



UNITED NATIONS  
UGANDA



# REPOSITIONING THE UNITED NATIONS IN UGANDA

## A JOURNEY OF TRANSFORMATION AND INNOVATION 2016-2021



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2016-2021**



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# Foreword



It is amazing how time flies. It seems like it was only yesterday when I arrived in Uganda as the United Nations Resident Coordinator and United Nations Development Programme (UNDP) Resident Representative for Uganda in March 2016. I arrived in Uganda soon after the general elections and I am leaving not long after the 2021 elections.

I am privileged to have worked with the United Nations System as team leader, guiding the execution of the United Nations Development Assistance Framework (UNDAF 2016-2020) and the current United Nations Sustainable Development Cooperation Framework (2021-2025).

Through the United Nations, I have met and interacted with people – children, youth, women and men – from all regions of Uganda, whose lives we have had an impact on through our programmes. It gives me joy to know that our service is valued and saving lives.

I am grateful to the Government of Uganda for trusting the United Nations to support it in ensuring that Uganda develops without leaving anyone behind. I am also thankful to all the countries that have funded the work of the United Nations and the private sector in Uganda for choosing to be a key partner in achieving the 17 Sustainable Development Goals (SDGs).

During my time in leadership Uganda has been given a voice on the world map, perceptions of the United Nations have been demystified and our influence manifested in the lives and organisations we work with.

At the World Humanitarian Summit in Istanbul, Turkey in 2016 we supported the Government to showcase Uganda's refugee model. We showed the world the dignity with which the country treated refugees. In 2017, at the Uganda Solidarity Summit on Refugees, the first of its kind to be hosted in Africa, we raised the global profile of Uganda's refugee model, highlighting the generosity of a country hosting the third highest number of refugees in the world, 1.1 million at the time.

In mid-2018 the United Nations General Assembly approved the Secretary-General's reforms to reposition the United Nations Development System. Under the leadership of the United Nations Country Team, the United Nations System in Uganda was at the forefront of embracing the reforms which put the SDGs at the centre of all our work. In October 2018, following my presentation to Cabinet, the Government adopted



the SDGs as a pathway to achieving socio-economic transformation and Vision 2040.

Our advocacy also yielded the establishment of the National SDG Secretariat in the Office of the Prime Minister in March 2019. Under the auspices of the secretariat and the United Nations Resident Coordinator's Office, the Youth Coalition for SDGs was born. The coalition has over the past two years been instrumental in bringing the voice of the youth into United Nations processes.

We also established the New Generation United Nations Country Team comprised of representatives from development partners, civil society, academia, the private sector, religious and cultural institutions. The team laid the foundation for the Cooperation Framework, which was launched by the President of Uganda in September 2020 and will be the basis of all our work in Uganda over the next five years.

We established solid partnerships with the private sector as well as local governments to drive socio-economic development and have encouraged our partners to espouse the African values of Obuntubulamu, which call on us to recognise our shared humanity and to exercise our rights and responsibilities as constructive citizens.

We formed the National Initiative for Civic Education in Uganda (NICE-UG) which aims to provide a central space for the harmonisation of efforts around civic education by various indigenous stakeholders. On 9 June 2021, President Yoweri Museveni launched NICE-UG's "This is Home" campaign aimed at mindset change for the socio-economic transformation of Uganda.

Our successful efforts in gender mainstreaming led to Uganda being selected in 2018 as one of only eight countries in Africa to secure funding

from the European Union for the United Nations Spotlight Initiative to End Violence Against Women and Girls.

The COVID-19 pandemic has impacted all of us. We reprogrammed our work to sustain critical operations during the COVID-19 lockdown in 2020 in order to keep the bridge to the most vulnerable alive.

My departure comes as Uganda is experiencing a second wave of the pandemic, with severe shortages of oxygen. However, the United Nations Country Team has reached our partners in the private sector and I am certain we will overcome this challenge.

In my farewell meeting with President Museveni, he made a commitment that government would provide the United Nations in Uganda with five acres of land within 10 kilometres from Kampala, for construction of the One UN House.

These, and more of my achievements, are documented in this publication and I wish to thank every member of staff that contributed content to it.

It is with a heavy heart that I depart for my new role as Director, Economic Affairs for the Regional Economic Commissions at the United Nations headquarters in New York.

I leave Uganda in my official capacity, but will return in my private capacity, as Uganda will forever remain a home to my family, especially since I adopted my second son from Sanyu Babies Home.

**Rosa Malango**

**United Nations Resident Coordinator and Designated Official for Security**

# Introduction

This is a publication about the leadership journey and contribution of H.E. Rosa Malango to sustained development in Uganda. Ms. Malango is the outgoing United Nations Resident Coordinator and Designated Official for Security in Uganda (2016 to 2021).

Readers will get a glimpse into Ms. Malango's life from before she came to Uganda as the United Nations Development Programme (UNDP) Country Representative in 2016 to her contribution to the United Nations 2030 Agenda of achieving the Sustainable Development Goals. The publication covers her work both before and after the establishment of the UN Reform on 1 January 2019 that was endorsed by the United Nations General Assembly (A/RES/72/279) to bring United Nations activities closer to the local context.

The endorsement signaled a new era for the United Nations Development System, exactly three years after the 2030 Agenda for Sustainable Development took effect. With these changes the United Nations Development System is expected to become stronger, have a better-defined identity as a trusted, reliable, accountable and effective partner to countries for achieving the 2030 Agenda and one that member states can invest in and rely on, because they understand and support what it does.



Pascasin Niyorugira, a refugee from Burundi, checks on the tomatoes in a group's greenhouse in Druchinga refugee settlement



Through Ms. Malango's networking and strategic leadership, she has placed Uganda on the world map. She has interacted with communities to demystify myths and perceptions about the United Nations and given a face to the reform, as well as the Sustainable Development Goals (SDGs).

When she started her journey in Uganda in 2016, she led an effective response to Uganda's needs, priorities and challenges, in accordance with the United Nations Development Assistance Framework (UNDAF) 2016-2020. The framework is the most important instrument for planning and implementing the United Nations development activities at country level, in support of the implementation of the 2030 Agenda for Sustainable Development.

**Through Ms. Malango's leadership, the United Nations Country Team was able to deliver on humanitarian, development and peace work through UNDAF's three strategic areas: good governance, human capital development and sustainable and inclusive economic development.**

From March 2016 to December 2018, Ms. Malango served as both United Nations Resident Coordinator and UNDP Resident Representative. With the January 2019 reform, the two offices were separated and the reporting lines changed. On 22 February 2019, Ms. Malango presented her letters of credence from the UN Secretary General

to Ugandan President Yoweri Museveni in her new role as Resident Coordinator of the United Nations System in Uganda.

As the highest-ranked representative of the United Nations in Uganda, Ms. Malango provided overall leadership of the United Nations system in Uganda, directing efforts to ensure the inter-linkage and mutual reinforcement of humanitarian, development, peace and security and human rights through implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021– 2025 in support of the National Development Plan (NDP III), Vision 2040 and the 2030 Agenda.

Her contribution to the wellbeing of Ugandans will forever be remembered.



Ms. Rosa Malango interacting with South Sudan Refugees in a settlement camp





## CHAPTER 1: DISCOVERING UGANDA





# About Uganda

Uganda is a landlocked country in East Africa. It is bordered by Kenya in the east, South Sudan in the north, the Democratic Republic of Congo (DRC) in the west, Rwanda in the south-west and Tanzania in the south. The southern part of the country is covered by a substantial portion of Lake Victoria, shared with Kenya and Tanzania. Uganda, which is in the African Great Lakes Region, lies within the Nile basin and has a varied, but generally modified, equatorial climate.

The country occupies a land area of 199,710 square kilometres and sits at about 900 metres above sea level. Both the eastern and western borders of Uganda have mountains. The country's highest point is Margherita Peak on Mount Stanley (5,110m), located in the Rwenzori range within Rwenzori National Park.

Uganda has a population of 46 million people and a growth rate of 3.24 per cent, making it the world's second most populous landlocked country after Ethiopia. Its life expectancy is 54.46. Eight per cent of the population are Christians, 12 per cent are Muslims, while the rest are affiliated to other or no beliefs.

Uganda's largest city and capital is Kampala. Spoken languages are English (official), Luganda (a major language of Uganda) and Swahili, among other native languages. The country is named after the Buganda kingdom, which encompasses a large portion of the south of the country, including Kampala. The people of Uganda were hunter-gathers until 1,700 to 2,300 years ago, when Bantu-speaking populations migrated to the southern parts of the country.

Beginning in 1894, the area was ruled as a protectorate by the UK, which established administrative law across the territory. Uganda gained independence from the UK on 9 October 1962. Sir Edward Mutesa II, the king

of Buganda, was elected the first president, and Milton Obote the first prime minister, of the newly independent country. Uganda's current president is H.E. Yoweri Kaguta Museveni who took power in January 1986.

Since 1986, under the stewardship of the National Resistance Movement, Uganda has recovered from political turmoil, institutional breakdown and economic collapse to write a remarkable success story of political stability, economic growth and structural transformation. The economy has registered impressive growth rates averaging 6.4 per cent since 2002. The economic activity is rapidly expanding and the country has now attained conditions for economic take-off.

To consolidate and accelerate this growth, Uganda is now pursuing Vision 2040 which is geared towards transforming the country from a predominantly peasant and low-income country to a competitive upper middle-income status.

Under the first National Development Plan (2011-2015), the Government, with support from the United Nations System and development partners, reduced absolute poverty from 24.5 per cent in 2009/10 to 19.7 per cent in 2012/13 and increased per-capita income from US\$665 in 2009/10 to US\$788 in 2013/14. This second National Development Plan (2015-2020) was aimed at propelling the country into middle income status by 2020 with a per capita income of US\$1,033. This was to be realised through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth. To harness Uganda's enormous opportunities in agriculture, oil and gas, tourism, minerals, information and communication technology and industrialization, Government is heavily investing in infrastructure and energy, human resources, science and technology, agriculture, and security. The goal of the third National Development Plan (2021-2025) is "Increased household incomes and improved quality of life" which will be achieved under the overall theme of "Sustainable Industrialization for inclusive growth, empowerment and sustainable wealth creation" in line with Uganda Vision 2040, East African Community Vision 2050, Africa Agenda 2063 and the SDGs.



# United Nations System in Uganda

Uganda became a member of the United Nations in 1963. For the past five decades the United Nations, through its various agencies, programmes, funds and entities, has worked in partnership with and supported the Government of Uganda towards achieving its development goals.

The United Nations is an intergovernmental organization that aims to maintain international peace and security, develop friendly relations among nations, achieve international cooperation and become a centre for harmonizing the actions of nations.

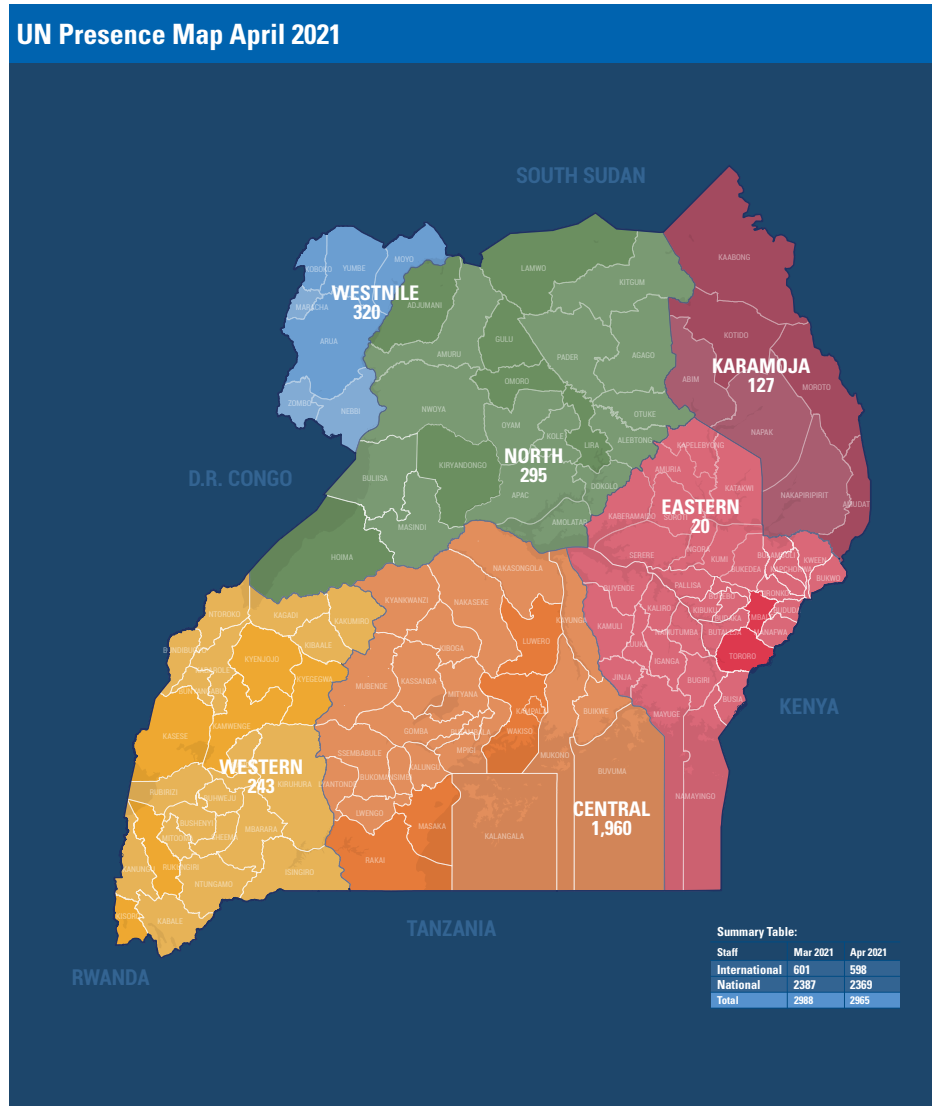
**The United Nations Uganda Vision 2030 is 'A Transformed Inclusive Ugandan Society where People have Improved Quality of Life and Resilience for Sustainable Development'. This vision is attained through implementation of UNSDCF 2021-2025, which focuses on three strategic priorities:**

- I. Transformative and inclusive governance,
- II. Shared prosperity in a healthy environment, and
- III. Human well-being and resilience.

The Cooperation Framework is implemented by the Heads of United Nations in entities investing through Uganda.

