engagement, the UN will work with democracy, civil society and media institutions to expand civic education, protect civic space and promote peaceful participation in electoral processes. The UN will support women's leadership training and advocacy and dialogue platforms that bring together youth, religious leaders and other community actors to address grievances, build consensus, prevent violent radicalization and enhance tolerance.

The UN will continue to support the Government in implementing the Third National Action Plan on Women, Peace and Security, including efforts to localize the Women, Peace and Security agenda, in order to advance sustainable and inclusive peace and security across the country. The UN will strengthen national and local mechanisms for gender-responsive peacebuilding, early warnings and conflict resolution, including the growing tensions within refugee settlements and host communities. Across all the subregions in the country, including hard-to-reach areas such as the islands, UN entities will engage communities to resolve disputes related to land, land rights, resources and social background. These efforts will be complemented by UN support to national human rights institutions, including the Uganda Human Rights Commission and the Equal Opportunities Commission, in order to better monitor,

investigate, report and address economic, social, cultural and political rights, especially for marginalized populations.

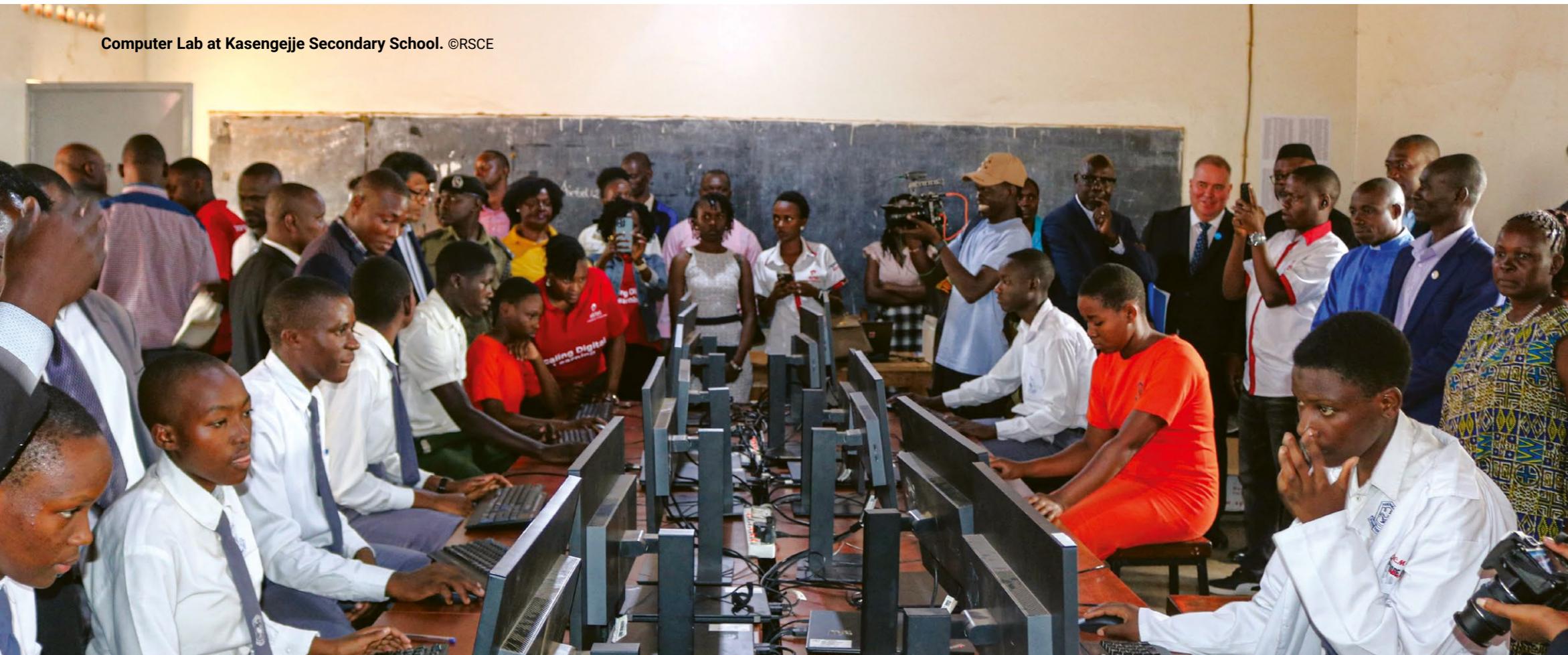
The Cooperation Framework will incorporate additional strategies to promote peaceful coexistence. These strategies include embedding conflict sensitivity and peacebuilding into all humanitarian and development responses and integrating and tracking progress on accountability to affected populations. Other strategies will promote durable solutions and long-term resilience by addressing root causes of conflict, such as economic stress, through income-generating activities for youth and families, supporting inclusive governance mechanisms, ensuring interventions maintain safe school environments, and positioning education as a key entry point for child safeguarding and protection initiatives.

The cumulative effect of these interventions is a governance system that is more responsive to people's needs, more transparent in how it functions and more resilient to shocks. The UN will not just support reforms on paper but will help embed them in practice in the courtroom, police station, district office and community. By doing so, Uganda will move closer to a rights based society where services, including for justice, are accessible, institutions are trusted and everyone, regardless of status, can claim their rights.

To reinforce evidence-based policymaking and enhance public service delivery, the Cooperation Framework will support the integration of digital governance systems across key sectors. This includes strengthening e-governance platforms to improve transparency, efficiency and citizen engagement in governance processes. The UN will also support the development and implementation of digital identity systems to facilitate equitable and inclusive access to public services, particularly for underserved populations, including refugee and host communities and settlements. The Cooperation Framework will promote physical, communicational and attitudinal accessibility of services for marginalized groups, including through the provision of sign language interpreters and braille materials. Using open data initiatives, the UN will work with mandated national institutions to foster government accountability, enable innovation and improve data-driven decision-making. These efforts will be aligned with global and national standards for digital governance and informed by principles of inclusivity, accessibility and user-centred design.

UNCT Configuration: FAO, ILO, IOM, ITC, ITU, OHCHR, UN Global Pulse, UN Office for Digital and Emerging Technologies, UNAIDS, UNCTAD, UNDESA, UNDP, UNECA, UNEP, UNESCO, UNFCCC, UNFPA, UN-Habitat, UNHCR, UNICEF, UNOCT, UNODC, UNOPS, UNV, UN-Women

Computer Lab at Kasengeje Secondary School. ©RSCE



UN Contributions to Outcome 6: Partnerships are leveraged for the achievement of global, regional and national development goals.

This outcome focuses on improving how Uganda connects with and benefits from international and regional partnerships. The UN's contribution here is primarily to strengthening systems for coordination, planning, data, financing and cooperation. These systems are the enablers that ensure Uganda's development is well resourced, strategically guided and aligned with international standards.

The United Nations will work with the Office of the Prime Minister; Ministry of Foreign Affairs; National Planning Authority; Ministry of Finance, Planning and Economic Development; and local development partners to improve development cooperation architecture. This includes accelerating the implementation of the Parish Development Model, maintaining a viable National Partnership Forum and broader development partners platforms, NDP Programme Working Groups and the coordination of development assistance. United Nations entities will support the integration of the six transitions, Pact of the Future and Agenda 2030, and Agenda 2063

into Uganda's national and sub-national development implementation frameworks, including SDG localization and Voluntary National Review processes. The country will be accompanied throughout its graduation journey from the Least Developed Countries category and in addressing the fundamental challenges faced by a landlocked country.

In close collaboration with the Government, the United Nations will support the Parish Development Model by strengthening parish-level capacities for data-driven planning, linking the model with national SDG monitoring systems and promoting inclusive financing and sustainable livelihoods. The United Nations will leverage its broad network to share best practices, lessons learned, and experiences in the planning and delivery of social services to help strengthen community participation and ownership of an inclusive and responsive social service delivery system. The UN will also back government efforts to advance climate-smart agriculture, expand opportunities for youth and women and foster partnerships with the private sector and cooperatives to improve market access and financial inclusion.

On development financing, the United Nations will support strategic policy dialogues on financing for development and the implementation of Uganda's Integrated National

Financing Framework, helping the Government to diversify sources of public and private financing and improve domestic resource mobilization. United Nations entities will support innovations in blended finance, performance-based grants, private and public capital mobilization, and fiscal decentralization, helping districts to plan and invest more effectively in development outcomes.

Data and evidence are key levers under this outcome. The United Nations will continue supporting national efforts to improve data systems, especially around population statistics, disability-related data and SDG monitoring. This includes support for the Uganda Bureau of Statistics in survey design, census implementation and data governance. Data systems not only improve planning but also help ensure transparency and accountability across sectors.

As Uganda increasingly engages with peer countries in Africa and beyond to exchange experiences on refugee response, decentralization, digital transformation, counter-terrorism and public sector reform, more opportunities for more South-South and triangular cooperation emerge. The UN will facilitate these exchanges and help Uganda position itself in regional bodies like the Common Market for Eastern and Southern Africa (COMESA),

Intergovernmental Authority on Development (IGAD), the African Union, the EAC, the Eastern Africa Police Chiefs Cooperation Organisation, and the East Africa Fusion and Liaison Unit. This outcome aims to create a development ecosystem where Uganda's partnerships are strategic, coordinated and results focused. The UN will help shift the focus from fragmented aid to coherent cooperation. These efforts will improve delivery on national priorities, reduce duplication and ensure that Uganda remains aligned with global development norms, even as the geopolitical context evolves. Knowing the strategic significance of the upcoming 2027 Africa Cup of Nations football tournament – co-hosted by Kenya, Tanzania and Uganda – the UN will leverage this continental event as a unique opportunity to strengthen cross-border cooperation and multi-agency coordination on counter-terrorism, prevention of violent extremism and security sector governance.

Recognizing the increasing reliance on digital technologies across sectors, the Cooperation Framework will also support national efforts to build robust cybersecurity and data protection systems. This includes strengthening national cybersecurity capacities, developing institutional frameworks for data privacy and protection, and enhancing resilience against digital threats. The UN will work with key government and private sector stakeholders to support the development of enabling legal, regulatory and institutional environments for responsible innovation and digital transformation. These initiatives will also promote trust in digital systems, which is critical for fostering innovation, attracting digital investments and ensuring the protection of citizens' rights in the digital age.

Volunteerism will be leveraged as a cross-cutting enabler of inclusive development, civic engagement and local ownership. The UN will support the Government to institutionalize volunteerism through appropriate national policy and legal frameworks, strengthen the capacity of volunteer-involving organizations and expand structured volunteer opportunities for youth, women and marginalized groups to actively participate in national development. In addition to advancing social cohesion and resilience, particularly in underserved and crisis-affected communities, volunteerism will also be promoted as a pathway for skills development, empowerment and meaningful engagement in peacebuilding and humanitarian efforts.

UNCT Configuration: FAO, IFAD, ILO, IOM, ITC, OHCHR, UN Global Pulse, UN- Habitat, UN Office for Digital and Emerging Technologies, UNAIDS, UNCDF, UNCTAD, UNDESA, UNDP, UNDRR, UNECA, UNEP, UNESCO, UNFCCC, UNFPA, UNHCR, UNICEF, UNIDO, UNOCT, UNODC, UNOPS, UNV, UN-Women, WFP, WHO,

2.5 Cross-border, and regional cooperation

Uganda's location in a region with economic hardship and multiple and diverse conflicts means it continues to host large numbers of refugees and migrants, mainly from Eritrea, Ethiopia, Somalia, South Sudan, Sudan and the Democratic Republic of Congo. With over 1.9 million refugees and asylum seekers, the pressure on the already limited resources and basic services in refugee-hosting communities remains high. These regions face persistent insecurity, cross-border smuggling and weak infrastructure. Informal crossings outnumber formal ones and most official entry points are not adequately equipped. Border communities are often left behind in development efforts and remain vulnerable to trafficking, violence and rights violations.

Uganda frequently experiences outbreaks of epidemic-prone diseases such as Ebola, yellow fever, and polio, often linked to cross-border movements involving traders, families, refugees, and communities residing along shared borders. In response, the United Nations will collaborate with the Government of Uganda and neighboring countries to strengthen joint efforts in the prevention, control, and response to disease outbreaks triggered by cross-border activities.

The UN will work with the Government to strengthen cross-border governance, enhance cross-border trade, improve the use of border management information systems, ensure protection-sensitive approaches in refugee-hosting areas and enhance border resilience against exploitation by terrorist and criminal networks. It will support coordinated action by involving key actors to improve delivery service, uphold human rights, promote safe and regular migration, and address underlying drivers of forced displacement. Based on need, as evident in locations such as Rwenzori, Karamoja and the West Nile, the United Nations will continue to support early warning systems, social cohesion and local peacebuilding. Cross-border collaboration will also include efforts to prevent and counter terrorism and violent extremism, complementing existing African Union (AU), Intergovernmental Authority on Development (IGAD) and East Africa Community (EAC) mechanisms to address shared security challenges. These efforts will also focus on improving data, inter-agency coordination and institutional capacity at Uganda's major border points. Through the Cooperation Framework, the UN entities in Uganda will explore a joint programme with the EAC on transboundary water management and cross-border trade facilitation, particularly benefiting refugees and small-scale agri-entrepreneurs. This builds on Uganda's regional integration agenda and enhances resilience in border communities.

Uganda's participation in regional economic blocs, such as the AfCFTA, EAC, COMESA and IGAD, presents significant opportunities for trade expansion, industrialization and inclusive economic growth. However, realizing these benefits requires overcoming several persistent challenges, including non-tariff barriers, regulatory inconsistencies and infrastructure connectivity gaps. To address this, the United Nations will provide targeted capacity-building support to both the Government and the private sector. This support will focus on implementing Uganda's national AfCFTA strategy, enhancing compliance with regional trade agreements and strengthening cross-border governance and border management systems. Key areas of intervention will include enhancing MSME export readiness, developing and upgrading select commodity value chains, and addressing the trade finance gap particularly for youth- and women-led enterprises. Additionally, efforts will be directed towards supporting the development of a robust digital infrastructure and supportive policy environment to facilitate the growth of e-commerce and digital trade.

2.6 Sustainability

The sustainability of results under this Cooperation Framework is built on national ownership and leadership. The Cooperation Framework was co-created with the Government and other national actors, with their inputs in both country analysis and the design of priorities, outcomes and outputs. All joint programmes and initiatives emerging from the framework will be designed and delivered using national systems wherever possible, placing national institutions at the centre of planning and implementation. This makes the Cooperation Framework a practical tool to advance Uganda's development agenda, and not a parallel effort.

