



UNITED NATIONS
UGANDA



UN UGANDA **20** COUNTRY RESULTS **20** REPORT **20**



UN Uganda Country Results 2020

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Cover photo: Ketty Okello, a farmer in Apac district, farms in her sunflower field. She is one of the farmers FAO has trained on post-harvest loss reduction. She also grows maize, sesame and ground nuts, which she stores in silos provided by FAO, to reduce post-harvest losses. ©FAO/Anita Tibasaaga

Page 2: Men picking Tea near Fort Portal, Kabarole District ©Mathias Mugisha

UN UGANDA 20
COUNTRY RESULTS
REPORT 20



UNITED NATIONS
UGANDA





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FOREWORD



H.E. Rosa Malango

UN Resident Coordinator
and Designated Official for Security

On behalf of the United Nations Country Team, I am pleased to present the 'One United Nations Uganda Country Results Report for 2020', on progress made during the final year of implementing the United Nations Development Assistance Framework (UNDAF) 2016-2020. Nineteen United Nations agencies were involved in implementing the UNDAF in support of the second National Development Plan 2015/2016 to 2020/2021 and Vision 2040, which together promoted the transformation of Uganda into a modern and prosperous country. The report shows good progress made on delivery of the UNDAF, despite the challenges associated with the coronavirus disease (COVID-19) pandemic.

I want to thank the Government of Uganda for collaborating with the United Nations in Uganda in pursuing the achievement of the 2030 Agenda and the Sustainable Development Goals (SDGs). I commend the Government's efforts to accelerate the implementation of the SDGs, as demonstrated through the submission of a second Voluntary National Review in 2020. This submission allowed Uganda to take its rightful place in the international community and provided an opportunity to demonstrate the Government's strong commitment to SDG implementation, sending a clear signal that Uganda embraces accountability to international frameworks.

I commend the Government for the measures put in place to curb the spread of COVID-19. The early decisive actions helped to contain the outbreak. The United Nations Country Team acted swiftly and reprogrammed the implementation of the UNDAF to respond to COVID-19 and its impacts in Uganda. In April 2020, the United Nations Country Team, in partnership with Uganda Red Cross Society and 15 national and international

non-governmental organisations launched a COVID-19 emergency appeal that raised US\$44.3 million. The United Nations system in Uganda also assessed the socio-economic impact of COVID-19 in the country, which guided our response interventions.

I would like to thank our development partners for their contributions towards the emergency appeal and for permitting us to reprogramme. This enabled the United Nations system to continue supporting the Government in its journey to protect lives and improve livelihoods. This was done by leveraging programmes ranging from health, education, protection, agriculture, the inclusion of refugees in national service delivery, disaster response to trade, gender equality, and women empowerment.

I wish to convey my profound appreciation to United Nations and partners personnel, especially those who continued to serve at the front line to enable continuity of critical programming throughout the COVID-19 pandemic. I thank you for staying at your posts and maintaining a lifeline for those who rely on our assistance to survive.

COVID-19 has generated a severe global economic crisis with huge impacts on the local economy. At the same time however, it has provided an opportunity to appreciate the need for domestic production, exploit opportunities in regional markets, build more resilient healthcare systems and fast track migration to digital systems. We have witnessed increased engagement of the private sector in socially responsible business practices promoting inclusive growth. We are proud to have deepened our engagement with the private sector to accelerate the SDGs and reach those most at risk of being left behind. Special thanks to Uganda's

innovative and entrepreneurial youth working to develop and implement SDG solutions as their contribution to sustainable and inclusive peace and development.

On 9 September 2020, His Excellency Yoweri Kaguta Museveni, the President of Uganda, launched the United Nations Sustainable Development Cooperation Framework 2021-2025 aligned to the third National Development Plan 2020/21-2024/25, the National Vision 2040 and 2030 Agenda. On behalf of the United Nations system, I would like to thank the Government, development partners, civil society, the private sector, youth, and other stakeholders who have worked together tirelessly through a very demanding year. This coordinated team formulated our Cooperation Framework which will guide the collaboration of 29 United Nations entities with Government and partners for the next five years.

I wish to reaffirm our commitment to continue working with the Government, civil society, cultural and religious leaders, the private sector, youth influencers and development partners among other stakeholders, to advance the 2030 Agenda and 'leave no one behind' in Uganda. .

H.E. Rosa Malango
UN Resident Coordinator
and Designated Official for Security

UN COUNTRY TEAM

In 2020, under the leadership of the United Nations Resident Coordinator, the United Nations Country Team in Uganda carried out an assessment that mapped out United Nations system capacities and resources that are required to effectively deliver on the new United Nations Sustainable Development Cooperation Framework (UNSDCF) for Uganda (2021-2025). United Nations entities that participated in this consultation and self-assessment include; IAEA, IFAD, ILO, IOM, ITC, FAO, OHCHR, UNAIDS, UNCTAD, UNCDF, UNDESA, UNDP, UNDSS, UNDRR, Regional UNECA Office in Kigali, UNEP, UNESCO, UNFCCC, UNFPA, UNIDO, UN-Habitat, UNHCR, UNICEF, UNODC, UNOPS, UNV, UN Women, WHO, and WFP

The assessment reviewed

- The relevance of United Nations entities to the UNSDCF focus areas.
- Plans on how the United Nations entities will deliver on the commitments of supporting the Government of Uganda through the Cooperation Framework.
- Technical capacities to implement the UNSDCF strategic priorities.
- Available technical capacities and financial resources that the United Nations entities are committing to use to deliver on the UNSDCF strategic priorities and outcomes.
- Various innovations that the United Nations entities will offer within the UNSDCF.
- Other activities or changes in the business model that the United Nations entities will use under the UNSDCF.

UNITED NATIONS UGANDA VISION 2030

.....

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

UNSDCF 2021-2025 OBJECTIVE

.....

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

UNITED NATIONS IN UGANDA



UNITED NATIONS MISSIONS AND REGIONAL ENTITIES BASED IN UGANDA



With 29 UN entities that have signed the UNSDCF, the UN system in Uganda is uniquely placed to effectively support the Government to achieve national aspirations and address SDG targets. It envisions that by 2025, Uganda will make significant progress in achieving NDPIII targets aligned to SDGs with the UN system support within three Strategic Priorities: **Transformative and Inclusive Governance, Shared Prosperity in a Healthy Environment, and Human Well-Being and Resilience.**



THE UNCT CONFIGURATION FOR IMPLEMENTATION OF THE UNSDCF (2021-2025)



Based on the review of capacities, resources and business models of the United Nations agencies working in Uganda, the following United Nations entities, as members of the United Nations Country Team (UNCT), support Uganda to realize the three strategic priorities and five outcomes of the UNSDCF (see Table 1). The Cooperation Framework, supported by the Joint Statement for Accountability, will guide the United Nations system programming cycle and drive planning, implementation, monitoring, reporting and evaluation of collective United Nations system support for achieving the 2030 Agenda and sustained impact.

Considering the evolving impact of COVID-19 on the socio-economic situation in the country, the effectiveness and efficiency of UNCT configuration will be reviewed annually during the Cooperation Framework annual progress review meetings. Subsequent relevant adjustments will be made to the Cooperation Framework and UNCT capacity configuration as necessary, based on the national priorities. Support will also be linked to the COVID-19 response and its impact through short-term and medium-term programmes, including data and statistics.

TABLE 1: UNITED NATIONS AGENCIES OPERATIONAL BUSINESS MODEL AND CONTRIBUTION TO COOPERATION FRAMEWORK STRATEGIC PRIORITIES

OPERATIONAL BUSINESS MODEL					UNITED NATIONS ENTITY	CF STRATEGIC PRIORITIES		
REPRESENTATIVE OFFICE	HEADQUARTERS, REGIONAL, SUB-REGIONAL, MULTI-COUNTRY OFFICE	SEPARATE LIAISON/PROJECT OFFICER	STAFF EMBEDDED IN RCO	SHORT TERM TECHNICAL SUPPORT		SP1: GOVERNANCE	SP2: SHARED PROSPERITY	SP 3: HUMAN WELL-BEING
X	X	X			FAO	X	X	X
	X				IAEA	X	X	X
	X				IFAD		X	X
X	X			X	ILO	X	X	X
X					IOM	X	X	X
	X	X		X	ITC		X	X
X					OHCHR	X	X	X
X		X			UNAIDS	X		X
X		X		X	UNCDF	X	X	
X	X				UNCTAD		X	
	X			X	UNDESA		X	
X					UNDP	X	X	X
X	X	X			UNDRR		X	
X	X				UNDSS	X		
	X				UNECA		X	
	X			X	UNEP		X	
X	X	X		X	UNESCO	X	X	X
X	X				UNFCCC		X	
X			X		UNFPA	X		X
	X	X			UN Habitat	X	X	X
X	X				UNHCR	X	X	X
X	X		X		UNICEF	X	X	X
X					UNIDO		X	
	X				UNODC	X	X	X
	X	X			UNOPS	X	X	X
					UNV	X	X	X
X	X	X	X		UN Women	X	X	X
X	X	X			WFP		X	X
X	X				WHO			X

Youthful welder Sharif Semwanga at work at his metal fabrication workshop in Kampala in November 2020. He received a small business start-up kit from IOM Uganda's European Union-funded Social Cohesion project, which supported youth and women in slum areas. ©IOM



H.E. President Yoweri Museveni (second from right) First Lady and Minister of Education and Sports, Hon. Janet Museveni (extreme right); EU Head of Delegation, H.E. Attilio Pacifici (third from left); UN Resident Coordinator, H.E. Rosa Malango (second from left) and Minister of Gender, Labour and Social Development, Hon. Frank Tumwebaze (extreme left) during the National Commemoration of International Women's Day and the Launch of the Spotlight Initiative in Mbale, Eastern Uganda on 8th March 2020. ©AGENCY

KEY DEVELOPMENT PARTNERS OF THE UNITED NATIONS DEVELOPMENT SYSTEM IN UGANDA

The Government of Uganda has an ongoing Framework for Partnership Dialogue to guide relationships between Government and development partners during the implementation of the NDPIII. As part of this framework, the Office of the Prime Minister (OPM) is responsible for overseeing 16 Sector Working Groups as well as refugee coordination through the Comprehensive Refugee Response Framework (CRRF) co-chaired by the OPM and United Nations High Commissioner for Refugees (UNHCR). United Nations agencies relate with all development partners (including those government-led) and other coordinating mechanisms through the SDGs Coordination framework.

Alongside the World Bank and two development partners, the United Nations Resident Coordinator (RC), who co-chairs the Local Development Partners Group (LDPG), organized a series of briefings. These covered the Ministry of Health (MoH) and World Health Organization (WHO) coordination of, and UNCT participation with, the COVID-19 status, response and progress updates. The RC participated in the COVID-19 National Task Force as an observer to ensure strategic linkages between the United Nations and the LDPG, with the national forum. As co-chair of LDPG, the RC had regular engagement with the Ministry of Finance and Economic Development. Specifically, they engaged in undertaking socio-economic impact analysis of COVID-19 in Uganda to share and compare approaches and strategic planning. The RC invited the World Bank, International Monetary Fund and African Development Bank, as well as the United Nations Economic Commission for Africa and Department of Economic and Social Affairs to contribute to the UNCT socio-economic impact analysis and series of joint partnership meetings. The UNCT inter-agency team on the socio-economic analysis closely interacted with international financial institutions to share lessons and experiences through the UNCT, LDPG and Donor Economist Group platforms. While the international financial institutions have so far focused on macro-economic analysis, the United Nations undertook socio-economic impact analysis within the context of 'leaving no one behind'.

With the new UNSDCF and Joint Work Plans formulation, the UNCT is developing the funding framework to emphasize allocating resources to support

NDPIII and SDGs. United Nations resources will play a complementary and catalytic role in addressing barriers to SDG financing. This will include facilitating dialogue with diverse partners and enabling governments to identify new sources of SDG financing and better align existing financial resources with NDPIII and SDGs.

Effective development cooperation remains important in supporting Uganda's long-term development progress. Uganda needs more substantial development finance as it moves into the implementation of NDPIII, with more focus on accelerating progress on the 2030 Agenda. The United Nations Joint Programme on 'Integrating policy and financing for accelerated progress in SDGs in Uganda' is funded through the United Nations SDG Fund (US\$1million) and implemented by UNDP, UNCDF and UN Women. It builds on existing government efforts to develop and implement an Integrated National Financing Framework by strengthening a complementary, interdependent, and mutually reinforcing relationship between planning, budgeting, financing processes, and accountability systems by addressing the challenges mentioned above. This programme collaborates with the European Union (EU), International Monetary Fund and the World Bank.

The United Nations Uganda Multi-Partner Trust Fund was established in 2020 with US\$2.1million allocated from Norway to respond to COVID-19 impacts. The Trust will be expanded in 2021 to support UNCT to finance national development priorities through the UNSDCF. The UNCT will continue exploring financing opportunities from global joint funds such as the Migration Fund and the Joint SDG Fund while building partnerships for new development financing opportunities.

The United Nations Reform also calls for inclusiveness, coherence and national ownership. To enhance the engagement with a diverse group of Member States, a platform entitled 'Friends of the United Nations in Uganda' was established. This platform also engages executive leaders in the private sector to accelerate collective investments towards SDGs by enabling consultations, joint analysis and transformational partnerships. .

In Uganda, collaboration promotes food security through asset creation and labour-intensive public works. The World Bank supports two labour intensive public works programmes: the Northern Uganda Social Action Fund III and the Development Response to Displacement Impact Project. World Food Programme (WFP) supports labour intensive public works through technical assistance to the Government, capacity strengthening of district local governments, and direct implementation of labour-intensive public works. In response to COVID-19, the World Bank has disbursed about US\$31million to Urban Cash for Work programmes to deliver emergency labour-intensive public works in urban and rural areas.

The Comprehensive Refugees Response Framework in Uganda, including job promotion in the Jobs and Livelihoods Response Plan is a joint priority for WFP and the World Bank to ensure a sustainable response to the refugee crisis in Uganda. It aims to provide opportunities for the self-reliance of refugees and the development of local communities.

The Refugee Sub-Window of the World Bank financed US\$150million to improve access to essential social services, expand economic opportunities, and enhance environmental management, targeting both refugees and communities that host them. During the reporting period, the Government of Uganda worked with the World Bank and UNHCR to explore alternative water delivery models to improve the sustainability of service provision to refugees and hosting areas.

Other United Nations partnership initiatives with the World Bank and the Ugandan government include the development of a National Single Registry to coordinate social protection initiatives in Uganda. The World Bank supported the Ministry of Gender, Labour and Social Development (MGLSD) by providing the necessary hardware, while WFP designed the software and protocols to implement the Registry. Partnerships and collaboration are ongoing in the evidence generation and statistics and joint support for social protection expansion. United Nations Children's Fund (UNICEF) acted as the coordinating agency for the Global Partner-

ship for Education-funded, World Bank-executed projects in the education sector. Monthly coordination meetings were held to focus on policy-level actions, including supporting progress on implementing the sharpened plan at national and sub-national levels. UNICEF supported the review of the plan for reproductive, maternal, newborn, child and adolescent health in collaboration with the World Bank and other development partners. UNICEF also worked with the government of Uganda to support the World Bank-financed Uganda Reproductive, Maternal and Child Health Services Improvement Project.

UNICEF developed a series of social protection microsimulations and response packages. These were leveraged by the World Bank and other development partners in discussions with the Government of Uganda about strategic priority responses to the COVID-19 pandemic. In partnership with the Uganda Bureau of Statistics and the World Bank, UNICEF launched the Uganda Poverty Maps that included headcount poverty and child poverty.

The United Nations collaboration with the EU Delegation builds on a strong partnership over the years. The integrated area-based approach to development and the elaborate design allowed the participation of various partners in the programmes supported by the EU. The multi-sectoral approach adopted by the EU cooperation programmes with Uganda has worked well. The United Nations values cooperation with the EU in addressing critical issues such as youth, unemployment, access to basic health and social services, and conflict prevention in marginalized communities in the most disadvantaged areas of Uganda. It has been critical to target the areas where the government has fewer resources and that are lagging. These include micro, small and medium enterprise financing, rural infrastructure development, and governance, including civil society engagement and capacity building. The approach taken was to focus on both public and private sectors with a range of partners as well as direct engagement with communities. This brought immediate solutions such as infrastructure alongside long-term access to finance and better

accountability and transparency. The EU role has been crucial in implementing the Comprehensive Refugee Response Framework (CRRF) in Uganda. The EU Trust Fund for Africa has been instrumental in paving the way for development assistance to refugees and host communities in Uganda. Also, the EU played a role in shaping the advocacy and policy agenda of important coordination mechanisms (CRRF and the Social Protection, Karamoja and Nutrition Development Partner Groups).