It provides a platform for mutual accountability for the implementation of SDGs in Uganda as a pathway to bringing the national vision of becoming a prosperous and modern society to life. The United Nations in Uganda, comprising 30 agencies, has several joint initiatives to promote innovation, inclusiveness, climate action, create enabling policy frameworks and establish strategic partnerships with the people and partners of Uganda. There are over 3,000 UN personnel in Uganda in 25 districts in four regional hubs.

**Website Links:** <https://uganda.un.org/>



# Contribution to advancing SDGs in Uganda

Under Ms. Malango's leadership, the United Nations System in Uganda has made tremendous contributions to advancing the SDGs in Uganda. The third National Development Plan and the new Cooperation Framework are aligned to the SDGs.

As part of efforts to remain steadfast in the journey to sustainable development, the SDGs coordination framework and roadmap were reviewed to align with the NDP III in order 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 to 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 (INFF) to enable the country align its financing strategy with the evolving development financing landscape.

In addition, key policies, strategic documents and guidelines on sexual reproductive health and rights (SRHR) were developed to advance SDG achievements. These included the reproductive maternal, newborn, child and adolescent health (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 (ADH) Policy and Strategy and the School Health Policy. The United Nations supported advocacy and policy engagement to ensure an enabling policy environment and implementation for SDG 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 increased the number of indicators reported on 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 UN, the Government assessed the policy and institutional gaps in SDG implementation. Analytical work was also undertaken on specific SDGs, for example, SDG 2 (Zero Hunger) and SDG 16 (Peace, Justice and Strong Institutions) to inform planning. To inform strategic investments for SDGs, Government also developed the integrated SDG (iSDG) model for Uganda, through which three intervention areas (environment, governance and industry) were identified as accelerators that would spur the achievement of other SDGs. Government was also supported in measurement of poverty through multidimensional poverty measurement, 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 Coordination Framework; promoting the mainstreaming and implementation of the 2030 Agenda in Uganda; and ensuring that all the gender aspects in SDG reporting are included to inform policy. The tools and systems provided positioned all government ministries, departments and agencies to effectively enforce systematic gender mainstreaming in the implementation of Agenda 2030.



# The UN Resident Coordinator

The United Nations Resident Coordinator is the highest-ranking officer of the United Nations Development System at country level, with the responsibility to lead United Nations Country Teams (UNCT) and ensure system-wide accountability for the Cooperation Framework and coordination of the UN support to countries in their implementation of the 2030 Agenda. The Resident Coordinator brings to the role an appreciation of the breadth of assets of the United Nations in the service of sustaining peace. The Resident Coordinator is the designated official of the United Nations Secretary General and reports to the United Nations Secretary General and the president of the country in which they serve.

## RESIDENT COORDINATORS THAT HAVE WORKED IN UGANDA



### Mr. Daouda Touré

Mr. Daouda Touré has 39 years of professional experience and recently retired as a senior official of the United Nations System and the African Development Group. Between July 1999 and July 2005, Mr. Touré was the Resident Coordinator and UNDP Resident Representative in Uganda.



### Dr. Babatunde Thomas Osotimehin (RIP)

Dr. Babatunde Thomas served as the UNDP-Uganda Resident Representative and Resident Coordinator in 1995. At the time of his death in 2017, Dr. Babatunde was the Executive Director of UNFPA.



### Mr. Theophane Nikyema

Child rights advocate Mr. Théophane Nikyèma has more than 20 years of experience in international affairs. He served in different senior level positions in non-governmental and intergovernmental organisations. He is a member of the Board of Directors for Keeping Children Safe, a global network of organisations that work together to protect children from all forms of violence, abuse and exploitation. He served as the UN Resident Coordinator, Designated Official, and Humanitarian Coordinator to Uganda (2006-2012)





### **Ms. Ahunna Eziakonwa-Onochie**

Ms. Ahunna Eziakonwa-Onochie officially began her role as UNDP's Assistant Administrator and Regional Director for Africa on 15 August 2018. She leads UNDP's work to support 46 countries in Africa to achieve Agenda 2030 and the SDGs.

Prior to taking up this post, Ms. Eziakonwa-Onochie was UN Resident Coordinator, UNDP Resident Representative and UN Humanitarian Coordinator in Ethiopia (2015-2018); UN Resident Coordinator and UNDP Resident Representative in Uganda (2012-2015); and before that held the same position in Lesotho (2008-2012).

She has also worked as Chief of the Africa Section for Office for the Coordination of Humanitarian Affairs (UNOCHA), where she managed over 15 country operations in Africa. Before joining the United Nations, Ms. Eziakonwa-Onochie held a series of senior positions with civil society organisations in Africa. She holds a master's degree in International Affairs from Columbia University's School of International and Public Affairs, with a focus on Economic and Political Development, as well as a Bachelor of Education degree, English and Literary Studies from the University of Benin, Nigeria.



### **Ms. Rosa Malango**

Ms. Rosa Malango was appointed as UN Resident Coordinator and UNDP Resident Representative for Uganda in March 2016. Prior to this, Ms. Malango was part of the UN Inter-Agency Field Leadership Programme with UNDP as Head, Resident Coordinator's Office, Guatemala.

From 2005-2015 she worked with the UN Office for the Coordination of Humanitarian Affairs (OCHA) as Chief, External Relations and Partnerships Section, New York. From 2002 to 2005, Ms. Malango worked in Côte d'Ivoire with the World Food Programme as Regional Programme Adviser (2003-2005) and with OCHA as Regional Programme Coordinator (2002-2003).

Between 1995-1998 she was based in Angola as OCHA's Chief Information Officer. Before joining the UN, Ms. Malango worked in the private sector in Nigeria as an advertising practitioner with STB & Associates Ltd and as an executive assistant/ translator for the First Secretary, Embassy of Argentina. She holds a Bachelor of Science Degree in Mass Communication from the University of Lagos, Nigeria. She speaks French, Spanish, English and Portuguese.

## Getting personal with H.E. Rosa Malango



When Rosa Malango was appointed to the position of United Nations Resident Coordinator in Uganda by Secretary General Ban Ki-moon it was a naturally humbling moment for her. She is the first woman from Equatorial Guinea to hold such a high position in the United Nations. When she joined the United Nations in 1994, she did not have permanent placement. She joined as a volunteer with the United Nations Children's Fund (UNICEF), to help with social campaigns and outreaches to children in war-torn Angola. Following are snippets from Ms. Malango's life.



## Where did your childhood start?

I am the daughter of the late Tomas Malango Mbuamangongo Ekoka and H.E. Pilar Dyombe Djangani, a senator in Equatorial Guinea. My childhood was marked by tragedy, resilience, dignity and respect. I was born in Equatorial Guinea. My family calls me 'the Independence Child' because my parents had a long engagement and decided not to get married until their country became independent. In 1968 Equatorial Guinea became independent. I was born the following year.

My father was the country's first chemical engineer, part of the independence movement, an advocate, an idealist born ahead of his time. He was a signatory of the Magna Charta of independence at the United Nations and one of the six officials who sat in the General Assembly when Equatorial Guinea became the 126th member of the United Nations in 1968. My mother was the first paediatric nurse in the country and also served as the first president's nurse.

Shortly after Independence, the first president of the Republic of Equatorial Guinea, Francisco Macías Nguema, became a dictator and began a persecuting intellectuals. My parents went from celebrating Independence to seeking asylum in the United States.

## What was life like after you fled Equatorial Guinea?

I remember my parents telling me I was born in a beautiful country in the heart of Africa. At the time of Independence, Equatorial Guinea had some of the best human development indicators in Africa. I was told that unfortunately because of the leadership at the time, the country had lost a lot of people, especially intellectuals. I was raised to be proud of where I was born and to always be ready to give back. Being raised by parents who were asylum seekers across the world taught me to be very proud of being a global citizen.



Ms. Malango's parents: Her father, late Tomas Malango Mbuamangongo Ekoka and H.E. Pilar Dyombe Djangani, a senator in Equatorial Guinea.

I learnt to respect diversity and adapt to new realities and, as a result, learnt several languages: Portuguese, English, Spanish and French. I recently started learning Mandarin.

My three brothers were born in the United States of America. I learnt Portuguese when we moved to Mozambique after my father took on the role of advisor to the late Samora Moisés Machel, President of Mozambique.



24-year Ms. Rosa Malango during a peace keeping mission in Angola

My family moved back to Equatorial Guinea in 1979 when the current President, H.E Teodoro Obiang Nguema Mbasogo, invited my parents back. The country seemed like a magical place, but was so full of sadness. There was no infrastructure — roads, electricity — it was so dark. There was general food scarcity. People were in tears for having lost loved ones one way or another. That is the country I remember as a teenager. Equatorial Guinea is the only former Spanish Colony in Africa. It is a small country with a complex history of resilience and great potential. Today Equatorial Guinea is an oil-producing country, has incredible infrastructure, is looking to diversify its economies and is working towards an inclusive economic model.

## Please tell us about your education.

I left Equatorial Guinea again to attend high school in Spain, but used to go home on vacation. I pursued my undergraduate degree in Nigeria because I was driven by the dream of having an African experience as part of my education. I am an alumna of Harvard Kennedy School, having completed the Executive Education Emerging Leaders programme. I started my UN career at the age of 24.

## Why did you join the UN?

I joined because I wanted to do something different. I felt I had a gift because I had lived in different countries and on different continents and this was an opportunity to give back, which was very important for me.

## How big is your scope of work?

As UN coordinator in Uganda, I oversee the coherence of the UN programming in Uganda under 30 agencies and I am responsible for all UN personnel in the country. When the war in South Sudan resurged, I moved my office to Entebbe, to oversee the evacuation of personnel from the troubled nation. My office was also very active in working with Government and the donor community to respond to the COVID-19 pandemic.



## Passionate about results.

I am a firm believer in investing all your emotions in whatever you pursue. Plus, being part of a team or project should be your chance to learn and deliver. We work for people. This is not a computer company where you are dealing with innate projects. We are dealing with people's lives. So, depending on how you do your work, someone may live or die. I take my work very seriously. That is what 28 years of experience within the UN have taught me. I believe in self-learning to improve and to be able to communicate.

## How do you balance your busy life?

With all the hunger for results at work, family still comes first. Even before I had my first born, I looked out for my three siblings and supported my father. Today, my sons come first. We travel together and I am teaching them to understand what I do as a single parent. I balance work and family by delegating and dealing with work issues with colleagues.



## Why do you have the desire to uplift women and children?

Growing up in the United States of America, I thought it was normal, as a child, to go to school, go swimming, have water and electricity, but realised, as I grew up, that these were not a given for everyone.

When I joined the United Nations, I started thinking about being the bridge for the underprivileged like mothers who could not feed their children after losing limbs to landmines. One story touched me during my first humanitarian affairs mission. I met a girl — she must have been five years old — who had never seen a black person lead in the United Nations. She kept asking me if I really worked with the organization. It is then that I realized I was a role model for the people I was working for. I asked her what she wanted to be when she grew up and she said she wanted to be a teacher. I will never forget that. She was sitting on a rock, her whole family in a tent, in a war-torn country in Angola. From that day, I decided to do whatever I could to ensure women and children were always heard.





Ms. Malango poses for photo with youth in Mbale District



A youth in Amudat District welcomes Ms. Malango by wrapping a Karamajong traditional attire around her.

## To what do you credit your success?

I am following in my father's footsteps. I put God first in everything I do and I am consistent in all the projects that I have had the opportunity to be part of. I uphold ethical standards in my work. If you are dishonest, you can end up corrupt or mismanaging a situation. One must have respect in their personal or professional life. We all deserve respect for the roles we play, no matter the level. Teamwork is important too.

## What inspires you to do your job?

I feel a great sense of responsibility and duty to share the history and narrative of Equatorial Guinea and Africa. As an African woman, younger women come to me to ask what my journey was. I also inspire other young women from Africa, particularly from Equatorial Guinea, to take up leadership positions in the United Nations. I believe that every life is important, and every experience is a contribution to the history of humanity.

My father was one of the people that inspired me most. He always urged me to give back to humanity and exposed me to different opportunities to do so from a young age.

I am proud of my 28-year-old career in the United Nations, where I have served in different contexts, including war zones, natural disasters, on different continents and with different responsibilities. I am propelled to give back what I have learnt to others. It is my responsibility to help countries fulfil their development dreams through the United Nations.

## What is most fulfilling about your role as the UN Resident Coordinator?

People! One of the things I love is that you get to move across all circles of life. You visit villages, refugees and Heads of State. Being able to meet with women's groups, people warriors and youth and then sitting with ministers and ambassadors to find solutions and know that you are changing lives is priceless. You are one of the few people who represents the biggest partnership forum in the world.



I also appreciate opportunities where I am invited to tell my story and inspire people. It is important to know that no one arrives at this level just like that. I had a tough journey with a lot of setbacks, but I was committed and determined to take the next steps forward. This allows me to look back with some satisfaction, to draw lessons to pass on to the next generation so that they do not go through some of the challenges that I did and they can become great leaders.

## How can we get more women involved in leadership?

First, we need to get men involved as champions and to take responsibility. What do we teach boys in our homes as they are growing up? Do we teach brothers to respect their sisters? Do we make sure both boys and girls do chores in the home? We must start this conversation in both urban and rural areas.

If you look at where there has been a difference in terms of women leaders, it is because men have taken hard decisions. For instance, the current United Nations Secretary General took a conscious decision to achieve parity after 72 years of the organisation's existence, both at headquarter and field level. He is represented by 50 per cent of men and 50 per cent of women among the resident coordinators and his cabinet. In Uganda, President Yoweri Museveni is a champion of gender equality and Ugandan laws promote parity at all levels.

## Why are the SDGs important?

I believe SDGs give countries a chance to have new narrative. The SDGs are about people and the planet being placed at the epicentre of any vision for development. The SDGs also look for local solutions, leaving no one behind. It is an approach to development that involves the whole of society.



H.E. Rosa Malango launches the Community Library at Incredible Youth International offices at Kambembe, Mukono District as Mr. Patrick Byakatonda, the Director of Industrial Training at the Ministry of Education and Sports, looks on 24 January 2021



# Citizens' perceptions about the UN in Uganda

The work of the United National covers five main areas: maintaining international peace and security; protecting human rights; delivering humanitarian aid; supporting sustainable development and climate action; and upholding the laws. However, every individual has their perception of what the United Nations does. Below are perceptions of Ugandans about the United Nations between 2017 and 2020.



2016

<https://www.youtube.com/watch?v=qLIB476NILU>

It is a good country, with good entertainment things and tourist attractions.