The Cooperation Framework draws from past lessons that emphasized the need for deeper institutional anchoring, stronger coordination and improved gender integration. It also responds to previous challenges of fragmented programming by consolidating outcomes and embedding robust MEL systems. These adjustments aim to ensure sustainability and accountability across all areas of work. The UN will work with the Government to strengthen national systems and capacities at every level. This includes support for policy and legal frameworks, institutional development, public finance and service delivery. Joint monitoring, periodic reviews and evaluations are built into the framework, using national indicators where possible, and aligned to SDG reporting. The UN will also leverage its local presence, regional reach and global networks to bring relevant

knowledge, innovation and partnerships. It will support the Government to connect with regional platforms, share solutions across borders and apply global norms and standards in a way that fits the national context.

The UN will also prioritize strengthening national ownership and capacity, recognizing the growing pressures on official development assistance. It will support the development of sustainability plans that enable national and local institutions to maintain, expand and drive results beyond the life cycle of the Cooperation Framework, including through joint and complementary initiatives with national industrial institutions and development banks. Inclusive and transparent accountability mechanisms will be promoted, engaging citizens, Parliament, civil society and development partners. These combined efforts will help ensure that progress is measured, shared and sustained, with lasting impact for people and communities.



An Engineer points at a transformer at Namanve Sub-station, which supplies Namanve Industrial Park in Kampala.
©RSCE

2.7 Leaving No One Behind

In Uganda, several groups remain at risk of being left behind. These include women and girls, ethnic minorities and Indigenous peoples, peoples with disabilities, people living with HIV, refugees, asylum seekers, migrants and the working poor, particularly youth and children and other minority groups. Geographic isolation is putting communities in Karamoja, West Nile, mountain regions, islands and forest-adjacent settlements at further risk. The overall exclusion of those at risk of being left behind is driven by structural challenges, such as weak enforcement of protective laws, under-resourced institutions, poor infrastructure and vulnerability to shocks including such as conflict, climate change and economic crises. Multidimensional poverty and inequality cut across these groups, reinforcing cycles of deprivation and limiting access to essential services, opportunities and decision-making. Addressing these intersecting challenges is central to advancing inclusive development and fulfilling the pledge to leave no one behind.

'Leave No One Behind' is more than a guiding principle in this Cooperation Framework; it is a stand-alone outcome with dedicated outputs that focus on tackling the drivers of exclusion and inequality in Uganda. This directly supports Uganda's Vision 2040 and the country's bold ambition to become an inclusive, just and prosperous society. It also aligns with the core aim of the Parish Development Model, which seeks to lift the 39 per cent of Ugandans still outside the money economy by delivering targeted support at the household level. Outcome 3 of the Framework takes this determination forward by focusing on ending gender-based discrimination, dismantling structural barriers and ensuring that people with disabilities and other underserved groups live with dignity and equal opportunity.

Using gender-transformative and human rights-based approaches across all programming, the UN's contribution under Outcome 3 will focus on addressing discriminatory norms, strengthening legal protection and improving national systems to deliver inclusive and equitable services. The UN will work with the Government to ensure that the most excluded are visible in national data, heard in policy spaces, and protected under the law. Interventions will target both the formal systems for education, health and justice and the informal practices that sustain exclusion. The aim is not just to close gaps, but to balance power and expand opportunity in a way that is lasting and owned by communities. By making this a dedicated outcome, the Cooperation Framework reinforces the UN's commitment to support Uganda in realizing its vision: one where no one is left behind, whether by geography, gender, disability, poverty or any other form of exclusion.



Mountain climbers on Mount Rwenzori ascending to Margarita Peak, the second highest point in Africa, a marvel to behold with snow and glaciers at the Equator. ©New Vision

Protection from Sexual Exploitation and Abuse (PSEA) is a key priority for the UNCT entities, with a special focus on prioritizing victims' rights and creating an environment in which sexual exploitation and abuse (SEA) do not occur. SEA is unacceptable behavior and is prohibited for UN personnel and UN implementing partners. The UNCT entities will therefore pursue all appropriate means to protect against, prevent and respond to SEA, and will require a similar commitment from its partners.

In delivering on the obligations articulated in the present Cooperation Framework, the UNCT and the Government of Uganda affirm their commitment to preventing and responding to reports of SEA in connection with their personnel involved in common/joint projects. It is understood that this would entail the need to: (i) adhere to common values on PSEA, (ii) take preventative measures against SEA, (iii) investigate allegations, and (iv) take appropriate corrective action when incidents occur, including providing support to victims in accordance with a victim-centred approach.

2.8 United Nations Country Team Configuration

The UN Country Team (UNCT) in Uganda consists of the UN system's funds, programmes, specialized agencies, departments and offices and related UN system entities that support the country either through physical presence or remotely. The UNCT configuration demonstrates the individual and collective strength of technical expertise, knowledge and experience of the UN system to deliver on the Cooperation Framework commitments in support of Uganda's development agenda. The current composition of 29 entities is expanding to 32 in 2026, with the addition of four entities and loss of one. The United Nations Office of Counter-Terrorism (UNOCT), ITU, the UN Office on South-South and Triangular Cooperation, and the UN Office for Digital and Emerging Technologies will add to the UN footprint in Uganda while the International Atomic Energy Agency will not be part of the new Cooperation Framework. These additional capacities will ensure the UN responds more effectively to emerging priorities, including digital transformation, regional security and cybergovernance.



The UNCT brings a mix of operational, policy, normative and coordination expertise, with agencies supporting both upstream reform and downstream delivery. This diversity of mandates and technical depth means the UN is well placed to deliver integrated solutions across the Cooperation Framework's six outcomes. The configuration is also increasingly agile, with more joint programming, pooled resources and multi-agency teams supporting Government priorities at national and sub-national levels.

Chapter 3

COOPERATION

FRAMEWORK

IMPLEMENTATION

PLAN

The Cooperation Framework 2026–2030 will be delivered collectively by the United Nations system in Uganda, grounded in national leadership and shared accountability. It will be implemented through clear structures for oversight, planning, delivery, monitoring and financing. The focus is on working better together, keeping coordination simple and achieving results that matter.

3.1 Implementation Strategy

The Pact for the Future and six SDG transitions – food systems, energy access, digital connectivity, education, jobs and social protection and climate resilience – will serve as investment pathways and primary vehicles for implementing the Cooperation Framework. These transitions will be supported by the five enablers of the Quintet of Change: data, digital innovation, strategic foresight, behavioural science and results-based management. Each of the six outcomes in this Cooperation Framework aligns with one or more of these transitions and collectively addresses Uganda's strategic priorities under Vision 2040 and NDP IV. By linking national development goals to global pathways for acceleration, the Cooperation Framework provides a solid platform for advancing the 2030 Agenda in Uganda.

The UN system in Uganda will adopt a joined-up approach that brings different agencies together under one plan, with shared goals and collective accountability. This Cooperation Framework will prioritize joint programmes, catalytic investments and demonstration initiatives that are scalable, replicable and responsive to national needs. These initiatives will be co-created with the Government and partners to ensure complementarity, national ownership and alignment with national planning systems. The UN will continue building on its existing joint programmes for youth and adolescents, data and statistics and gender including gender-based violence and pursue more joint programmes in areas such as agrobusiness and food systems, tourism and science and innovation, in line with the ATMS sectors of the NDP IV and the six transitions for SDG acceleration. Where relevant, joint programmes may also integrate counter-terrorism and preventing violent extremism dimensions, particularly in areas such as rehabilitation, reintegration and community-based resilience.

The Cooperation Framework represents a core shift, placing data, digital transformation, foresight and innovation at the centre of delivery. The UN will use global expertise, regional capabilities and local networks to unlock systemic change and address complex challenges. The

Cooperation Framework emphasizes integrated planning and flexible delivery models that reduce fragmentation and drive collective impact. The UNCT will strengthen coherence across programmes, financing and operations, with a focus on learning, evidence and sustained results. The Cooperation Framework will reinforce national systems, including supporting the collection of local data and building capacities for implementation at national and sub-national levels. The Cooperation Framework will enable more adaptive programming and promote mutual reinforcement across sectors.

3.2 Cooperation Framework Governance, Accountability and Coordination

The Cooperation Framework will be governed by a Government-UN Joint Steering Committee, co-chaired by the Office of the Prime Minister and the UN Resident Coordinator. This committee provides strategic oversight, advice on alignment with national priorities and endorsement of annual performance reviews. Membership includes representatives from key ministries, UN agencies and civil society.

The Joint Steering Committee will be supported by the Deputies Group, a horizontal management layer providing technical guidance across results areas. It will advise on policy coherence, ensure responsiveness to the national context and support implementation monitoring. The Joint Steering Committee and Deputies Group will link directly to planning and results of structures within the Cooperation Framework.

3.3 Cooperation Framework Internal Management Structure

Implementation will be driven by six Outcome Results Groups, one for each Cooperation Framework outcome. Each group is co-led by a UN entity and a relevant government institution. The Outcome Result Group leaders will oversee planning, delivery and monitoring of joint workplans and coordinate the development of joint programmes. Each group is complemented by the Results-Based Management or the Monitoring, Evaluation and Learning (MEL) Group and the UN Communications and Partnerships Group.

The Operations Management Team will continue to lead operational efficiency and implementation of the Business Operations Strategy, while thematic groups on human rights, gender equality, disability inclusion and youth will provide technical advice to the Outcome Results Groups and the UNCT.

United Nations entities not physically present in Uganda will participate in Country Team meetings and functions virtually and through focal points. All structures aim to reduce transaction costs and promote linkages to national systems, particularly through alignment with sector working groups, national monitoring and evaluation (M&E) frameworks and joint planning platforms.

3.4 Leveraging Resources for the Cooperation Framework

To deliver the Cooperation Framework, the UNCT will adopt a joint resource mobilization strategy to attract and align funding with national development priorities and the SDGs. The Cooperation Framework will fully implement the global Funding Compact, focusing on predictable, flexible and pooled financing. The UN will prioritize joint programmes and catalytic initiatives that demonstrate collective value and impact.

The UN will support the development of long-term financing strategies that will sustain national systems and secure lasting solutions. Financing strategies will be linked to measurable results, such as the proportion of domestic revenues mobilized for SDG sectors or the volume of climate finance accessed. Engagement with international financial institutions and regional bodies will prioritize instruments feasible for Uganda's fiscal context. South-South financing avenues will be explored, with stocktaking exercises guiding how innovative mechanisms such as Southern-led funds can be leveraged.

The UN will work with the Government and partners to drive the mobilization of innovative and non-traditional financing mechanisms, including climate finance, blended finance, patient capital and diaspora bonds. The UN will also promote sustained domestic resource mobilization through domestic financing strategies and strengthening district-level capacities on public financial mobilization and management to reduce reliance on traditional funding sources and build system-wide financial resilience.

The Cooperation Framework will deepen engagement on financing for development through support to the Integrated National Financing Framework. Specific actions include leveraging partnerships with international financial institutions, such as the African Development Bank, World Bank and IMF, to expand fiscal space; promoting private sector investments through blended finance, public-private partnerships and diaspora bonds; and accessing global climate

adaptation funds. Clear monitoring mechanisms will be introduced to track financing mobilized, with targets for climate financing, renewable energy and digital transformation investments.

Outcome Result Groups will integrate financing analysis into their planning and identify opportunities for vertical funding, joint SDG funding windows, and other global platforms. The Cooperation Framework will promote market intelligence for identifying emerging financing opportunities and prepare joint proposals that leverage the UN's knowledge and convening power. The Cooperation Framework will also enable partnerships with international financial institutions and private sector actors to scale up investments, support SDG localization and co-finance innovative projects. The UNCT will explore partnerships for project preparation and investment readiness, including through innovation and transformation facilities that prototype development solutions and generate research for policy reform. Domestic resource mobilization will be supported through technical assistance for budgeting, public finance management and pipeline development of bankable projects. The Cooperation Framework will promote greater alignment between national and international finance, reinforcing Uganda's financing strategy for Vision 2040 and NDP IV.

3.5 Derivation of UN Entity Country Programming Instruments

UN entities will align their programming cycles and instruments with the Cooperation Framework to ensure coherence. New country programme documents will be derived from Cooperation Framework outcomes and outputs. The UNCT will use shared planning calendars, peer reviews and joint planning processes to promote integration and consistency.

3.6 Joint Workplans

Outcome Results Groups will develop multi-agency joint workplans that guide annual delivery. These workplans will include expected results, timelines, indicative budgets and responsible agencies. They will be updated regularly in response to contextual shifts, and progress will be tracked using shared indicators and results frameworks. Entities based outside Uganda will be fully engaged in joint planning through digital platforms and assigned focal points. The UNCT will maintain flexibility in these workplans to allow for rapid adaptation to shocks or opportunities.



3.7 Business Operations Strategy in Support of the Cooperation Framework

The UNCT in Uganda will continue implementing measures for high quality services, reduced avoidable cost encumbrance and cost reduction through the United Nations Efficiency Agenda. Key areas of action will include expanding common procurement and shared premises and consolidating functions through back-office services, such as common ICTs, human resource and travel solutions. The Business Operations Strategy seeks to cut duplication, expand the use of common services and build national capacities for sustainable service delivery. In line with the full United Nations Efficiency Agenda, the UNCT will apply the principle of mutual recognition, enabling entities to rely on one another's processes and standards to avoid parallel systems. The construction of a 'UN Village' and the establishment of a common back office and service centres, where feasible, will consolidate functions such as finance, HR and logistics; improve security and project a unified UN presence. Beyond operations, the UNCT will promote programme-related efficiencies, such as joint programmes, joint assessments, pooled funds, pooled data systems and shared monitoring frameworks, to ensure coherence in delivery. The United Nations will also leverage public-private partnerships and other innovation platforms to tap into technology, finance and expertise that can strengthen service delivery. All efficiency measures are directly linked to the outcomes of the Cooperation Framework, ensuring that back-office transformation translates into stronger front-line impact for people and communities.

3.8 Partnerships for the Cooperation Framework

The UN will work with a wide range of partners to deliver the Cooperation Framework, building on existing cooperation with the Government of Uganda, bilateral and multilateral donors, international financial institutions, civil society, the private sector, academia and local communities. The Cooperation Framework will set measurable outcomes for partnerships, including expansion and consolidation of gains from the National Partnership Forum and enhanced mutual accountability frameworks. It will strengthen localization by building capacity of local CSOs and community actors and ensuring their sustained role in implementation. Gender-focused partners, such as feminist networks, women-led enterprises and youth-led organizations, will be systematically engaged.