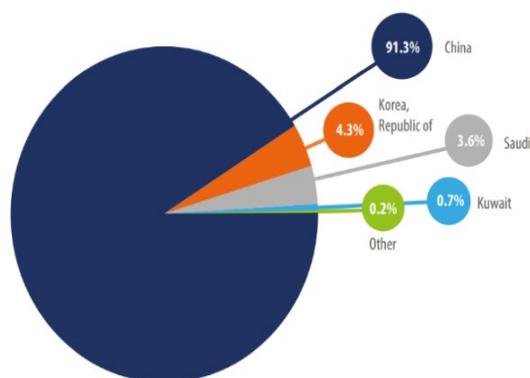
The sustained support by the EU to gender-based violence programmes has been significant. The EU Spotlight Initiative funding provides a critical opportunity for United Nations collaboration to support the Ugandan government to build a functioning protection system. This has strengthened Uganda's women's movement and addressed harmful gender and cultural norms. Cross-agency

and cross-sectoral collaboration is more complex but led to streamlined programming and more effective and efficient support to the Ugandan Government to address violence against women and girls.

The European Commission Directorate-General for International Cooperation and Development Joint Action 'Improving Synergies Between Public Finance Management and Social Protection' has been an ambitious initiative aimed at expanding social protection coverage in Uganda. The EU focus and investment in good governance as a sector (justice, human rights, accountability, and democracy) also has been crucial. Good governance is a driver and prerequisite for transformative development and the sustainability of other sectors, as well as for ensuring that no vulnerable and marginalized populations are left behind.

ECHO funded school in Uganda. ©UNHRC



FIGURE 1: SOUTH-SOUTH DEVELOPMENT COOPERATION PROVIDERS TO UGANDA

Source: Department of Foreign Affairs 2019

There was significant progress reported in Uganda on the dollar value of financial and technical assistance committed to developing countries, including North-South, South-South and triangular cooperation. South-South development cooperation remains an important dimension of international development cooperation.¹

Since the United Nations Emergency Appeal was launched in April 2020 to respond to COVID-19 and its impacts in Uganda, the United Nations system response to COVID-19 received valuable contributions from various donors and partners estimated at US\$44.3 million. Critical programmes were funded in different priority areas and locations at the national and sub-national level, which will still be active in early 2021. Five United Nations agencies collectively mobilized US\$5 million from the Central Emergency Response Fund to provide an urgent response to the impacts of COVID-19. Interventions included life-saving activities to protect refugees, particularly women and children, gender-based violence (GBV) responses for women and girls in host communities, GBV shelters, and the addressing of nutrition and health emergency needs. Below is an overview of key development and donor partners that provided support to the United Nations system in responding to COVID-19 life-saving and recovery programmes in 2020 (see Table 2):

¹ Development Finance Assessment (2019)

TABLE 2: UNITED NATIONS COVID-19 RESPONSE FROM KEY DONORS

DONOR	Amount
Embassy of Sweden	\$500,000.00
European Union	\$500,000.00
SIDA	\$4,798,355.00
DFID	\$891,063.00
Republic of Korea	\$616,740.00
Japan	\$1,428,300.00
Standard Chartered Bank	\$300,000.00
UNILEVER Uganda	\$25,469.00
Conrad N. Hilton Foundation	\$324,648.00
Global Partnership for Education	\$74,900.00
Canadian UNICEF Committee	\$19,069.00
US	\$590,000.00
Irish Government	\$110,000.00
SIDA	\$8,000.00
Royal Danish Embassy in Uganda	\$1,100,000.00
USAID BHA	\$5,800,000.00
Norway	\$2,000,000.00
Royal Danish Embassy in Uganda	\$714,600.00
UNFPA Headquarters (Emergency Fund)	\$250,000.00
UNFPA Headquarters (Emergency Fund)	\$30,000.00
ATA12 (Austria)	\$21,871.00
DKA37 (Denmark)	\$774,114.40
FPA90 (UNFPA)	\$415,637.00
NLA90 (Netherlands)	\$364,694.62
UCJ18 (UNICEF)	\$121,025.54
UDJ32 (UNDP - Multipartner fund)	\$72,925.00
UKB28 (DFID)	\$305,984.41
UZJ27 (SIDA)	\$42,143.00
UZJ34 (SIDA)	\$33,726.00
ZZT05 (TTF-Multi Donor)	\$30,000.00
ZZJ29 (UNFPA)	\$5,175.00
ZZT06 (TTF-Multi Donor)	\$55,000.00
3006E (UNFPA)	\$11,637.00
Finland	\$596,810.00
Education Cannot Wait	\$475,000.00
USA	\$6,463,000.00
USA Private donors	\$1,561,020.00
ECHO	\$1,118,770.00
Government of Canada	\$66,600.00
Irish Government	\$846,835.00
DANIDA	\$1,480,350.00
Azerbaijan (Through WHO AFRO)	\$100,000.00
WHO	\$2,167,514.00
GAVI	\$1,000,000.00
JUPSA	\$165,000.00
DFID, SNV	\$100,000.00
SIDA and Norway, EU Spotlight, Government of Sweden, UBRAF and JUPSA	\$2,003,738.00
Women's Peace and Humanitarian Fund (WPHF)	\$222,326.00
Cap ED (Pool Funding-Dubai Cares, Finland, Norway, Sweden)	\$150,000.00
BEAR II(South Korea)	\$63,470.00
UN-Unified Budget Result Frame Work	\$15,000.00
UNESCO Core Resources	\$40,000.00
NORAD	\$56,622.00
IFAD, under the Rural Poor Stimulus Facility	\$955,063.00
WHO	\$161,198.84
DANISH	\$800,000.00
IGAD/UNOPS	\$1,370,000.00
TOTAL	\$44,313,393.81

In the new development environment, the importance of foundations and philanthropic capital has increased. Foundations are becoming full-fledged development partners rather than donors and they expect to be closely involved in diagnosing and addressing development challenges. Foundations, jointly with partners, share common development outcomes and collaborate to mobilize resources and actions to bring about sustained and transformational change.

In the spirit of the United Nations reform in Uganda, a new generation of United Nations Country Team, comprised of representatives from the government, United Nations heads of agencies, development partners, civil society, academia and the private sector, was established in Uganda in 2019. The team is chaired by the United Nations Resident Coordinator, the Minister for General Duties & focal point minister for SDGs at the Office of the Prime Minister. The platform supported efforts in addressing key challenges affecting the country, including youth employment, infrastructure provision and health, while taking into account key cross-cutting themes including gender and disability among others.

In 2020, the United Nations system led by the RC organized a series of joint meetings with bilateral donors to present the UNSDCF and identify areas of mutual collaboration and partnerships.

Japan supports programmes that promote the improvement of conditions conducive to economic growth; income generation through the development of rural communities; improvement of living conditions (health and water supply), and social stability for northern Uganda. In 2020, United Nations agencies collectively submitted proposals under the Japanese Supplementary Budget application. This was followed by a meeting between the UNCT and the Ambassador of Japan to discuss strategic priorities and SDG acceleration.

United States-supported programmes include those in areas of health and HIV/AIDS, reproductive, maternal, newborn, child and adolescent health (RMNCAH), nutrition, water, sanitation and hygiene, child protection, risk communication and

community engagement, refugee response, 'free to user' logistical and light engineering services to Ministry of Health and World Health Organization, as well as to OPM's urban-poor food distribution. The United States Government supported the needs of disaster-affected people in Uganda due to extensive flooding and landslides in 2020 and national animal disease surveillance of zoonotic diseases.

Under the global basic assistance funding window, Russia's Ministry for Extraordinary Situations (EMERCOM) contributed US\$40million to World Food Programme. This enabled the delivery of food and logistics to help the landslide victims of Bududa District in eastern Uganda; the set up of Ebola epidemic surveillance and control centres; supported Uganda Red Cross and World Health Organization to distribute assorted items to the districts along the border with Congo for the prevention of Ebola infection; and supported the Government's food distribution to the urban poor to mitigate the impact of COVID-19 restrictions. The assistance also included the donation of KAMAZ trucks in Kampala to deliver food to refugees and other crisis-affected people, and supported government and development partners' response to natural disasters and other emergencies.



A man sawing wood from a commercial planted forest at a wood mill. ©UNDP

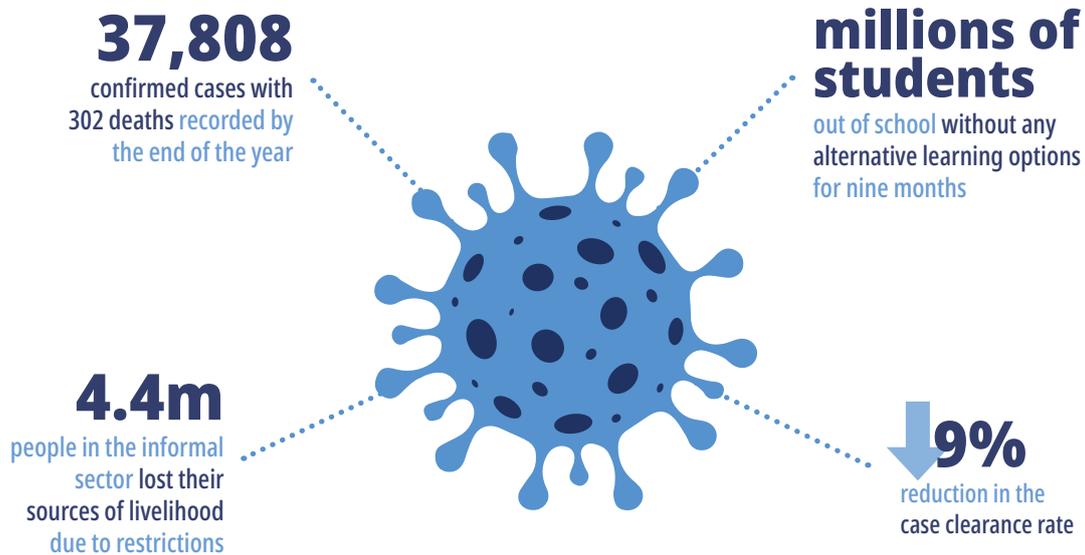


Social Distancing at Nakasero Market in Central Kampala, at the height of the COVID-19 pandemic in 2020.
©UNDP

CHAPTER 1

KEY DEVELOPMENTS IN THE COUNTRY AND THE REGIONAL CONTEXT

The COVID-19 pandemic came at an enormous cost to Uganda's economy and society. The first case of COVID-19 was confirmed on 21 March 2020.



Confirmed cases grew to 37,808, with 302 deaths recorded by the end of the year. While the Ugandan Government did a commendable job in limiting community transmission, containment measures and the global recession arising from the cost of the pandemic resulted in a sharp downturn in economic activity.

The economy expanded by 2.9 per cent in FY2019/20, far below the pre-pandemic projected growth of 6.3 per cent and the 6.8 per cent growth registered in 2018/19. The service and industry sectors were the most affected and accounted for the most considerable slowdown in economic growth. The United Nations joint socio-economic assessment of the impact of COVID-19 estimated that about 4.4 million people, mainly youth and women working in the informal sector, lost their sources of livelihood due to COVID-19 related restrictions. The pandemic also caused disruptions in access to healthcare, including immunization services and maternal care, among others. The pandemic also left millions of pupils and students out of school without alternative learning options

for nine months. This is likely to have far-reaching adverse outcomes for learning and poverty alleviation as several children may have dropped out of school entirely. The pandemic was also associated with an increased incidence of gender-based violence.

The pandemic struck when there was sub-optimal progress in poverty reduction, human development outcomes and structural transformation during the first five years of the 2030 Agenda. Uganda is still categorized as a low human development country with a Human Development Index (HDI) value of 0.544, positioning it at 159 out of 189 countries and territories. While the HDI puts Uganda above the average of 0.513 for countries in the low human development group, it is below the average score of 0.547 for countries in Sub-Saharan Africa. Despite impressive high levels of economic growth in the decade preceding the pandemic, a significant proportion of the population is not equally benefitting from this growth. A substantial proportion of the rapidly growing youthful labour force lacks gainful employment

opportunities. Discounting for inequality leads to a reduction in the HDI to 0.399, being a loss of 26.7 per cent, due to unequal distribution of the HDI dimension indices.

At the expiry of the second National Development Plan (NDPII), the country fell short of its target of attaining the middle-income status of US\$1,039 per person per year by 2020. This is mainly due to a high population growth rate of three per cent and 64 per cent of the working population engaged in the low productivity agriculture sector. The country also failed to meet the NDPII target of reducing poverty to 14.2 per cent from 19.7 per cent registered in 2012/13. Instead, the poverty level stood at 21.4 per cent by the end of the NDPII.

The justice system was equally affected by the pandemic leading to a reduction in the case clearance rate from 91 per cent (2018/19) to 90 per cent (2019/20). However, e-governance mechanisms were later adopted to ensure business continuity.

Uganda entered a critical stage in its development path as it transitioned to implementing the third National Development Plan (NDPIII) 2020/21-2024/25. Its main goal is to increase household incomes and improve the quality of life of Ugandans through a focus on sustainable industrialization. The NDPIII targets a per capita income of \$1,198, graduating the country to a middle-income status by 2025. Unlike the previous two plans, the NDPIII will be implemented through a programme-based approach to ensure more coherence and promote efficiency in delivery. The United Nations system in Uganda played a crucial role in providing technical and financial support towards preparing the plan.

There was heightened political tension due to the preparations for the January 2021 general elections. The preventive measures issued under the Presidential Directives on COVID-19 meant that the Electoral Commission was obliged to give a revised roadmap for the Electoral Process 2020/2021. Additionally, the ability of the United

Nations in conducting human rights monitoring, implementing technical cooperation activities, and building the capacity of different electoral stakeholders was affected. The lead up to the elections resulted in heightened political tensions and outbursts of violence, including the shooting by security forces of over 50 civilians in November 2020 following the arrest of presidential candidate Robert Kyagulanyi. The lead up to elections also resulted in a crackdown on civil society actors, including several United Nations partners, whose operations were suspended by government intelligence authorities.



STOP
HUMAN
TRAFFICKING
STARTS WITH ME

OFFICE OF GREENZONE
USHT MARKET



A primary school class in session before the COVID-19 pandemic. ©UNICEF

CHAPTER 2

UNITED NATIONS DEVELOPMENT SYSTEM SUPPORT TO NATIONAL DEVELOPMENT PRIORITIES THROUGH THE UNDAF

2.1. OVERVIEW OF UNDAF RESULTS

Progress in advancing the SDGs in Uganda

There were rejuvenated efforts of state and non-state actors in the implementation of the SDGs. As part of efforts to remain steadfast in the journey to sustainable development, the third National Development Plan (NDPIII) and the new United Nations Sustainable Development Cooperation Framework (UNSDCF) were aligned to the SDGs as a strategy to create an enabling environment for implementation of the 2030 Agenda. Uganda was among the first four countries in Africa to pilot the voluntary local review approach, which provides an opportunity for local governments to assess SDG alignment and implementation at the local level. The United Nations supported the Government to develop an Integrated National Financing Framework to enable the country to align its financing strategy with the evolving development financing landscape.

Key policies, strategic documents and guidelines on sexual and reproductive health and rights (SRHR) were developed to advance SDG achievements. These included the sharpened RMNCAH Plan for Uganda (2020/2021-2025/2026), the National HIV and AIDS Strategic Plan (2020/21-2024/25), the National Sexuality Education Framework, the Sexuality Education Guidelines for out of school, the SRHR Policy, the Adolescent Health Policy and Strategy and the School Health Policy. The United Nations promoted advocacy and policy engagement to ensure an enabling policy environment and implementation of SDGs 3, 4, 5 and 16.

Uganda was supported to review and align the National Standard Indicator Framework, the National Priority Gender Equality indicators, and the SDG indicator matrix, which resulted in the increased number of indicators reported from 45 to 92. This data was used in the preparation of the 2020 Voluntary National Review Report

With financial and technical support from the United Nations, the Ugandan Government assessed the policy and institutional gaps in SDG implementation. Analytical work was done on specific SDGs, for example, SDG 2 (Zero Hunger), SDG 16 (Peace, Justice and Strong Institutions), to inform planning. The government also developed the integrated SDG (iSDG) model for Uganda to identify SDG accelerators that would spur the achievement of other SDGs, with the environment, governance, and industry being three such intervention areas. The Ugandan Government was also supported to carry out multidimensional poverty measurement actions, including a vulnerability assessment and the Poverty Status Report.

The United Nations strengthened the capacity of the National SDG Secretariat that is mandated to coordinate and report on SDG progress in Uganda. For instance, the United Nations recruited a Monitoring and Reporting Analyst to support the National SDG Secretariat in its functions, including operationalizing the National SDG Coordination Framework. Other activities included promoting the mainstreaming and implementation of the 2030 Agenda in Uganda and ensuring the inclusion of all the gender aspects in SDG reporting. Tools and systems positioned all ministries, departments and agencies to effectively enforce systematic gender mainstreaming in implementing the 2030 Agenda in Uganda.