**Nanono Secondary School Student**

I know that they always help counties to keep peace and security.

**Lalam, Secondary School Student**

It is an organization that brings countries together.

**James, University Student**

2017

[https://www.youtube.com/watch?v=Foa\\_wTLgzKw](https://www.youtube.com/watch?v=Foa_wTLgzKw)

UN in uganda needs to have headquarters for all agencies, like the one in Kenya, for easy accessibility.

**Musitafa, University Student**

Working with the UN has given me an opportunity to serve humanity and change people's lives.

**Joanitah, UN Women**

2018

<https://www.youtube.com/watch?v=i1JYLS4R5aM>

UN is a world organisation which has agencies like WFP, UNICEF, and many others.

**Thomas, Security Officer, KK**

UN supplies food and improved schools in Karamoja giving the children in Karamoja an opportunity to go to school.

**Isaac**

2019

<https://www.youtube.com/watch?v=NwAmGnY2dgs>

SDGs is about people's access to their rights and their needs such as housing, food etc.

**Francis**

The funding of the UN has been beneficial to the country for instance in support of refugees and development.

**Nanyonjo**

2020

<https://www.youtube.com/watch?v=zglj7m73gmQ>

I know the UN helps refugees, but I don't know much since all their programmes are in English, which I do not speak as I did not go to school.

**Martin, herbalist**







UN Heads of Agencies and members of the Youth Coalition for SDGs during a visit at Kawumu Presidential Demonstration Farm in Luwero district.





## CHAPTER 2: BRINGING UGANDA'S VOICE TO THE WORLD STAGE



Through her role as United Nations Resident Coordinator, H.E. Malango has collaborated with and garnered support from various stakeholders to position Uganda in global and regional forums. This chapter presents the significant platforms in which Uganda has participated under the leadership of Ms. Malango.

## World Humanitarian Summit

From 23 to 24 May 2016, Uganda, led by H.E. Malango, participated in the first-ever World Humanitarian Summit and Exhibition in Istanbul, Turkey. The summit was a global call to action by former United Nations Secretary General, Ban Ki-moon to achieve three objectives:

- I. To re-inspire and reinvigorate a commitment to humanity and to the universality of humanitarian principles;
- II. To initiate a set of concrete actions and commitments aimed at enabling countries and communities to better prepare for and respond to crises and be resilient to shocks; and
- III. To share best practices which can help save lives around the world, put affected people at the centre of humanitarian action and alleviate suffering.

Prior to the event, organizers – the UN Headquarters in New York, USA – took countries through a competitive process that required submission of concept notes and materials for side events including the exhibitions innovation marketplace and round table discussions on humanitarian issues. Uganda was selected to participate in the Summit and showcase its work.

The Office of the United Nations Resident Coordinator, which led Uganda's delegation, played a key role in working with UNHCR and UNICEF to support the Office of the Prime Minister (Department of Refugees and Department of Relief, Disaster Preparedness and Management) to develop its concept note and presentations on Uganda's humanitarian response.

At the summit, global leaders discussed how to effectively respond to major humanitarian challenges and how to better prepare to meet challenges in future. Some of the priority issues discussed were:

- A new global approach to manage forced displacement, with an emphasis on ensuring hope and dignity for refugees or internally displaced people and support of host countries and communities,
- Empowering women and girls, and catalysing action to gender equality,
- Adapting new approaches to respond to protracted crises and recurrent disasters, reduce vulnerabilities and manage risk, by bridging the divide between development and humanitarian partners,
- Securing adequate and predictable finances to save lives and alleviate suffering,
- Reinforcing the centrality of protection in humanitarian action and increasing respect for international humanitarian law,
- Adapting to new challenges through local, inclusive and context-specific responses.



Uganda's delegation poses for a photo at the exhibition stall at the World Humanitarian Summit in Istanbul, Turkey in 2016

# United Nations General Assembly 2016

In December 2016, a joint Ministry of Foreign Affairs and United Nations in Uganda delegation, led by Hon. Sam Kutesa, Minister of Foreign Affairs of Uganda and the President of the 69<sup>th</sup> Session of the General Assembly, visited the United Nations headquarters in New York to advocate increased investment and international assistance for Uganda's transformational approach in responding to and managing multiple vulnerabilities.

The delegation comprised of Ms. Malango, Mr. Arthur Kafeero, Ambassador and Head of Multilateral Organisations and Treaties, Ministry of Foreign Affairs; Mr. David Apollo Kazungu, Commissioner for Refugees, Office of the Prime Minister and Mr. Bornwell Kantande, UNHCR Country Representative.

## UN Central Emergency Response Fund High-level Event

At the invitation of the UN Secretary-General, the Minister of Foreign Affairs and UN Resident Coordinator and UNDP Resident Representative were invited to speak at the ceremony opening the United Nations Central Emergency Response Fund (CERF) High Level Conference during the United Nations General Assembly. Other delegates invited to speak were: Ms. Ulla Tørnæs Minister for Development Cooperation of Denmark; Mr. Filippo Grandi, United Nations High Commissioner for Refugees and Mr. Stephen O'Brien, Under-Secretary-General for Humanitarian Affairs and the Emergency Relief Coordinator.

The Minister of Foreign Affairs, while noting the catalytic nature of CERF funding in Uganda, urged members states to support the Secretary General's call to double the fund, given the significant role it had played in Uganda. The minister provided an overview

of Uganda's policy and approach in refugee hosting, highlighting the Government of Uganda's significant investment of domestic resources (estimated at US\$150 million), and outlining the Settlement Transformation Agenda, including the US\$50 million World Bank soft loan and the US\$300 million unfunded budget.

Ms. Malango, while thanking donors to the CERF and recognizing the US\$28 million in funds channeled through eight UN agencies, drew the attention of members to the need for greater investment in health, education and livelihoods, if Uganda's refugee hosting communities were to not just survive but thrive. **She also highlighted that Uganda was also responding to considerable levels of food insecurity, with over 1.3 million Ugandans facing severe shortages of food, scarcity of water and pasture because of failed rains. Ms. Malango invited the CERF Advisory Board to visit Uganda to see the ongoing transformation.**



Hon. Sam Kutesa, Minister of Foreign Affairs of Uganda (second left) attends the 69<sup>th</sup> Session of the General Assembly presided over by UN Secretary-General Ban Ki-moon (centre) in New York in 2016. On the second right is Ms. Malango



## The UN Central Emergency Response Fund (CERF)

In 2006 the UN General Assembly created the Central Emergency Response Fund (CERF) as the UN's global emergency fund – a fund “for all, by all” with one mission: to enable timely life-saving assistance to people affected by acute crises, rapid onset disasters, armed conflicts and forgotten emergencies. Today, the CERF has become one of the UN's success stories and recognized as an efficient tool to provide fast, predictable, impartial funding for life-saving interventions in sudden-onset, deteriorating and underfunded crises.

The fund has assisted millions of people across **98 countries through US\$4.5 billion in grants**. Each year on average, CERF enables partners to reach:



**20 million people with health services**



**8 million people with clean water and sanitation**



**4 million people with protection**



**10 million people with food**



**5 million people with livelihood support**



**1 million people with shelter**

To ensure that CERF keeps pace with the escalating needs and remains an effective tool able to address the current scale, complexity and range of crises, and considering the success of the fund since its inception, UN Secretary-General Ban Ki-moon in 2016 called for an increase of CERF to US\$1 billion by 2018. This proposal was welcomed in ECOSOC resolution E/2016/L.20 and was put forward to the General Assembly by omnibus resolution for confirmation. In addition, several member states publicly announced their support for the US\$1 billion CERF.

In 2011, the Emergency Relief Coordinator allocated over US\$1.5 billion from CERF to support life-saving humanitarian activities to assist millions of people forced from their homes by violence, instability and natural disasters, with annual allocations increasing year on year.

## CERF performance in Uganda in 2020 and 2021

### Key results:

**UNFPA's project to improve sexual reproductive health and GBV response for refugees in Uganda by contributing to the implementation of the Global Minimum Initial Service package (MISP) for sexual reproductive health and rights to ensure access to life-saving reproductive health care in emergency settings, and provision of protection and care services to GBV survivors among refugees in five targeted refugee-hosting districts.**

### Strengthened district response capacity to ensure the provision of lifesaving SRHR services.

- UNFPA and partners have been able to reach 33,667 beneficiaries (8,431, refugees; 25,236 nationals) with lifesaving SRHR services and information. This represents 39 per cent of the 86,274 targeted beneficiaries. The CERF programme has supported 28 facilities in targeted districts to provide quality SRHR services to 27,716 beneficiaries (7,435 refugees; 20,281 nationals). The services ranged from antenatal care and deliveries to postnatal care, family planning services and HIV/STI services, among others. A further 5,951 (996 refugees; 4,955 nationals) were reached with integrated SRHR information.
- Outreaches were conducted in three (Adjumani, Kyangwali and Palorinya) out of six settlements, reaching a total of 1,278 people (534 refugees and 744 nationals; 444 male and 834 female). The midwives, together with other health workers, provided services such as ANC, PNC, HIV testing and counselling, and family planning to the community.

- 75 out of targeted 150 volunteers in five districts have been oriented on SRHR/GBV community health education and mobilisation for SRHR and GBV services and SEA reporting. All have been oriented in sexual reproductive health, SGBV, family planning, fistula, pregnancy mapping and the roles of community volunteers.
- 15 midwives have been deployed to 15 health facilities within the six settlements to support in the provision of reproductive health services. In the first quarter of 2021, the 15 midwives assisted mothers in a total of 729 births. However, at all 28 programme-supported facilities, a total of 11,743 (3,500 refugees, 8,243 nationals) births were attended to by skilled health personnel in the target districts.

### Increased uptake of GBV reporting and case management services


- During the period, 30.4 per cent (6,979 beneficiaries, 1,200 refugees, 5,779 nationals) of the target (22,924) were reached with GBV services and information at the 28 facilities, and in the communities. A total of 5,951 (996 refugees, 4,955 nationals) women (including women with disabilities and girls/adolescents) were reached with SRHR and GBV information, including PSEA information. These were reached at the health facility during health education sessions. The volunteers will further support in-community dissemination of SRHR and GBV information.
- At the 28 targeted facilities, a total of 926 GBV survivors (174 refugees, 752 nationals) were provided with GBV services, including treatment for STIs, injuries, and post abortion care due to GBV. This reflects a 133.6 per cent achievement of the targeted 698. Further, 102 (30 refugees, 72 nationals) SGBV survivors were provided with post-rape services (Target: 153, performance: 66.7 per cent). In addition, LWF supported 48 (14 refugees, 34 nationals) GBV survivors and 18 (5 refugees, 13 nationals) sexual violence survivors to receive GBV/SGBV services including emergency contraception, post-exposure prophylaxis, first aid, psychosocial counselling, etc.
- Coordination is underway with UNHCR colleagues to ensure that staff at the GBV one-stop-centres be included in trainings for GBV psychosocial support and clinical management of rape (CMR), planned for Q2 2021.

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### UNCHR's projects that provide a comprehensive response to address critical protection needs, both the underlying and those have emerged because of the COVID-19 crisis.

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- Eight health centres were assessed for support as one-stop centres for GBV response, and the required equipment has been procured.
- Recruitment of 22 SGBV caseworkers and 15 CP (nine caseworkers, six case managers) is completed, and an additional five staff (two GBV and three CP staff in Adjumani) are being recruited by mid-May.

 **1,500** women at risk were identified to benefit from unconditional multi-purpose cash grants through mobile money transfers.

- Legal assistance, legal aid clinics and mobile courts are ongoing to improve access to justice.

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### UNICEF's project to provide lifesaving support for the management of Severe Acute Malnutrition (SAM) in children under 5 years in the refugee-hosting districts of Kampala, Adjumani, Lamwo, Yumbe, Obongi, Kikuube, Kamwenge and Kyegegwa.

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**3,365**  **1,633** male  **1,732** female

children out of a target of 8,314 have been reached by UNICEF with SAM treatment in the refugee-hosting districts of Kampala, Adjumani, Lamwo, Yumbe, Obongi, Kikuube, Kamwenge and Kyegegwa.

- A total of 30 (against a target of 25) health workers from Kampala and the catchment facilities supported under Mulago National Referral Hospital were trained on the integrated management of acute malnutrition using the revised training modules. This was as a result of savings made from efficiency in leveraging other ongoing UNICEF initiatives for the last mile distribution of nutrition supplies.
- Nutrition therapeutic supplies were procured for SAM treatment:



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**WHO's project to increase access to COVID-19 detection services for the vulnerable populations.**

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- Completed procurement of COVID-19 kits which are distributed according to schedule.
- Recruited five staff and deployed them to support the districts.
- Contact tracing funds have been processed and this is being implemented.

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**UN Women's project to enhance protection of the most vulnerable women and girls affected by the impacts of COVID-19, GBV and SGBV in urban Kampala and host communities in Uganda's refugee-hosting districts.**

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**1,010** women and girls  
(6 PWDs and 30 within GBV shelters) accessing life-saving mental and psychosocial support services (13,270 target).

**760** women and girls  
accessing legal services, including legal aid, legal advice, police visits, detention monitoring and mediation (9,700 target).

**38** women and girls  
accessing lifesaving GBV response services through referrals (target 400).

**1,800** women & girls  
**506** men & boys  
sensitized on SGBV and PSEA (target 34,000).

**18** key duty bearers  
trained on gender, GBV, PSEA and women's / human rights (target 100).

**1,700** women and girls  
in need of multipurpose cash transfer identified (target 2,800).



## The Uganda Side Event

The Ministry of Foreign Affairs, with support from the United Nations in Uganda, hosted a high-level event on 'Uganda's Transformation Approach to Refugees and Host Communities – Dealing with Multiple Vulnerabilities' at the United Nations Headquarters on 14 December 2016. The event was presided over by Hon. Sam Kutesa, the Minister of Foreign Affairs.

**Remarks by the UN Secretary-General were delivered by Mr. Tayé – Brook Zerihoun, Assistant Secretary-General for Political Affairs. The Secretary-General thanked the Government and the people of Uganda for their compassion, generosity and hospitality in hosting refugees fleeing conflict in neighbouring countries and welcomed Uganda's integration of refugee management and protection in its second National Development Plan, in line with the 2030 Agenda on Sustainable Development.**

Hon. Kutesa, announced that Uganda, together with the incoming Secretary-General Mr. António Guterres, would convene a Solidarity Conference in 2017 to enable member states, the private sector and other stakeholders to see the transformation underway first-hand and partner with Uganda to strengthen the refugee management approach and address the multiple vulnerabilities faced through investments in development, technology transfer and increased humanitarian assistance.