Mountain climbers cross marshland before climbing Mount Rwenzori in Western Uganda. ©New Vision



The Cooperation Framework will open new spaces for engagement around joint programmes and policy dialogue with the private sector and philanthropic organizations. The UN will also promote South-South and triangular cooperation, including collaboration with other UN Country Teams in the region. This collaboration will be used to attract foreign direct investment and digital and technology exchange, especially in the ATMS sectors, with peer low- and middle-income countries that have successful agro-processing, tourism and technology hubs. Partnerships will be deepened in frontier areas like digital public infrastructure, climate financing, foresight, innovation and the use of AI for development. New cooperation mechanisms, including outcome-focused partner forums, will ensure that all partners contribute meaningfully and have a shared role in delivering results. Core to partnerships will be actions that enhance knowledge management to foster learning and innovation and enhance collaboration within a dynamic development context.

Volunteerism will be harnessed as a strategic enabler across all development pathways of the Cooperation Framework. The UN will support national and local

institutions, civil society and communities to engage volunteers – especially youth, women and people with disabilities – in structured, inclusive programmes that strengthen civic engagement, local capacity and SDG progress. Volunteers play a vital role in service delivery, social cohesion, disaster response and innovation, particularly in underserved and fragile settings. Institutionalizing volunteerism through national policies, expanding institutional partnerships and investing in volunteer capacity will reinforce a whole-of-system approach and amplify the impact of digital transformation, foresight and behavioural change. Volunteerism will also serve as a pathway to skills development, employment and leadership – helping ensure no one is left behind.

3.9 Communication and Advocacy Strategy for the Cooperation Framework

The Communication and Advocacy Strategy of the Uganda UN Sustainable Development Cooperation Framework 2026-2030 focuses on sustaining interest and engagement of the key stakeholders in the

implementation of the Cooperation Framework including UN agencies, Government, Development Partners, the private sector, civil society, academia, women and youth, and the media; ensuring that the Cooperation Framework guides all advocacy by the United Nations System in Uganda; demonstrates the role of partnerships and position the Cooperation Framework as a connection for key stakeholders to contribute to achieving Uganda's vision of a transformed society; ensuring UN staff are aware of the Cooperation Framework and its role in contributing to Uganda's development goals outlined in the NDP IV and its contribution to the achievement of the SDGs; and ensuring that the public in Uganda is aware of the Cooperation Framework and its role in contributing to Uganda's development goals outlined in the NDP IV and to contribution to the achievement of the SDGs. The implementers of the strategy include the UN Resident Coordinator, UN Country Team, Deputies, UN Communication Sub-group, UN staff and implementing partners. The channels to be used include mainstream media (television, radio and newspapers), online media (UN agency and partners platforms), UN staff online platforms, meetings and events (UN town hall meetings and external meetings and events).

Chapter 4

COUNTRY ANALYSIS AND MONITORING, EVALUATION AND LEARNING PLAN

4.1 Country Analysis

The Country Analysis, formerly Common Country Analysis, is the United Nations' impartial and collective assessment of a country's development context, undertaken in close collaboration with the Government and other stakeholders. In Uganda, the Country Analysis guides the implementation of the Cooperation Framework, with its findings shaping strategic focus, transformational change and impact. It draws on national data sources, such as the 2024 Census, the Voluntary National Review as well as the Cooperation Framework 2021-25 evaluation and the NDP IV. The CA process is broad, evidence-based and inclusive, actively engaging the Government, development partners, civil society, academia and the UN system. Multiple analytic approaches will be applied including futures and foresight techniques and root cause and rights-based analyses.

To ensure agility, the analysis will be updated annually, with new data and emerging trends including regional and cross-border dimensions. The updated CA will continue shaping the Cooperation Framework through its annual joint work plans. The final report undergoes rigorous review by the UN Country Team, the Government and the UN Development Coordination Office to ensure currency, credibility and responsiveness to evolving national context.

4.2 Monitoring Plan

Monitoring of the Cooperation Framework is framed around its robust results framework, which details baselines, targets and key performance indicators for all outcomes and outputs, directly aligned with relevant SDG indicators. Each indicator has designated UN entities responsible for routine data collection, ensuring clear accountability. All people centric indicators and data will be disaggregated as much as possible with mandatory sex, age and disability disaggregation. The UNCT will apply the System-Wide Action Plan (SWAP) Gender Scorecard to monitor gender integration and ensure risks of backlash against and/or erosion of women's rights are systematically mitigated. Adaptive risk monitoring will enable timely adjustments in response to emerging challenges. Annual gender reviews will be conducted, and children, disability and gender performance indicators will be embedded in the joint workplan to track gender equality and women's empowerment progress across all outcomes.

Implementing partners will cooperate with the UN system in monitoring all activities supported by cash transfers and will facilitate access to the relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. Implementing partners agree to the statements shown in Figure 9.

Figure 9 Key Activities with implementing partners regarding monitoring



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



Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,



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

Where baselines are missing in the results framework, the MEL or Results-Based Management Group will fill the gap using data from national systems and the 2021–2025 Cooperation Framework. Annual reviews will be used to address missing data and targets will be filled, and all indicators will be tracked based on the Indicator Methodology Note. Ambiguities in targets (e.g., how to measure job numbers or digital access) will be clarified to ensure consistency across agencies.

Outcome Results Groups will convene quarterly to review implementation progress, supported by the MEL Group. The MEL Group will manage and regularly update indicator data on the UN INFO platform, ensuring real-time tracking of our collective contributions. Evidence generation for joint results will be strengthened through collaborative mechanisms, including biannual joint programme monitoring visits with the Government of Uganda and other partners. These visits will verify progress on the ground, document best practices and facilitate data gathering, including in areas with limited access.

4.2.1. Risks and Opportunities

The Cooperation Framework is implemented within a complex landscape of interconnected risks, as outlined in the Country Analysis, that may impede progress towards the SDGs. These multidimensional challenges span political, governance, environmental, economic and social domains and often reinforce one another. Key risks include potential instability associated with political transitions and the marginalization of youth; governance gaps that contribute to corruption and undermine public trust and respect for human rights; environmental degradation driven by climate change and unsustainable resource use; and economic vulnerabilities linked to aid dependency and inflation. Deep-rooted social inequalities, particularly those affecting women, youth and other underserved groups, continue to erode social cohesion and hinder human development. Based on historical patterns, the 2026 general elections also present a significant risk of violence. Moreover, dwindling resources and a contracting civic space pose serious threats to effective programme implementation and the realization of the SDGs.

To navigate this landscape, the UN development system will employ an integrated and adaptive approach. Mitigation strategies are embedded within the Cooperation Framework's design, focusing on strengthening accountable institutions, promoting inclusive economic opportunities, fostering social cohesion and human rights, and building climate resilience. The UN will



strategically invest in civic education and stakeholder engagement, including security organs, to safeguard national programmes.

The UN will utilize its monitoring system for continuous risk analysis and adaptive management. Data from joint reviews and the UN INFO platform will enable regular scanning of the context, allowing the UNCT to proactively adjust programming in response to emerging threats. This flexible approach presents an opportunity not only to manage risks but to strategically intervene to break negative cycles, turning vulnerabilities into pathways for resilient and sustainable development.

4.2.2. Cooperation Framework Review and Reporting

To ensure agility, the UN Country Analysis will undergo an annual light update (between September and December) by a designated inter-agency team, tracking key indicators via a dashboard. Building on this, the Outcome Results Groups, in collaboration with government partners, will conduct light annual reviews of the Cooperation Framework. These reviews will assess the continued relevance of the theory of change and the measurability of the results framework. The annual reviews will also

provide a formal platform for all stakeholders to take stock of progress against agreed-upon results, address challenges and make necessary adjustments.

For reporting, Outcome Results Groups will perform quarterly data updates on the UN INFO platform. These updates facilitate the compilation of the annual One UN Country Results Report, which will be presented to the Joint Steering Committee for approval each March. Crucially, findings from the report will provide consolidated, evidence-based contributions to the Government's programme reports on the NDP IV and inform the preparation of Uganda's Voluntary National Reviews, ensuring Cooperation Framework's full alignment with national priorities and reporting cycles.

To enhance evidence-based planning, decision-making and accountability, the Cooperation Framework will promote the integration of digital tools into national and sectoral M&E systems. This includes support for the development and scaling of real-time data platforms, interactive digital dashboards and AI-enabled analytics that can improve the timeliness, accuracy and granularity of data used for policy and programmatic decisions. These innovations will enable national institutions and development partners to track progress on SDG targets more effectively, identify emerging trends and adapt interventions in a timely manner. The UN will work closely with government counterparts to strengthen

the capacity of national statistical and M&E systems to leverage these technologies, ensuring interoperability and data quality and inclusive access to digital M&E solutions.

4.3 Evaluation Plan

The UNCT will commission a mandatory, independent final evaluation of the Cooperation Framework in its penultimate year, 2029. This summative evaluation will be informed by the findings of preceding UN entity country programme evaluations, thematic evaluations and joint programme reviews, which will be timed and sequenced accordingly to provide a robust evidence base.

Conducted by external consultants, the evaluation will be managed under the oversight of a multi-stakeholder Evaluation Steering Committee. The entire process will strictly adhere to United Nations Evaluation Group norms and standards, guaranteeing quality, credibility and independence. Key stakeholders, including the Government of Uganda, civil society, private sector, academia and programme beneficiaries, will be actively engaged throughout the evaluation process to ensure a comprehensive and inclusive assessment that informs the subsequent programming cycle.

ANNEXES

Annex 1 Alignment of the Cooperation Framework, SDGs, NDP IV and Agenda

Strategic Priority	Outcome	Alignment with NDP IV and the Aspirations, Moonshots and Goals of Agenda 2063	Alignment with SDGs and Other Global Frameworks
Transformative and Inclusive Human Development (People, Prosperity)	<p>OUTCOME 1: By 2030, individuals, households and communities in Uganda, especially those at risk of being left behind, have improved quality, equitable and gender-responsive social and protection services. (People)</p> <p>OUTCOME 2: By 2030, people in Uganda, particularly those at risk of being left behind, benefit from gender-responsive decent employment, resilient livelihoods and increased household incomes. (Prosperity)</p> <p>OUTCOME 3: By 2030, gender-discriminatory norms, values and structural barriers are minimized, and people with disabilities and other underserved groups benefit from equitable and just society. (Gender and Disability)</p>	<p>NDP IV: Enhance human capital; inclusive and equitable quality education, health and protection.</p> <p>Agenda 2063, Aspiration 6: An Africa whose development is people driven, relying on the potential of the African people</p> <p>Agenda 2063, Moonshot 6:</p> <ul style="list-style-type: none"> Goal 2: Well-educated citizens. Goal 3: Healthy and well-nourished population. Goal 17: Full gender equality in all spheres of life. Goal 18: Engaged and empowered youth and children. <p>NDP IV: Inclusive economic opportunities; reduce poverty and inequality.</p> <p>Agenda 2063, Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development</p> <p>Agenda 2063, Moonshot 1:</p> <ul style="list-style-type: none"> Goal 1: A high standard of living, quality of life and well-being for all. Goal 4: Transformed economies and job creation. <p>APoA 2024-34: [xxxxxx]</p> <p>NDP IV: Gender equality, protection, and inclusion of people with disabilities.</p> <p>Agenda 2063: Moonshot 6:</p> <ul style="list-style-type: none"> Goal 17: Full gender equality in all spheres of life 	<p>Six SDG Transitions: Food Systems, Transformative Education, and Jobs and Social Protection</p> <p>Related SDGs: 1, 2, 3, 4, 5, 6, 10, 16 and 17</p>  <p>Global Compact on Migration Global Compact for Refugees</p>
			<p>Six SDG Transitions: Food Systems and Jobs and Social Protection</p> <p>Related SDGs: 1, 2, 4, 5, 8, 9, 10 and 17</p> 
			<p>Six SDG Transitions: Jobs and Social Protection</p> <p>Related SDGs: 1, 5, 10, 16 and 17</p> 

Sustainable Ecosystems and Climate-Smart Development (Planet)	OUTCOME 4: By 2030, Uganda's natural resources and environment are more sustainable, and people and communities are climate resilient and benefiting from inclusive and gender-responsive green growth. (Planet)	NDP IV: Agro-industrialization, climate change adaptation and green growth. Agenda 2063, Moonshot 1: Goal 5: Modern agriculture for increased productivity. Goal 7: Environmentally sustainable and climate resilient economies. APoA 2024-34: Enhancing adaptive capacity, strengthening resilience, and reducing vulnerability.	Six SDG Transitions: Energy Access and Energy Transition, Climate Change, Biodiversity Loss and Pollution Related SDGs: 1, 2, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15 and 17		Global Compact on Migration Global Compact for Refugees
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Integrated, Inclusive and Rights-based Governance (Peace and Partnership)	Outcome 5: By 2030, people, especially those at risk of being left behind, benefit from transformative governance that fosters gender equality and equitable access to justice and upholds human rights, sustainable peace and development. (Peace) NDP IV: Inclusive governance, peace and justice, human rights protection. Agenda 2063, Aspiration 3: Democratic values, practices, universal principles of human rights, justice, and the rule of law. Agenda 2063, Moonshot 3: Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched Goal 12: Capable institutions and transformed leadership in place at all levels. Agenda 2063, Aspiration 4: A peaceful and secure Africa Agenda 2063, Moonshot 4: Goal 13: Peace, security and stability are preserved. Goal 14: A stable and peaceful Africa. Goal 15: A Fully functional and operational African peace and security architecture. APoA 2024-34: Means of implementation of the SDGs	Six SDG Transitions: Digital Connectivity and Jobs and Social Protection Related SDGs: 5, 10, 16, 17
Outcome 6: By 2030, partnerships at global, regional and national levels are leveraged for the achievement of global, regional and national development frameworks. (Partnership)	 NDP IV: Development financing, data, innovation and partnerships. Agenda 2063, Aspiration 2: An integrated continent Agenda 2063, Moonshot 2: Africa is more integrated and connected. Agenda 2063, Moonshot 3, Goal 12: Capable institutions and transformative leadership. Agenda 2063, Aspiration 7: Africa as a strong and influential global partner. Agenda 2063, Moonshot 7: Goal 19: Africa as a major partner in global affairs and peaceful coexistence. APoA 2023-34: Structural transformation and science, technology, and innovation and trade; trade facilitation and regional integration.	Six SDG Transitions: Digital Connectivity and Jobs and Social Protection Related SDGs: 1, 5, 8, 9, 10, 16 and 17

Annex 2

Narrative Theory of Change

The three strategic priorities and six outcomes are interconnected and mutually reinforcing. Together, they are made possible through the six SDG transitions: food systems, energy access, digital connectivity, education, jobs and social protection, and climate resilience and are driven by the five enablers of the Quintet of Change: data, digital innovation, strategic foresight, behavioural science and results-based management.