Progress in COVID-19 Response

The United Nations, in partnership with the Government of Uganda, NGOs and partners, launched the United Nations Emergency Appeal for COVID-19 response and its impacts, informed by the United Nations COVID-19 Preparedness and Response Plan. Out of US\$316million funding needs, the

United Nations system mobilized US\$44.3million to advance outcomes across the identified thematic areas. This included health; food security, livelihoods and nutrition; lifesaving services and social protection; refugees and displacement; immediate economic support and digital innovation; as well as coordination and common services areas.

The United Nations Uganda Multi-Partner Trust Fund Emergency Window was established with US\$2.1million funding from Norway. Approximately US\$13million was reprogrammed during a review related to programme criticality. The United Nations socio-economic analysis on COVID-19 was completed and disseminated to all stakeholders and will be used to inform United Nations programming.

The United Nations pooled resources to deploy a senior United Nations doctor to help meet the United Nations' duty of care to support 5,000 United Nations personnel with dependents and

partners. The United Nations helped the Ugandan Government to continue providing essential services and health care. This included distributing personal protective equipment (PPE) in 46 districts, providing transportation services for health workers and pregnant women and developing protocols for conducting outreaches with integrated SRHR services to vulnerable youth in hard-to-reach areas and humanitarian settings.

The United Nations supported the instalment of screening facilities at Entebbe International Airport and multi-storage units at isolation centres, including at the busiest entry points along the borders with Tanzania, Kenya, the Democratic Republic of Congo, and South Sudan. The United Nations provided warehouse spaces across Uganda to support partners store PPE.

The United Nations used remote monitoring systems to assess the impact of COVID-19 on food security for the refugee-hosting areas, including

Covid sample collection. ©IOM



urban areas and other sectors. Women farmers were mobilized to grow climate-resilient mangoes and guava, among others. GBV survivors totalling 10,056 received medical services in 55 districts, and 326 health facilities were provided with PPE. GBV and violence against children (VAC) reporting and legal aid were strengthened. Video conferencing equipment for prisons was provided to facilitate virtual court hearings and access to justice.

COVID-19 infection, prevention and control activities were carried out across refugee-hosting districts. Communication on reducing risk was shared in the wider community through megaphone messaging, talks with bodaboda riders and door-to-door sensitization. Institutional quarantine and treatment centres were established across refugee-hosting districts, and support was provided to district health facilities to improve health service delivery to refugees and host communities during the COVID-19 pandemic. The provision of life-saving health and nutrition

services for refugees and nationals continued with minimum disruptions. The United Nations further supported the government's education sector COVID-19 Response & Preparedness Plan through distributing over 400,000 home learning packages. 'Cash-for-work' initiatives were promoted across refugee-hosting districts to mitigate the loss of income.

The Ministry of Gender, Labour and Social Development was supported to develop a sector COVID-19 Response Plan, which integrated gender issues. This plan was the basis upon which the Ministry mobilized financial resources to raise awareness about and sustain 16 GBV shelters countrywide as there was a risk these would be closed due to a lack of sustained support from donors or commitment from the government. Strong United Nations advocacy for the survival of the shelters resulted in an agreement about funding to support them to stay open throughout the lockdown.

Risk Communication and Community Engagement in Gulu on one of the local radio stations in Gulu to to sensitize community about COVID-19 prevention measures. ©WHO



2.2. UNDAF PRIORITIES, OUTCOMES, AND OUTPUTS

The United Nations Development Assistance Framework (UNDAF) 2016-2020 focused on three priority areas of governance, human capital development and sustainable and inclusive economic development, with 12 outcomes. As articulated in its Vision 2040, the Ugandan Government recognizes that good governance, respect for human rights, promotion of gender equality, environmental sustainability, and building a robust human capital base are the foundations for sustainable economic development and long-term growth. Some key results achieved in 2020 under the respective pillars can be found below.

Strategic Intent 1: Inclusive governance

The governance strategic intent pillar contributed to four outcome areas:

- i) Rule of law and constitutional democracy
- ii) Human rights and gender equality
- iii) Institutional development, transparency and accountability
- iv) Peace, security and resilience.

OUTCOME 1.1

Rule of law and constitutional democracy

By the end of 2020, the United Nations envisaged that rule of law, separation of powers, and constitutional democracy would be entrenched in Uganda. As such, all individuals would be treated equally under the law and have equitable access to justice. With United Nations support:

Public satisfaction of justice services increased

59% in 2019 | **76%** in 2020

(JLOS Report 2019/2020)

The proportion of women/men who consider Uganda to have democracy (or with minor problems) increased

52% in 2019 | **53%** in 2020

(M/F: 55/45; R/U: 45/55)

The number of women in national parliament stagnated at

35% throughout the 5-year electoral period

The Parliament passed five electoral amendment bills assented to by the President of the Republic of Uganda². These include the Electoral Commission (Amendment) Bill 2019, the Political Parties and Organizations (Amendment) Bill 2019, the Parliamentary Elections (Amendment) Bill 2019, the Presidential Elections (Amendment) Bill 2019 and the Local Government (Amendment) Bill. Some of the amendments that have been instrumental in the 2020/2021 general elections include:

- Amendment of Article 104 of the Constitution and section 59 of the Presidential Elections Act (as amended) to increase time for filing a presidential election petition from 10 to 15 days and increase in time within which to consider a presidential election petition by the Supreme Court from 30 to 60 days.
- Amendment of the Parliamentary Elections Act section 30 and Presidential Elections Act section 31 to set the number of voters who should

² (<https://parliamentwatch.ug/wp-content/uploads/2020/09/The-Local-Governments-Amendment-Bill-2020-1.pdf>).

witness the opening of the polls at a polling station to see that the ballot box is empty to 10 from the previous vague requirement that required ‘full view of all present.’

- Amendments of the Presidential Elections Act and Parliament Elections Act section 39 to stop the practice of creating special polling stations for members of the Uganda Peoples Defence Forces in their barracks.
- Amendment of the Political Parties and Organizations Act to insert a Code of Conduct for the Political Parties. This was leveraged to facilitate discussions between political party candidates and the Electoral Commission

The United Nations support to the 2020/2021 electoral cycle increased public confidence in the Electoral Commission to organize credible, free and fair elections from 42 per cent in 2017 to 47 per cent in 2021. A nationwide media campaign to raise awareness about national voter registration increased the proportion of eligible voters from

15,277,198 registered voters (52 per cent female and 48 per cent male) in 2016 to 18,103,603 voters (9,501,809 females, 8,601,794 males) in 2021 due to United Nations-supported dialogues on the inclusion of youth and women. More females (52.5 per cent) registered to participate in the 2021 general elections. In 2021, only 4.9 per cent of candidates contesting for mainstream parliamentary seats were female (133 women out of 2728 candidates), less than the 6.5 per cent registered in the 2016 general elections.

More females registered to participate in the 2021 general elections.

52% in 2016 | **52.5%** in 2021



↓ 1.4% decrease
in female candidates
contesting for the mainstream
parliamentary seats
(133 out of 2728)

A man voting during the 2016 General Elections in Uganda. ©UNDP



OUTCOME 1.2**Human rights and gender equality**

- Towards the realization of SDGs 3 and 5, the United Nations engaged and cooperated with the Ministry of Health, which resulted in commitments to establish a human rights-based approach to reduce preventable maternal mortality.
- In the spirit of 'leaving no one behind', the United Nations continued efforts to improve the lives of the more marginalized. The United Nations engaged with MGLSD, Equal Opportunities Commission, Uganda Human Rights Commission and civil society organizations to develop a draft National Action Plan on Albinism, a National Action Plan on Business and Human Rights, and a National Affirmative Action Plan on Indigenous Peoples.
- In 2020, with the United Nations' support, Uganda submitted the Combined 8th and 9th Periodic Reports on implementing the Convention on the Elimination of Discrimination against Women. The report provides a comprehensive assessment of the progress that Uganda has made in implementing the commitments of the Convention. This reflects the collective action and collaboration of all stakeholders in the government, development partners, civil society, the private sector and communities to uphold and protect the rights of women and girls by the Member.

OUTCOME 1.3**Institutional development, transparency and accountability**

The United Nations played a critical integrator role in supporting the development of the third National Development Plan (NDPIII). This was through creating a platform for strategic consultation on the strategic direction of NDPIII.

The United Nations provided integrated technical support to strengthen the design of the NDPIII roadmap, resulting in the integration of the SDGs as well as the mainstreaming of cross-cutting issues such as youth, gender, and refugees. For example, in partnership with the United Nations Economic Commission for Africa, the National Planning Authority was supported to build a customized integrated SDG (iSDG) model for integrated policy analysis. This was used to identify governance, the environment, and industry as accelerators that would spur the achievement of other SDGs in Uganda. The model is guiding the Government in resource allocation to key and impactful development results in alignment with the SDG accelerators.

The United Nations further supported the strengthening of governance mechanisms, systems and tools that align policies and annual budgets to the National Development Plan. The United Nations helped develop Programme Implementation Action Plans that detail the activities, targets and resources required for programme delivery, as well as the revision of the methodology for Certificate of Compliance. These mechanisms assess the alignment of NDPIII, MDAs and local government plans with annual budgets and localize the Programme Implementation Action Plans at the local government level. This will help the Government take forward the public finance management reforms to develop and implement an Integrated National Financing Framework.³

³ UNDP: 2020 In Retrospect Fighting Crisis with Creativity to Build Forward Better



OUTCOME 1.3**Peace, security and resilience**

The United Nations targeted support in the sphere of peace, security, and resilience yielded the following results:

The UN provided

US\$832,650.6

to the Directorate of Citizenship and Immigration Control to procure information and communications technology materials and provided solar panels for 27 hard-to-reach border posts. This helped in mitigating cross-border health and security risks.

**24 motorbikes
2 border patrol 4X4 vehicles and
communication items**

were distributed to peace monitors.

These workers worked closely with security forces to support cohesion efforts, early warning, and early response, undertaking field monitoring to address issues and prevent escalation. Subsequently, security forces undertook an extensive disarmament programme in the Karamoja Sub-region and recovered stolen livestock, all of which ultimately benefited the communities and people of Karamoja.

**Over 10,000
youth were reached directly**

and appreciated the values of peacebuilding and non-violence through the Peace Building Funding Initiative.

Curriculum inculcation for young people regarding principles of 'obuntubulamu' was carried out to elicit inherent changes in value systems. Youth were encouraged to favour peace and be receptive to peacebuilding interventions to ensure deliberate, systemic uptake of nonviolence.

The United Nations launched the Strengthening Shock-Responsive Systems in Karamoja Project to enhance the Ugandan Government's capacity to predict, reduce and respond to shocks in Karamoja. The programme is laying the foundations for a wider government approach to respond to shocks. Furthermore, the programme builds on a strategic partnership between WFP and Food

and Agriculture Organization to build resilience at the community and institutional level.

Support continued to the government-led Comprehensive Refugee Response Framework, under which the United Nations, with its partners, supports refugees and host communities in the 12 refugee-hosting districts and in Kampala. United Nations efforts led to the inclusion of refugees in Uganda's National Development Plan III, which explicitly states that refugees need to be integrated into national, sectoral and district planning and statistics. In 2020, the United Nations jointly contributed to the implementation of the Education Response Plan for Refugees and Host Communities; the Integrated Health Sector Refugee Response Plan; the launch and implementation of the Water and Environment Response Plan; and the preparation of comprehensive plans for jobs and livelihoods and sustainable energy, which aim at an inclusive and integrated response to refugees and host communities. District local governments of refugee-hosting districts were offered technical support to advance integrated district development planning and service provision for refugees and host communities.

In 2020, against the background of the school closure, support was provided to the COVID-19 Response and Preparedness Plan of the Ministry of Education and Sports and home learning packages developed by the National Curriculum Development Centre were distributed to refugee children.

80% health centre IVs and district hospitals in refugee-hosting districts were accredited accredited by the Ministry of Health to advance refugee inclusion in Uganda's health system.



There were continued efforts to address environmental degradation in refugee-hosting areas concerning the government's Water and Environment Response Plan. For example, 67.8 acres of wood lots in the districts of Adjumani, Lamwo and Obongi were established, with support from the United Nations and Korea International Cooperation Agency.

Propelled by the negative impacts of the COVID-19 pandemic on the livelihoods of refugees and host communities, the United Nations, with its partners, **stepped up efforts to create temporary employment opportunities through ‘Cash for work’.**

2,700  **1,080** men  **1,620** women

employment opportunities were created

for most vulnerable households and persons with special needs (PSNs), in the three districts of Adjumani, Lamwo and Obongi.

70%
Refugees

30%
Host communities

As a result, 72.98 kilometres of community access roads were opened, and 412 meters of bad spots were worked upon, using the Do-nou Technology . Improved road infrastructure has enhanced access to basic social services and to economic opportunities for refugees and host communities, hence also promoting peaceful co-existence among the refugees and host communities.

Efforts to strengthen the technical and functional capacities of OPM, MDAs, district local governments, civil society and leaders to empower communities to build resilience in Karamoja continued. In 2020, 7500 individuals (2850 men and 4650 women) participated in tree planting in 20 schools and constructed or expanded soil and water conservation struc-

tures in degraded lands in Moroto and Kotido districts. Seven thousand five hundred individuals in Karamoja benefitted from cash transfers worth US\$115,977 for their participation in asset creation activities.

The United Nations facilitated the procurement of the bullet recovery water tank for examination of firearm exhibits. Since its installation, 54 firearms arising from 51 cases were test-fired, leading to 38 positive leads and the arrest of a gang of criminals involved in robberies and murders of mobile money agents in the country, as well as the consequent arrest and prosecution of the 57 suspects. The turnaround time for examining and reporting firearms cases improved from one month to less than seven days resulting in the reduction of backlog accumulation and enhanced provision of timely intelligence.

The United Nations supported the MGLSD to develop Uganda’s third National Action Plan on United Nations Security Council Resolution (UNSCR) 1325. The process engaged several key stakeholders such as the Ministry of Defence and Veteran Affairs, local governments and civil society to ensure strong buy-in and ownership of the plan. It also drew innovative ways of integrating a resource mobilization strategy, communications strategy, and a strong monitoring and evaluation plan.

Cash for work activities (Road opening) going on in Lamwo district Road. ©AGENCY



STRATEGIC INTENT 2: HUMAN CAPITAL DEVELOPMENT

The five outcome areas under the Human Capital Development strategic pillar included:

- i) Learning and skills development
- ii) Health

OUTCOME 2.1

Learning and skills development

Support to teenage mothers: The United Nations engaged in advocacy that ensured that teenage mothers accessed healthcare without judgment. Consequently:

- The Ministry of Education and Sports approved the National Guidelines on the Roles and Responsibilities of Senior Women and Men teachers, National Guidelines for the Formation and Management of School Clubs and the revised National Guidelines for the Prevention and Management of Teenage Pregnancy. These laid a foundation for violence against children in school, and early pregnancy prevention and management in a school setting, and strengthened skills-building within schools.



1,155 schools

met at least two elements of VACiS prevention and response, including the availability of a national code of conduct and functioning reporting, tracking, referral and response system.

25,361

out of school adolescents



42%



58%

improved their life-skills through participation in formal and non-formal learning, where out-of-school clubs became an effective alternative space.

Furthermore, 1,201 schools (620 in West Nile, 281 in Karamoja, 140 in western and 160 in eastern region) included life skills and citizenship education in their school plans.

- iii) Social protection
- iv) Gender-based violence and violence against children
- v) HIV & AIDS response

Support to education amidst the COVID-19 pandemic: The United Nations supported the MoES to develop a COVID-19 response plan focused on the continuity of learning programmes. This was done through home-based learning materials, radio, and digital learning programmes and supporting the re-opening of schools for the final examination classes in October 2020.



2,606,405
students & adolescents

were provided with home learning materials including 368,048 refugee learners and 1,469 children and adolescents with disabilities.

- The MGLSD rolled out the National Multi-Sectoral Coordination Framework for Adolescent Girls (2018-2022). Nine priority areas for adolescent programming were included in the National Development Plan III, sector strategic investment plans and district development plans for 17 district local governments.
- A Digital Agenda was developed by MoES, providing a basis for digital learning and skill development among adolescents. Digital online and offline learning through the United Nations-supported digital platform Kolibri platform became another alternative in COVID-19, functioning in selected districts and reaching 12,637 students in 2020. Kolibri was accessed over 128,000 times by adolescents online and offline during the school closure.



Digital online and offline learning through the Kolibri platform became another alternative in COVID-19

12,637 students

Through the Kolibri platform, 143,007 learners accessed curriculum-based materials in science, technology, engineering and mathematics and the Ministry of Education self-study materials.