Mr. Abdoulaye Mar Dieye, the United Nations Assistant Secretary and UNDP Assistant Administrator and Regional Director for Africa and Ms. Malango also spoke at the event. Ms. Malango urged member states to consider both the humanitarian and development needs in Uganda and the linkages and investment opportunities in climate smart agriculture, natural resource management and renewable energy. Mr. Bornwell Kantande said by supporting host communities, the asylum space in Uganda was



Delegates attend side events at the United Nations General Assembly 2016

being reinforced. He further stressed the need for investment in social cohesion and peacebuilding.

The well attended event provided a space for Uganda to not only highlight the immense pressures and development challenges faced considering the refugee influx, spill-overs from conflicts in surrounding countries, fragile border points and food insecurity, but to also present the frameworks in place, such as ReHOPE, to facilitate development investment and humanitarian assistance.

Over 25 permanent representatives and delegates took to the floor to commend Uganda's approach to refugee hosting. Many emphasised the importance of increasing development assistance to sustain and reinforce the refugee hosting approach, to enhance South-South cooperation, and to re-orient assistance to better meet the context in Uganda.





Delegates attend side events at the United Nations General Assembly 2016



Ms. Malango and United Nations Secretary-General António Guterres pose for a photo at the United Nations General Assembly 2016

## Press Conference

Hon. Sam Kutesa held a press conference at the United Nations headquarters where he updated the United Nations press corps on the Ugandan context and called upon the international community to support Uganda's refugees hosting approach by recognising and assisting host communities. He also highlighted Uganda's effort at a time when the asylum space was becoming increasingly challenged.

## Bilateral Meetings

Hon. Sam Kutesa, accompanied by Ms. Malango, held bilateral meetings with senior United Nations Officials, including the outgoing Secretary-General, Mr. Ban Ki-moon, the incoming Secretary-General, Mr. Guterres, Under-Secretaries-General from the Departments of Peace Keeping Operations, Field Service, Political Affairs and the Office of the Coordination of Humanitarian Affairs. The meetings provided an opportunity for dialogue at the highest levels on needs, opportunities, the role of the United Nations and entry points for enhanced cooperation.

# The First Ever Solidarity Summit on Refugees in Uganda

In 2017, under the leadership of Ms. Malango, Uganda hosted the first ever Solidarity Summit on Refugees from 22 to 23 June 2017. This historic event was made possible and graced by the President of Uganda, Yoweri Kaguta Museveni and United Nations Secretary-General António Guterres, accompanied by other United Nations delegates from all over the world.



President Yoweri Museveni (centre), UN Secretary-General António Guterres (left) and Prime Minister Ruhakana Rugunda (right) at the Uganda Solidarity Summit on Refugees in Kampala on 23 June 2017

Uganda was at the time the third largest refugee hosting country in the world, home to 1,293,582 refugees as of 30 June 2017 according to United Nations High Commissioner for Refugees (UNHCR).

“We the indigenous people of the Great Lakes, have been dealing with refugees for millennia. Our concept of refugees was dynamic, not static like the concept we hear about today,” said President Museveni at the summit.

President Museveni said Uganda’s Pan-Africanist ideological orientation and the history of the people made it easy to absorb or co-exist with refugees from within Africa. He added that the problems at the time - providing food and shelter, energy for cooking and light - while preserving the environment, providing water, education, and addressing health needs, among other needs, required assistance from the international community.

The United Nations Secretary-General described the refugee influx from South Sudan as, “the biggest refugee exodus in Africa since the Rwandan genocide.” He recognized Uganda’s exemplary refugee policy and called on the international community to emulate it. “Even today, faced with the largest refugee inflow of the past year, Uganda remains a symbol of the integrity of the refugee protection regime that unfortunately is not being respected everywhere in the world,” Mr. Guterres said.

He called upon the international community to step up and give to the Ugandan people and the refugees they hosted the necessary support. “International solidarity with Uganda is not a matter of generosity, it’s a matter of justice,” he said.

The main goal of the summit was to support and strengthen Uganda’s progressive and transformative approach to refugee protection through mobilising new funding to meet the ever-increasing cost of meeting the humanitarian and long-term needs of the growing number of refugees and supporting host communities.



“The summit is a transformative moment for Uganda, an opportunity to reinforce existing partnerships and to create new ones. It enables the world to witness Uganda’s contribution to the Comprehensive Refugee Response Framework through its indigenous Settlement Transformative Agenda supported by the United Nations system through the innovative Refugee and Host Community Empowerment approach known as ReHOPE developed with the World Bank,” Ms. Malango said.

“As the UN System in Uganda, we integrate host communities as best as we can through implementing the Refugee and Host Population Empowerment (ReHOPE) strategy in partnership with the World Bank. Our innovative approach enables us to provide humanitarian relief, enhance self-reliance and resilience of refugees and host communities,” she added.

The summit helped to raise the profile of the refugee situation in Uganda from a forgotten situation to a globally recognized best practice informed by a robust national narrative, which enabled successful roll out of the Comprehensive Refugee Response Framework (CRRF). Uganda has a long history of providing a haven in an unstable region, while dealing with its own development challenges and increasing vulnerabilities. The generosity and investments of the Ugandan Government and people in maintaining an open-door, transformative policy, is unique and commendable, particularly at a time when the asylum space is shrinking in many countries around the world.



Refugees (seated) who gave testimonies at the summit with President Yoweri Museveni (standing third from left) and UN Secretary-General António Guterres (standing second left)

Several countries heeded the call, making pledges below:

Country / Entity	Pledge (US\$)
Equatorial Guinea	100,000
United Arab Emirates	5 M
China	500,000
United Kingdom	50 M
Japan	10 M
Gabon	250,000
Kenya	200,000
Somalia	100,000
Germany	56 M
Australia	5 M
Italy	5.6 M
Canada	11.5 M
Sweden	27.1M
Norway	4 M
Austria	2.2 M
Netherlands	6.2 M
Republic of Korea	6.8 M
Denmark	62 M
Ireland	2.6 M
Finland	2.4 M
European Union	96.3M
African Union	100, 000

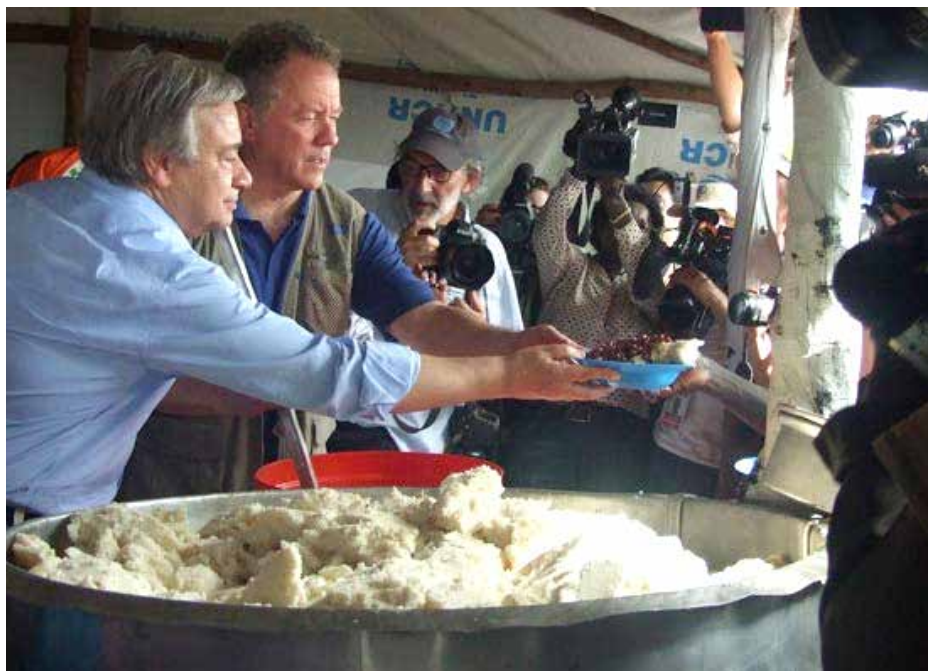
The private sector pledges were led by MTN Group Uganda, who pledged US\$ 1 million, and more pledges were made in kind on the first day of the summit during the private sector side event whose theme was – “Enabling the Private Sector to support Refugees and Refugee hosting communities.”

**THE SUMMIT RAISED OVER US\$ 350M**  
out of the targeted US\$2 billion

## Preceding the Summit

### UN Secretary General and WFP Executive visit Imvepi Settlement

On 22 June 2017, Secretary-General Guterres and WFP Executive Director David Beasley - accompanied by Uganda's Prime Minister Dr. Ruhakana Rugunda - visited Imvepi Refugee Settlement in Arua District to get first-hand experience of the refugee and host community situations. United Nations High Commissioner for Refugees, Filippo Grandi and European Commissioner for Humanitarian Aid and Crisis Management, Christos Stylianides also visited Imvepi settlement. Other high-level delegates to the summit visited settlements in Adjumani District and Nakivale Refugee Settlement in Isingiro District to learn about Uganda's settlement transformational approach.



UN Secretary-General António Guterres (left) and WFP Executive Director David Beasley (right) serving food to refugees at the reception centre at Imvepi Refugee Settlement, Arua District on 22 June 2017

### Bilateral meeting between the President and UN Secretary-General in State House

Ahead of the summit Secretary-General Guterres paid a courtesy call on President Yoweri Museveni at the State House and they held bilateral talks. Mr. Guterres was accompanied by Ms. Malango.



President Yoweri Museveni (centre), UN Secretary-General António Guterres (left) and UN Resident Coordinator, Ms. Rosa Malango (right) at State House Entebbe on 22 June 2017



## Meeting between President Museveni and UN Secretary-General António Guterres in Addis Ababa

President Yoweri Museveni and the United Nations Secretary-General, António Guterres, met on the sidelines of the 28th Ordinary Summit of the African Union in Addis Ababa, Ethiopia on 29 January 2017. During the meeting, President Museveni urged the United Nations to help Uganda sustain its support to the growing number of refugees finding safety in its communities every day. The President reiterated Uganda's commitment to keep its borders open to the African brothers and sisters seeking refuge and invited the UN and international partners to help mobilise resources to address emergency needs and the increasing pressures on land, basic services, the environment and livelihoods that are arising. At the time, Uganda was home to more than one million refugees.



President Yoweri Museveni and UN Secretary-General António Guterres on the sidelines of the African Union Summit in Addis Ababa, where they agreed to co-host a Solidarity Conference to mobilize resources for Refugees in Uganda in June 2017

## Ninth high-level meeting of the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework for the DRC and the region

On 2 October 2018, Uganda, in coordination with the United Nations and the African Union, hosted the ninth high-level meeting of the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework agreement for the Democratic Republic of the Congo and the region.

The Regional Oversight Mechanism is the main oversight body under the Peace, Security and Cooperation Framework agreement for the Democratic Republic of the Congo and the region. It meets once a year at head of state and government level to review progress in the implementation of national and regional commitments under the framework agreement signed on 24 February 2013 in Addis Ababa, Ethiopia, initially by 11 countries and four guarantors' institutions (UN, AU, ICGLR and SADC) to end the cycle of conflicts in eastern DRC. The 11 countries are: Angola, Burundi, Central African Republic, Democratic Republic of the Congo, Republic of Congo, Rwanda, South Africa, South Sudan, Tanzania, Uganda and Zambia. Kenya and Sudan also joined the agreement on 31 January 2014, becoming the 12th and 13th signatories.

The meeting brought together heads of states and governments of the region, the guarantor institutions of the framework - namely the UN, the



Group photo of the participants at the meeting

AU, the International Conference on the Great Lakes Region (ICGLR) and the Southern African Development Community (SADC), and international observers from the international community on 8 October at the Commonwealth Conference Centre, Munyonyo. The high-level interactions were preceded by a meeting of foreign ministers on 6 October.

It marked the commencement of Uganda's Chair of the Mechanism, following a handing over by the Republic of Congo. The United Nations appreciated the role played by His Excellency President Denis Sassou-Nguesso during the preceding year and looked forward to working with the Government of Uganda and the other guarantor institutions, namely, the AU, SADC and ICGLR as well as the international community, to support signatory member states in the implementation of the agreement aimed at ending the cycles of conflict in eastern Democratic Republic of Congo which have hampered sustainable peace, security, and development in the Great Lakes region.

The Peace, Security and Cooperation Framework (PSCF), otherwise known as the Addis Ababa Agreement, was signed in Addis Ababa, Ethiopia in 2013. Together with the earlier Pact on Security, Stability and Development in the Great Lakes Region, signed in 2006, they represent key instruments by the region, for which the UN, through the support of the international community, remains engaged to effectively address the peace and security challenges of the region, and to bring about the much-needed enabling environment for sustainable development and a prosperous Great Lakes region.

During the meeting, delegates reviewed the political and security situation in the region and progress in the implementation of the commitments under the framework agreement. The high-level participants discussed enhanced collective action to reduce the presence and threat of illegal armed groups in the region, promote sustainable solutions for displaced populations, and advance cooperation, including promoting greater women political participation and economic empowerment. The status of dialogue and political processes in the region was also discussed.

The Special Envoy and his Office, the African Union Commission, the UN Resident Coordinator's Office and the UN Country team, collaborated with officials of the Government of Uganda to plan and organize the upcoming Summit.



# High-Level Meeting of Ministers in Charge of Displacement in the Great Lakes Region

As of October 2018, over 11 million people had been uprooted in the Great Lakes region due to armed conflicts and insecurity. This number was composed of 7.2 million internally displaced persons and 4.4 million refugees and asylum seekers originating from Burundi, the Central African Republic, the Democratic Republic of the Congo, Rwanda and South Sudan.

It is against this backdrop that the high-level meeting of ministers in charge of refugees in the Great Lakes region took place from 5-7 March 2019 in Munyonyo, Kampala. The meeting was hosted by the Government of Uganda and held in line with the Global Compact on Refugees adopted by the United Nations General Assembly in December 2018 as a guiding response. The Office of the United Nations (UN) Special Envoy of the Secretary-General for the Great Lakes Region (O/SESG-GL) and the Executive Secretariat of the International Conference on the Great Lakes Region (ICGLR), co-organised the meeting.