Below are the Theory of Change statements for the Cooperation Framework. They use clear if-then logic to show how Outputs enable Outcomes and how these, together, advance each Strategic Priority. Read them as a chain with the 'If' statements leading or contributing to the 'Then' statement(s). The statements should be used to check coherence, practicality, and risks, and to confirm that Outputs, Outcomes, and cross-cutting commitments align national priorities and vision.

Theory of Change Statements Linking the Six Outcomes to Strategic Priorities

If individuals, households and communities in Uganda, especially those at risk of being left behind, have improved quality, equitable and gender-responsive social and protection services, and

If people-centred and resilient national and local systems of social services are in place and accessible to all, and

If individuals, households and communities, especially those at risk of being left behind, can access and utilize equitable, inclusive and gender-responsive services in health, education, nutrition, social protection and water, sanitation and hygiene (WASH), , and

If people have the skills, assets and opportunities for decent jobs and inclusive growth, and if communities and institutions address issues of poverty productivity and economic resilience and support production, value addition, and entrepreneurship and livelihoods, especially among women, young people and the informal sector, and

If women, girls, young people and people with disabilities participate in and benefit from economic development, and gender-discriminatory norms, values and structural barriers are reduced; and if policies, services and institutions integrate human rights, gender and disability inclusion, and there is more equitable access to opportunities, and

If national institutions and local governments have integrated and adopted climate mitigation, adaptation and early warning strategies in their plans; and if communities manage natural resources sustainably,

If national institutions expand access to clean energy and improve environmental governance, such that people and ecosystems are more resilient to climate risks and will benefit from inclusive green growth, and

If national institutions for governance are inclusive, transparent and accountable, and systems for access to justice, civic engagement, conflict prevention and human rights protection are strengthened, especially at the local level, addressing issues of trust in public institutions; and if people, especially the most vulnerable, feel safer and more empowered, and

If development is evidence-based, innovative and well-financed and national and local actors use disaggregated data, adopt digital tools and form effective global, regional and national partnerships for SDG acceleration,

Then, by 2040, Uganda will be an inclusive, prosperous middle-income country where human development is inclusive and transformative, the natural ecosystems are sustainable, development is climate-smart and governance systems are integrated, inclusive and rights-based.

Outcome Pathways – Theory of Change linking Outputs to Outcomes

Outcome 1

By 2030, individuals, households and communities in Uganda, especially those at risk of being left behind, have improved quality, equitable and gender-responsive social and protection services.

If individuals and households are provided with expanded and improved access to social and protection services that leave no one behind and national and sub-national systems are resilient in providing more equitable and responsive services, and

If the capacities of both rights-holders and duty-bearers are strengthened – through inclusive communication, civic awareness and responsive feedback mechanisms – and local governance systems and institutions are supported to plan, finance and deliver quality services in health, education, nutrition, WASH, child protection and social protection, and

If institutions and communities have improved capacity to deliver quality, inclusive and sustainable nutrition programmes, where households are adopting better feeding practices and are less vulnerable to food insecurity, stunting, wasting and other forms of malnutrition; and

If there are national coordination platforms and service delivery systems for nutrition that are robust, broader nutrition systems that are contributing to addressing child food poverty and policy gaps, and improved multisectoral targeting and life cycle approaches, with continued investment in community engagement and data systems, and

If the public education system is transformed and made inclusive and gender-responsive, with stronger early childhood education, alternative learning pathways and labour-market-relevant skills training where learners from all backgrounds will be better prepared to contribute to development, and

If the health system provides integrated, quality and gender-responsive essential health services at all levels, especially for women, children, adolescents and vulnerable populations, to tackle preventable illness and mortality; and

If health governance and resilience to health shocks are strengthened and supply chains, health information

systems and service delivery for maternal and child health, nutrition, HIV and non-communicable diseases are more resilient, and

If the national social protection system becomes inclusive, nutrition-sensitive, gender-responsive and shock-responsive, with increased sub-national capacity and more people are protected from poverty, vulnerability and external shocks, and

If national and local actors strengthen all forms of protection, including child protection and justice systems, and improve responses to gender-based violence, violence against children and other harmful practices; and

If vulnerable groups are safer, better supported and more able to access remedies and police, judiciary, social services and community structures are strengthened to provide survivor-centred services, referral systems, prevention efforts and access to justice, and

If all people, including those affected by displacement and those in informal settlements, can access safe water, sanitation and healthy living environments and there is improvement in their overall well-being and reduction in risks to public health, and

If institutions and systems are equipped to plan, finance and deliver inclusive public services, grounded in gender-responsive budgeting, use of disaggregated data and responsive accountability mechanisms; and

If governance becomes more transparent, inclusive and participatory through digitization, public financial management reform, decentralization and public service innovation, and

If durable solutions are developed and implemented for refugees and internally displaced people, based on integrated programming, social cohesion and the protection of rights, including protection against child labour, and affected communities are better integrated and their resilience is restored,

Then, individuals, households and communities in Uganda, especially those at risk of being left behind, will have improved quality, equitable and gender-responsive social and protection services.

Outcome 5

By 2030, people, especially those at risk of being left behind, benefit from transformative governance that fosters gender equality and equitable access to justice and upholds human rights and sustainable peace and development.

If institutions at all levels develop and implement policy and legal frameworks for accountable governance, and decision-making become more transparent, inclusive and responsive to people's rights and needs; and

If regulatory frameworks are updated, harmonized with international standards and operationalized at national and sub-national levels; and

If legal drafting, budgeting, oversight and citizen engagement processes are improved to create a more stable policy environment; civil servants gain the skills and tools to meet evolving demands; and there is strong political will, inter-agency coordination and public trust, and

If people have the capacity to participate in governance and citizens, particularly women, youth, and those at risk of being left behind, can influence public decisions and hold duty-bearers to account; and

If there is civic education, expanded space for participation and inclusive platforms that increase engagement in national and local development processes, and

If institutions and mechanisms for security, safety, peacebuilding and the rule of law are better equipped and become more gender-responsive to prevent and resolve conflict, respond to violence and uphold justice and safety for all; and

If rule of law actors, from the judiciary to community-based mechanisms, gain capacity, independence and operational reach, while the justice system becomes more accessible, particularly for survivors of gender-based violence and people in underserved areas; and

If peace infrastructure and dispute resolution platforms are empowered to support reconciliation in conflict-affected regions and early warning systems and community engagement prevent the escalation of tensions, and

If institutions at all levels are enabled to prevent and address trafficking in persons, combat illicit financial flows and fight corruption; there is better protection of public resources; rights violations are reduced and trust in the state grows; and

If anti-corruption bodies, law enforcement capacities and oversight systems are strengthened to help detect, investigate and prosecute abuses more effectively and Uganda improves its standing on global governance indicators and promotes a safer and more predictable environment for both citizens and investors, and

If institutions embrace digitization, automation and emerging technologies in public service and justice delivery; expand efficiency, transparency and reach of governance; improve use of digital case management, e-services and AI-enabled tools to speed up procedures, reduce human error, and bring services closer to remote populations; integrate digital innovation into governance systems; and help Uganda leapfrog structural bottlenecks and improve institutional responsiveness,

Then, people, especially those at risk of being left behind, will benefit from transformative and gender-responsive governance that promotes gender equality, ensures equitable access to justice, and upholds human rights and sustainable peace and development and Uganda's governance architecture will become more inclusive, just and rights-based, with institutions that are trusted and responsive to the needs of all, including women, girls and marginalized groups.

Outcome 6

By 2030, partnerships at global, regional, and national levels are leveraged for the achievement of global, regional, and national development goals.

If state and non-state actors have the capacity for integrated development planning, data and statistics,

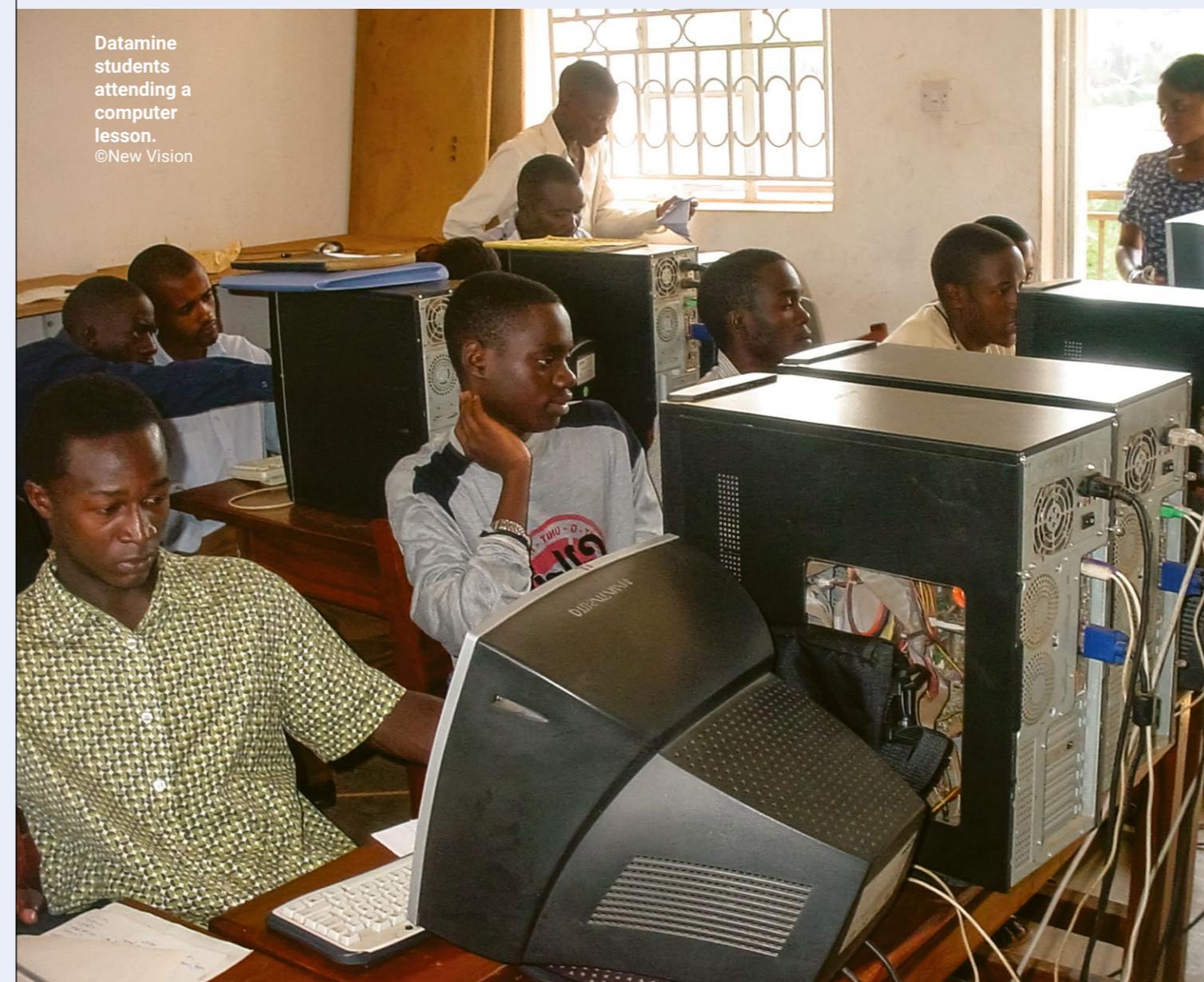
If national and sub-national systems are become more effective in aligning plans and budgets with development priorities; and

If institutional coordination improves, data becomes timelier and more disaggregated, and evidence-based decision-making is strengthened; and

If state and non-state actors engage in innovative financing and manage debt efficiently and transparently,

If Uganda is better positioned to mobilize and allocate resources for development in a predictable and sustainable manner, and the country can integrate national financing

Datamine students attending a computer lesson.
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frameworks, increase fiscal space and reduce leakages and the Government is able to sustain its investments in key priorities; and

If state and non-state actors take part in economic integration, trade and South-South and triangular cooperation; deepen regional and global partnerships; unlock opportunities for investment, innovation and shared growth; and

If Uganda promote stronger participation in AfCFTA, EAC, COMESA and IGAD; improve Uganda's access to regional markets; facilitate knowledge exchange and increase competitiveness, and

If state and non-state actors leverage innovation, digitization and technology for accelerated progress to SDGs and other goals and Uganda can modernize its public services, expand access to information and support inclusive development models that leave no one behind,

Then, partnerships at global, regional and national levels will drive the achievement of global, regional and national development frameworks and partnerships in Uganda will become more dynamic, data-driven and solutions-oriented, enabling the country to meet its development commitments more effectively and sustainably.

Annex 3

Results Framework

Strategic Priority Area 1: Transformative and Inclusive Human Development

NDP IV National Priority Areas	Regional Frameworks	Six SDG Transitions	Assumptions
<ul style="list-style-type: none"> - Enhance human capital, inclusive and equitable quality education, health and protection. - Inclusive economic opportunities; reduce poverty and inequality. - Gender equality, protection, and inclusion of people with disabilities. 	<p>AU Agenda 2063 EAC Agenda 2050</p> <p>Moonshot 1: Goal 1: A High standard of living, quality of life and well-being for all Goal 4: Transformed economies and job creation</p> <p>Moonshot 6: Goal 2: Well-educated citizens Goal 3: Healthy and well-nourished population Goal 17: Full gender equality in all spheres of life Goal 18: Engaged and empowered youth and children</p>	<p>Food Systems, Transformative Education and Jobs and Social Protection.</p> <p>Related SDGs: 1, 2, 3, 4, 5, 6, 8, 9, 10, 16, and 17.</p> <p>Related global frameworks or Conventions:</p> <ul style="list-style-type: none"> - Global Compact on Migration - Global Compact for Refugees - Convention on the Rights of the Child - Convention on the Rights of Persons with Disabilities - Convention on the Elimination of All Forms of Discrimination Against Women <p>Risks and Influences</p> <ul style="list-style-type: none"> • There is a peaceful and stable political environment with smooth transition after elections and continued government commitment to the 2030 Agenda and Vision 2040. • National policies, strategies, laws and advances in science, innovation and technology enable Cooperation Framework implementation and accelerate progress towards the outcomes of the Framework. • The identified priorities remain relevant to the Government throughout the programme cycle. • Partnership continues to improve, and collaboration on the Cooperation Framework is not upended. • Funding cuts persist and UN entities fail to mobilize the financial, technical and human resources requirements year-by-year to implement the Cooperation Framework. • Conflict in the subregion, especially the Democratic Republic of the Congo (DRC), Sudan and Somalia will not spill over to Uganda and disrupt the implementation of the Cooperation Framework. • Potential of graduation from the LDC category reduces access to concessional financing, trade preferences and targeted international support, resulting in increased borrowing costs and fiscal vulnerability. • Disruptions and delays caused by natural disasters and disease outbreaks in Uganda. • Weak programme coordination that impacts programme implementation. 	