- Information and communication technology (ICT) infrastructure of three teacher training institutions was refurbished to support online teacher training and built the capacity of 130 teachers from 23 teacher training institutions. The teachers learned how to use the Teacher Educator E-Learning System to provide remote assistance and electronic assessments of students studying from home.

Capacity building for education:

- The Ministry of Education and Sports developed the Refugee Teacher Certification and Deployment Guidelines. The guidelines provide a blueprint on providing certification and continuous professional development for refugee teachers. The Ministry designed a programme that seeks
- to broadly expand the capacity of teachers in refugee schools to improve the quality of teaching and learning. It is anticipated that the programme will create a pool of competent and certified refugee teachers to meet the demand of educating over 600,000 refugee learners in refugee settlements in Uganda.
- Labour market resource materials were developed and disseminated to key stakeholders and 10 Technical and Vocational Education and Training (TVET) institutions in Uganda. Twenty Agro TVET teachers and 10 Agro TVET institutions benefitted through system-strengthening, focusing on continuous professional development. Additionally, the institutions benefitted from the development of ICT systems, provision of guidelines, manuals, training materials, equipment, ICT applications and the establishment of an e-learning platform for sharing resources on TVET among teachers and learners.
- The curriculum framework was developed as a minimum standard to regulate pre-service training at teacher training institutions by the Uganda National Institute for Teacher Education.

Abigail Alex, 12, and her sister Blessing Alex pupils of Mvara Junior Primary School keep studying on their own as schools remain closed during the COVID-19 lockdown at their parents home in Arua District. ©UNICEF





OUTCOME 2.2**Health**

In 2020, the United Nations achieved mixed results as the COVID-19 pandemic caused an unprecedented health, social and economic impact in Uganda, leading to reversals in earlier achievements. For instance:

- Immunization (DPT3) and vitamin A coverage declined by nine percentage points.
- Intermittent preventive treatment for malaria in pregnancy declined by six percentage points.
- Deliveries in health facilities reduced from 63 per cent in FY 2018/19 to 59 per cent in FY2019/20 and dropped below the 2020 target of 75 per cent.
- Public expenditure on health fell below the baseline of 8.7 (2013/14) and registered at 7.2 per cent in FY 2019/20 against the target of 15 per cent.
- Access to adequate water, which is a crucial underlying factor for good health and nutrition, stagnated and even worsened in rural areas.
- Low birthweight increased by 10 per cent, and health-facility-based maternal mortality and under-five mortality by 7.6 and 4 percentage points, respectively⁴.
- On the other hand, the modern contraceptive prevalence rate rose to 50 per cent in 2019/20, surpassing the target of 40 per cent

With United Nations support:

- Quality of care standards for RMNCAH was implemented in 144 health facilities.
- Newborn special care units were established in 16 hospitals.

399 health workers were trained

maternal and perinatal death surveillance and response -150, essential newborn care, emergency obstetric and newborn care - 82 surgical skills - 74

- Kangaroo mother care is now functional in 45 targeted health facilities.
- Seventeen maternity units in high volume health centre IIIs were renovated and equipped for basic emergency obstetric and newborn care.
- A total of 232 health facilities were equipped with functional personal protective equipment
- Transport vouchers were provided for over 15,000 pregnant women.
- QI learning networks were set up in four districts.
- Post-partum and post-abortion family planning services were scaled up in eight districts.
- The Ministry of Health revised the Adolescent Health Strategy based on the Global Accelerated Action for the Health of Adolescents guidance.
- The Male Involvement Strategy and Implementation Guidelines were disseminated in eight districts

Refugee mothers in Oruchinga refugee settlement learn to measure their children's arms to determine their nutrition status. WFP introduced this initiative in 2020 to cut out the role of health workers who formerly visited homes to measure children, to maximize social distancing among refugees. ©WFP



Fathers, mothers, caregivers and pregnant women, brave the COVID-19 lockdown to immunize their children in Uganda.. ©UNICEF

Concerning immunization:

- 'Reaching every district'/'Reaching every child' and demand stimulation approaches implemented in 58 districts (including 22 poorly performing districts) helped deliver immunization services and improved coverage.
- Fifteen districts were supported with individual registration of children under one year of age with the help of community health volunteers.
- Catch-up vaccination was provided to target populations during the month of October using Integrated Child Health Days and focused on providing technical support to the urban

districts of Kampala and Wakiso. As a result of this, out of 1,341,072 infants, 90 per cent received the pentavalent and 86 per cent the measles-rubella vaccines.

With the Global Alliance for Vaccines and Immunizations funding, the United Nations provided Ministry of Health with 926 fridges (including 886 solar-driven), 5,343 vaccine carriers, 5 motorboats, 657 motorcycles and 57 vehicles to improve cold chain and service delivery capacity.

Concerning malaria:

- With funding from the Foreign, Commonwealth & Development Office (FCDO), the United Nations provided three technical staff to support the National Malaria Control Programme.
- The Mass Action against Malaria framework was rolled out.
- A draft National Malaria Strategic Plan (2021-2025) was developed.
- Integrated community case management guidelines were updated.

Refresher training for **12,448**
existing **1,199** new
village health teams in 27 target districts
was conducted.

Concerning nutrition:

- OPM conducted a Regulatory Impact Assessment for the draft National Nutrition Policy and reviewed the national nutrition expenditure to support advocacy for budget allocation.
- The Nutrition Advocacy and Communications Strategy II was developed to support Uganda Nutrition Action Plan II implementation. Guidelines and training packages on integrated management of acute malnutrition as well as maternal, adolescent, infant and young child nutrition action plan were finalized.
- Vitamin A was administered to 2,649,926 children aged 6-59 months nationwide in the first semester of 2020, of which 1,023,338 were reached in the 20 UNICEF priority districts.
- Iron and folic tablets were given out to 125,938 pregnant/lactating women, and 1,792,561 caregivers (96 per cent of the target) were reached with infant and young child feeding counselling services in 20 UNICEF priority districts.
- Treatment for severe acute malnutrition was administered to 25,329 children nationwide.
- A total of 906 frontline workers were trained to implement community-based nutrition actions.

Concerning WASH:

- Access to limited sanitation increased from 77.2 per cent to 78 per cent in rural areas against a target of 79 per cent and from 87.9 per cent to 89.1 per cent in urban areas against a target of 100 per cent.
- The percentage of the population with hand-washing facilities with soap and water at home in rural areas was 38 per cent against the target of 50 per cent and in urban areas was 61 per cent against a target of 50 per cent.
- In schools, the percentage of pupils enrolled in schools with basic handwashing facilities was 58 per cent against a target of 50 per cent.
- The pupil:stance ratio worsened from the baseline value of 71:1 to 72:1 against the target of 50:1.
- MoH developed a National Guideline and Standards on WASH in health facilities, which will guide stakeholders in constructing disability gender-friendly and quality latrines.
- MoES developed a national costed micro plan for WASH in schools, with a sum of US\$118 million needed to provide a WASH package in all primary schools in Uganda.
- Access to safe water was realized by 127,400 people against the annual target of 128,000 through rehabilitation of defunct boreholes and construction of motorized water systems.
- In response to flooding and cholera outbreaks, the United Nations provided WASH support to 157,763 people against the annual target of 130,000.
- MoH finalized the roadmap for eliminating open defecation and accelerating basic sanitation; 704 villages with an estimated 211,200 people were supported through social mobilization activities to achieve open defecation free status against the annual target of 233,000 people.

OUTCOME 2.3

Social protection

- The outcome envisaged to be achieved by 2020 was a nation with resilient communities and reduced extreme poverty and inequalities. During the period under review, Uganda spent UGX 74billion on social protection against a gross domestic product (GDP) of UGX 129,080billion in FY 2019/2020, which is 0.06 per cent of GDP⁵. While government expenditure has tripled since 2015/16 from UGX11 trillion to 33 trillion, social protection expenditures have not increased at the same rate. The International Labour Organization social protection database indicates that public social protection expenditure by function (percentage of GDP) in Uganda is significantly higher, at 0.7 per cent, but this is not aligned with Government budget reports for FY 2019/20.
- Building on the socio-economic impact assessment of COVID-19 that highlighted the effects of the pandemic on vulnerable groups, including the informal sector, particularly market women and street vendors, a digital marketing platform was developed to support the market women of Kalerwe, Kamwokya and Nakawa to sell their products more widely.
- In partnership with SIDA, the United Nations strengthened the capacity of district local governments in refugee-hosting districts of the West Nile Sub-region to deliver national social protection programmes. These included the senior citizens' grant, Uganda Development Response to Displacement Project and Northern Uganda Social Action Fund III.
 - The three-pronged approach was disseminated to enhance community participation in planning labour intensive public works interventions. This consolidated the capacity of local government to address seasonal variability and expanded government-led labour-intensive public works to reach additional food-insecure households.

265  **170** men  **95** women
community members participated in community action plans.

247  **154** men  **93** women
government officials were trained in using three-pronged approach tools.

- Cash transfers were given to 65,995 people (33,657 female and 32,338 male) through community-driven labour-intensive public works in Lamwo, Adjumani and Isingiro, amounting to a total of US\$550,212.
- With United Nations support, the Government developed a shock-responsive social protection strategy and implemented two large-scale response interventions. These include an urban 'cash for work' programme supported by the World Bank, with the International Labour Organization leading a pilot initiative. The United Nations, WFP and UNICEF Child-Sensitive Social Protection joint project provided one-off cash transfers to refugees and host communities in the West Nile sub-region.

62,261 people

(41 per cent Ugandans and 59 per cent refugees) received an emergency cash transfer.

- The transfer targeted pregnant and lactating women and children under two years old, injecting US\$1.9million in local communities and building on existing social protection programmes (NUSAF III and DRDIP, and WFP's maternal child health and nutrition interventions).

5 Annual Budget Performance Reports, 2020



OUTCOME 2.4

Addressing gender-based violence and violence against children



At only 15 years, her father thought it was the right time for her to start a home with a man, a common practice in Pokot culture. Moreover, when the girls are married off, they are subjected to yet another harmful practice - female genital mutilation/cutting as a rite of passage into marriage and womanhood. However, together with six other girls, she ran away from home and sought refuge at Amudat District police station. She was rescued and rehabilitated with UNICEF support and is back to school. Through UNICEF-supported community dialogues, the father has also been engaged and he has since signed an agreement to keep his daughters in school. Today he advocates against child marriage in his community despite being ridiculed. ©UNICEF

To reduce the incidence and impact of GBV and VAC on women and children, the five United Nations agencies implemented the EU-United Nations Spotlight Initiative, with a financial delivery of US\$11,249,080, of which US\$860,828 was reprogrammed to the COVID-19 response.



13 GBV shelters were sustained for six months to address COVID-19 related spikes in violence against women and children, GBV and harmful practices.

- GBV/VAC/SRHR indicators were integrated into the Local Government Performance Assessment tools, ensuring alignment of indicators for assessment to the NDPIII compliance tools. These included the incidence and management of cases related to GBV, violence against children, youth and women access to youth livelihood and women microfinance, and teenage pregnancy.
- The Parliamentary Affairs Committee finalized reports on the Sexual Offences Bill and Succession Amendment Bill 2019, which were ready to be presented to plenary for the third reading.

- Institutional capacity to manage violence against women and children was strengthened
 - Costed GBV and VAC interventions were included in Local Government Development Plans.



1,410 para-social workers trained trained at the community level, and 67 Social Welfare Officers were placed at sub county level to strengthen the social welfare structure from the village up to the district level.

The Child-Friendly School module was scaled up in 210 schools in three districts.

840 50% female 50% male

teachers now apply child-centred pedagogy, positive discipline, recording and reporting cases of VAC

The Office of the Director of Public Prosecutions was supported to handle GBV cases in a victim-friendly and trauma-informed manner, with conviction rates for sexual and gender-based violence (SGBV) rising

60% in 2019 | **74%** in 2020

- Through support to MGLSD, a virtual training programme on COVID-19 and child protection reached an average of 128 social workers, police, education and health workers in 11 districts through 11 webinars.

Community mobilization and social norms change:

- As a strategy to mitigate the impact of COVID-19 on children and women, especially during the lockdown period, a media campaign to raise awareness about violence and harmful practices against children and women was conducted on radio, television and social

media platforms. These reached 18,431,702 people (urban 4,562,819, rural 13,868,883; male 9,173,121, female 9,258,581) including in emergency settings. These included 6,649,900 (male 4,856,000, female 1,793,900) adolescents and young people in 35 districts, reached with integrated messaging using radio spots, talk shows and adverts to raise awareness on key family care practices, positive parenting, prevention of VAC, child marriage, teenage pregnancy, female genital mutilation and online child abuse.

- The National Guidelines on the Prevention of Teenage Pregnancy and re-entry of child mothers in school settings in Uganda was signed, enabling affected girls and child mothers to sit their final examinations.
- The Council of Traditional Leaders in Africa - Uganda Chapter was established, with public commitment to support SGBV programmes.
- The Inter-Religious Council of Uganda pastoral letter (policy guidance) on sustained SRH/ HIV/GBV programming was integrated with COVID-19 risk management, committing religious leaders to address these issues with their congregants to reach a wider audience.

Service delivery on violence against women and girls, GBV, SRHR and harmful practices:

- There was improved case handling for SGBV by officers of the Directorate of Public Prosecution in the High Courts in 14 districts, resulting in 419 convictions, 121 dismissals and 26 acquittals. All convictions resulted in custodial sentences.
- Through the placement of nine Justice for Children coordinators who mentor and support justice actors around child-friendly justice, support to the justice sector resulted in 14,393 children’s cases (8,668 girls, 5,725 boys) being fast-tracked through the justice system.
- Specialized mental health care services were provided in COVID-19 treatment and quarantine centres to children and families. In addition, caseworkers were deployed to the same facilities, which further strengthened linkages between health and social welfare in



Alanyo Doreen narrates to the Officer in Charge how Grace pursued her child in her absence. ©UNICEF

the COVID-19 response. Psychosocial support was offered to 29,038 children (12,662 girls) in refugee settlements and host communities.

- Successful advocacy for re-opening the National Child Help Line and including government social workers as critical staff resulted in 5,119 children receiving district level child protection services referred by the Child Help Line.
- SRH, HIV and GBV were integrated into the Universal Health Coverage Strategy of Uganda.
- The GBV/VAC COVID-19 Response Plan was developed.
- Gender-responsive budgeting and gender statistics were integrated into the curriculum of the school of Gender Studies in Makerere University in collaboration and partnership with the School of Women and Gender Studies of Makerere University.
- The National Family Planning Advocacy Strategy implementation plan was reviewed.

- The Total Market Approach was integrated into the Financing Strategy.
- The National Family Planning Costed Implementation Plan 2016-2020 was evaluated.



Improved case handling for SGBV by ODPP officers in the High Courts of 14 districts

419 convictions | **121** dismissals | **26** acquittals

14,393

60% girls | **40%** boys

Placement of 9 Justice for Children coordinators resulted in children's cases being fast tracked through the justice system

29,038 children

received psychosocial support in refugee settlements and host communities

44%

56%

Women's Movement

A total of 21 outreaches were conducted for 444 people including 267 females facing multiple forms of discrimination as an intervention to ensure no one was left behind and that they can demand SRHR services⁶.

Interventions to address the female-hostile environment in markets places resulted in establishing standard operating procedures to curb the high incidences of violence against women and girls and sexual harassment of young women in market workplaces and public spaces.

The Safe Cities and Safe Public Spaces Policy drafts were developed.

- The draft National Framework for Alternative Care and its costed Action National Plan were finalized. In addition, the MGLSD developed guidelines and standard operating procedures for foster care in Uganda.
- MGLSD developed a web-based interactive platform and mobile application named 'Safe Pal.' The application is used for reporting GBV cases among young people while also disseminating messages and promoting communication, learning and information exchange on HIV/AIDS, sexual reproductive health, malaria and tuberculosis. The Safe Pal App was also linked with the Child Helpline (Sauti 116) to provide an immediate response to reported cases. The MGLSD rolled out the Pal App to 112 districts reaching over 2,000 individuals while observing COVID-19 control measures.
- The Ministry of Justice and Constitutional Affairs was supported to conduct 14 special court sessions for SGBV cases in 14 districts, which resulted in 629 cases being disposed of out of 730 cases that were listed for trial.
- The National Child Policy was approved by Cabinet. It provides for multi-sectoral collaboration for coordinated service delivery to improve the welfare of children and women across sectors. This was achieved through strategic

engagement between the United Nations and the World Bank.

- As per the National Child Policy, the National Inter-Ministerial Child Well-being Steering Committee was established and an annual work plan developed for 2021-2022.
- The Ugandan Government was supported to develop and submit Commission of the Status of Women reports.
- A high-level inter-ministerial cross-border meeting between Kenya and Uganda was held to strengthen regional accountability for ensuring increased national commitment to end gender-based violence, including female genital mutilation. This galvanized the government's political commitment and acceleration of action plan to end GBV and harmful practices.
- The National Policy on Disability (2006) was reviewed.
- The Ministry of Education and Sports released a circular which allowed pregnant girls to go back to school upon re-opening. This was due to sustained advocacy and support from the EU Spotlight Initiative, Joint Programme on GBV and the Women, Adolescents and Youth Rights and Empowerment Programme.