The meeting was officially opened by H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda as current Chair of the ROM, and co-chaired by the Rt. Hon. Dr. Ruhakana Rugunda, Prime Minister of the Republic of Uganda; Mr. Said Djinnit, UN Special Envoy of the Secretary-General for the Great Lakes region and Mr. Zachary Muburi-Muita, Executive Secretary of the ICGLR. Also in attendance were Mr. Basile Ikouebe, Special Representative of the African Union (AU) and Head of the AU Liaison Office for the Great



President Museveni poses with delegates who attended the meeting



The delegation visits exhibition stalls.

Lakes region; members of the diplomatic corps; Ms. Rosa Malango and other representatives of UN agencies, other international organizations, and civil society.

Prior to the meeting, Heads of State and Government met at the ninth high-level meeting of the Regional Oversight Mechanism of Peace, Security and Cooperation Framework on 8 October 2018 in Kampala. At the meeting, they agreed to convene regional ministerial level consultation to discuss concrete steps to find durable solutions to protected displacements in the Great Lakes regions under the lead of President Museveni.

The high-level meeting was aligned to the 2019 African Union *'Year of Refugees, Returnees and Internally Displaced Persons in Africa: Towards Durable Solutions to Forced Displacement'*.

The objectives of the meeting were:

- Raise the visibility of the scale of the refugee crisis in the Great Lakes region and the need to address the most acute life-saving needs;
- Seek commitment from the countries of the region;
- Request countries of the region, with the support of United Nations Country Teams, World Bank and partners, to develop socio-economic local integration plans benefiting host communities and refugees creating a win-win situation focused on local development, self-reliance and resilience;
- Seek agreement from the countries of the region to develop a regional strategy for durable solutions for refugees.

From the UN system in Uganda, the meeting was attended by Ms. Malango. Other participants included: Government ministries in charge of displacement and refugees in the Great Lakes region, the UN Special Envoy for the Great Lakes region, High Commissioner for Refugees, Regional UN Directors, Regional Refugees Coordinators for the Democratic Republic of Congo, Burundi and South Sudan, Executive Secretary of the International Conference on the Great Lakes Region, World Bank, Civil Society and members of the diplomatic corps.

Outcome document: [https://ungreatlakes.unmissions.org/sites/default/files/outcome\\_document.pdf](https://ungreatlakes.unmissions.org/sites/default/files/outcome_document.pdf)

## Launch of the cross-border programme for peace and development in Karamoja, Turkana and West Pokot

President Yoweri Museveni of Uganda and President Uhuru Kenyatta of Kenya jointly launched the Cross-Border Programme for Sustainable Peace and Development in Karamoja, Turkana and West Pokot, at a colourful ceremony in Moroto on 12 September 2019. The ceremony was attended by senior central and local government officials and members of the United Nations country teams from both countries, as well as thousands of members of the public.

The objective of the programme is to accord communities on the Ugandan and Kenyan sides of the border, opportunities for better co-operation, close coordination and peaceful co-existence, as well as bridging isolation gaps to improve their livelihoods and socioeconomic conditions for sustainable peace and development with UNDP as the lead agency. UNDP provided seed funding of about US\$1 million to kick-start programme activities for June–December 2019, including the development and finalisation of the detailed joint-country programme for 2020-2025 by the joint country technical teams.

The governments of Uganda and Kenya are responsible for resource mobilization and ensuring political leadership and ownership of the programme support for the project. Both nations signed a Memorandum of Understanding (MOU) and agreed on a framework for the implementation of the programme.

Ms. Malango described the programme as “a game changer for people in the region” that would improve livelihoods, promote eco-tourism, increase cross-border trade and spur development.

Uganda’s Minister for Karamoja Affairs, Hon. John Byabagambi, said the Karamoja cluster has appalling human development indicators; high illiteracy, poor health, and high poverty, transhumance pastoralism in search of water and pasture due to arid and semi-arid nature of their environments and cattle rustling.





President Yoweri Museveni and President Uhuru Kenyatta, wrapped in Karamojong blankets, with members of the Uganda and Kenya Country Teams during the launch of the Cross-Programme on 12 September 2019 in Moroto



UN Resident Coordinator, Ms. Rosa Malango, Uganda's Minister for Karamoja Affairs, Hon. John Byabagambi, Kenya's Minister for Devolution and Arid and Semi-Arid Lands (ASALS), Hon. Eugene Wamalwa, and their delegations after the consultative meeting on the cross-border programme at Entebbe, Uganda on 28 May 2019. Photo: @UNDP

## Background to the cross-border programme

The Karamoja cluster refers to the area of land that straddles the borders between Ethiopia, Kenya, South Sudan and Uganda. The region is inhabited by pastoralist communities from the Turkana and Pokot from Kenya, the Karamojong of Uganda, the Toposa from South-Sudan and the Daasanach and the Nyang'atom from southwest Ethiopia. Most of the pastoralist communities classified under the cluster share the same socio-cultural as well as dialectic roots.

Pastoralism is the dominant socio-economic activity and source of livelihood for most of the population. The area is highly vulnerable to climatic variations such as drought that renders communities perennially food-insecure and limits their livelihood options. On the Ugandan side, these vulnerabilities were compounded, in part, by colonial land policies such as gazettelement of fertile grazing land as wildlife conservation areas and forest reserves, accounting for 52.4 per cent of the total land area. During the dry season, the pastoralists are compelled to migrate to other areas to access pasture and water points, often crossing national and international boundaries.

Climatic variations and related resource scarcities have led to frequent violent conflicts among the pastoralist communities, and often, with non-pastoral neighbors. These conflicts are exacerbated by ethnic rivalries, inadequate policing and influx of illicit arms from neighbouring countries. The insecurity further restricts access to resources, and hence, threatening the livelihoods of communities already vulnerable to drought.

# Africa Now Summit, 2019



Ms. Rosa Malango participated in the Africa Now Summit 2019 that was convened by the Africa Strategic Leadership Centre from 12-13 March 2019 at the Commonwealth Resort Munyonyo, Kampala.

**The overall objective of the conference was to harness the energy of the African youth in forging a secure, integrated and growing Africa. The specific objectives of the conference were to: Connect high-level decision makers with economic and social influencers, youth leaders, captains of industry and civil society to shape practical solutions for youth employment and inclusive economic growth.**

The summit framed the start of an understanding between the Africa Strategic Leadership Centre and private sector players interested in participating in transformation of the African continent.

The summit was officially opened by H.E. Yoweri Kaguta Museveni, the President of the Republic of Uganda, who applauded think tanks as good initiatives for dialogues on socio-economic transformation of the continent and called upon African Governments to invest in stimuli which catalyse social transformation namely: education, health and private sector growth. He placed emphasis on

harnessing the demographic dividend of the youth, empowering of women and creation of enablers to remove the 10 strategic bottlenecks identified.

The summit provided a platform for exchange of experiences between and amongst industry players as well as partners in academia and the private sector. Over 2,000 delegates attended the summit, including a cross-section of stakeholders and key partners such as world class experts in policy, industry CEOs, youth entrepreneurs, influential youth leaders, business leaders, civil society and a broad range of key public and private sector experts.

**Ms. Malango echoed the support of the United Nations in supporting civil education to address bottlenecks through education for sustainable development in Uganda.**

The President of Somalia, H.E Mohamed Abdullahi Mohamed, closed the summit with a call to African leaders to catalyse the continent's socio-economic transformation. He emphasized the need to focus on climate change, youth and women, trade and security, infrastructure and economic digitization.



## 4<sup>th</sup> Annual Oil and Gas Convention

The 4<sup>th</sup> Annual Oil and Gas Convention took place 25-26 April 2018 at the Kampala Serena Hotel. It was co-organised by the Uganda Chamber of Mines & Petroleum (UCMP) and the Ministry of Energy and Mineral Development through the Directorate of Petroleum.

**With the topic “Regional Collaboration For First Oil 2020”, the conference aimed at discussing the cooperation opportunities of Eastern African enterprises in the oil and gas industry.**

The meeting brought together Ugandans and sector players worldwide to discuss oil and gas logistics and standards; the role of young professionals in the sector; finance and risk management; corporate social responsibility and environment-related issues and local content. The other issues related with the ongoing development projects in the upstream, including oil refinery, oil pipeline, airport, roads and more.

Approximately 120 people attended, including the President of the Republic of Uganda, H.E. Yoweri Museveni, Ms. Malango, the chairman of Uganda Energy and Mining Association, the chairman of UNOC, the representatives of Total as well as the representatives of China-invested enterprise in Uganda, etc.

Giving her remarks, Ms. Malango, said, “The Convention theme, “Regional Collaboration For First Oil,” echoes our firm belief that Uganda needs to team up with other countries under the East Africa Community, the Great Lakes and other African regions to successfully harness her oil. The cooperation will deliver several dividends in terms of joint exploration, collective infrastructure, shared costs, bigger market, comprehensive security programmes, research, skilled professionals and simultaneous transformation of the quality of life of inhabitants. Shared understanding in this sector could also contribute to efforts to develop a continental free trade zone.”

Throughout her role, Ms. Malango has supported initiatives to improve management of the oil and gas sector while promoting green growth in Uganda.

### Meeting outcome

The regulations were recently discussed at the 4th National Content Conference on Oil and Gas held in Kampala. The major sentiment at this conference was the need to amend the regulations and ring fence more goods and services for local contractors.

*Speech by Ms. Malango:*

<https://www.ug.undp.org/content/uganda/en/home/presscenter/speeches/2018/04/26/statement-by-ms-rosa-malango-at-uganda-s-4th-annual-oil-and-gas-convention.html>



UN Resident Coordinator and UNDP Resident Representative, Ms. Rosa Malango making her remarks at the 4th Annual Oil and Gas Convention at the Kampala Serena Hotel.

# Engagements through the South-South Cooperation

Ms. Malango used her expertise to promote technical cooperation between Uganda and other African countries and Ugandan entities through engagements highlighted below:

## South-South Cooperation Event in Addis Ababa

*“Good practice does not have to come from outside Africa,”* said Ms. Malango at the South-South Cooperation Event in Addis Ababa, Ethiopia.

**Ms. Malango and officials from the Office of the Prime Minister (OPM) presented Uganda’s refugee hosting approach to fellow African states at the inaugural African South-South Cooperation Match-Making event for SDG Achievement in Addis Ababa on 15 and 16 November 2017.**

Mr. Charles Bafaki, Principal Settlement Officer at OPM’s Department for Refugees, told delegates that Uganda seeks to leverage the potential of refugees as contributors to the nation’s development. Presenting the Refugee and Host Population Empowerment (ReHoPE) strategic framework, Mr. Bafaki presented the advantages of working with partners on development-oriented solutions for refugees and their host communities.

Outlining the conducive policy environment, Ms. Malango presented the UN in Uganda’s ‘whole of system’ approach to implementing ReHoPE, and the UN’s revised footprint to achieve this. She highlighted UNDP’s recent re-positioning, including the development of its ‘Emergency Response and Resilience Strategy for Refugees and Host Communities’, the establishment of an office in Yumbe and requests from the Government to leverage UNDP’s convening power with local and national stakeholders, as examples of how development approaches within a humanitarian context can drive forward durable solutions in Uganda. She highlighted that this indigenous approach

led by the Government of Uganda made it possible to contribute to emerging global platforms such as the New York Declaration’s Comprehensive Refugee Response Framework and the SDGs.

Committing to take forward south-south cooperation in refugee hosting and innovative financing, Ms. Malango invited delegations from Cote d’Ivoire, Ethiopia and Zambia to visit Uganda to see the approach first-hand.



UN Resident Coordinator and UNDP Resident Representative, Ms. Rosa Malango making her remarks at the South- South Cooperation event in Addis Ababa, Ethiopia.



## Benchmarking Visit by Uganda to Angola

A joint team of officials from UNDP and the Ministry of Defence and Veteran Affairs participated in a benchmarking exercise in Angola to share experiences and best practices on the management of military veterans, emoluments and promotion criteria in the military, gender mainstreaming and Military justice system in the Republic of Angola.

The exercise took place from 25 to 29 June 2019. The selection of Angola hinged on that fact that the country had a similar history to Uganda of political evolution after a long civil war.

Lessons from the visit informed a review of the Uganda People's Defence Forces Act, 2005. The information obtained also informed implementation of the Joint Programme on the UN Integrated Support to Ministry of Defence and Veterans Affairs (MODVA) that focuses on:

- Enhancing gender equality and women empowerment within the Uganda People's Defence Forces (UPDF) structures and at household levels;
- Facilitating UPDF families, women combatants and veterans to access socio-economic opportunities through livelihood initiatives;
- Mobilising and supporting UPDF families, women combatants, veterans and UN peacekeepers for improved social cohesion; and
- Enhancing the capacities and structures within Ministry of Defence and Veteran Affairs and UPDF to respond to the social needs of families, women combatants, veterans, UN peacekeepers and reserve force.

### Composition of the delegation

The team was jointly led by the Hon. Lt. Col. (Rtd) Dr. Bright K Rwamirama, Minister of State for Defence and Veteran Affairs and Ms. Malango. The other members of the delegation included: Mr. Mabonga Mike Wambi Commissioner/ Rehabilitation Psychosocial Support and Resettlement; Col. Godard Busingye, Deputy Chief of Legal Services, UPDF; Ms. Anne Twinomugisha Muhairwe, Principal Legal officer; Capt Pecos Mugaiga, aide de camp to Hon Rwamirama and Ms. Annet Mpabulungi Wakabi, Team Leader Rule of Law and Constitutional Democracy, UNDP.

## Engagements in Angola

The team held meetings with political leaders (ministers), senior military officers and civil servants and visited several ministries and institutions, namely: The Ministry of National Defence of Angola; the Ministry of Former Combatants and Veterans of the Homeland; the Ministry of External Affairs; the Museum of Military History; the Social Security Fund/FAA; the Institute of Social Reintegration of Former Military Personnel (IRSEM); the UN Angola Country Headquarters and the Insurance and Pension Department of Veterans.

The main constraint the team faced was the language barrier. While there was an official translator for Portuguese to English, and vice versa, it was quite challenging for the team to follow through every detail of the discussion, particularly the presentations. This, however, did not overly impact the achievement of the main objective of the exercise.



Delegation heads and their entourage at the Institute of Social reintegration

## Key Findings

Angola had, as of June 2019, a total of **161,107 military veterans**.