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
OUTCOME 1 By 2030, individuals, households and communities ¹ in Uganda, especially those at risk of being left behind, have improved quality, equitable and gender-responsive social ² and protection ³ services.	<p>1.1: Proportion of children, disaggregated by sex and disability status, achieving minimum proficiency level in:</p> <ul style="list-style-type: none"> a) reading and b) mathematics. <p>(SDG 4.1.1; NDP IV: Education and Skilling; Agenda 2063: Aspiration 1, Goal 2)</p>	(2024) Primary 3: (a) Reading: 53.9% (b) Maths: 57.5%	(2030) Primary 3: (a) Reading: 65% (b) Maths: 70%	National Assessment of Progress in Education	UNESCO UNICEF
		Primary 6: (a) Reading: 42.7% (b) Maths: 58%	Primary 6: (a) Reading: 70% (b) Maths: 70%		
		Sex: Male: Female: PwD	Sex: Male: Female: PwD		
		PwD: Male: Female	PwD: Male: Female		
	1.2: Coverage of essential health services, including for reproductive, maternal and child health and infectious and non-communicable diseases; disaggregated by sex, age and disability status.	(2023/24) 66.7%	(2030) 80%	Annual Health Sector Performance Report	UNAIDS UNESCO UNFPA UNHCR UNICEF UN-Women WHO
	(SDG 3.8.1; NDP IV: Health and Nutrition Programme; Agenda 2063: Aspiration 1, Goal 3)	Male: TDB Female: TDB Urban: TDB Rural: TDB PwD: TDB PwD: Male: Female	Male: TDB Female: TDB Urban: TDB Rural: TDB PwD: TDB PwD: Male: Female		
	1.3: Proportion of the population, disaggregated by sex and disability status, using safely managed drinking water and sanitation services.	(2022) Safely managed drinking water: 81.4%	(2030) Safely managed drinking water: 90%	Uganda Demographic and Health Survey (UDHS)	IOM UN-Habitat UNDP UNEP UNHCR UNHCR UNICEF WHO
		Safely managed sanitation: 34.2%	Safely managed sanitation: 70%		
		Sex: Male: Female: PwD	Sex: Male: Female: PwD		
		PwD: Male: Female	PwD: Male: Female		

¹ Communities are defined in line with the definition in NDP IV.

² Social services include health, education, WASH, social protection, food, nutrition and MHPs.

³ Protection services include law enforcement, police and judicial systems.

OUTCOME 1	<p>1.4: Proportion of the population, disaggregated by sex, age and disability, covered by social protection systems, including social safety nets.</p> <p>(2023) 3.1% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35 PWD: Male: Female</p> <p>(2030) 4.5% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35 PWD: Male: Female</p>	<p>(2023) 3.1% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35 PWD: Male: Female</p> <p>(2030) 4.5% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35 PWD: Male: Female</p>	<p>ILOSTAT Reports</p>	<p>UNAIDS UNESCO UNFPA UNHCR UNICEF UN-Women WFP WHO</p>
	<p>1.5: Percentage of the national budget allocated to health, education and social protection.</p> <p>(2023/24) Health: 5.6% Education: 7% Social protection: 0.6% Gender: 0.53%</p>	<p>(2030) Health: 12.3% Education: 9.7% Social protection: 3% Gender: 2%</p>	<p>MoFPED Annual Budget Performance Reports</p>	<p>UNAIDS UNESCO UNFPA UNHCR UNICEF UN-Women WFP WHO</p>
	<p>1.6: Prevalence of: a. moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale; data disaggregated by sex, age and disability.</p> <p>(2022) 24.9% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35 PWD: Male: Female</p>	<p>(2030) 15% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35 PWD: Male: Female</p>	<p>FAO's State of Food Security and Nutrition in the World Report UNICEF-supported household surveys</p>	<p>FAO UNHCR UNICEF WFP WHO</p>
	<p>b. Stunting among children under 5 years of age (disaggregated by sex).</p> <p>(2022): 24.2 Male: 27.2 Female: 21.6 Urban: 20.5 Rural: 25.7 PWD: TDB</p>	<p>(2030): 20 Male: TBD Female: TBD Urban: TBD Rural: TBD PWD: TBD</p>	<p>Uganda Demographic and Health Survey. UNICEF-supported household surveys</p>	<p>UNICEF</p>

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
<p>Output 1.1: Individuals and households demand and utilize quality, equitable and gender-responsive, social and protection services.</p>	<p>1.1.1: Number of people reached, disaggregated by sex, age and disability, with at least basic drinking water services that are safe and available when needed, through the UN's support.</p>	<p>(2025) Total: TBD Adult: Female: 0 Male: 0 PwD: Youth Children: Girls: 0 Boys: 0 PwD</p>	<p>(2030) Total: 15.5 million Adult: Female: 0 Male: 0 PwD: Youth Children: Girls: 0 Boys: 0 PwD</p>	<p>Household Water Survey UN agency annual progress reports</p>	<p>UNICEF UN-Habitat UNHCR WHO UNDP</p>
<p>1.1.2: Number of people, disaggregated by sex, age, region, refugee and disability status, benefiting from UN-supported health services for:</p> <p>a) Communicable diseases b) Non communicable diseases (NCD) c) Sexual and reproductive health (SRH) d) Integrated management of childhood illnesses services e) Other: including nutrition programmes and mental health services.</p>	<p>(2025) Total: 0 Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>(2030) Total: 25 million Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>UN programme progress reports</p>	<p>IOM UNAIDS UNDP UNFPA UN-Habitat UNHCR UNICEF WHO</p>	<p>IOM UNAIDS UNDP UNFPA UN-Habitat UNHCR UNICEF WHO</p>
<p>a) Communicable diseases b) Non communicable diseases (NCD) c) Sexual and reproductive health (SRH) d) Integrated management of childhood illnesses services e) Other: including nutrition programmes and mental health services.</p>	<p>(2030) 20 million Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>
<p>b) NCD Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>(2030) 5 million Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>	<p>Adult: Female: 0 Male: 0 PwD: Children: Girls: 0 Boys: 0 PwD: Total: 0</p>

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 1.1		c) SRH Adult: Female: 0 Male: 0 PwD Children: Girls: 0 Boys: 0 PwD: Total: 0	(2030) 10 million Adult: Female: Male: PwD Children: Girls: Boys: PwD: Total:		
		d) Integrated management of childhood illnesses Girls: 0 Boys: 0 PwD: Total: 0	(2030) 12 million Girls: 0 Boys: 0 PwD: Total: 0		
		e) Other: including nutrition programmes and mental health services.	(2030) 5 million		
	1.1.3: Number of people (disaggregated by sex, age and disability status) accessing protection and social protection services with UN support	(2025) Social protection: Total: 0 Male: 0 Female: 0 PWDs: 0 Refugees: 0 Migrants: 0	(2030) Social protection: 10 million Male: Female: PWDs: Refugees: Migrants:	Administrative records from social protection agencies Reports from UN-supported programmes and projects	UNHCR UNICEF UN-Women WFP
		Protection services: Total: 0 Male: 0 Female: 0 PWDs: 0 Refugees: 0 Migrants: 0	(2030) Protection services: 10 million Male: Female: PWDs: Refugees: Migrants:	Administrative records from social protection agencies Reports from UN-supported programmes or projects	

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 1.2: National and sub-national systems are resilient and deliver quality, equitable and gender-responsive social and protection services.	1.2.1: Number of target national and sub-national institutions implementing gender-responsive protection and social protection programmes.	(2025) Total: 0 National: 0 Sub-national: 0	(2030) Total:100 National: 50 Sub-national: 50 (2030) Total: 5	Administrative records from social protection agencies UN programme progress reports	UNDP UNFPA UNHCR UNICEF UNODC UN-Women WFP
	1.2.2: Number of policies and regulations developed and implemented to promote gender- and equity-responsive access to social and protection services, disaggregated by sector	(2025) Total: 0	(2030) Total: 5	UN programme progress reports	UNDP UNFPA UNHCR UNICEF UNODC UN-Women WFP
OUTCOME 2 By 2030, people in Uganda, particularly those at risk of being left behind benefit from gender-responsive decent employment, resilient livelihoods and increased household incomes.	2.1: Proportion of the population living below the national poverty line; disaggregated by sex, age, region and disability status.	(2024) Total: 16.1% Female: 18.5% Male: 15.2% Rural: 19.4% Urban: 10.3% PwD: Age: 0-14, 15-35; Above 35	(2030) Total: 12.8% Female: 13.8% Male: 12.3% Rural: 14.8% Urban: 7.4% PwD: Age: 0-14, 15-35; Above 35	UBOS Uganda National Household Survey	IL UNDESA UNDP
	2.2: Contribution to GDP by key primary growth sector: a) Contribution to GDP, Agriculture b) Contribution to GDP, Tourism c) Contribution to GDP, ICT d) Contribution to GDP, Mining e) Contribution to GDP, Oil & Gas f) Contribution to GDP, Services and Remittances g) Contribution to GDP, Industry	(2023/4) a. Agriculture: 24% b. Tourism: 5.5% c. ICT: 1.54% d. Mining: 1.9% e. Oil & Gas: 0% f. Services: 42.6% Remittances: 3.7% g. Industry: 24.9%	(2030) a. Agriculture: 24.8% b. Tourism: 6.5% c. ICT: 2.2 % d. Mining: 2.4% e. Oil & Gas: 5.5% f. Services: 47.3% Remittances: 5.6% g. Industry: 26.8	UBOS annual reports and statistical abstracts Remittances and personal transfer details from the Bank of Uganda	FAO ILO IOM ITU UNCDF UNDP UNHCR UN-Women WFP
	2.3: GDP per capita	2024/2025 US\$ 1,154	(2030) US\$ 2,942	UBOS statistical abstracts National Budget Framework Paper	UNDP UNFPA UNICEF
	2.4: Unemployment rate; disaggregated by sex, region and disability status.	(2024/25) 12.3% Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35	(2030) 10.4 Sex: Male: Female: PwD Age: 0-14, 15-35, Above 35	UBOS annual reports and statistical abstracts National Labour Force Survey	FAO ILO UNCDF UNDP UNHCR UN-Women WFP

4 Productive assets are tangible or intangible assets that generate income or appreciate over time. They include businesses, intellectual property, agricultural land, real estate, financial opportunities and digital assets such as websites, apps and platforms.

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 2.1: Targeted institutions and households in the primary growth sectors have increased production, productivity and value addition ensuring equity and gender responsiveness.	2.1.1 Number of policy, regulatory and planning frameworks developed and/or implemented to support production, productivity and value addition, with UN support.	(2025) Total: TBD	(2030) Total: 11 • Developed: 0 • Implemented: 0	Ministerial policy statements Programme reports Government Annual Performance Reports	FAO ILO ITC UNDP
	2.1.2 Number of MSMEs in targeted value chains that accessed productive assets including finance and markets, with UN support, disaggregated by sex and disability status.	(2024) 1,000 (60% women headed)	(2030) 25,000 (60% women headed)	Programme progress reports	FAO ILO ITC UNDP UNIDO
	2.1.3 Number of targeted institutions at national and sub-national levels that have benefited from UN support for production, productivity and value addition.	(2025) National: 0 Sub-national: 0	(2030) National: 15 Sub-national: 150	Programme progress reports	FAO UNDP UNIDO UNIDO WFP
	2.1.4: Number of newly created jobs in the digital economy (such as in or with ICT, platform work, AI and creative tech), with UN support.	(2024) Total: 647	(2030) Total: 15,000	Programme progress reports	ILO UNDP
Output 2.2: People, especially young people and those at risk of being left behind, have improved labour-market driven skills and productive assets ⁴ and access to equitable, decent employment and business development opportunities.	2.2.1.a: Number of people benefiting from income-generating activities, with UN support; disaggregated sex, age and disability status.	(2025) Total: TBD Adults: Female: Male: Refugees: PWDs: Young people (15-35) Female: Male:	(2030) Total: 12 million Adults: Female: Male: Refugees: PWDs: Young people (15-35) Female: Male:	Implementing partner progress reports	FAO ILO IOM ITC ITU UNCDF UNDP UNFPA UN-Habitat UNHCR UN-Women WFP

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
	Output 2.2	2.2.1.b: Number of people accessing financial services (savings, credit, insurance, remittances, etc.) with UN support; disaggregated by sex, age and disability status.	(2025) Total: TBD Adults: Female: Male: Refugees: PWDs: Young people (15-35) Female: Male: PwD:	(2030) Total: 1,200,000 Adults: Female: Male: Refugees: PWDs: Young people (15-35) Female: Male: PwD:	
	2.2.2 Number of people directly benefiting from improved access to skills and lifelong learning programmes, including for Technical and Vocational Education and Training and digital skills, developed and implemented with UN support: disaggregated by sex and disability status.	(2025) Total: TBD Female: Male: PWDs:	(2030) Total: 5 million Female: Male: PWDs:	Implementing partner progress reports	ILO IOM ITU UNAIDS UNDP UNESCO UNFPA UNICEF WFP
	2.2.3 Number of new jobs generated in the formal and informal sectors, disaggregated by sex, age and disability status	(2025) Total: 0 Formal: 0 Informal: 0 PwD:	(2030) Total: 4,000,000 Formal: Informal: PwD:	Ministry of Gender Annual Labour Externalisation Report	ILO IOM UNAIDS UNDP UNESCO UNFPA UNICEF UNIDO
	2.2.4: Number of farmers who have adopted climate-smart agriculture technologies through UN support, disaggregated by sex and refugee status; and disability status.	(2025) Total: 0 Female: 0 Male: 0 Refugees: 0	(2030) Total: 40,000 Female: Male: Refugees: 0	UN progress reports Implementing partner progress reports	FAO IOM UNDP WFP
	2.2.5 Number of new functional partnerships developed in the target value chains with UN support.	(2024) 2	(2030) 10	UN progress reports	ILO UNAIDS UNDP UNESCO UNFPA UNICEF UNIDO