Support to data and national statistics.

- Uganda Bureau of Statistics (UBOS) integrated GBV/SRH indicators in the four modules of the Community Information System to collect data on 10-14-year-olds. UBOS conducted the CIS in five out of the eight districts, including Amudat, Kasese, Kitgum and Kyegegwa.
- UBOS conducted a data quality assessment of the tools and information management systems in a bid to harmonize and standardize indicators for the various systems, and discussions are ongoing to agree on the integrated system.
- UBOS conducted research on GBV/SRH to avail

6 Women with disabilities, albino women, women living with HIV and the Batwa women

evidence to inform policy advocacy. The findings are available publicly for monitoring and reporting on SDG 5.2, 5.3, 5.6 and related SDG targets.

Prevention of sexual exploitation and abuse (PSEA)

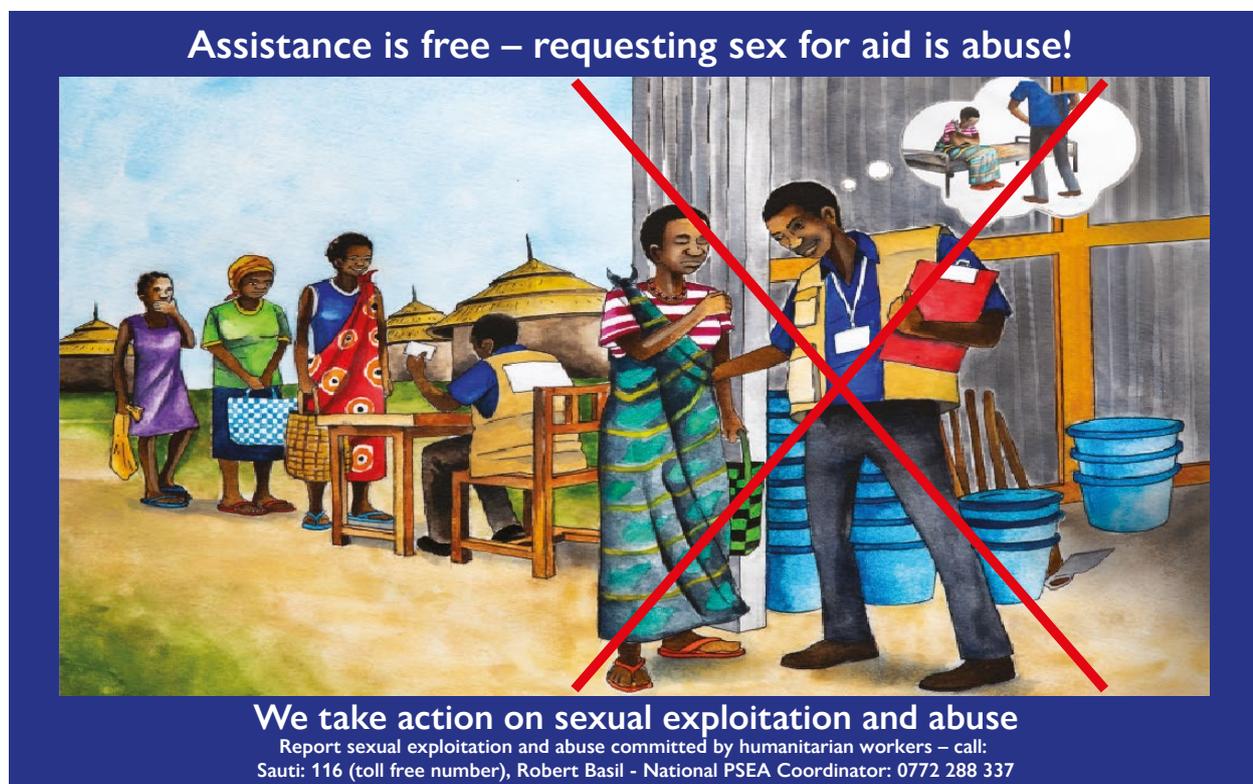
The United Nations Secretary-General’s Bulletin ‘special measures for protection from sexual exploitation and sexual abuse’ (ST/SGB/2003/13) requires all UNCT and partners to instate measures to protect communities (in development and humanitarian setting) from sexual exploitation and abuse. Key milestones reached in 2020 include the following:

- Over 30,000 people were reached with bulk PSEA text messages. About 1,000 PSEA information, education and communication materials were developed, translated into local languages, and distributed.
- The PSEA tools included the SOPs for recording, processing, and referring inter-

agency victim assistance protocol; and inter-agency information sharing protocol. GBV/child protection referral pathways were established to strengthen assistance to victims of SEA/GBV. The tools enhanced United Nations staff and partners’ understanding of what happens when they receive SEA allegations, how to ensure confidentiality when sharing SEA information, and the available victim assistance services.

- Local PSEA networks composed of focal points from United Nations agencies were established by all United Nations Area Coordinators in Uganda. These provided regular updates to the national PSEA Network. An inter-agency PSEA action plan was developed, and cross border PSEA coordination that involved PSEA Coordinators from Somalia, South Sudan and the Democratic Republic of Congo was established.

A poster informing the public all assistance provided by the UN is free, to prevent sexual exploitation and abuse



OUTCOME 2.5

HIV & AIDS Response



A man undertaking an HIV test. The COVID-19 pandemic took away attention other issues including HIV/AIDS.
©UNAIDS

TABLE 3: FUNDING SOURCES FOR HIV AND AIDS RESPONSES

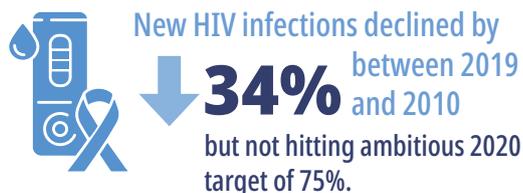
Agency	Funding Source				Total
	Ireland	UBRAF	SIDA	UN Core Funds	
FAO	583,830	0	0	100,000	683,830
ILO	191,248	153,255	0	224,000	568,503
IOM	339,183	0	0	108,000	447,183
UNAIDS	2,644,121	0	414,448	1,520,600	4,164,721
UNDP	0	213,235	0	0	213,235
UNESCO	321,757	71,153	0	35,000	427,910
UNFPA	1,943,428	255,640	1,120,000	27,000,000	30,319,068
UNHCR	0	70,470	0	0	70,470
UNICEF	1,347,950	323,260	1,676,486	4,887,080	8,234,776
UNWOMEN	730,730	675,229	0	650,258	2,056,217
WFP	518,412	305,742	0	0	824,154
WHO	969,662	230,792	900,000	0	2,100,454
Total	9,590,321	2,298,776	3,696,486	34,524,938	50,110,521

Eleven United Nations agencies implemented the third generation Joint United Nations Programme of Support on AIDS (JUPSA) 2016-2020, building on the achievements of the second JUPSA (2011-2014) and the first JUPSA (2007-2012). The JUPSA 2016-2020 had three thematic areas:

- i) HIV prevention
- ii) HIV treatment, care and social support
- iii) Governance and human rights

Combined, these contributed to UNDAF outcomes 2.2 on health, 2.3 on social protection, and 2.5 on HIV and AIDS response.

HIV Prevention



- There were renewed advocacy efforts to mobilize high-level leadership to revive the national HIV response resulting in the development and launch of the Presidential Fast Track Initiative on HIV that revitalized the focus on HIV prevention and ownership of the response.
- The National HIV Prevention Roadmap 2018-2025 was endorsed, aligning to global HIV prevention priorities.
- The National HIV Mainstreaming Policy Guidelines that mandate the allocation of 0.1 per cent of the budget of government entities to HIV was endorsed. The Ministry of Finance, Planning and Economic Development created targeted vote outputs for this purpose.

HIV Treatment, Care and Social Support

- The WHO 2015 Consolidated Treatment Guidelines were adopted, and a more efficacious HIV treatment regimen (Dolutegravir or DTG) was rolled out.
- National point of care policy and implementation guidelines were developed, including strengthening the sample transportation system, espe-

cially in Karamoja.

- Viral load monitoring and reporting tools were evaluated to strengthen reporting against the third 90 and reinforce patient monitoring using the Open Electronic Medical Recording System.



Access to ART by both children and adolescent's improvement and viral suppression increased from 60% and 53% in 2016 to

85% and 75% in 2020

Governance and Human Rights

Within the governance and human rights thematic area, JUPSA supported:

- The development of the National Action Plan (2017-2021) on Women, Girls and Gender Equality and HIV&AIDS and the Gender Bench Book to guide the adjudication of GBV cases by judicial officers.
- The development of the Gender Policy Action Plan for the Uganda Police Force to promote gender responsiveness, non-discrimination and just and fair treatment in the provision of general policing services.
- The development of the gender, equity and human rights strategy for AIDS, tuberculosis and malaria response in Uganda.



UN Heads of Agency also members of the Joint Steering Committee of the UN Joint Programme on Support to HIV/AIDS (JUPSA) pledging to be part of the Kabaka run. JUPSA is supported by Cultural Leaders. The Kabaka(King) of Buganda organises the annual run in support of JUPSA. The agencies supporting JUPSA are FAO, IOM, ILO,UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UN WOMEN, WHO and WHO @UNAIDS

STRATEGIC INTENT 3: SUSTAINABLE AND INCLUSIVE ECONOMIC DEVELOPMENT

The three outcome areas under sustainable and inclusive economic development are:

- i) Natural resource management and climate change resilience
- ii) Infrastructure, production and trade
- iii) Employment

The Local Government Excellence Fund: Over UGX2.1 billion was disbursed to four local governments for different economic infrastructure projects (such as markets and processing facilities). This attracted additional contributions of UGX 640 million from the local governments, other non-governmental organizations like Mercy Corps and community members.

OUTCOME 3.1

Natural Resource Management and Climate Change Resilience

During the review period, the population with access to electricity increased from 23 per cent in 2017 and 28 per cent in 2019, to 39 per cent in 2020. This surpassed the 2020 target of 30 per cent as was set in the National Development Plan II. There was a 1.9 per cent increase in wetland cover (16,906.6 hectares) from the 865,700 hectares of degraded and 480.39 km of wetland boundaries demarcated across the country, to which the UNDP-funded wetlands restoration initiative contributed significantly. The restoration measures adopted by the environmental natural resources sub-sector have reversed the decline, and currently, the forest cover stands at 12.4 per cent from 8.9 in 2019.

- As part of reducing greenhouse gas emissions, an integrated online greenhouse gas monitoring and reporting tracking tool for fulfilling requirements under the Paris Climate Change Agreement, Article 6, was prepared. There was also reduced land degradation and increased carbon sequestration by adopting integrated landscape planning and management among the communities.
- As part of increasing energy access, solar photovoltaic systems were installed country-wide, including at 11 health centres that are not connected to the grid, under the COVID-19 response. Two feasibility studies for waste-biogas to electricity in Kampala City informed policy option. Additionally, a communication strategy, awareness materials and an online

Increased access to electricity

23% in 2019 | **39%** in 2020

 **↑ 1.9%** |  **↑ 3.5%**
increase in wetland cover | increase in forest cover

stakeholder platform were established, and 2,766 energy-saving stoves were constructed. However, the risk identification methodology used for climate-induced disasters could not assess the potential impact of COVID-19 as a remote risk that could have the gravity of impact it had on the programme. Consequently, during 2020, the lockdown negatively affected the outcome.

- A community eco lodge was constructed with funding from Global Environment Facility and UNDP at Wenyi Wenyi in the Karenga Community Conservation area adjacent to Kidepo Valley National Park, a strategy to enhance community livelihoods and reduce human-wildlife conflict.
- The United Nations supported the Government of Uganda to develop the Local Climate Adaptive Living (LoCAL) mechanism to increase the resilience of communities and local economies across the country through regular, predictable, systemic, and verifiable climate finance

through locally-led adaptation. LoCAL supports augmented district access to climate finance to implement climate change adaptation investments across Uganda and is implemented through a standard and internationally recognized country-based mechanism of performance-based climate resilience grants. As part of LoCAL Uganda, the United Nations, in collaboration with the Ministry of Water and Environment (MoWE) and Ministry of Local Government (MoLG), has started developing the Uganda Country Report on climate risk and vulnerability assessment for subnational adaptation. It has also begun identifying and mapping climate risk, exposure and vulnerability hotspots at local levels (district level) to inform prioritization of subnational climate change adaptation actions and investments based on quantified and scientific-based analysis. The report will also inform the NDCs and define main adaptation targets and actions in synergy with boosting and accelerating SDGs achievement. Moreover, the United Nations, together with MoWE, started co-developing a GCF concept note to mobilize climate finance for the deployment and consolidation of the LoCAL/PBCRG system in Uganda for the benefit of the most vulnerable communities in the country.



Dorcus Angole waters seedlings at her nursery- Nile Forestry Agro Inputs and Engineering Services in Lira City. She operates a four-star clonal Eucalyptus nursery, one of more than 60 nurseries certified by FAO, the Ministry of Water and Environment, and supported by the European Union, for its quality seeding production and nursery management. ©FAO

OUTCOME 3.2

Infrastructure, Production & Trade

In support of national efforts to domesticate the SDGs in the planning frameworks and coordination structures, the United Nations supported the Government to develop SDG Investor Maps as a tool to leverage private sector capital in delivering the SDGs. The Maps were developed in line with the priorities of the Government as enshrined in the NDPIII and provide market intelligence for private sector investors to translate country-level SDG gaps and priorities into private sector investment opportunities. They will also provide investors with insights into local market conditions, local SDG investment opportunities and highlight the business opportunities for export and the expected development impact of such investments.

The United Nations supported 14 institutions in both the public and private sectors to implement policies, strategies and budgets that integrate sustainable energy, natural resource, land management, biodiversity, climate change mitigation and resilience initiatives. This support included developing digital ecosystem maps of four pilot districts (Kibuku, Pallisa, Buhweju and Mitooma) and providing IT equipment for real-time environmental monitoring and reporting.



As part of the efforts to restore river Rwizi's ecosystem **15 hectares of trees and two nurseries of 30,000 seedlings** were established in Ruhama, Ntungamo District. This improved tree cover and provision of livelihood assets to the local community.

OUTCOME 3.3

Employment

The United Nations, in partnership with Stanbic Bank Uganda Limited, developed the Youth4Business Innovation and Entrepreneurship Facility. This is an innovative instrument to catalyze the creation of at least 20,000 new decent jobs for youth, retool and skill 50,000 youth to increase their entrepreneurial success rate, and have a multiplier effect by indirectly creating over 100,000 jobs and improving livelihood opportunities. The facility was designed to support the piloting and scaling of COVID-19 innovations with commercial viability. The facility made available an initial US\$10 million of grant resources and technical assistance, with up to US\$200million in concessional loans at below-market rates.