- Management of veterans in Angola was simplified by separating the Ministry of Military Veterans and Ex-Combatants from the Defence Ministry. In terms of planning and initiation of programmes for veterans, the separation of the two ministries reduced bureaucracy.
- The Angola government can track each ex-combatant on account of a well-designed records management system, which is regularly updated.
- Angola has a well-established Pension Fund for the officer corps, which caters for the immediate needs of ex-combatants. There are no bureaucracies when it comes to payment of their retirement benefits.
- Senior non-commissioned officers (NCOs) and below are catered for in a special manner through a well-established institute under the ministry.
- Proper records management helps to track beneficiaries of any programme established under the Institute.
- Angola has diversified sources of funding for veteran programmes beyond the national budget, for instance alternative sources of revenue have been established, including a fully-fledged hospital, real estate and condominium investments and hotels.
- Reintegration programmes are complemented with community-related projects such as construction of kindergartens, water sources etc.
- Veterans are a vulnerable group with representation in parliament.
- Veterans, widows, and orphans are issued with a special identity card as a symbol of dignity and this grants them access to national programmes.
- They are entitled to health, education, legal aid, subsidized housing facilities and transport.
- They have a quota of jobs reserved for them in the Public Service.

## Lessons and best practices

- MODVA needs a proper record keeping system which tracks a soldier from the point of entry to exit and beyond. This can be achieved if MODVA introduces electronic readable IDs for retiring soldiers so that they can access their benefits with ease and in case of their demise, the families can use the same to get adequate and timely information from MODVA.
- The Directorate of Veterans Affairs needs to be empowered to manage veterans issues without institutional bureaucracies. A semi-autonomous structure could be investigated.
- There is a direct link between political stability in the country and how best ex-combatants are handled outside the barracks. A stable government must make the needs of the ex-combatants, such as psycho-socio aspects, medical care, land and family support, a priority.
- Angola emerged from civil war recently, but its system of integrating each former fighter into government programmes helped to stabilise the country in a short time.
- The War Museum is a good innovation that helps remind citizens of their history and keeps them calm, because no one wishes to go backwards. Uganda should establish a military museum as a matter of priority.
- Affirmative action dimensions are well defined in Angola and could be considered for military veterans in Uganda.
- Easy access to credit facilities by veterans was notable in Angola.
- Government support for housing facilities and other social amenities, including obtaining university tuition and scholarships for children of veterans, is best practice, the team observed.
- Innovation in job creation e.g. establishment of a competitive job and education quota for opportunities in the civil service for children of veterans was noted.
- Participation in the local council system is working well in Angola.
- Promotion while in the reserve force to encourage loyalty to government programmes is done in Angola.



## Promotion of Civic Education in partnership with NICE-Uganda

The United Nations system in Uganda supported the promotion of civic education and peace campaigns before, during and after the elections in Uganda. After the Government halted the implementation of the Strengthening of Electoral Process in Uganda (SEPU) Project, the United Nations, under the leadership of the Resident Coordinator, identified other entry points in consultation with the Government and other stakeholders to support interventions aimed at enhancing harmonious coexistence and an informed population.

In partnership with NICE-UG, the Youth Coalition on Sustainable Development Goals and the Citizens' Coalition for Electoral Democracy in Uganda (CCEDU) among others, the following interventions have been implemented;

### a) Pre-elections

#### Benchmarking Visit to Ghana (17-21 June 2019)

In June 2019, the NICE-UG team led by its chairperson, Mr. Joseph Biribonwa, and patron, Ms. Malango, plus representatives from government led by Hon. Ruth Nankabirwa, the Government Chief Whip, and the United Nations visited Ghana for benchmarking on best practices in electoral administration, peace building, civic education, and coordination of the SDGs. The South-to-South Cooperation visit to Ghana was supported by UNDP Uganda. Ghana and Uganda share Pan African ideals and have both overcome a history of political crisis to enjoy decades of relative peace, stability and economic progress.

The benchmarking mission gained valuable insights from Ghana's experience in implementing progressive electoral reforms; building a vibrant national civic education system; institutionalizing an inclusive and credible nationwide infrastructure for peace and operationalizing national mechanisms for the implementation of SDGs, including successful engagement with the private sector to mobilize local financing for the SDGs. The delegation also met, and benefitted immensely from, several civil society organizations,

including the Coalition of Domestic Election Observers (CODEO), Centre for Democracy Development (CDD), West African Centre for Counter Extremism, Foundation for Security and Development in Africa (FODSA), Ghana Anti-Corruption Coalition, and the Gender Centre for Empowering Development (GenCED). The collaborative approach adopted by Ghana CSOs in engaging with Government is exemplary.

The learning visit was made possible by the Government of Ghana, the UNDP Ghana Country Office under the leadership of Ms. Rokya Ye Dieng, the then Acting Resident Representative and Ms. Sylvia Lopez-Ekra, the then Acting United Nations Resident Coordinator.

The Ugandan delegation was a multidisciplinary team comprised of senior public officials from Office of the Prime Minister, and the ministries responsible for justice and constitutional affairs; internal affairs; foreign affairs; information, communication technology and national guidance. The delegation also included the leadership from the Uganda Police Force, the Uganda Electoral Commission, the Judicial Service Commission, the Uganda Human Rights Commission, as well as civil society represented through the National Initiative for Civic Education in Uganda and CCEDU and think tanks



Delegation from Uganda led by Hon. Ruth Nankabirwa, the Government Chief Whip, pose for a photo with their Ghanaian counterparts during the benchmarking visit in Ghana.

represented by the Africa Strategic Leadership Centre and the Centre for Basic Research.

**A report on the benchmarking mission provides valuable insights into Ghana's experience which offers options for Uganda and other African countries to consider in discussion and decision-making on how to organize national civic education, coordinate SDG delivery at the highest level in government, strengthen electoral processes, and evolve an inclusive and home-grown national architecture for peace building.**

The report also documents key findings, lessons and recommendations to strengthen the operationalization of the NICE-UG, review and amend the electoral legislation, strengthen the national peace architecture and accelerate the implementation of Vision 2040 and SDGs, in addition to building systems for good governance.

## **Peace 1<sup>st</sup> Campaign ahead of and during the 2021 elections**

Ahead of the 2021 general elections, the United Nations in partnership with NICE-UG and the Youth Coalition on SDGs supported a robust peace campaign through messages which called for peaceful participation, conversation, restraint by the law enforcement agencies and observance of the standard operating procedures on COVID-19 prevention during the election. This was done at two levels: targeted social media peace messaging, as well as targeted conversations with youth influencers and opinion shapers. Informed by the national demographics, the messaging mainly targeted the young people and women, highlighting their role in ensuring peaceful elections.

In addition, NICE-UG collaborated with Next Media Services (NBS) and organized a virtual peace concert on New Year's Eve 2020. The concert was telecast live on four major television stations: NBS, NTV, Bukedde and UBC. During the concert, selected relevant stakeholders, including the Chief of

Defence Forces, the United Nations Resident Coordinator and Inspector General of Police delivered peace messages.

The peace campaign was catalytic and spurred other interested parties to use different media to call upon the people of Uganda to maintain peace during the electoral process. Further, the campaign elicited important debate on the importance of justice in the quest for peace and vice versa.







Hon. Miria Matembe and Ms. Rosa Malango co-chairing a meeting on the multimedia campaign for civic engagement in Kampala.



## b) After elections

### High Level Political engagement

The Resident Coordinator continued to engage the country's political leadership from across the divide, the security leadership and other persons of influence on peace, inclusivity and tolerance. The discreet shuttle diplomacy has significantly contributed to the relative post-election calm, through calls for and commitments to restraint, inclusivity, use of nonviolent and legal avenues to channel concerns, among others.

### Calls for Peace and Civic education

The Resident Coordinator, through various fora including articles in the local newspapers and remarks during events, which have been broadcast widely, has called upon the Government, and other actors to embrace civic education and peace as informed by legal instruments and the Obuntubulamu values.

### Designing a multimedia messaging campaign on citizenship and civic values

With interim catalytic funding expected from the United Nations, NICE-UG is designing a tailored long-term multimedia messaging campaign aimed at facilitating and fostering peace, healing, reconciliation and harmony as well as patriotism. The campaign is a response to the fragile state of social cohesion among the populace, arising from the emotions triggered by the elections. The messaging will be anchored on the broader thematic areas of citizenship, national identity and civic values.

### Strategic Stakeholder Engagements to facilitate open dialogue on the impediments to achieving and sustaining peace and development

With support expected from the United Nations and, in particular, the office of the United Nations Resident Coordinator, NICE-UG is working on convening virtual thematic conversations to support peaceful coexistence and value-based civic education as a platform for sustainable development.

In addition to the specific activities above, NICE-UG will continue engaging stakeholders to secure input and buy-in to the agenda of ensuring sustained value based civic education for a patriotic citizenry as triggers for inclusive development.

## Administration of NICE-UG as a key ally in Civic Education and Peace Campaign

1. Office Space: The Government of Uganda offered interim office space to NICE-UG at the Ministry of ICT and National Guidance. The Permanent Secretary and NICE-UG are working towards settling in the NICE-UG team.
2. Equipment and machinery: NICE-UG has received two laptop computers – one donated by the UN Resident Coordinator and the other as support from the UNDP/Peace Building Fund.
3. As part of institution building, NICE-UG will continue putting in place the relevant systems aimed at fully operationalizing the initiative.

## Launch of 'This is Home' Campaign

President Yoweri Museveni launched a multimedia campaign dubbed 'This is Home' during the national commemoration of Hero's Day on 9th June 2021 in Kampala. This is Home is NICE-UG's first ever national mindset change campaign which aims to inspire a new generation of citizens informed by the Pan African value system of Ubuntu. The campaign will influence a shift from divisions occasionally deepened by politics to a more harmonious co-existence as a modern state. It aims to rally citizens to celebrate diversity, increase appreciation of Ugandan values and transform society through citizen participation including of its mostly youthful population.

The launch was preceded by a morning e-dialogue on "the role of civic education in inspiring a new spirit of citizenship" chaired by Ms. Malango. It was organized in close collaboration with NICE-UG which is the first structured collaboration between the Government of Uganda, the United Nations and Non-Governmental actors on civic education in Uganda. The event aimed at generating dialogue around national values, history and heritage to re-define Ugandan citizenship in this new era.

News clip: <https://www.youtube.com/watch?v=42wpTqEPJdM>



President Museveni launches 'This is Home' campaign on June 9th during the commemoration of Heroes Day



United Nations and NICE-UG colleague pose for a photo after the launch



## Muslim leaders and scholars meeting

In June 2017, Muslim religious leaders and scholars from eastern and southern Africa gathered in Kampala agreed on a framework to enable them work together to fight against all forms of extremist activities in the name of Islam. The framework was agreed upon during a two-day summit on countering, responding to and preventing violent extremism in Africa. It was organised by International Interfaith Peace Corps (IIPP) and UNDP's Regional Service Centre for Africa. The declaration followed a similar one signed by religious leaders in West Africa against all forms of extremist activities in the name of Islam.

The summit was intended to respond to one of the most challenging problems in recent history - violent extremism, a problem that Ms. Malango said was contributing to a reversal of the continent's development gains. "If it is not addressed today, it threatens to curtail Africa's development prospects for decades to come," she emphasized. Ms. Malango also emphasized the need for Muslim religious leaders to get involved saying that fighting against violent extremism was a collective responsibility.

"The fact that violent extremism has been affecting Muslims and Muslim communities most highlights the need for the engagement of Muslim religious leaders if we are to help communities that are vulnerable to the activities and operations of violent extremist groups. Communities need to be empowered to be a vital part of the solution to the growth of violent extremism, and to this end your leadership as religious leaders is imperative," she said at the opening of the summit.

Agreeing with her, Sheikh Shaban Mubajje, the Mufti of Uganda, said that it was the responsibility of Muslims to stand up and educate the people about Islam and the fact that it does not promote violent extremism. "Terrorism is the epitome of injustice because it takes innocent lives, and the Koran calls all Muslims to act justly. Acts of terrorism are therefore haram, forbidden in Islam," Sheikh Mubajje said.

As part of its support to prevent violent extremism on the continent, UNDP produced a regional strategy on "Preventing and Responding to Violent Extremism in Africa." The strategy emphasises a development approach

underpinned by a policy framework that calls for individuals and institutions to be consistently engaged so that they understand what drives and enables violent extremism in Africa. The strategy is being implemented through a programme targeting 'epicentre', 'spillover' and 'at risk' countries in Africa. This approach enables a tailored response for countries where extremist groups are active; countries where impacts are being felt; and countries which exhibit some of the underlying and root causes of violent extremism.

In his opening remarks at the summit, Hon. Kirunda Kivenjinja, the third deputy Prime Minister and Minister of East African Affairs, reiterated the Government of Uganda's commitment to fighting violent extremism. "We remain firm in our stand on terrorism," Hon. Kivenjinja said, adding that the government's main efforts were geared towards promoting peace through engagement with various leaders and communities with Uganda and the region. "It's for this reason that I am pleased to see this summit engaging regional Muslim leaders and scholars as partners and advocates against violent extremism," Hon. Kivejinja said.

At the end of the two-day summit, the Muslim leaders and scholars affirmed the Abuja Declaration of October 2016, which was issued by religious leaders from West Africa, against all forms of extremist activities in the name of Islam, while affirming the preservation, promotion, and development of the sanctity and dignity of life for all individuals, families and communities.



Sheikh Mohammed Nur Abdullah – Chairman of Ibn Sereen Institute, Former President of ISNA(left), Sheikh Shaban Mubajje, the Mufti of Uganda (centre) and UN Resident Coordinator, Ms. Rosa Malango (right) at the Summit on Countering, Responding and Preventing Violent Extremism in Africa. The summit for Muslim religious leaders and scholars was held in Kampala, Uganda (UNDP photo)





## CHAPTER 3: INFLUENCING CHANGE





This section highlights Ms. Malango's contribution in the lives of the people across all demographics and institutions during her leadership as the Head of the United Nations System in Uganda.

## Women 4 Women (W4W) Project in Uganda

Women 4 Women (W4W) is a project started by several influential women working and living in Uganda, including ambassadors, heads of missions, chief executive officers, directors and leaders with the aim of recognizing and supporting Ugandan women who have contributed tremendously to creating change and improving lives in their society and yet have received no or little recognition. The project, which has 13 founding members, was officially launched on 16 May 2018 at the US embassy in Uganda.

### Objectives

- Recognize the unsung heroines in Uganda communities.
- Create a network of influencers to support one another to realise their full potential.
- Make gender equality a reality for all in Uganda.

### The Women 4 Women Awards

The project is achieving the above objectives through various innovations such as the W4W Awards. The awards target an exceptional Ugandan woman who is making a difference in her community in the areas of human rights, environmental protection, entrepreneurship, agriculture, art, sports and academics, but has never been recognized. The call for application was made through Facebook <https://www.facebook.com/W4WAwards/> and those with the most compelling stories selected and recognized at a dinner on 19 June 2018. Prizes included mentorships, internships, travel and networking opportunities.