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 2.3: Private-public partnerships are enhanced for gender-responsive livelihoods and increased household incomes.	2.3.2: Number of people benefiting from digital solutions and innovative technologies and services with UN support (disaggregated by sex, age, location and disability status).	(2025) Total: 0 Female: Male: Young people (15-35): Rural: Urban:	(2030) Total: 2,000,000 Female: 1,000,000 Male: 1,000,000 Young people (15-35): 1,500,000 Rural:500,000 Urban: 1,500,000	UN progress reports	IOM UN Global Pulse UNDP UNFPA UNODC
	2.3.3: Number of MSMEs targeting women and youth supported by the UN to start-up, formalize and survive in green and sustainable economy.	(2024) 1,000	(2030) 20,000	UN progress reports	ITC UNDP UN-Women
	2.3.4: Number of public-private partnerships supporting youth-led innovation ecosystems.	(2025) TBD	(2030) 25 more	UN progress reports	UN Global Pulse UNCDF UNDP ILO UNIDO
OUTCOME 3 By 2030, gender-discriminatory norms, values and structural barriers are minimized, people with disability and other underserved groups benefit from equitable and just society.	3.1: Gender Inequality Index	(2024) 0.527	(2030) 0.632	Human Development Report	ILO OHCHR UNAIDS UNCDF UNDP UNFPA UN-Women WFP
	3.2: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months.	(2022) 43.1%	(2030) 40%	UDHS Violence against Women Report	UNDP UNFPA UNICEF UN-Women
	3.3: Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care.	(2022) Sexual relations: 80% Contraception: 72% Reproductive health care: TBD	(2030) Sexual relations: 95% Contraception: 95% Reproductive health care: TBD	UDHS	UNFPA

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
OUTCOME 3	3.4: Proportion of seats held by persons with disabilities and women in: a) elected b) appointed positions in public institutions, disaggregated by age.	(2025) Parliament: WOMEN: 34% PWD: Cabinet: WOMEN: 47% PWD:	(2030) Parliament: WOMEN: 50% PWD: Cabinet: WOMEN: 50% PWD:	Electoral Commission Reports	UNFPA UN-Women
	3.5: Percentage of targeted public and private institutions implementing gender and disability inclusion policies and practices; disaggregated by sex and disability status.	(2025) TBD Male: Female PWD	(2030) 80% Male: Female PWD	Ministry of Gender, Labor and Social Development Annual report	UNDP UNFPA UN-Women
	3.1.1: Number of national or sub-national development policies, plans and strategies that are adopted with a focus on gender equality and women's empowerment, with UN support.	(2025) Plans: 9 Policies: 0 Strategies: 0	(2030) Plans: 20 Policies: 5 Strategies: 5	Institutional strategic plans and budget frameworks Reports from ministries or local governments Partner implementation and technical assistance reports Budget analysis reports from oversight institutions (e.g., Auditor General, Civil Society Budget Advocacy Groups)	IOM OHCHR UNDP UNFPA UN-Women
Output 3.1: State and non-state actors at national and sub-national level integrate gender, human rights and disability considerations into policies, legislation, programmes and budgets for improved service delivery and accountability.	3.1.1: National average score of gender and equity assessment for ministries, departments and agencies.	(2024) 67%	(2030) 70%	Equal Opportunities Commission Annual Certificate of Compliance	OHCHR UNDP UNFPA UN-Women



CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 3.1	3.1.2: Number of laws and regulations, based on international human rights norms and standards, developed with UN support to: a) Eliminate violence against women and girls (EVAWG) including harmful practices b) promote equal access to sexual and reproductive health (SRH) care, information and education.	(2025) Total: 0 a) EVAWG: 3 b) Promote access to SRH care, information, and education: 0	(2030) Total: TBD a) EVAWG: 6 b) Promote access to SRH care, information, and education: 10	Official government gazettes and legal documents Policy and budget review reports	FAO ILO OHCHR UNAIDS UNFPA UN-Habitat UNODC UN-Women
	3.1.3: Number of women entrepreneurs and businesses that have gained business skills for competitiveness with UN support; disaggregated by disability status.	(2025) 0 PwD:	(2030) 20,000 PwD:	Reports on UN-supported projects	FAO ILO ITC UNCDF UN-Women
Output 3.2: Women, young people, people with disabilities and other people at risk of being left behind have access to economic opportunities and social protection, participate in politics, drive transformation of social norms and are equally treated without any discrimination.	3.2.1: Number of women, youth and people with disabilities participating in political processes or holding leadership positions at local and national levels., with UN support	(2025) a) Women: 0 b) Youth: 0 c) PWDs: 0	(2030) a) Women: 200 b) Youth: 200 c) PWDs: 50	Electoral commission records Government and local council reports Political party membership records (where accessible)	UNAIDS UNDP UNFPA UNHCR UNICEF UN-Women
	3.2.2: Number of people (disaggregated by sex, age, region, disability status) who are internally displaced, migrants, refugees or part of the host communities, or communities left or affected populations, benefiting from integrated and targeted interventions, including on strengthening social cohesion, with UN support.	(2025) Total: 0 Female: 0 Male: 0 Refugees: 39,984 Migrants 1,450 Host Community: 0 PWDs: 0 Rural: 0 Urban: 0	(2030) Total: TBD Female: TBD Male: TBD Refugees: 50,000 Migrants: 3,400 Host Community: TBD PWDs: TBD Rural: TBD Urban: TBD	UN Programme Reports	IOM UNHCR WFP

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 3.2	3.2.3: Number of women and girl (disaggregated by disability) survivors/ victims of gender-based violence and/or their families that have accessed: a) Quality essential services (e.g., health, police and justice, social); and b) Longer-term recovery support (skilling, livelihood, education, etc.).	(2025) a) Quality essential services: Total: 0 Women: 0 Girls: 0 PwD: b) Longer-term recovery services: Total: 0 Women: 0 Girls: 0 PwD:	(2030) a) Quality essential services: Total: 3,720,000 Women: 2,850,191 Girls: 869,809 PwD: b) Longer-term recovery services: Total: 30,000 Women: 21,992 Girls: 8,008 PwD:	Beneficiary Registration Forms Case Management Files. Records from health-care facilities, counselling centres, legal aid centres, shelters and support groups showing the number of clients served.	UNDP UNFPA UNHCR UNICEF UN-Women
	3.3.4: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations, with UN support, disaggregated by sex and disability status.	(2025) Total: 0 Children: Boys: 0 Girls: 0 PwD: Adults: Female: 0 Male: 0 PwD:	(2030) Total: 2 million Children: Boys: 500,000 Girls: 500,000 PwD: Adults: Female: 500,000 Male: 500,000 PwD:	UN programme reports	IOM OCHA OHCHR UNDP UNFPA NHCR UNICEF UNODC UN-Women WFP
Output 3.3: Systems, institutions, communities and individuals deliver effective prevention, protection, response and address of impunity for human right violations, gender-based violence and other harmful practices.	3.3.2: Number of girls and women (disaggregated by disability status) who have received services related to harmful practices, including child, early and forced marriage and female genital mutilation, with UN support.	(2025) Total: 0 Girls: 0 Women: 0 PwD:	(2030) Total: Girls: 2,000,000 Women: 2,000,000 PwD:	Case management records Beneficiary Registration Forms. Shelter and safe space records	UNFPA UNICEF UN-Women
	3.3.3: Number of institutions implementing policies to address gender-based discrimination and/or combat gender stereotypes, with UN support.	(2024) Total: 9 National: 4 Sub-national: 5	(2030) Total: 60 National: 30 Sub-national: 30	Spotlight Initiative 2.0 progress reports	FAO ILO UN Global Pulse UNCDF UNDP UNFPA UN-Habitat UNICEF UNWOMEN

Strategic Priority Area 2: Sustainable Ecosystems and Climate-Smart Development

Vision of Uganda	Alignment with Regional Frameworks	Alignment with SDGs	Assumptions
National Priority Areas: NDP IV Agro-industrialization, climate change adaptation and green growth	AU Agenda 2063 IGAD Strategic EAC Agenda 2050 Moonshot 1 – Goal 5: Modern agriculture for increased productivity. Moonshot 1 – Goal 7: Environmentally sustainable and climate-resilient economies	Six SDG Transitions: Energy Access and Energy Transition; Climate Change, Biodiversity Loss and Pollution Related SDGs: 1, 2, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15 and 17 Related global frameworks or Conventions: <ul style="list-style-type: none"> - Global Compact on Migration - Global Compact for Refugees - Convention on the Rights of the Child - Convention on the Rights of Persons with Disabilities - Convention on the Elimination of All Forms of Discrimination Against Women 	<p>Assumptions</p> <ul style="list-style-type: none"> • There is adequate capacity at national and subnational levels to implement programmes and projects. • Economic and financial regulations and policies will be relaxed to allow the flow of investments into the blue and green economies into industry, technology and innovation. • Science, innovation and technology become enablers of commerce, service delivery and production. • The identified priorities remain relevant to the Government throughout the programme cycle. • Partnership continues to improve and collaboration on the Cooperation Framework is not upended. <p>Risks and Influences</p> <ul style="list-style-type: none"> • Conflict in neighbouring countries persists and causes displacement and influx of refugees into Uganda. • Economic shocks (internal and external) that divert financial and technical resources flow away from the implementation of the Cooperation Framework. • Poor programme coordination issues remain impacting overall implementation. • Existing skills gaps across all partners are not addressed.

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
OUTCOME 4 By 2030, Uganda's natural resources and environment are more sustainable, and people and communities are climate resilient and benefiting from inclusive and gender-responsive green growth.	4.1: Proportion of terrestrial, inland water and wetlands conserved for biodiversity and ecosystem services (disaggregated by forest cover and wetlands cover). (SDG 15.1.1, 15.1.2; NDP IV: Natural Resources Management; Agenda 2063: Aspiration 1, Goal 7)	(2022) Forest cover: 13.3% (2019) Wetlands cover: 13%	(2030) Forest cover: 18% Wetlands cover: 15%	Ministry of Water and Environment Performance Reports	FAO UNDP UNEP
	4.2: Proportion of population with access to electricity and modern cooking energy, disaggregated by sex, location and disability status. (SDG 7.1.1, 7.1.2; NDP IV: Energy for Sustainable Development; Agenda 2063: Aspiration 1, Goal 10)	(2024) Access to electricity: 58% Male: TBD Female: TBD Rural: TBD Urban: TBD PwD: TBD	(2030) Access to electricity: 65% Male: TBD Female: TBD Rural: TBD Urban: TBD PwD: TBD	Ministry of Energy and Mineral Development Performance Reports	UNDP UNEP UNFCCC UNHCR UNICEF WFP
	4.3: Percentage of national institutions and local governments that have integrated and adopted climate mitigation, adaptation and early warning strategies in their development plans.	(2024) Local governments: 89% National institutions: 80%	(2030) Local governments: 95% National institutions: 95%	Programme review reports Local Government Annual Performance Reports	IOM UNDP UNEP UNFCCC WFP
Output 4.1: Targeted systems for natural resource and environmental management increase productivity and resilience in select primary growth sectors.⁵	4.1.1: Extent to which an integrated climate information and disaster early warning system is functional.	(2024) Partial	(2030) Fully	performance reports from the national meteorological agency or disaster management authority Progress reports from UN-supported programmes	FAO IOM UNDP UNEP WFP

⁵ The primary growth sectors include agriculture, mining, tourism, extractives including oil and gas, and ICT..

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 4.1	4.1.2: Number of innovative green financing tools or mechanisms developed and implemented in various sectors of economy with UN support.	(2025) 0	(2030) 10	Copies of officially approved green financing products Project documents or concept notes detailing the design of the financing tools	FAO IOM UNDP UNEP UNHCR UNIDO
	4.1.3: Number of target institutions or communities with improved capacity to implement climate-smart and environmentally sustainable practices.	(2025) 25	(2030) 35	Programme institutional performance reviews/reports	FAO IOM ITU UN Global Pulse UNDP UNEP NHCR
Output 4.2: Targeted institutions and communities protect, restore and sustainably use and manage terrestrial and aquatic ecosystems.	4.2.1: Number of people (disaggregated by sex, age and disability status) directly benefiting from initiatives to protect nature and sustainable use of natural resources, particularly forests, wetlands, and water bodies with UN support.	(2025) Total: 0 Adults Female: 0 Male: 0 PWD: Children: Girls: TBD Boys: TBD PWD:	(2030) Total: TBD Adults Female: 2 million Male: 2 million PWD: Children Girls: TBD Boys: TBD PWD:	Annual monitoring reports, such as Global Environment Facility Project Implementation Reports	FAO IOM UNDP UNEP UNHCR UNODC WFP
	4.2.2: Number of hectares (ha) of degraded forest under a) Rehabilitation b) Restoration supported by the UN.	(2024) Rehabilitation: 0 ha Restoration: 1,265,741 ha	(2030) • Rehabilitation: TBD • Restoration: TBD	Global Environment Facility reports	FAO IFAD UNDP UNEP WFP
	4.2.3: Area of terrestrial and freshwater ecosystems protected or under improved management practices (hectares), supported by the UN.	(2025) Restored or protected: 55,000 ha Under improved management practices:	(2030) Restored or protected: 8,000 ha Under improved management practices: TBD	• Annual GEF Project Implementation Reports	FAO ITU UNDP UNEP UN-Habitat WFP

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities	
	Output 4.3: Targeted institutions increase the use of climate-smart energies, and people and communities, especially those at risk of being left behind, access and use them.		4.3.1: Number of people (disaggregated by sex and disability status) who, with UN's support: a) gained access to clean, affordable and sustainable energy. b) benefited from services from clean, affordable and sustainable energy.	(2025) a) Gained access to clean, affordable and sustainable energy. Adults • Female: 0 • Male: 0 • PwD: Children • Girls: 0 • Boys: 0 • PwD: b) Benefited from services from clean, affordable and sustainable energy: Adults • Female: 0 • Male: 0 • PwD: Children • Girls: 0 • Boys: 0 • PwD:	(2030) a) Gained access to clean, affordable and sustainable energy. Adults • Female: TBD • Male: TBD • PwD: Children • Girls: TBD • Boys: TBD • PwD: b) Benefited from services from clean, affordable and sustainable energy: Adults • Female: 0 • Male: 0 • PwD: Children • Girls: 0 • Boys: 0 • PwD:	
	4.3.2: Capacity (in megawatts) in installed renewable energy per technology, with UN support: a) solar; b) wind; c) biomass; d) hydro; e) geothermal; f) other.		(2025) a) Solar: 0 b) Wind: 0 c) Biomass: 0 d) Hydro: 0 e) Geothermal: 0 f) Other: 0	(2030) a) Solar: TBD b) Wind: TBD c) Biomass: TBD d) Hydro: 0 x e) Geothermal: TBD f) Other: TBD	Completion certificates from implementing agencies or contractors confirming the installation and commissioning of renewable energy systems Feasibility studies and technical assessments for renewable energy projects supported by the UN	FAO UNDP UNEP UNHCR UNICEF UNIDO WFP