After two rounds of the Innovation Challenge Fund, the first 33 winning ventures were selected from over 600 proposals in the priority sectors of

UN-Stanbic #Youth4BizUG

20,000

new jobs for youth

50,000

youth retooled and skilled

100,000

indirect jobs and livelihoods

US\$ 10m

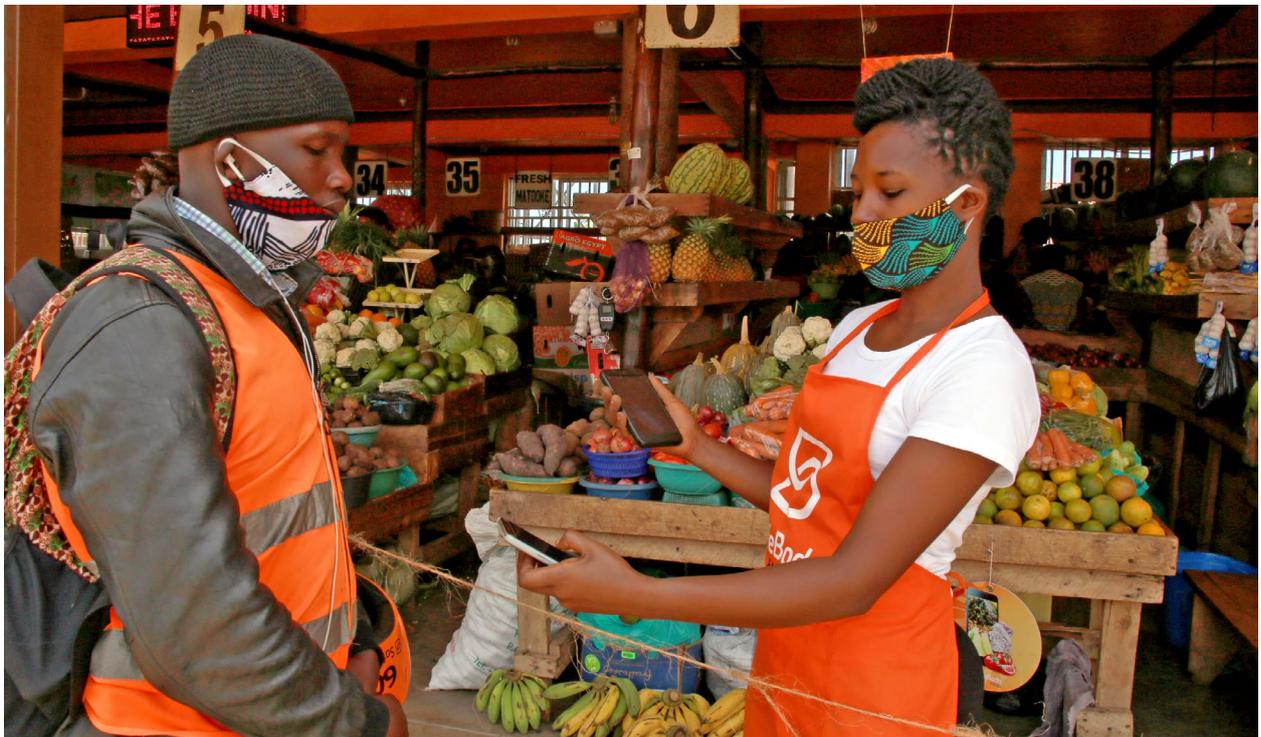
in initial grants

US\$ 200m

in concessional loans below market rates

of the economy, namely agriculture, tourism, development minerals, manufacturing, renewable energy, creative industry, and information technology. These winners represented a catalytic investment of over US\$1.25million (about UGX4.5billion) and potentially reaching more than 28,000 youth⁷.

Market vendor and rider using the SafeBoda app. In April, 2020 with the support of SIDA, UNCDF partnered with SafeBoda to provide an e-commerce platform to connect market vendors to customers during the COVID-19 lockdown and beyond. Within the first six months ending September 2020, 520 vendors were onboarded. This enabled 57,285 active customers order food stuff and household essentials and 6,428 boda riders to gain income. ©UNCDF



7 UNDP: 2020 In Retrospect Fighting Crisis with Creativity to Build Forward Better

The United Nations provided support to the Ugandan Government to finalize the work-based learning policy that avails opportunities for out of school youth with limited formal education to gain practical skills and certification for the labour market. The United Nations worked with the Government to strengthen the Uganda Graduate Volunteer Scheme as a labour intermediation mechanism. Volunteers were placed in public and private sector institutions to gain practical skills to enhance their employment opportunities.

Inclusive employment potentials through value chain investments: In Partnership with the district local governments of Arua and Isingiro, the United Nations conducted a detailed Market Systems Analysis focusing on key sectors and value chains with high employment and livelihoods potentials. These assessments provided pointers for United Nations support and investment in strengthening the agricultural value chains of cassava and sesame in West Nile through investments in enterprises at post-production stages, but with high potential for forward and backward linkages to benefit refugees and host communities.

Employment Forecasting: Similar assessments were conducted across the country to identify key growth sectors and possible areas for government investment with United Nations support. In particular, the United Nations supported a sectoral employment diagnostic analysis study to identify potentially promising sectors that can generate inclusive growth and create decent employment in Uganda. The study analysed vital sectors such as agriculture, tourism, services, and industry, with a focused examination of the composition of growth in the selected sectors from the perspective of the sectors’ opportunities in generating inclusive growth and employment. The study identified sectors with strong employment multipliers and key in fostering economic growth and employment, including industry, agriculture, and services, particularly financial markets and tourism. In the services sector, the report denotes that growth and employment can be enhanced through tourism, mainly in the accommodation sector.

In the services sector, the report denotes that growth and employment can be enhanced through tourism particularly in the accommodation sector.

The study gives product sectors where Uganda has significant untapped potential. Top exports with the highest untapped potential include agro-processed commodities such as



The United Nations-supported study further notes that if Uganda fully exploited her untapped export potential, it is estimated the result would be

1.9 million jobs



It should be noted that tourism industry alone contributes to

229,000 jobs directly

- Among the policy recommendations of the United Nations-supported study is the need to enhance labour productivity and skilling to allow labour mobility and support to sectors with higher employment multipliers (like cash crops, agro-processing, tourism, and light manufacturing) to create more jobs.
- The study highlights sectors with high employment potential where the Government should consider investments that foster economic development and enhance employment opportunities. This will be quoted in the strong justification of increased sector funding and prioritization of key programmes based on analytical evidence, for which the United Nations will provide further support and investments.

2.3. SUPPORT TO PARTNERSHIPS AND FINANCING THE 2030 AGENDA



Men sawing wood from commercial planted forest at a wood mill. ©UNDP

SDG fund: The UNCT mobilized US\$1 million from the United Nations SDG Fund and designed a joint programme on ‘Integrating policy and financing for accelerated progress in SDGs in Uganda.’ The programme supports existing government efforts to develop and implement an Integrated National Financing Framework through the provision of technical support to (i) align national planning with financing, (ii) align national planning with budgeting, (iii) mobilize more resources, mainly from the private sector, and (iv) enhance accountability mechanisms. UNDP, UNCDF and UN Women implement the programme.

Partnership with Stanbic Bank: The UNCT partnered with Stanbic Bank to design a three-year ‘Economic Enterprise Restart Fund’ worth \$85,662,500, as a response to the socio-economic impacts of COVID-19 in Uganda. The Fund targets women and youth in savings and credit co-operatives and village savings and loans associations without access to the formal economy.

Rwenzori investment profiles: In line with the United Nations Strategy for Peace in the Great Lakes region as well as United Nations’ commitment to supporting regional development, the Rwenzori Investment Profiles were created. The

profiles contribute to the implementation of the transformative Presidential Agro-industrialization for Local Economic Development initiative for the Rwenzori region.

The COVID-19 Small Business Recovery Fund was established, benefiting 20 SMEs in northern Uganda and through which approximately 700 direct jobs were created. Unlocking financing from Uganda Development Bank (UDB), eight SMEs, with UGX 320million from SBRF, will leverage UGX 233million in contributions from SMEs and unlock additional concessional loan funding from Uganda Development Bank and START facility worth UGX 3.7billion.

The Renewable Energy Challenge Fund was created to support 22 SMEs with early disbursements to provide much-needed liquidity and allow businesses to retain jobs and continue operations.

UNDP partnership with Jumia Uganda: In collaboration with Jumia Uganda, UNDP launched the Jumia E-Commerce Platform to connect informal market vendors with consumers online, connect rural farmers with urban markets, and sustain supply chains for agricultural produce in response to the COVID-19 pandemic. The initiative recruited 2,000 market vendors through seven markets in Kampala, including Nakasero, Wandegaya, Nakawa, Naalya, Kalerwe, Bugoloobi and Kibuye. Twenty-eight youth market agents and 50 support agents have been employed and trained in food safety training. Over UGX 250,000,000 was generated in sales through the platform, with an average monthly increase in vendor earnings of UGX 207,000. With over 300,000 unique products being sold through the platform monthly, the uptake of e-commerce within the informal sector has proven successful. This intervention is part of the broader effort to deploy digital solutions to respond to disruptions caused by COVID-19, building national capacity to harness the digital economy and expand the e-commerce sector. The intervention also supports the eventual realization of the African Continental Free Trade Area Agreement by connecting Uganda to markets throughout the region.

UNDP and the Korea International Cooperation Agency support to refugees and host communities: UNDP, in partnership with the Korea International Cooperation Agency, has targeted 2,700 beneficiaries within refugee and host communities to benefit from cash-for-work activities. The initiative focused on opening community access roads, planting woodlots, constructing energy saving stoves and planting crops to boost beneficiary's household food production.

UNDP partnership with Japan on humanitarian response and social stability: UNDP partnered with the Government of Japan to bridge the humanitarian, development and peace nexus in refugee and host communities in Uganda, focusing on addressing the humanitarian needs and social stability as well as the COVID-19 pandemic.

UNDP partnership with Sweden to build resilience to disaster risks: Through UNDP's partnership with the Swedish International Development Agency, capacity development for resilience programming, environmental management and integration of risk management in development planning at national and sub-national levels has been ongoing since 2018. The Swedish Civil Contingencies Agency (MSB) seconded two resilience planning and coordination advisors to the Office of the Prime Minister and the Ministry of Local Government, respectively. This support played a significant complementary role to reinforce risk-sensitive planning. Disaster Risk Management has been integrated into NDPIII, providing a vehicle to deliver resilience across all sectors and the Comprehensive Refugee Response Framework. Guidelines for the integration of resilience in district planning have been developed, and a framework for resilience assessment targeting the refugee hosting districts has been prepared to support informed evidence-based resilience programming.

UNDP partnered with the Bill and Melinda Gates Foundation to enhance national response to multi-hazard induced disasters: UNDP Uganda, together with the National Emergency Coordination and Operation Centre, with financial support

of approximately US\$350,000 (UGX 1.3 billion) from the Bill and Melinda Gates Foundation, begun efforts to expand the management and resilience capacity of the Office of the Prime Minister. This project is geared to enhancing national response to multi-hazard induced disasters with benefits that stretch beyond COVID-19.

UNCT supported a series of innovations, partnerships and initiatives.

- The ICT policy architecture strengthened the use of assistive technologies for learning materials for children with disabilities.
- The Safepal app was developed to report SGBV cases in partnership with civil society organizations and the Ugandan Government to ensure survivors receive referral services.
- The SAUTI helpline assists in reporting and enhancing access to services and case management.
- A new function in SafeBoda App supports online ordering of RH commodities.

- A youth group was born out of the UP Accelerate 'Platform 503' programme, which promotes the use of drama and music in prevention awareness about issues such as COVID-19 and GBV.
- United Nations provided legal aid to 30,836 people through toll-free helplines, PULIDAWO App and Centres4Her self-interactive online App, in partnership with Police, CSOs and Justice Centres.

United Nations Central Emergency Response

Fund: Regarding the GBV/VAC sub-committee within the national COVID-19 response structure, this is the first time Uganda had such a group in its emergency response structure. One of the action milestones was the resource mobilization of funds as United Nations joint programming with UN Women, UNFPA, UNHCR, WHO and UNICEF from the Central Emergency Response Fund to address the Emergency Protection and GBV Response for women and girls in host communities and GBV shelters with total funding of US\$4,999,336.

South Sudanese constructing a building in Bidi bidi Settlement, West Nile Sub-region. ©UNHCR



2.4. RESULTS OF THE UN WORKING MORE AND BETTER TOGETHER: UN COHERENCE, EFFECTIVENESS, AND EFFICIENCY



Youth working at a community grain miller adding value to grain and boosting employment and incomes. ©FAO

2.4.1 Increased United Nations entities' collaboration and coherence

- New Cooperation Framework:** The UNCT, in partnership with the Government of Uganda and non-state stakeholders, developed a new United Nations Sustainable Development Cooperation Framework for Uganda (2021-2025), jointly launched on 9 September 2020 by the President of Uganda and RC/UNCT. The UNSDCF was supported by the Joint Statement of Accountability signed by the Prime Minister, National Planning Authority Chair, United Nations Resident Coordinator and 29 United Nations entities on 2 September 2020. With

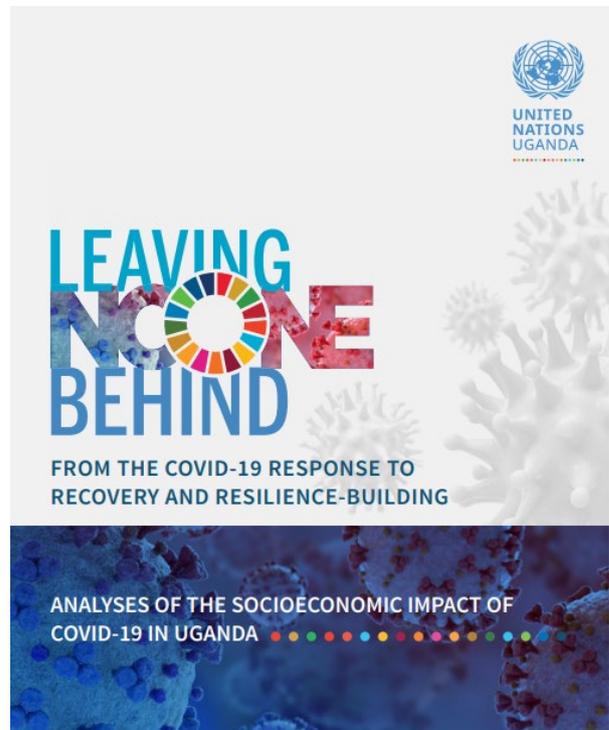
SDGs at its core, the Cooperation Framework) is closely aligned to the National Development Plan III and Uganda's National Vision 2040 and will be implemented through three strategic priorities: 1) Transformative and inclusive governance, 2) Shared prosperity in a healthy environment, and 3) Human well-being and resilience. The new Cooperation Framework features a shift from the previous UNDAF in line with the Mutual Accountability Framework and United Nations reform agenda and the common agenda to support SDGs.

- **UNCT collective efforts to respond to COVID-19:** UNCT, in partnership with the Ugandan Government, NGOs and partners, launched the United Nations Emergency Appeal for COVID-19 to respond to the pandemic and its impacts in Uganda. The appeal aimed to mobilize USD 316.4 million to support 12.8 of the most vulnerable people in Uganda. US\$ 44.3 million raised sustained critical programmes in areas of food security, livelihoods, and nutrition; lifesaving services and social protection; refugees and displacement; immediate economic support and digital innovation; as well as coordination of common services.
- **The UNCT established special procedures** with the Government of Uganda to allow humanitarian agencies and partners to respond to life-saving operations. United Nations programme criticality was undertaken and approximately US\$13million was reprogrammed. United Nations provided weekly reports to the Government about all essential United Nations movements during the period of movement restrictions at the onset of the pandemic.
- **United Nations Uganda Multi-Partner Trust Fund Emergency Window** was established by UNCT with US\$ 2.1million funding from Norway. The Fund will support United Nations reform implementation through United Nations coherence and joint programming under the new United Nations Sustainable Development Cooperation Framework (2021-2025).
- **UNCT has pooled resources** to deploy a senior United Nations doctor to help meet its duty of care to support 5,000 United Nations personnel with dependents and partners.
- **The United Nations socio-economic analysis on COVID-19** was completed and disseminated to all stakeholders. The study informed the United Nations Common Country Assessment, new partnerships, and informed key interventions for the 2021 UNSDCF Joint Work Plans.
- **Voluntary National Review:** UNCT provided strategic and integrated support to the Government of Uganda on implementing and accel-

erating SDGs. Uganda's Second SDG Voluntary National Review on implementing the 2030 Agenda for Sustainable Development was conducted and presented virtually at the High-Level Political Forum in July 2020.

- UNCT jointly supported the functionality of the **National SDG Secretariat housed at the Office of the Prime Minister**. In close collaboration with UNDESA, UBOS and with support from the African Development Bank and UNCT, a National SDG Dashboard was established.

UNCT provided support to the National Planning Authority to align the NDPIII to SDGs with clear indicators. The Cabinet of Uganda adopted SDGs as a pathway for the achievement of the country's Vision 2040, and revisions were made on the National Statistical Indicator Framework to incorporate SDG indicators. The UNCT has supported the review of the existing and development of the new SDG Roadmap for (2020/21-2024/25) through the technical lead role of UNDP. An SDG website was developed.



UN Uganda carried out a Joint assessment of the Socio-Economic Impact of COVID-19 ©UN Uganda

2.4.2 Results of Communicating and Advocating Together

United Nations Emergency Appeal for Response to COVID-19 and its impact. The United Nations joint communication and advocacy efforts contributed to the raising of US\$44.3 million through the United Nations Emergency Appeal for Response to COVID-19 and its impact. The United Nations Communication Group effectively established sub-committees for mainstream media, social media, and the Appeal publication design. The appeal launch was aired live on Uganda Broadcasting Corporation Television at their studios, with development partner and stakeholder joining remotely online.

United Nations Sustainable Development Cooperation Framework joint communication support. The UNCG was actively involved in the design and layout of the Cooperation Frameworks, its abridged version, and the Joint Statement, which all had photographs from the different agencies. The launch of the Cooperation Framework live on NBS Television was amplified by joint communication by the UNCG through social media engagement before and during the launch. The visibility of the Cooperation Framework was raised, and many stakeholders, including private sector actors, approached the United Nations Uganda inquiring about it and seeking to collaborate in achieving the objectives of the Cooperation Framework.