### UN Uganda Contribution to Women Empowerment

The United Nations in Uganda, through the United Nations Development Assistance Framework (UNDAF), works with government and partners to address barriers that prevent women and girls from achieving their full potential. The UN in Uganda provides capacity-building for enacting and implementing laws on gender equality and supports the empowerment of women and the girl-child. Of the 18 UN agencies implementing the UNDAF, 14 work directly on gender parity.

These are UN Women, UNFPA, UNICEF, OHCHR, UNDP, ILO, UNCDF, FAO, WHO, UNAIDS, UNIDO, IOM, WFP and UNHCR. There are also two UN joint programmes on gender currently focusing on addressing gender-based violence and halting female genital mutilation.

### Founding Members

Ambassadors

Susan Eckey – Ambassador of Norway to Uganda

Deborah. R. Malac - Ambassador of US to Uganda

Stéphanie Rivoal - Ambassador of France to Uganda

Sedef Yavuzalp - Ambassador of Turkey to Uganda

### Heads of Missions

Rosa Malango - UN Resident Coordinator

Christina Malmberg Calvo - World Bank Country Manager for Uganda

Clara Mira - IMF Resident Representative for Uganda

Almaz Gebru - UNDP Country Director

Doreen Mulenga - UNICEF Country Representative

Anna Mutavati - UN Women Country Representative

### Civil Society

Josephine Kaleebi - CEO Junior Achievement Uganda

Radhiyyah Namakula - UMSC Secretary for Women and Youth Affairs

Dorothy Okello - Resilience Africa Network



Some W4W founders pose for a photo after a press conference at the US embassy in Kampala, Uganda



UN Resident Coordinator, Ms. Rosa Malango (left) and the National Coordinator SOS Children's Villages Uganda, Ms. Olive Lumonya (right) with children at the SOS Village in Entebbe, May 2017

# Loving Uganda's Orphans

## UN family visit SOS children's villages Uganda - a loving home for every child

"I am so grateful to SOS Villages Uganda for the love, education, and care they have given me and my siblings," said Paul, a youth at SOS Villages. Paul is one of the children in this village who was an abandoned baby. He does not know the whereabouts of his biological parents. This and more stories are what Ms. Malango listened to during her half-day visit to SOS Villages Uganda on Entebbe Road.

The visit took place on 9 May 2017 and focused on interaction and sharing experiences with the children. The children shared their dream jobs and in return, Ms. Malango in an interactive session shared with them about the United Nations and the 17 SDGs.

Ms. Malango also shared with the children her favourite food, colour and hobbies, and encouraged them to work very hard at their studies because it was through hard work that she got to where she is today.

**"I encourage each one of you to take your studies seriously because they will help you to become what you want to be - doctor, pilot, teacher and many others as most of you have already shared," said Ms. Malango.**

The National Coordinator SOS Children's Villages Uganda, Ms. Olive Lumonya, thanked the United Nations in Uganda for the visit and called on everyone to visit and support the children at the village. SOS Children's Villages Uganda is a member of the SOS International Federation of 133 countries and is one of the leading childcare organizations, currently directly supporting 13,342 orphans and vulnerable children and young people in the districts of Gulu, Kabarole, Wakiso through its locations of Entebbe, Kakiri, Gulu and Fort Portal. The organisation provides direct services in the areas of care, education and health to children who have lost or at the risk of losing parental care. It also



builds the capacity of the children's caregivers, their families and communities to provide adequate care.

SOS Children's Villages started supporting vulnerable children and families in Uganda in 1988, when the country was recovering from decades of war and political instability. Conditions have improved over the past years. However, 2.7 million children have no parental care and approximately one million children have lost their parents to AIDS.

### UN family visits Masulita children's home

On 5 May 2017, the United Nations family, led by Ms. Malango, visited Masuliita Children's Home in Wakiso District. The visit was aimed at getting a better understanding of the situation of the children and their caretakers and mentoring the adolescents by exchanging information on managing trauma, sustaining hope and learning from their experiences.

Ms. Malango encouraged the adolescents to embrace learning as an important tool in life. She encouraged them to be patient and not to rush for luxury, but instead work hard for the future they want. Ms. Malango appreciated the home for the warm welcome and encouraged the caretakers and management to always inspire the children by being exemplary. She welcomed the effort to ensure that the home is self-sufficient and said she would help raise awareness of the need for a milling machine, poultry and pigs as well as beds and trainers for the vocational training centre at the location.

Ann Mutesi, an adolescent at Masulita Children's Home, said that she counts herself lucky because her life had changed, adding that her dream of becoming a doctor was very much alive.

"I am learning tailoring and I plan to take this on as a business in future if I get any support to buy a machine and material to use," said Agnes, another adolescent at the home.

Ms. Marble Kiggundu, the Director of the Home appreciated Ms. Malango and her team for taking time to share experiences with the children and promised

a great partnership going forward. She encouraged the children to always remember what they had been told and learn from it as it was important in shaping their future.

At the time, 110 street children and 11 mothers were undergoing rehabilitation at the home. Out of the 110 children, there were 80 girls, 45 of whom are adolescents. All of them were rescued from the streets of Kampala and brought to the home by Kampala Capital City Authority.

Adolescent girls who come to the home and have no formal education are enrolled in vocational training and are equipped with skills to enable them start their own business or get employment once they leave the home, while those who join while in primary school are enrolled in nearby schools to continue with their education. The vocational skills that the children receive include: hairdressing, tailoring, farming, building and mechanics among others.

Uganda Women's Effort to Save Orphans Masuliita Children's Village (UWESO-MCV) was founded in 1986 by First Lady Hon. Janet K. Museveni to respond to the needs of children orphaned by the civil strife of 1980-1986 and HIV/AIDS pandemic.



Ms. Malango (centre with sunglasses), with caretakers and children at Masuliita Children's Village

## Launch of the Buganda Youth Mentorship and Leadership Camp 2018

Ms. Malango called on youth in Buganda Kingdom to be drivers of the social change needed in the value system of Uganda. This was at the launch of the Buganda Youth Mentorship and Leadership Camp 2018 (dubbed *Ekisaakaate Kya Nnabagereka Gatonna 2018*) held in Bulange Mengo, Kampala. The occasion was a symbolic transfer of duty from the previous host school of *Ekisaakaate* to the incoming host school.

**“*Ekisaakaate* is a good innovation for breeding a social movement that has the consequence of creating a new breed of transformative leadership and a moral responsible generation that holds within its reach, the ability to sustain peace and development in a world where the two are in great jeopardy,” said Ms. Malango.**

She added that putting culture and peace at the heart of development will enable the creation of a new generation of citizens who are respectful, hardworking and caring.

The former Kampala Capital City Authority Executive Director, Ms. Jennifer Musisi, who was the chief guest, asked the youth to uphold ‘*Obuntubulamu*’ values in their lives - respect for each other and every individual regardless of their status.

“I am able to deliver at my job because my mother instilled in me good values of *Obuntubulamu* when I was young and they are my guiding principle that lead me to do great things for my family, country and others,” said Ms. Musisi.

“A number of people have looked at *Ekisaakaate* as a practice for only Buganda, but this is wrong because it is for anyone who is interested in the positive values and life skills that it teaches,” said Ms. Deborah Kaddu Serwadda Executive Director of the Nnabagereka Development Foundation (NDF).

Freedom Ahereza, a student of Seeta Church of Uganda Primary School said her life has transformed after attending *Ekisaakaate* last year. “I can now help my mother to do house chores, something I never used to do,” said Ahereza, while encouraging the youth to attend *Ekisaakaate*.

The *Ekisaakaate Kya Nnabagereka* is NDF’s annual flagship programme that is open to both girls and boys between 6 and 18 years of age. Going into its twelfth year of existence, the EKN continues to attract youth from various regions and ethnic groups in Uganda. Currently, it has impacted close to 12 thousand youth in and outside Uganda.

The United Nations in Uganda is partnering with NDF on the revival of ‘*Obuntubulamu*’ using a positive set of cultural values as a tool for bringing about social transformation to ensure Uganda achieves Vision 2040. In June, this year, the first ever roundtable for different cultural institutions in Uganda was held, which demonstrated the willingness and drive for cultural leaders to champion positive cultural values and pass them on to the young generation.



The Nnabagereka (Queen) of Buganda, Her Royal Highness Lady Sylvia Nnaginda (third from left) and United Nations Resident Coordinator, Ms. Rosa Malango (second from left) with dignitaries at the launch of *Ekisaakaate Kya Nnabagereka Gatonna 2018*



## Obuntubulamu: Promoting Peace and Development in Uganda by Leveraging Culture

Uganda has a rich cultural history of kingdoms and other cultural institutions that remain relevant today. The kingdoms predate colonial times with respective cultural practices that foster social cohesion, equality and environmental stewardship deeply embedded in the people. Over the years, various regimes have had varying impacts on cultural institutions, to a large extent, detrimental. Despite this, kingdoms and other cultural institutions remain, and traditional practices have continued to be used in different parts of the country for different developmental ends.

Indeed, for decades, debate has raged on the role of culture in development. Some have argued that African culture and traditions are antithetical to development. However, global reflections show how different regions with diverse backgrounds have recorded improvements in their development priorities by incorporating culture in them. There is a wide range of notions and interpretations on the role of culture in development that on many occasions, have created a degree of contradiction. Despite this, it has become clear that putting culture at the heart of development policy and practice contributes essential momentum needed for sustainable peace and development.

Uganda is currently faced with multiple vulnerabilities on peace and development: conflicts (political, land and other natural resources, regional/cross-border spillovers), economic and demographic dynamics, food insecurity, general insecurity, environmental degradation and tensions among host communities in refugee-hosting districts, among others. For Uganda to achieve its vision of middle income status and safeguard the asylum space for refugees from countries in the region, these factors must be addressed.

Experience has shown that economic growth is not the only way of reducing extreme poverty and inequality. Other considerations, such as cultural realities, are important in generating ownership of development approaches in national contexts, particularly since most of the developmental approaches are advocated via classical capitalism. Culture-led development mostly encompasses a range of non-monetized benefits such as greater social cohesion, use of local knowledge, values and resources. By respecting and supporting cultural expressions and values, greater social capital is

created within the community. The interpersonal relations in society can improve, trust in public institutions raised, values related to environmental stewardship can also significantly improve.

Uganda's rich cultural heritage grounds their approaches to development including refugees hosting which is ensconced in empathy, solidarity and brotherhood. They call it *Obuntubulamu*. The concept of *Obuntubulamu* has proven much easier to understand and explain than to define. Drawing on its linguistic origins from the Southern African Nguni word "*Ubuntu*", the concept denotes humanity towards others. Across the different cultures in Uganda, it manifests as *Obuntu*, *Omuntu*, *Ubuntu* and *Utu*. *Obuntubulamu* comes as a set of an almost endless number of values.

Implemented with the Nnabagereka Development Foundation (NDF), a foundation whose founder and patron is the Queen of Buganda, it has focused on 12 components of *Obuntubulamu*: *Ensonyi* (honour/dignity); *Obugunjufu* (intelligence/knowledgeability); *Obwetoowaze* (humility, respect for others); *Okufaayo* (empathy); *Obuyonjo* (good hygiene); *Obuvunanyizibwa* (responsibility); *Okweyimirizaawo* (self-reliance); *Empisa* (good moral conduct); *Obukulembeze* (leadership); *Obweerufu* (transparency); *Obwesimbu* (integrity); and *Amazima* (honesty). The project brings together five cultural institutions and the UN in Uganda: Buganda, Bunyoro, Busoga, Acholi and Alur.

*Obuntubulamu* not only forms a building block to national values and identity, but also harnesses the social integration and endeavours to preserve local relationships in the Ugandan society. *Obuntubulamu* is not only practiced among the Baganda, but cuts across different communities. The universality of these values makes *Obuntubulamu* acceptable and implementable in Uganda.

This model of transformation, which has been promoted by Ms. Malango since 2018 is premised on the theory that inculcating the values of *Obuntubulamu* is a catalyst for social transformation. It posits that behavioral change is possible through culture to reduce distortion of personal and communal development of citizens by affecting the attitudes of the people positively and interrupting negative patterns. Consequently, a new society emerges where its young adults are instilled with values of mutual respect, tolerance, integrity, humanity and empathy. This is expected

to have a snowball effect on the Ugandan society, leading to increased trust in leadership, public institutions and governance, and a more tolerant society that abhors violence and resolves conflicts through non-violent avenues shall emerge.

Further, as the project has a special focus on youth and women, gender equality can be addressed from a non-threatening approach in an otherwise patriarchal society.

### Lessons learned:

Key lessons learned include:

- That in a world that often focuses on what divides people, there is greater need to pursue the values that foster greater social capital, social integration and cohesion to sustain peace and catalyze development.
- Universality of the values of *Obuntubulamu* makes it relatable to population of Uganda. The ownership the communities have welcomed *Obuntubulamu* with makes the model easy to replicate across more kingdoms.
- By transforming behaviour, the interpersonal relations in society can improve and trust in public institutions is raised, ultimately creating a more cohesive and peaceful society.

**Scalability:** Due to the universality of the values of *Obuntubulamu* across many African cultures, this project can be scaled up to countries in the region and to the African Union as an African approach to accelerating Agenda 2030. Uganda is a participating country within the Strategic Harmonization of Statistics in Africa (SHaSA), which seeks to harmonize statistics on Governance, Peace and Security in Africa (GPS). By monitoring the implementation and effectiveness of *Obuntubulamu*, it contributes to SHaSA particularly for Goal 16.

### Video links:

<https://www.youtube.com/watch?v=byhaeiq2qyw>

<https://uganda.un.org/en/95198-obuntubulamu-cultural-approach-towards-agenda-2030>

## Establishment of the Youth SDGs Coalition and the One Million Solutions

The United Nations Youth Strategy aims to facilitate increased impact and expanded global, regional and country-level action to address the needs, build the agency and advance the rights of young people in all their diversity around the world and to ensure their engagements and participation in the implementation, review and follow-up of the 2030 Agenda for Sustainable Development as well as other relevant global agendas and frameworks. The United Nations Resident Coordinator's Office under the leadership of Ms. Malango supported the establishment of the Youth Coalition for SDGs in Uganda. Its secretariat is within the Office of the Prime Minister.