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 4.4: Targeted institutions and communities promote equitable, inclusive, gender-responsive waste management, sustainable urbanization and management of natural resources particularly of the extractive sector.	4.4.1 Amount of waste (tonnes) safely managed with UN support.	(2024) 0 tonnes	(2030) 990,000 tonnes	Waste Treatment Logs: Official records from hazardous waste treatment facilities	IOM UNDP UNIDO
	4.4.2: National urban policies to support sustainable cities and communities and in accordance with international standards formulated, resourced, and implemented by the Government, with UN support.	(2024) a) Formulated: 0 b) Resourced: 0 c) Implemented: 0	(2030) a) Formulated: TBD b) Resourced: TBD c) Implemented: TBD	Reports from UN-supported programmes	UNEP
	4.4.3: Tonnage of waste diverted from target landfills through various methods (such as recycling, composting, energy generation, conversion to usable products, treatment) as a result of UN support.	(2024) 0 tonnes	(2030) 990,000 tonnes	UNCT Annual Progress Reports	FAO ILO IOM ITU UNCTAD UNDP UNDRR UNEP UNESCO UNFPA UN-Habitat UNHCR UNICEF UNIDO UNITAR UNODC UN-Women WHO WMO
Output 4.5: Targeted institutions and communities are mitigating and adapting to climate change and disaster risks.	4.5.1: Number of people (disaggregated by sex, location and disability status) that are covered by early warning information through local governments or through national dissemination mechanisms, supported by the UN.	(2024) Total: 390,364 Male: 175,524 Female: 214,840 Rural: Urban PWD:	(2030) Total: 500,364 Total: 390,364 Male: 175,524 Female: 214,840 Rural: Urban PWD:	UNCT Annual Progress Reports	FAO ILO IOM ITU UNCTAD UNDP UNDRR UNESCO UNFPA UN-Habitat UNICEF UNITAR UNODC UN-Women WHO WMO

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 4.5	4.5.2: Amount in US Dollars or Uganda Shilling of financial resources mobilized and utilized for climate action and disaster risk reduction, with UN support.	(2024) US\$14.5m	(2030) US\$25m	Programme performance reports	FAO ILO IOM ITU UNCTAD UNDP UNDRR UNESCO UNFPA UN-Habitat UNICEF UNIDO UNITAR UNODC UN-Women WFP WHO WMO
	4.5.3: Number of target national institutions and local governments implementing risk mitigation interventions in line with the National Disaster Risk Reduction Strategy, with UN support.	(2025) National institutions: Local governments: TBD	(2030) National institutions: Local governments: TBD	UNCT Annual Progress Reports	FAO ILO IOM ITU UNCTAD UNDP UNDRR UNESCO UNFPA UN-Habitat UNICEF UNIDO UNITAR UNODC UN-Women WFP WHO WMO

Strategic Priority Area 3: Integrated, Inclusive and Rights-based Governance

Vision of Uganda	Alignment with Regional Frameworks	Alignment with SDGs and Target	Assumptions
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<ul style="list-style-type: none"> Agenda 2063 IGAD Strategic EAC Agenda 2050 	<p>Six SDG Transitions: Digital Connectivity and Jobs and Social Protection</p>	<ul style="list-style-type: none"> • UN entities will have the minimum financial, technical and human resources requirements year-by-year to implement the Cooperation Framework.
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Moonshot 2: Africa is more integrated and connected</p>	<p>Related SDGs: 1, 5, 10, 16 and 17</p>	<ul style="list-style-type: none"> • There is adequate capacity at national and Zoba levels to implement programmes and projects.
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Moonshot 3 – Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched</p>	<p>Related global frameworks or Conventions:</p>	<ul style="list-style-type: none"> • Economic and financial regulations and policies will be relaxed to allow the flow of investments into the blue and green economies and into industry, technology and innovation.
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Goal 12: Capable institutions and transformed leadership in place at all levels</p>	<ul style="list-style-type: none"> • Science, innovation and technology become enablers of commerce, service delivery and production. 	
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Moonshot 4 – Goal 13: Peace, security and stability are preserved;</p>	<ul style="list-style-type: none"> • There is a peaceful and stable political environment in Uganda. 	
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Goal 14: A stable and peaceful Africa</p>	<ul style="list-style-type: none"> • The identified priorities remain relevant to the Government of the State of Uganda throughout the programme cycle. 	
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Goal 15: A Fully functional and operational African peace and security architecture</p>	<ul style="list-style-type: none"> • Partnership continues to improve and collaboration on the Cooperation Framework is not upended. 	
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 	<p>Moonshot 7 – Goal 19: Africa as a major partner in global affairs and peaceful coexistence</p>	<p>Risks/Influences</p>	<ul style="list-style-type: none"> • Conflict in the Horn of Africa, especially in neighbouring countries such as DRC, Sudan and Somalia, spills over into Uganda and disrupts the implementation of the Cooperation Framework.
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 		<ul style="list-style-type: none"> • Economic shocks (internal and external) that divert financial and technical resources away from the implementation of the Cooperation Framework. 	<ul style="list-style-type: none"> • Poor programme coordination that slows down implementation.
National Priority Areas: NDP IV <ul style="list-style-type: none"> - Inclusive governance, peace, justice, and human rights protection - Development financing, data, innovation and partnerships 		<ul style="list-style-type: none"> • Existing skill gaps, absorptive capacity and limited uptake negatively impact the delivery of programmes. 	

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
OUTCOME 5 By 2030, people, especially those at risk of being left behind, benefit from transformative governance that fosters gender equality and equitable access to justice and upholds human rights and sustainable peace and development.	5.1: 5.1: Level of public trust in the justice system (disaggregated by sex and disability status).	(2023/24) 70.8% Male: Female: PwD:	(2030) 73.5% Male: Female: PwD:	JLOS Annual Report	FAO ILO OHCHR UNAIDS UNFPA UN-Habitat UNODC UN-Women UNDP
	5.2: Level of public satisfaction with service delivery (disaggregated by sex and disability status).	(2024) 60% Male: Female: PwD:	(2030) 68.3% Male: Female: PwD:	UBOS annual reports, surveys and statistical abstracts	FAO ILO OHCHR UNAIDS UNFPA UN-Habitat UNODC UN-Women UNDP
	5.3: Uganda's Global Peace Index score. (scale of 1-5)	(2024) 2.48	(2030) 2.76	Official Global Peace Index reports	FAO ILO OHCHR UNAIDS UNFPA UN-Habitat UNODC UN-Women UNDP
	5.4: Uganda's Governance Index score.	(2024) 49.2%	(2030) 55%	Mo Ibrahim African Governance Report	FAO ILO OHCHR UNAIDS UNFPA UN-Habitat UNODC UN-Women UNDP
	5.5: Crime rate per 100,000 persons.	(2024) 476	(2030) 355	Uganda Police Force Annual Crime Report	IOM UNODC

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
OUTCOME 5	5.6: Number of laws, regulations, policies, strategies and frameworks, based on international human rights norms and standards, developed, reviewed and implemented with UN support to: a) Eliminate violence against women and girls (EVAWG) including harmful practices b) Promote access to sexual and reproductive health (SRH) care, information and education c) Advance accountable governance d) promote the Global Compact on Migration (GCM) National Action Plan.	(2022) a) EVAWG including harmful practices: 11 b) Promote access to SRH care: 4 c) Advance accountable governance: 2 d) GCM: 1	(2030) a) EVAWG including harmful practices: 34 b) Promote access to SRH care: 8 c) Advance accountable governance: 3 d) GCM: 4	Copies of newly developed or revised laws, policies, strategies, or frameworks officially approved by the Government. Published copies of laws in the national gazette or other official publications. Meeting minutes from legislative bodies (e.g., Parliament, Cabinet) showing approval or adoption of these documents.	FAO ILO IOM OHCHR UNAIDS UNDP UNFPA UN-Habitat UNODC UNICEF UNOCT UN-Women
Output 5.1: Targeted institutions at national and sub-national develop and implement human rights-based approach and gender-responsive policies and legal frameworks for accountable governance.	5.1.1: Number of beneficiaries with improved skills and knowledge to participate in effective governance systems, with UN support, disaggregated by sex, age, refugee status and disability status.	(2024): Total: TBD Female: TBD Male: TBD Young people (15-35): TBD PwDs: TBD Refugees: TBD	(2030) Total: 10,000 Female: 7,000 Male: 3,000 Young people (15-35): 3,500 PwDs: 1,500. Refugees: TBD	Annual programme performance reports JLOS Annual Report	UNFPA
	5.1.2: Number of State party reports on international human rights mechanisms submitted.	(2025) 2	(2030) 5	Copies of official submission letters or transmittal notes from the Government to the relevant international human rights mechanism (e.g., CEDAW, Convention on the Rights of the Child) Official copies of the submitted State party reports.	OHCHR UNFPA UNICEF UNODC UN-Women

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 5.1	5.2.3: Number of new people (disaggregated by sex and disability status) registered with legal identity, with UN support.	(YYYY) Total: 0 Children: Boys: 0 Girls: 0 PwD: Adults Female: 0 Male: 0 PwD:	(2030) Total: 1,000,000 Children Boys: Girls: PwD: Adults Female: Male: PwD:	UNCT Progress Reports	UNHCR UNICEF
Output 5.2: People, especially those at risk of being left behind, and state and non-state actors actively participate in gender-responsive governance, national and community development and decision-making at all levels.	5.2.1: Number of partnerships or initiatives implemented with UN support to: a) address corruption, b) foster participatory governance.	(2025) Total: 0 Address corruption: Foster participatory governance:	(2030) Total: Address corruption: TBD Foster participatory governance: TBD	Programme Review Reports Inspector General of Government Annual Report on Corruption	IOM UNDP UNODC
	5.2.2: Percentage of local governments showing improvement in the annual performance assessment. (LGPA)	(2023/24) 59.7%	(2030) 65%	Ministry of Local Government and Office of the Prime Minister annual performance/assessment reports MoLG Programme Review Reports	UNDP UNODC
Output 5.3: Institutions and mechanisms provide effective security, safety, peacebuilding and rule of law, especially for those at risk of being left behind.	5.3.1: Proportion of Uganda's international borders equipped with border management systems connected to INTERPOL's FIND, through the National Central Bureau of INTERPOL.	(YYYY) 23%	(2030) 30%	Directorate of Citizenship and Immigration Control Report	IOM UNOCT UNODC
	5.3.2: Extent to which the infrastructure for peace and security is functional. (Scale 1-4)	(2024) 3	(2030) 4	Government Annual Performance Reports UN Annual Progress Reports	FAO ILO OHCHR UNDP UNFPA UN-Habitat UNHCR UNICEF UN-Women WFP
	5.3.3: Number of people (disaggregated by sex and disability status) who have access to justice, with UN support.	(2025) Total: 0 Adults Female: Male: PwD: Children Girls: Boys: PwD:	(2030) Total: 1,000,000 Adults Female: Male: PwD: Children Girls: Boys: PwD:	UN programme performance reports	ILO UNDP UNFPA UNHCR UNICEF UNODC UN-Women

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 5.3	<p>5.3.4: Number of cross-border, regional, national, sub-national and community-based organizations capacitated with UN support for:</p> <ul style="list-style-type: none"> a) Dialogue and mediation b) Social cohesion c) Cross-border cooperation d) Conflict prevention and peacebuilding e) Addressing hate speech and information pollution f) Mental health and psychosocial support (MHPSS). 	<p>(2025) Total: 15</p> <p>1) Cross-border: 1 Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p> <p>2) Regional: Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p> <p>3) National: Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p> <p>4) Sub-national: Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p> <p>5) Community-based: Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p>	<p>(2030) Total: 20</p> <p>1) Cross-border: 4 Dialogue and mediation: TBD Social cohesion: TBD Cross-border cooperation: TBD Conflict prevention and peacebuilding: TBD Addressing hate speech and information pollution: TBD Mental health and psychosocial support: TBD</p> <p>2) Regional: Dialogue and mediation: TBD Social cohesion: TBD Cross-border cooperation: TBD Conflict prevention and peacebuilding: TBD Addressing hate speech and information pollution: TBD Mental health and psychosocial support: TBD</p> <p>3) National: Dialogue and mediation: TBD Social cohesion: TBD Cross-border cooperation: TBD Conflict prevention and peacebuilding: TBD Addressing hate speech and information pollution: TBD Mental health and psychosocial support: TBD</p> <p>4) Sub-national: Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p> <p>5) Community-based: Dialogue and mediation: 0 Social cohesion: 0 Cross-border cooperation: 0 Conflict prevention and peacebuilding: 0 Addressing hate speech and information pollution: 0 Mental health and psychosocial support: 0</p>	IOM Annual Report	IOM UNDP UNOCT UNODC UN-Women

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
	OUTCOME 6 By 2030, partnerships at global, regional and national levels are leveraged for achievement of global, regional and national development frameworks.	6.1: Primary government expenditures as a proportion of approved release	(2024) 89%	(2030) 98%	Annual Performance Progress Reports Ministerial Policy Statements
	6.2: Total government revenue as a proportion of GDP. (SDG17)	(2024) 13.6%	(2030) 16%	MoFPED Annual Macroeconomic & Fiscal Performance Report	FAO ILO OHCHR UNDP UNFPA UN-Habitat UNHCR UNICEF UN-Women WFP
	6.3: Percentage of Ugandan exports to the East Africa Community region and the African continent. (SDG 17)	(2024) EAC: 32% Africa: 35%	(2030) EAC: 37% Africa: 40%	Bank of Uganda	FAO ILO OHCHR UNDP UNFPA UN-Habitat UNHCR UNICEF UN-Women WFP
	6.4: Proportion of regional and international treaties, protocols, and commitments ratified and domesticated.	(2024) UN Treaties: 75% ratified. 60% domesticated AU Treaties: 68% ratified (52 of 76). 45% domesticated EAC Protocols: 85% ratified. 60% domesticated Agenda 2063: Partial integration through Vision 2040 and NDP III; no dedicated domestication mechanism IGAD Transhuman Protocol: TBD	(2030) At least 90% of applicable treaties, protocols, and commitments ratified At least 75% of ratified treaties, protocols, and commitments domesticated into national law or policy	African Peer Review Mechanism Reports. Annual statements from MoFA and MoJCA to Parliament Shadow/ Alternative Reports Ministry of Foreign Affairs Treaty Ratification Reports Ministry of Justice and Constitutional Affairs legal domestication status updates Uganda Gazette publications (for domestication acts or statutory instruments)	IOM RCO UN-Women UNICEF