Innovative adaptation to COVID-19 pandemic. The UNCG adjusted to the pandemic through online, live televised and scientific events supported by the social media campaign with trending hashtags. Therefore, there was sustained visibility of the United Nations systems efforts towards achieving the Sustainable Development Goals during 2020 despite the COVID-19 pandemic and lockdown.

New website for United Nations Uganda: uganda.un.org. Under United Nations Reform, all United Nations Country Team websites were upgraded to use a uniform template. The UNCG worked together to produce content for the new

website uganda.un.org. The new website has many stories and a repository of many United Nations Uganda reports and publications, which have increased the visibility of the United Nations Country Team's contribution to the attainment of the 2030 Agenda and the SDGs.

Youth coalition for SDGs collaboration to amplify joint communication. The coalition supported the amplification of United Nations Uganda events, particularly ahead of the commemoration of United Nations International Days on social media. It also participated in many panel discussions, including Youth Day, as well as the launch of the Cooperation Framework and the United Nations 75 commemoration. They promoted Uganda's participation in the global conversation on the future of the United Nations and participation in the international one-minute survey www.un75.online. The youth came up with innovative approaches such as the One Million SDG Solutions Challenge and SDGs flash mobs.

2.4.3 Results of implementing the business operations strategy

The UNCT launched Uganda Business Operation Strategy (BOS) 2016-2020 with the overall targeted monetary benefit of US\$13million. Over the review period, the target was surpassed by 23 per cent (US\$3million), bringing total Strategy benefits to US\$16million, with:

Labour efficiency gains of
57.55% (\$9.2m)

Recurring benefit of
33.32% (\$5.2M)

One time cost reduction of
9.12% (\$1.5M)

Administration accounts for 44.47 per cent of total benefits, followed by procurement at 33.60 per cent and ICT at 17.25 per cent, respectively. The five biggest savers during the period include WFP at US\$3.4million; UNHCR at US\$2.2million; FAO at

US\$2.2million; UNICEF at US\$2million; UNDP at US\$1.3million, respectively.

The UNCT transited BOS 1.0 into the global UNDCO BOS 2.0 platform. The Business Case for Common Back Office was developed, approved by the UNCT, and endorsed by UNDCO. The Karamoja common services/common premises assessment was conducted. UNCT approved the recommendations to replicate the assessment across the four regions of Uganda under BOS 2.0.

Progress against the United Nations Secretary General's five targets for harmonized business operations at the country level include:

Mutual Recognition: UNCT rates

3 out of 6

application of 92 LTAs across 41 common service lines.

Client Satisfaction: the UNCT rates

4 out of 6 (67%)

But when measured against a BOS 1.0 target of five out of six, four represents 80 per cent client satisfaction achieved.

High-quality business operation strategies: the

UNCT rates **5 out of 6**

with Uganda BOS achieving 8 out of 10 UNDG global indicators for good BOS.

Common Premises/One United Nations House:

UNCT rates **2 out of 6**

with only one United Nations common premise in place (Karamoja) and six shared offices operational in Kampala and the field.

Common Back Offices: UNCT rates

3 out of 6 with zero common back offices in place, but 92 LTAs against 41 common service lines are in place at 89 per cent aggregate application rate by the BOS mid-term (four per cent more than the 2020 target of 85 per cent).

2.4.4 Pulse Lab Kampala

With support from United Nations Global Pulse, the Pulse Lab Kampala contributed to developing the Uganda National Fourth Industrial Revolution (4IR) Strategy. This was done by:

- Membership to the National Expert Taskforce on the 4IR.
- Facilitating two workshops, being the inaugural one and another on Artificial Intelligence (AI) and data governance.
- Mapping AI initiatives in Uganda.
- Commenting on the draft National 4IR strategy.
- Developing a draft National AI Strategy Blueprint.

The lab has since received an official request to support the Government of Uganda in developing a National AI Strategy and Data Markets Strategy.

- In collaboration with Makerere University and others in the Data Science Africa network, Pulse Lab Kampala organized a week-long virtual event training and showcasing data science cases studies in Africa. With other stakeholders (private sector, United Nations, the Government, civil society, NGOs, and academia), the lab leads the way in creating a vibrant and inclusive Data Science Africa network, Uganda chapter. The chapter aims to nurture and grow data science-related expertise in Uganda. This directly contributes to Uganda's aspirations, as stated in the National Development Plan III.

2.4.5 UN Area Coordination System (UNAC)

The UNAC consists of the United Nations field/sub-offices in a designated area (South West, Acholi, Karamoja and West Nile) headed by a United Nations Area Coordinator, appointed by the United Nations Resident Coordinator to act on her behalf. The UNAC system enhanced the knowledge sharing about agencies' operations and promoted programme linkages and

synergies in humanitarian action and development. The effective communication continuous engagement among United Nations Agencies that form the UNAC reduced duplication of interventions, reduced transaction costs and improved

programme impact. The UNAC coordinated United Nations Joint Programme field monitoring visits, ensured effective programme implementation, and supported SDG and United Nations Reform localization efforts.

2.5. EVALUATIONS AND LESSONS LEARNED

The Mid Term Evaluation of UNDAF 2016-2020 was conducted in 2018, and it assessed the extent to which the results had been achieved. It examined what worked well and what did not work well during the first two and a half years of implementation. The evaluation findings included the following::

- The UNDAF was relevant, justified, and appropriate concerning the Government of Uganda's development agenda and was aligned to NDP II, Vision 2040 and SDGs.
- The UNDAF theory of change was relevant, valid and it portrayed a logical link. However, some of the assumptions envisaged did not hold true.
- Overall, 18 out of 33 (54.5 per cent) of the UNDAF outcomes indicators had been achieved, while 15 indicators (45.5 per cent) were less likely to be achieved or could not be measured due to the absence of data.
- Progress had been made on several governance indicators. However, the governance pillar was less likely to achieve the intended results by 2020 unless there was fast-tracking of key gover-

nance interventions that were directly linked to intended governance outcomes. These include electoral reforms that promote free and fair election and separation of powers. Five out of 11 outcome indicators (45.5 per cent) had been achieved or are likely to be achieved.

- UNDAF was on track to achieve the human capital development results, notwithstanding the need to scale up critical interventions under learning and skills development and social protection. Nine out of 14 outcome indicators (64.3 per cent) had been achieved or likely to be achieved. Five outcome indicators (35.7 per cent) were less likely to be achieved or could not be measured due to missing data.
- Under sustainable and inclusive economic development, four out of eight outcome indicators (50 per cent) had been achieved and or likely to be achieved. Infrastructure production and trade, as well as employment outcomes, are likely to be achieved. Strengthening natural resource management and the climate change resilience outcome target was not likely to be achieved due to high population growth rate, deforestation, and wetland degradation.

Recommendations

The evaluation made the following recommendations for the three UNDAF pillars and the next Cooperation Framework:

1. Governance: The United Nations, in collaboration with the Government of Uganda, should:

- i) strengthen the rule of law in Uganda through support to Parliament, and the Law Reform Commission, to fast-track tabled law reforms and enhance separation of powers.
- ii) scale up interventions that target prospective women leaders such as training in advocacy and negotiation.
- iii) address the negative societal norms and beliefs hindering women empowerment and fast-track planned interventions that have not been implemented.

2. Human Capital Development: The United Nations, in collaboration with the Government of Uganda, should:

- i) scale up support for prioritised interventions under social protection, education and water, sanitation and hygiene.
- ii) encourage the Ministry of Gender, Labour and Social Development, Ministry of Education and Sports and civil society organizations to increase community sensitization and social mobilization for increased education support.
- iii) support the Ministry of Gender, Labour and Social Development and civil society organizations to scale up interventions implemented through cultural and religious leaders to address root causes of GBV and enhance male involvement.
- iv) enhance inter-country agency collaboration to address cross border issues, such as under-cover female genital mutilation and disease epidemics.
- v) encourage the Ministry of Health to strengthen strategies for controlling the population growth rate.

3. Sustainable and Inclusive Economic Development: The United Nations should:

- i) support Ministry of Water and Environment and Ministry of Agriculture, Animal Industry and Fisheries to invest in large scale afforestation and wetland recovery, scale up environmental monitoring and protection, support creation of more green jobs and increase agricultural production.
- ii) work with Ministry of Water and Environment to carry out climate-proofing of infrastructure in key sectors such as agriculture, transport, health and water.
- iii) encourage ministries, departments and agencies to allocate a percentage of their budgets towards emergency preparedness.

The evaluation recommended the next UNSDCF to consider the United Nations reforms and the United Nations Secretary-General guidance for the new generation UNSDCF. Specifically:

- i) The UNCT should respond to shared trans-boundary, regional and sub-regional development programmes while being aware of the African Union Agenda 2063 on complex peace and security challenges. These include refugee influx, climate change, migration, terrorism, economic growth and integration and structural transformation. The Government of Uganda should consider including the refugee response programme into the NDPIII to harmonize service delivery to refugees and host communities and put in place a coordinated and single approach to the refugee response considering both development and humanitarian aspects of the responses.
- ii) The UNCT and SIP heads should use historical data on expenditures (provided on an annual basis) to construct more realistic UNSDCF budgets. There should be a dedicated costing exercise, including quality assurance of budgets. The Common Budgetary Frameworks in the annual Joint Work plans should be more realistic and regularly updated.
- iii) The United Nations and the Government of Uganda should prioritize a few strategic interventions with a multiplier effect for a

more significant impact across all pillars. The next UNSDCF should include convergence areas and scale up support for science and technology education in the primary education sector through appropriate curriculum reforms and related indicator-tracking mechanisms and prioritising interventions towards tertiary education and training.

Implementing the evaluation management action Plan

The evaluation triggered adjustments in United Nations programming and shaped the government’s response towards the UNCT in response to the United Nations reform environment and evaluation recommendations. Consequently:

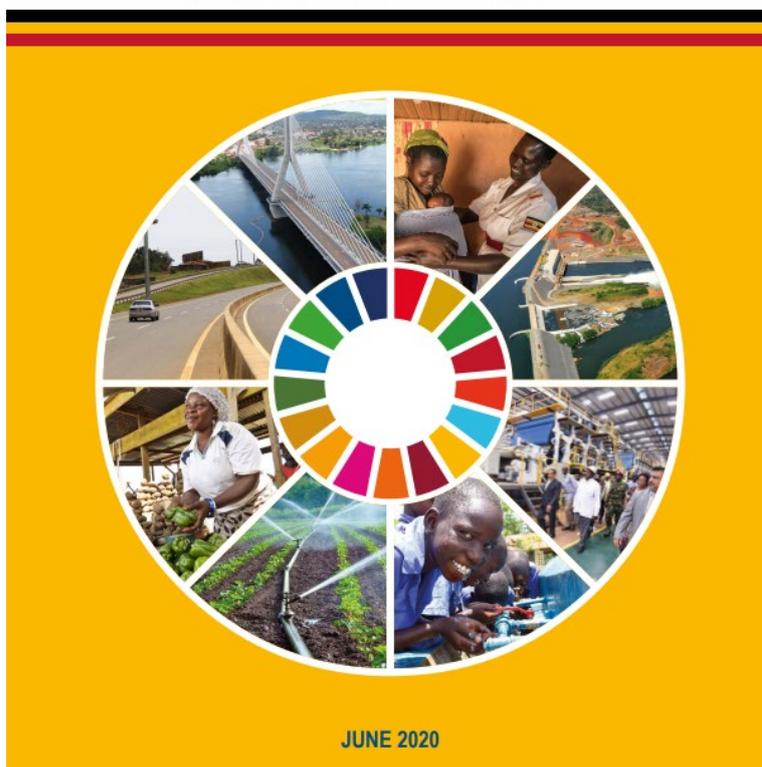
i) On 4 July 2019, for the first time, the President of Uganda met with the UNCT. During this meeting, discussions were made on the stra-

tegic interventions of the United Nations in Uganda and the bottlenecks to the country’s development.

- ii) The Cabinet of Uganda adopted the SDGs as a pathway for achieving the country’s Vision 2040.
- iii) In 2018, the Minister for General Duties was appointed Minister responsible for coordinating the implementation of the SDGs. In 2019, she became more active in United Nations activities, including participation in United Nations and SDG Awareness Month of October.
- iv) SDG Secretariat was established at the Office of the Prime Minister and is responsible for coordinating localization of the SDGs by government ministries, departments and agencies, private sector and civil society.



VOLUNTARY NATIONAL REVIEW REPORT ON THE IMPLEMENTATION OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT



The National SDG Secretariat led nationwide consultations and preparation of the second Voluntary National Review (VNR) Report on the Implementation of the 2030 Agenda for Sustainable Development. The report was presented at the UN High Level Panel in July 2020 ©SDG SECRETARIAT

2.6. FINANCIAL OVERVIEW AND RESOURCE MOBILIZATION

2.6.1. Financial overview

During the UNDAF period 2016-2020, the United Nations development system in Uganda mobilized USD\$ 1,496,330,307 and expended USD\$ 1,228,600,098 (82 per cent), as illustrated in figure 2 below.

Table 4 and figure 3 show an overview of the total resources mobilized for the period 2016-2020.

FIGURE 2: UN DEVELOPMENT SYSTEM IN UGANDA FINANCIAL DELIVERY 2016-2021

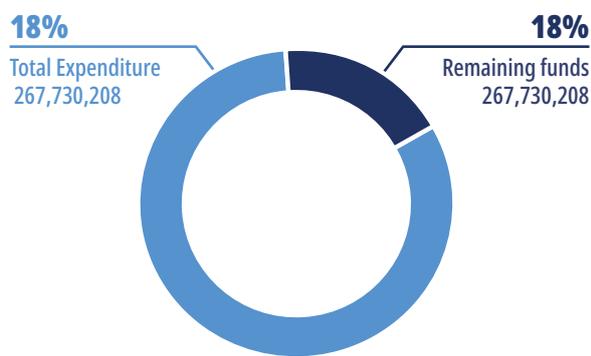
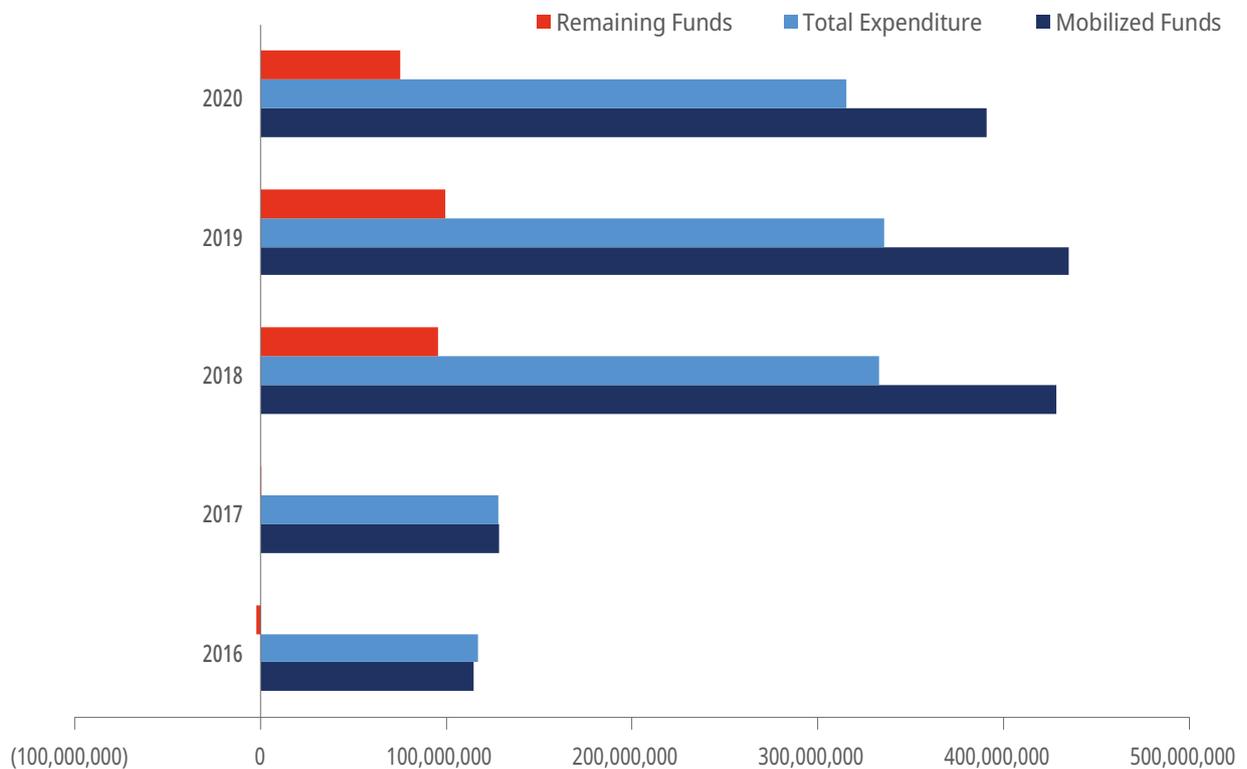