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
OUTCOME 6	6.4: Uganda's ranking on the Global Innovation Index.	(2024) 121	(2030) 100	Global Innovation Index Database World Intellectual Property Organization.	FAO ILO OHCHR UNDP UNFPA UN-Habitat UNHCR UNICEF UN-Women WFP
Output 6.1: Systems and capacity of state and non-state partners are strengthened for inclusive, gender-responsive and integrated development planning and the production and use of quality data and statistics.	6.1.1: Degree of alignment of national budgeting system with: a) NDP IV b) SDGs, which enables tracking of budget allocation for the SDGs, including through gender-responsive budgeting, supported by the UN.	(2023/24) a) National: 68.6% MDAs: 76% TBD	(2030) a) National: 80% MDAs: 82% TBD	Equal Opportunities Commission Annual Report NPA Certificate of Compliance. Copies of national budget documents showing SDG-aligned budget codes, programmes or funding lines. Medium term expenditure framework (MTEF) Government-issued budget circulars or guidelines instructing MDAs to align their budget proposals with SDG targets.	FAO ILO IOM ITC UNCDF UNCTAD UNDP UNEP UNESCO UNFPA UN-Habitat UNHCR UNICEF UNODC UNOPS UN-Women WFP WHO
	6.1.2: Value of resources (in US\$) made available to strengthen gender- and human-rights responsive statistical capacity. (SDG 17.19.1)	(2024) US\$1.1 million	(2030) US\$10 million	UN progress reports	FAO ILO OHCHR UNDP UNFPA UN-Habitat UNICEF UNHCR UNODC UN-Women WFP
	6.1.3: Extent to which an online M&E system assesses and reports on the status of NDP implementation providing disaggregated data to monitor progress towards the SDGs. (Scale: 1=1-25%; 2=26-50%; 3=51-75%; 4=76-100%) (1.1.3)	(2023/24) 2	(2030) 4	National Planning Authority Annual Reports	UNDP

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 6.2: State and non-state actors engage in innovative financing, efficient and transparent debt and resource management.	6.2.1: Volume of additional resources (in US\$) leveraged through public and private financing for the SDGs with UN support.	(2025) US\$54.2 million	(2030) US\$100 million per annum	UN Agency Annual Reports UN programme progress reports	FAO ILO OHCHR UNDP UNFPA UN-Habitat UNICEF UNHCR UN-Women WFP
	6.2.2: Number of institutional initiatives implemented with UN support to improve debt transparency and sustainability.	(2025) 16	(2030) 20	UN Agency Annual Reports UN Uganda Annual Results Report	UNDESA UNDP UNECA
	6.2.3: Number of target institutions returning unqualified audit reports a) National institutions b) District local governments.	(2025) National institutions: 10 District local governments: 0	(2030) National institutions: 50 District local governments: 50	Auditor General's Report	FAO ILO UNCDF UNDP UNFPA UNHCR UNICEF UN-Women WFP
Output 6.3: State and non-state actors effectively contribute to global, regional, South-South and triangular cooperation and trade.	6.3.1: Number of functional multi-stakeholder platforms contributing to implementation of national and global development frameworks.	(2025): 10	(2030) 20	UN Agency Annual Reports UN Uganda Annual Results Report	ILO IOM ITC UNDP UNEP UNESCO UNHCR UNICEF UNODC UN-Women
	6.3.2: Number of joint programmes or initiatives implemented with national, regional, continental or global partners.	(2025): 0	(2030) 10	UN Agency Annual Reports UN Uganda Annual Results Report reports	FAO ILO IOM ITC ITU UN Global Pulse UNDP UNEP UNEP UNESCO UNFCCC UNESCO UN-Habitat UNHCR UNICEF UNIDO UNODC UN-Women WHO
	6.3.3: Number of cooperation, trade and labour agreements (global, regional, South-South or triangular) signed or implemented with active contribution from national stakeholders.	(2025) Cooperation: 0 Trade: 0 Labour: 5	(2030) Cooperation: 10 Trade: 10 Labour: 8	Official agreements and Memorandums of Understanding	ILO IOM ITC UNDP UNEP UNESCO UNHCR UNICEF UN-Women

CF Result	Performance Indicator	Baseline (Year)	Target (2030)	Data Source and Means of Verification	Responsible UN Entities
Output 6.4: State and non-state actors harness innovation, technology, digitization and volunteerism for accelerated progress towards the Sustainable Development Goals and other relevant frameworks.	6.4.1: Number of targeted institutions (public and private) utilizing digital or emerging solutions for improved service delivery, with UN support.	(2025) 0	(2030) 200	Digital Solution Implementation Records. UN Project Monitoring Reports	ILO IOM ITC ITU UN Global Pulse UNDP UNEP UNESCO UNHCR UNICEF UNODC UN-Women
	6.4.2: Number of partnerships with volunteers and volunteer-involving organizations to enhance civic engagement and volunteerism for social cohesion, with UN support.	(2025) 0	(2030) 20	Official Memorandums of Understanding, partnership agreements or letters of intent between the UN and volunteer-involving organizations outlining the objectives, roles and responsibilities of each party. Media reports showcasing successful volunteer initiatives or highlighting UN-supported partnerships with volunteer-involving organizations.	ILO ITC UNDP UNEP UNESCO UNHCR UNICEF UNOCT UN-Women

Annex 4

Legal Annex

1. Whereas the Government of Uganda (the "Government") has entered into the agreements listed below with the United Nations, including its Funds, Programmes and other subsidiary organs, and other organizations of the United Nations system ("UN System Organizations"), which are applicable to their programme activities in Uganda (the "UN Agreements") under the United Nations Sustainable Development Cooperation Framework (the "Cooperation Framework");

2. Whereas the UN Agreements, together with the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the "General Convention") and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the "Specialized Agencies Convention") as applicable, form the primary existing legal basis for the relationship between the Government and each UN System Organization for supporting the country to deliver on the Cooperation Framework, and are non-exhaustive and without prejudice to any other legal instruments the Government may enter into, including additional agreements with UN System Organizations for the purpose of their activities in the country:

i) UNDP: With the 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" or "SBAA"), which was signed by the Government and UNDP on 29 April 1977. Based on Article 1, 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 relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to 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 Rule and along with them the new definitions of the '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 Cooperation Framework, together with a joint results group work plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference) concluded hereunder constitute together a "project document" as referred to in the SBAA [or other appropriate governing agreement].

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

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

iv) WFP: With the World Food Programme (WFP), 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.

v) 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 United Nations Population Funds (UNFPA), 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.

vi) ILO: With the International Labour Organization (ILO), the "[title of bilateral agreement containing privileges and immunities]" concluded between the Government and ILO on____.

vii) UNIDO: With the United Nations Industrial Development Organization (UNIDO), in conformity with General Conference decision GC.1/Dec.40, adopted on 12 December 1985, and Director-General's bulletin UNIDO/DG/B.18/REV.1, dated 15 May 1992, the Standard Basic Cooperation Agreement ("SBCA") concluded with the Government on 27th May 1994.

viii) FAO: With the Food and Agriculture Organization of the United Nations (FAO), an Agreement for the establishment of the FAO Representation in Uganda concluded between the Government and FAO on 29 January 1979.

ix) WHO: With the World Health Organization (WHO), a Standard Basic Agreement shall enter into force upon signature of the duly authorised representatives of the Organization and 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.

x) 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 Cooperation in matters of Transfer of Technology through specialised Human Resources concluded in 1088. IN FAITH WHEREOF the undersigned representative, duly authorised for that purpose, have signed this Agreement. DONE in duplicate at Kampala on 26th March 2012 in the English language.

xi) UNODC: With UNODC a basic 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 represented by the Uganda Prisons Service and UNODC on 22nd January 2020.

xii) 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 1082.

xiii) UN WOMEN: United Nations Entity for Gender Equality and Empowerment of Women (hereafter 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 January 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.

xiv) UNOPS: The Host Government confirms that the Standard Basic Agreement signed between the Republic of Uganda and the United Nations Development Programme on 29 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.

xv) UNEP: United Nations Environmental Programme (UNEP), assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures.

xvi) UNOSSC: The UN Office for South-South Cooperation (UNOSSC) will not be a formal UNCT member but will provide technical support on south-south and triangular cooperation as the UNCT implements the Cooperation Framework.

xvii) OHCHR: OHCHR is the leading UN entity for human rights. Under the leadership of the UN High Commissioner for Human Rights, the Office plays a central role in helping to remove obstacles to the full realisation of all human rights for all. The Office derives its mandate from the provisions of the UN Charter, the Universal Declaration of Human Rights, international human rights treaties, General Assembly resolution 48/141, which established the post of the UN High Commissioner for Human Rights and other relevant General Assembly and Human Rights Council resolutions and decisions. OHCHR was present in Uganda between 2005 and 2023. Following the closure of the country operation in August 2023, the Office has been covering Uganda from the East Africa Regional Office and then East Africa Multi-Country Office. The Office's technical assistance to the Government, aligned with the UNSDCooperation Framework, shall be made available in coordination with the East Africa Multi-Country Office based in Nairobi and the Headquarters in Geneva.

xviii) UN Global Pulse: Global Pulse is the Secretary-General's Innovation Lab. With its vision of responsible and inclusive innovation, the lab supports the UN's Common Agenda for global cooperation. It works at the intersection of innovation and the human sciences to inform, inspire, and strengthen the ability of the United Nations family and those it serves to anticipate, respond and adapt to the challenges of today and tomorrow. UN Global Pulse supports the experimentation of the Secretary-General's "Quintet for Change" methods such as foresight, behavioural design and data.

3. With respect to all UN System Organizations: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions, decisions, rules and procedures of each UN System Organization.

4. Without prejudice to the above, the Government shall:

(i) apply to each UN System Organization and its property, funds, assets, officials and experts on mission the provisions of the General Convention and/or the Specialized Agencies Convention; and

(ii) Accord to each UN System Organization, its officials and other persons performing services on behalf of that UN System Organization, the privileges, immunities and facilities set out in the UN Agreement applicable to such UN System Organization.

5. United Nations Volunteers performing services on behalf of a UN System Organization shall be entitled to the privileges and immunities accorded to officials of such UN System Organization.

6. Any privileges, immunities and facilities granted to a UN System Organization under the Cooperation Framework shall be no less favourable than those granted by the Government to any other UN System Organization signatory of the Cooperation Framework.

7. Without prejudice to the UN Agreements, the Government shall be responsible for dealing with any claims which may be brought by third parties against any of the UN System Organizations 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 Framework, except where it is mutually agreed by the Government and the relevant UN System Organization(s) that such claims and liabilities arise from gross negligence or misconduct of that UN System Organization, or its officials, or persons performing services.

8. Nothing in or relating to this Cooperation Framework shall be deemed:

(i) a waiver, express or implied, of the privileges and immunities of any UN System Organization; or

(ii) the acceptance by any UN System Organization of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework, whether under the General Convention or the Specialized Agencies Convention, the UN Agreements, or otherwise, and no provisions of this Cooperation Framework shall be interpreted or applied in a manner, or to an extent, that is inconsistent with such privileges and immunities.

Annex 5

Programme Management & Accountability in the Cooperation Framework

1. Introduction

The programme will be nationally executed under the overall coordination of the Office of the Prime Minister (the Government Coordinating Authority). The Cooperation Framework will be made operational through the development of joint work plan(s) and/or agency-specific workplans and project documents, as necessary, which describe the specific results to be achieved and will form an agreement between the UN system agencies and each Implementing Partner, as necessary, on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed Cooperation Framework and signed joint or agency-specific workplans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, *inter alia*, the relevant text from the Cooperation Framework and joint or agency-specific workplans and/or project documents.

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

2. Programme Implementation (HACT)

All cash transfers to an Implementing Partner are based on the Work Plans (WPs)^[3] agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in WP can be made by the UN system agencies 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 on the basis of requests signed by the designated official of the Implementing Partner.

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Where cash transfers are made to the national institution, the national institution shall transfer such cash promptly to the Implementing Partner.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a government Implementing Partner and of an assessment of the financial management capacity of the non-UN^[4] Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements and the scope and frequency of assurance activities may be revised during programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting and audits.

In cases of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in 10 days.

In cases of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 10 working days.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor.

Where UN system agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

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

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the time frame agreed in the WPs 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 WPs and ensuring that reports on the utilization of all received cash are submitted to UN organization within six months after receipt of the funds. Where any of the national

regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international Non-Governmental Organizations, Civil Society Organizations and Inter-Governmental Organizations 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 WPs and ensuring that reports on the full utilization of all received cash are submitted to UN organization within six months after receipt of the funds.

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

- **all financial records that establish the transactional record of the cash transfers provided by UN organization, together with relevant documentation**
- **all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.**

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

receive and review the audit report issued by the auditors provide a timely statement of the acceptance or rejection of any audit recommendation to the UN organization that provided cash (and where the Supreme Audit Institution [SAI] has been identified to conduct the audits, add and to the SAI) so that the auditors include these statements in their final audit report before submitting it to UN organization undertake timely actions to address the accepted audit recommendations

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

Option 1

[Where an assessment of the Public Financial Management system has confirmed that the capacity of the Supreme Audit Institution is high and willing and able to conduct scheduled and special audits]:

The Supreme Audit Institution may undertake the audits of government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services[5].

Option 2

[Where no assessment of the Public Financial Management Capacity has been conducted or such an assessment identified weaknesses in the capacity of the Supreme Audit Institution]:

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

3. Mobilizing Resources for the Cooperation Framework

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

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

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

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

4. Cooperation Framework Monitoring and Evaluation

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

1. **Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies.**
2. **Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring.**

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

[1] In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted workplan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the Standard Basic Assistance Agreement (SBAA). Where there are multiple Implementing Partners identified in a WP, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the WP to ensure that inputs are provided, and activities undertaken in a coherent manner to produce the results of the WP.

[2] The HACT clauses are mandatory for UN system entities that follow HACT procedures.

[3] Refers to results groups or agency-specific annual, biannual or multi-year workplans

[4] For the purposes of these clauses, "the UN" includes the International Financial Institutions (IFIs).

[5] Seen through a South-South lens, the capacity assessment process presents an opportunity to identify capacity assets that a particular country could offer to other developing countries and the capacity gaps that could be filled by other developing countries. For UNDP, the audit of NGO or nationally implemented projects can be assigned to the national Supreme Audit Institution (SAI) only on the condition that the institution has a demonstrated capacity to carry out the audits in an independent manner. To this effect, the Office of Audit and Investigations (OAI) has made available on its Intranet site guidance on the assessment of SAIs along with a questionnaire that will need to be properly completed, signed and communicated to OAI to support that due diligence has been exercised prior to opting for having such audits undertaken by the national SAI. Please refer to OAI Intranet site for further details.



UGANDA UN SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK 2026-2030



THE REPUBLIC OF UGANDA



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