TABLE 1: OVERVIEW OF UNITED NATIONS DELIVERY, BY YEAR

YEAR	MOBILIZED FUNDS	TOTAL EXPENDITURE	REMAINING FUNDS
2016	114,819,864	117,079,779	- 2,259,915
2017	128,289,884	128,033,250	256,633
2018	427,974,975	332,581,226	95,393,749
2019	434,820,954	335,561,457	99,259,497
2020	390,424,630	315,344,386	75,080,244
Total	1,496,330,307	1,228,600,098	267,730,208

FIGURE 3: OVERVIEW OF FINANCIAL RESOURCES, MOBILIZED, UTILIZED AND UNUTILIZED FUNDS FOR THE PERIOD 2016-2020

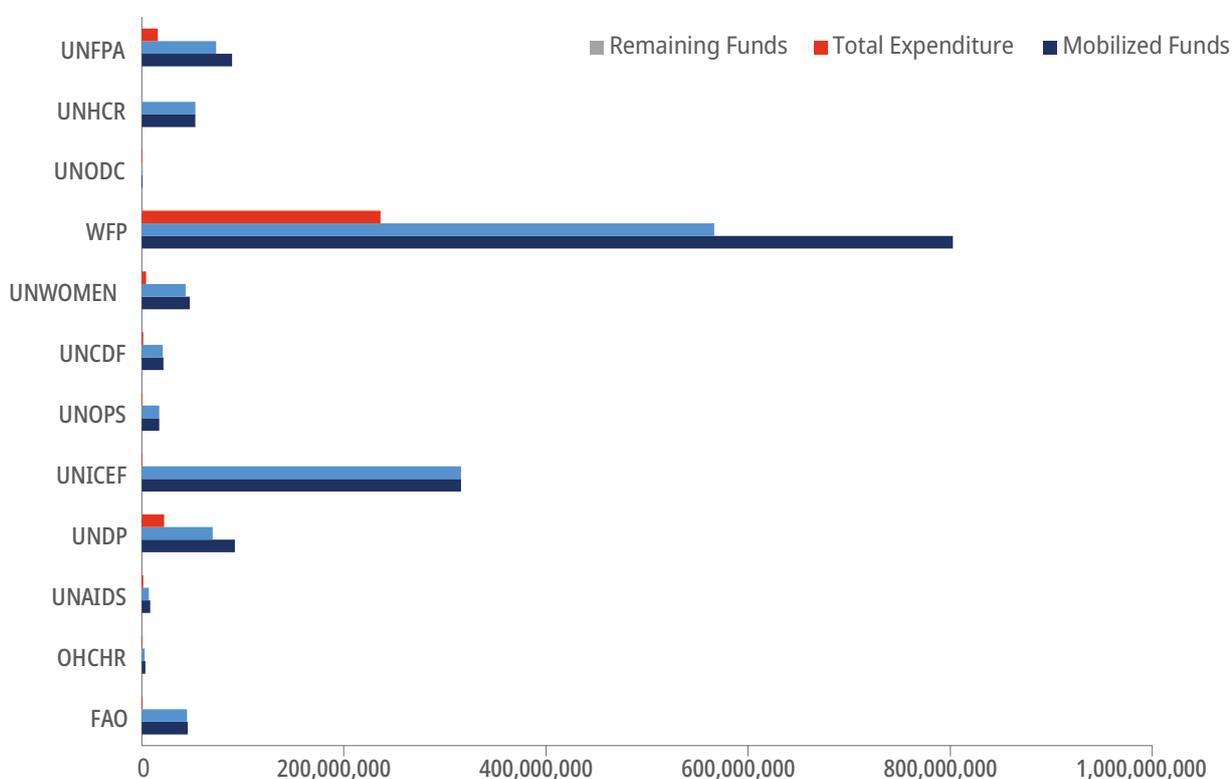


The mobilization and utilization of resources by each agency is shown below (see Table 5 and Figure 4).

TABLE 5: RESOURCES MOBILIZED AND UTILIZED BY AGENCY

UNITED NATIONS AGENCIES	MOBILIZED FUNDS USD\$	TOTAL EXPENDITURE USD\$	REMAINING FUNDS USD\$
FAO	45,596,270	44,563,063	1,033,207
OHCHR	3,486,089	3,019,976	466,113
UNAIDS	8,396,941	6,917,541	1,479,400
UNDP	91,786,920	69,909,621	21,877,299
UNICEF	315,600,941	315,596,746	4,194
UNOPS	17,484,117	17,124,254	359,863
UNCDF	21,526,013	20,360,776	1,165,237
UNWOMEN	47,227,792	43,152,926	4,074,866
WFP	802,263,881	565,990,097	236,273,784
UNODC	996,245	850,000	146,245
UNHCR	52,792,985	52,792,985	-
UNFPA	89,172,113	73,343,654	15,828,460
Total	1,496,330,307	1,228,600,098	267,730,208

FIGURE 4: RESOURCES MOBILIZED AND UTILIZED BY AGENCY





H.E. President Yoweri Museveni launching the UN Sustainable Development Framework (2021-25) with the UN Resident Coordinator, H.E. Rosa Malango; and Uganda's Permanent Representative to the UN, Ambassador Adonia Ayebare, at State House Entebbe on 9th September 2020. The UN Country Team together with the Government, Development Partners, Private Sector and Civil Society participated in the formulation of the Cooperation Framework, which will guide UN Uganda key areas of focus from 2021 to 2025. ©PRESIDENTIAL PRESS UNIT

CHAPTER 3

UNCT KEY FOCUS FOR 2021

COVID-19 Response

- Implement tailored programmes to respond to COVID -19 socio-economic impacts and the United Nations Coronavirus Disease Preparedness Plan and Response Plan through new UNSDCF 2021 Joint Work Plans.
- Implementation of COVID-19 occupational safety and health measures to ensure necessary support to United Nations personnel and their dependents, including overall health and well-being; access to essential medical services and facilities locally; facilitation of medical evacuations as required; and access to vaccines for United Nations populations; support efforts towards the effective roll-out of vaccines for the public at the country level.
- Implement the Uganda MPTF Emergency Window funded projects (US\$2.1million Norway allocation for COVID-19 response).

SDG Implementation

- Delivering on the UNCT's commitments, as articulated in the United Nations Cooperation Framework.
- Ensuring that the UNCT's offer is based on a high-quality, regularly updated Common Country Analysis, and that it is translated into a robust United Nations Cooperation Framework that reflects joined-up United Nations development system planning and programming during the programming cycle, including a focus on the most vulnerable populations and those furthest behind.
- Providing integrated policy solutions to accelerate the implementation of the 2030 Agenda for Sustainable Development in the country.
- Providing advice and support to the national government to integrate all SDGs into its national development strategy.
- Enhancing the space for participation of all actors in engaging with the SDGs and United Nations development contributions in support of the 2030 Agenda.
- Strengthening data systems, capacities and management relating to the SDGs.

Operationalizing the SG's Prevention Vision

- Ensuring that the targeted capacity development interventions identified in the UNSDCF Joint Work Plans better support the Government in implementing the national priorities on Comprehensive Refugee Response, disaster risk reduction, the Sendai Framework for Disaster Risk Reduction and the floods recovery with a focus on the most vulnerable.
- Enhancing cooperation of the UNCT with the Government and partners, including NGOs, on disaster risk reduction and mitigation.
- Coordinating engagement on national and regional prevention and preventative diplomacy through strengthening peace capacities by mapping, linking and integrating analyses on key issues, including elections, human rights, inequalities, gender-based violence and other issues.

Strategic Financing and Partnerships

- Leveraging solid and innovative partnerships with existing and prospective partners and mobilize resources from internal and external sources in support of the new UNSDCF and SDG acceleration.
- Strengthening mutual sustainable external engagements and partnerships in the implementation of UNSDCF.
- Through the Joint Programme on 'Integrating Policy and Financing for Accelerated Progress in SDGs in Uganda', the UNCT will support the Ugandan Government in:
 - Integrating the national and sub-national planning, budgeting, policy functions, processes, systems, and finance to deliver national priorities and respond to the needs of the most vulnerable.
 - Mobilizing diverse sources of development finance to implement interventions contained in the NDPIII and District Development Plans.

Leaving No One Behind, human rights and gender equality in the 2030 Agenda

- Promoting and advocating for the fundamental values, standards, and principles of the United Nations Charter, including respect for and protecting human rights and gender equality and advocacy on the commitment to 'leave no one behind'.
- Coordinating human rights and gender equality strategic issues.
- Demonstrating positive trend in meeting/exceeding minimum corporate requirements on human rights, gender equality and women empowerment and the 'leave no one behind' agenda.
- Facilitating engagement with United Nations human rights mechanisms and knowledge and expertise on international human rights norms and principles.
- Strengthening prevention and response to sexual exploitation and abuse.

Business Innovation

Driven by five global principles, the UNCT Uganda Operational Efficiency Agenda is implemented through BOS 2.0 (2021-2025) with a focus on::

- Alignment to UNDCO Global Efficiency Agenda.
- UNCT Normative Agenda (disabilities, gender and human rights mainstreaming).
- Capacity development, focusing on the Operation Management Team's capacity to lead BOS implementation (common premises, CBO, mutual recognition; costing and pricing and client satisfaction measurement).
- Phase implementation (transition) with regards to common premises and CBO implementation.
- Risk-based approaches, adopting harmonized standards and tools for mapping and mitigating operational risks including system risk, process risk, people risk and external risk.
- Improving business processes to ensure efficiency, effectiveness and economy.
- Strengthening the results and accountability culture.



School girls delivery a presentation during the during the National Commemoration of International Women's Day and the Launch of the Spotlight Initiative in Mbale, Eastern Uganda on 8th March 2020. ©UN UGANDA



UN and partners personnel at a community meeting. The UN Uganda Business Operations Strategy 2021-2026 aims to improve operational efficiency of the UN in Uganda ©UN UGANDA

ANNEX 1: ACRONYMS

AA-HA	Accelerated action for the health of adolescents	EERF	Economic Enterprise Restart Fund
ADH	Adolescent health	EMONC	Essential newborn care, emergency obstetric and newborn care
AI	Artificial intelligence	EOC	Equal Opportunities Commission
AfCFTA	African Continental Free Trade Area	EU	European Union
AGRI-LED	agro-industrialisation for local economic development	EUTF	European Union Trust Fund for Africa
ART	Antiretroviral treatment	FAO	Food and Agriculture Organization
BEmONC	Basic emergency obstetric and newborn care	4IR	Fourth Industrial Revolution
BOS	Business operating strategy	GAVI	Global Alliance for Vaccines and Immunizations
CBO	Community Based Organisation	GBB	Gender Bench Book
CCA	Common Country Assessment	GBV	Gender-based violence
CEDAW	Convention on the Elimination of Discrimination against Women	GDP	Gross domestic product
CERF	Central Emergency Response Fund	GEWE	Gender equality and women empowerment
CF	Cooperation Framework	GHG	Greenhouse gas
CIS	Community information system	GPE	Global Partnership for Education
CoC	Certificate of Compliance	HCD	Human capital development
COTLA	Council of Traditional Leaders in Africa	HDI	Human development index
COVID-19	Coronavirus disease	HIV/AIDS	Human immunodeficiency virus/ Acquired immunodeficiency syndrome
CPD	Continuous professional development	HRBA	Human rights-based approach
CRRF	Comprehensive Refugee Response Framework	HW	Health workers
CSW	Commission of the Status of Women	LDPG	Local Development Partners Group
DESA	Department of Economic and Social Affairs	LIPW	Labour intensive public works
DLG	District local government	IAEA	International Atomic Energy Agency
DRDIP	Development Response to Displacement Impact Project	ICT	Information and communications technology
DSA	Data Science Africa	IFAD	International Fund for Agricultural Development
DTG	Dolutegravir	IFIs	International financial institutions

ILO	International Labour Organization	MPDSR	Maternal and perinatal death surveillance and response
IMF	International Monetary Fund	MPTF	Multi Partner Trust Fund
INFF	Integrated National Financing Framework	MTE	Mid Term Evaluation
IOM	International Organization for Migration	NACS II	Nutrition Advocacy and Communications Strategy II
iSDG	Integrated Sustainable Development Goal	NAP	National Action Plan
IYCF	Infant and young child feeding	NCDC	National Curriculum Development Centre
JLOS	Justice, Law and Order Sector	NDP II	National Development Plan II
JLRP	Jobs and Livelihoods Response Plan	NDP III	National Development Plan III
JPGBV	Joint Programme on Gender-Based Violence	NECOC	National Emergency Coordination and Operation Centre
JUPSA	Joint United Nations Programme of Support on AIDS	NFAC	National Framework for Alternative Care
KOICA	Korea International Cooperation Agency	NGO	Non-governmental organizations
LDPG	Local Development Partners Group	NMCP	National Malaria Control Programme
LG	Local government	NPA	National Planning Authority
LIPW	Labour intensive public works	NSR	National Single Registry
LoCAL	Local climate-adaptive living	NUSAF III	Northern Uganda Social Assistance Fund III Northern Uganda Social Action Fund
LTA	Long Term Service Agreement	ODF	Open defecation free
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries	ODPP	Office of the Director of Public Prosecutions
MAAM	Mass action against malaria	OHCHR	Office of the High Commissioner for Human Rights
MAF	Mutual Accountability Framework	OPM	Office of the Prime Minister
MDAs	Ministries, departments and agencies	PFM	Public finance management
MGLSD	Ministry of Gender, Labour and Social Development	PFTI	Presidential Fast Track Initiative on HIV
MIYCAN	Maternal, adolescent, infant and young child nutrition	PIAPs	Programme implementation action plans
MoDVA	Ministry of Defence and Veteran Affairs	POC	Point of care
MoES	Ministry of Education and Sports	PPE	Personal protective equipment
MoFPED	Ministry of Finance, Planning and Economic Development	PSEA	Prevention of sexual exploitation and abuse
MoH	Ministry of Health	PSN	Persons with special needs
		RC	Resident Coordinator
		RCO	Resident Coordinator's Office

RH	Reproductive Health	UN-Habitat	United Nations Human Settlement Programmes
RIA	Regulatory impact assessment	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
RMNCAH	Reproductive maternal, newborn, child and adolescent health	UNACS	United Nation Area Coordinators
RSW	Refugee sub-window	UNAIDS	United Nations Programme on HIV/AIDS
RTRR	Reporting, tracking, referral and response system	UNCDF	United Nations Capital Development Fund
SAM	Severe acute malnutrition	UNCG	United Nations Communication Group
SCA	Senior citizens' grant	UNCT	United Nations Country Team
SDG	Sustainable Development Goal	UNCTAD	United Nations Conference on Trade and Development
SEA	Sexual exploitation and abuse	UNDAF	United Nations Development Assistance Framework
SGBV	Sexual and gender-based violence	UNDESA	United Nations Department of Economic and Social Affairs
SIDA	Swedish International Development Agency	UNDP	United Nations Development Programme
SIED	Sustainable and inclusive economic development	UNDRMT	United Nations Disaster Risk Management Team
SIP	Strategic Intent Pillar	UNDRR	United Nations Office for Disaster Risk Reduction
SRHR	Sexual reproductive health and rights	UNDSS	United Nations Department of Safety and Security
SSDC	South-South Development Cooperation	UNECA	United Nations Economic Commission for Africa
START	Support to Agricultural Revitalization and Transformation	UNEP	United Nations Environment Programme
STEM	Science, technology, engineering and mathematics	UNESCO	United Nations Educational, Scientific and Cultural Organization
SDGs	Sustainable Development Goals	UNFCCC	United Nations Framework Convention on Climate Change
SRH	Sexual and reproductive health	UNFPA	United Nations Population Fund
SOPs	Standard operating procedures	UNHCR	United Nations High Commissioner for Refugees
SWGS	School of Women and Gender Studies	UNICEF	United Nations Children's Fund
TTIs	Teacher training institutions	UNIDO	United Nations Industrial Development Organization
TVET	Technical and vocational education and training		
UBRAF	Unified Budget, Results and Accountability Framework		
UBOS	Uganda Bureau of Statistics		
UDB	Uganda Development Bank		
UHRC	Uganda Human Rights Commission		

UNITE Uganda National Institute for
Teacher Education

UNODC United Nations Office on Drugs
and Crime

UNOPS United Nations Office for Project
Services

UNSCR United Nations Security Council
Resolution

UNSDCF United Nations Sustainable
Development Cooperation
Framework

UNV United Nations Volunteers

UPF Uganda Police Force

URMCHIP Uganda Reproductive, Maternal
and Child Health Services
Improvement Project

VAC Violence against children

VAW Violence against women

VHT Village health team

VNR Voluntary National Review

WASH Water, sanitation and hygiene

WB World Bank

WFP World Food Programme

WHO World Health Organization



**UNITED
NATIONS
UGANDA**
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