### The Youth Coalition for SDGs

The SDGs acknowledge the centrality of youth and their role in the path to sustainable development. The most significant inventions in history came from young people. Uganda's innovative and entrepreneurial youth have come together and committed to contributing to the acceleration of the attainment of the SDGs. Uganda has the second youngest population in the world, with more than 75 per cent of the population under 30 years of age. This demographic structure presents challenges, but great opportunities as well. Young people have a role to play in presenting solutions to the challenges of this demographic structure and to harnessing the opportunities as well. Coming together to combine ideas and complement each other's comparative advantage is key in accelerating the achievement of the SDGs and national aspirations. It is crucial to continue using every opportunity to ensure the participation of youth in development processes, social accountability mechanisms, innovation hubs, as well as strategies to ensure peace and justice.

**The Youth Coalition for SDGs is comprised of over 30 young Ugandans who are actively involved in promoting the implementation of the SDGs in Uganda. They do this in partnership with the United Nations in Uganda and the National**



SDG Secretariat at the Office of the Prime Minister. The coalition was created in June 2019 during preparations for the UN and SDGs Awareness Month of October. Since then, Ms. Malango has mentored members of Youth Coalition for SDGs by ensuring that representatives from the coalition are involved in key activities of the United Nations system in Uganda, including online consultations in preparation of the UN Emergency Appeal for response to COVID-19 and its impacts in Uganda in March and April 2020; preparation on the National Voluntary Report on Progress towards the achievement of the SDGs from April to June 2020 and preparation of the UN Sustainable Development Cooperation Framework (UNSDCF) 2021 – 2025. Whenever Ms. Malango goes on a field mission, the youth are part of her delegation. She also participates in radio and television talk shows to rally youth to contribute to achieving the SDGs.

In 2020, members of the Youth SDG Coalition came up with the idea of the **One Million SDG Solutions** from Youth in Uganda, an innovation challenge to accelerate the achievement of the SDGs. The challenge aims at identifying Ugandan youth to present one million solutions which are changing lives positively by 2030. The best 38 solutions from 2020 are part of a catalogue found on the website [ugandayouthsolutions.com](http://ugandayouthsolutions.com). So far three agencies, UNDP, UNCDF and UN Women are supporting some of the solutions while other partners, including in the private sector, are interacting with the identified youth to support their solutions including providing start-up support, grants to scale up, skilling and technical support.

The COVID-19 pandemic has led to new challenges and opportunities. The pandemic has revealed the role of young people in developing solutions to contribute to Uganda's transformation to a modern society. According to the UCC Market Performance Report for Quarter 3<sup>1</sup>, Uganda now boasts of over

<sup>1</sup> <https://www.ucc.co.ug/wp-content/uploads/2021/01/MARKET-PERFORMANCE-REPORT-Q3-2020-Final-compressed.pdf>



Members of the Youth4SDGs coalition getting tips from one of the members at the refugee and honey centre led by youth, located in Kashojwa, Nakivale Refugee settlement



A youth from the refugee and honey centre led by youth, located in Kashojwa in Nakivale refugee settlement taking the UN Resident Coordinator Ms. Rosa Malango through the process of making a sandal.

20 million Internet subscribers; one in every two Ugandans is connected to the Internet mostly due to COVID-19. Netblocks, an organization that monitors cybersecurity and governance of the Internet, estimates that the recent shutdown cost the Ugandan economy around US\$9 billion while the Financial Technology and Service Providers Association estimates that companies in the sector lost at least 66 billion Ugandan shillings (US\$17.89 million) daily.

Youth are job creators, leveraging the Internet and social media platforms to address today's challenges, such as climate change, gender-based violence, agricultural productivity, market access and conflicts. A constructive partnership with the Government will be important to ensure safe and continued access to the Internet as part of their contribution to achieving inclusive sustainable development as constructive citizens.

The Youth Coalition for SDGs has participated in:

- Development of the UN Emergency Appeal for response to COVID-19 and its impacts in Uganda in March and April 2020.
- Preparation of the Voluntary National Report (VNR) on progress towards the achievement of the SDGs from April to June 2020.
- Development of the UN Sustainable Development Cooperation Framework (UNSDCF) 2021 – 2025.
- UN Day and SDG Awareness month in October 2020.
- Field missions undertaken by the UN Resident Coordinator in south western Uganda, Karamoja region and northern Uganda. The youth partner with other youth entities in the regions to showcase their work and contribution to SGGs and they participate in media activities including radio and television talk shows to rally youth to contribute to the achievement the SDGs as enshrined in the National Development Plan III and Uganda's Vision 2040.
- #Peace1stUganda campaign to promote peace in Uganda before, during and after the elections. This included developing content and supporting dissemination as well as undertaking workshops, online debates, concerts

and art exhibitions to reduce hate messaging and nurture a national conversation around peace.

## Impact

- Thousands of youths have been reached through TV and radio spot messages
- 500 innovations were collected from youth across the country in the first phase of the innovation challenge
- Top 40 innovations were selected in the first phase and are currently in the pipeline for support from UN agencies and other partners to enhance implementation and scaling. Some of the innovations which were selected include:
  - Africa Intercultural Development Support Trust – Turning waste plastic into tiles
  - Bee for Life – Using low cost locally available materials to make bee hives and other bee equipment for resilient livelihoods and environmental conservation by young people
  - Mush Wonders - Mushroom growing, production and processing

*(Annex: The full list of the selected innovations, including names and regions in Uganda, can be found at [www.ugandayouthsolutions.com](http://www.ugandayouthsolutions.com))*

To achieve its goal of one million solutions by the year 2030, the Youth Coalition targets 100,000 solutions every year from Ugandan youth that are changing lives and contributing to one or a set of the Sustainable Development Goals. Hindrances to greater success include: Capacity gaps among the youth, inadequate collateral to secure loans, regulatory and institutional frameworks, lack of sports facilities and programmes, intellectual piracy and digitalization scams.



## Key policy solutions that could help and how youth could benefit.

### 1. Enhance investments in human development.

Ugandan competitiveness in the East African region largely depends on how it has built human capital. To reverse the recent trends in which Uganda's human capital development is slowing down, significant change to boost investments both in health and education is needed such as e-learning platforms to support continuous learning in the short, medium and long run as well as use of artificial intelligence (AI) in health service provisions.

### 2. Support for affordable inputs and operations

- Facilitate access to inputs.
- Reduce business operating costs to support continued operation, by reducing utility fees for up to two years to allow for the recovery of both the households and commercial users.

### 3. Provide catalytic support to build business resilience

- Businesses are concerned, not only with the immediate impact of COVID-19 and recovery requirements, but also with the longer-term economic development needs and business resilience and capacity to deal with future similar shocks.
- Reduce reliance on imported materials and goods (particularly manufactured).
- Promote nascent businesses, technology innovation and technology services. While Uganda has tried to enact policies that could enhance support to enterprises to substitute imports, more could be done in targeted sectors. The support could take the form of capacity building, training, as well as policy incentives.



A group of students learn how to repair a bodaboda (motorcycle) in Bidi Bidi Refugee Settlement in Yumbe district.



Youth at Umoja Welders and Metal Fabricators Youth Group in Moroto showcasing some of their work

# What youth say about Ms. Malango

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## Leader Sent by God

I used to think that I was one of the hard working people in this country, but when I met Madam Rosa, everything changed. Ms. Rosa has inspired me to always think outside the box in terms of leadership and business management, among other things. Where you think that you are at 100%, she tells you that you need 120%. I think these are the kinds of leaders we need in Africa. We need leaders who motivate young people.

**Solomon Odongo, one of the founding members of the Youth Coalition for SDGs and Executive Director of DiaCente, a youth-led investment company that supports Ugandans in the diaspora to execute projects and invest back home in real estate**



## Partnerships and Communication

There is a lot I did not know about how diplomacy works, how the UN System works, how government works, but being in a space where the Resident Coordinator is involved, I have learnt a lot in the shortest period. Ms. Rosa is the kind of person who even if she is attacked, she remains calm and maintains her dignity. At the end of the day, she responds in a very neutral way without being mean to another person. Her idea of taking our hands and walking along with us helps us see things from a different point of view.

**Linda Abeja, the Executive Director for Amariatek Life Coaching Organization**



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### The Protector

When Ms. Rosa celebrated her birthday on 2 June 2021, Noah Omuya, the CEO of Aica Media, wrote and dedicated this poem to her:

If I were to call you mother,  
I would call you out loud to the top of my voice,  
If I were to call you my guardian,  
I would shout out and even the deaf feels something in the ear.  
When other people were keen to see my qualifications,  
you paid attention to my potential instead;  
When others were interested in my work experience,  
you decided to give me experience instead.  
When other people rejected my request for any kind of support  
for my organization,  
you welcomed me with both hands and took me upfront.  
There are no simple words to describe how much you mean to  
me,  
the young people in this forum, Uganda and Africa at large.  
I can write a book!



### Women and Girls Empowerment

She has done so much when it comes to putting young ladies like me at the forefront of networks and she has empowered us to know that it is our time to lead. She has opened the doors for the young ladies in this country. One of the things that has been of advantage for the young people's close engagement with Ms. Rosa Malango is the social capital."

**Sarah Birungi Namuddu, co-founder of Smart Transitions organization, says she has been empowered as a girl in a number of ways.**

Your passion for women empowerment which you show by example and your life itself is a testimony of it. Your desire for the youth to grow in every sector. your humility, tolerance and patience with us makes you a phenomenal mentor and mother figure.

### Majorie Mukisa

You are a loving mother desirous of grooming the young into more responsible people. Over your time in Uganda, I have keenly witnessed this in how you support the youth. As a member of the UNAU family, I have seen your humility on several occasions. For example, when you graced our Uganda Model United Nations conferences in 2016 and 2017 you accepted to sit with the observers, talk to the participants and even gave out your precious lapel pin to the outstanding female delegate of 2017. You have taught us the great value of building strong legacies.

### Destiny Gladys

Your dedication, determination, and Ubuntu character inspire me to always give the very best in my daily work and to the coalition. Your presence at the helm of affairs is inspiration to people across cultures and generations.

### Francis Maberu

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## Government of Uganda and UNDP sign financing agreement for new climate fund to restore wetlands and build community resilience

The Government of Uganda and UNDP signed a financing agreement for the Green Climate Fund (GCF) project to restore degraded wetlands, improve ecosystems and strengthen climate information and early warning systems on 23 August 2017.

The Minister of Finance, Hon. Matia Kasaija, signed on behalf of the Government and Ms. Malango, signed on behalf of UNDP. The ceremony at the Ministry of Finance offices was witnessed by the Minister of Water and Environment, Hon. Sam Cheptoris.

The project is the United Nation's response to the President of Uganda's Presidential Initiative on Wetlands and a key spoke in the Government of Uganda's integrated approach to building climate resilience and contributing to targets outlined in the Paris Agreements, 2030 Agenda, Sendai Framework and other Global Accords.

The eight-year "Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda" project is supported with a US\$24 million grant from the Green Climate Fund, US\$2 million from UNDP and US\$18.12 million in co-financing from the Government of Uganda.

The Green Climate Fund Project seeks to restore an estimated 760 square kilometres of degraded wetlands and associated catchments while improving the lives of at least 500,000 people living in 20 districts in the eastern and south western regions of Uganda, which have experienced the highest levels of wetland degradation and climate change impacts.

"Addressing the effects of climate change and mitigating them remains key for the Government of Uganda. This project will, therefore, be key for improved management of wetlands and other environmental resources, enabling us to achieve the goals of our second National Development Plan, Vision 2040 as well as the Global Sustainable Development Goals (SDGs)," Hon. Kasaija said during the signing ceremony.

He also thanked UNDP for working with the Government to acquire the GCF funding, an addition to the national budget and other government efforts to fight the effects of climate change.

"The project will augment our efforts to safeguard the environment and its natural resources," Hon. Cheptoris said. He underscored the need to restore degraded ecosystems, specifically wetlands and forests, in order to contribute towards the realization of Vision 2040 and middle income status. He pledged his ministry's continued commitment to ensure that the project is successfully implemented, and the set targets are fully realized.

**Ms. Malango emphasized that the project's main goal is to enable communities living near wetlands to have alternative livelihoods that encourage wise use of this resource.**

"Restoration of wetlands is just the beginning. These conservation efforts will also be replicated and extended to protect forests and wildlife areas, among others, so that Uganda is able to wholesomely address the issues of environmental degradation," Ms. Malango stated.



Hon. Matia Kasaija, the Minister of Finance, Planning & Economic Development and Ms. Rosa Malango, the UNDP Resident Representative and UN Resident Coordinator for Uganda, sign the Green Climate Fund financial agreement at the Ministry Offices in Kampala. (Photo Credit: UNDP Uganda 2017).



## The UN integrated support to the Ministry of Defence and Veterans Affairs joint programme signed

The United Nations in Uganda and the Ministry of Defence and Veteran Affairs (MODVA) signed a new joint programme on 27 March 2018 to promote women and gender equality, livelihoods and social cohesion for military families, women combatants, veterans and those who serve as United Nations peacekeepers.

The new Joint Programme was signed by Ms. Malango and Hon. Lt. Col Bright Rwamirama, the State Minister for Veteran Affairs in Ministry of Defence and Veteran Affairs.

Speaking during the partnership round table meeting at the inception of the programme, Ms. Malango described it as an example of an innovative approach that builds on indigenous capacities for ensuring an inclusive sustainable approach to peace and development. She commended the collective effort of MODVA, the UPDF and the United Nations to develop the joint programme.

“Developing this programme comprised of an extensive multi-stakeholder consultative process involving a number of critical stakeholders in and outside the country. The consultations identified and consolidated the challenges faced by UPDF and proposed solutions – which we shall implement together,” she added.

She further said that through the programme, the United Nations would leverage its collective strength and comparative advantage in support of military spouses, veterans and combatants. It would do so by engaging key structures to promote gender equality, facilitate sustainable and inclusive economic growth, address sexual and reproductive health of women and girls as well as strengthen efforts to combat gender-based violence.

In his remarks, Hon. Lt. Col. Rwamirama said that the increasing number of unemployed veterans was a big threat to the country, hence the need to provide them with life skills that would ease their integration back into their communities and civilian life.



Hon. Lt. Col. Bright Rwamirama, State Minister for Veteran Affairs in Ministry of Defence and Veteran Affairs and Ms. Rosa Malango, UN Resident Coordinator/UNDP Resident Representative, shake hands after signing the United Nations Integrated Support to Ministry of Defence and Veteran Affairs, Joint Programme



Ministry of Defence and Veterans Affairs staff pose for a photo after the meeting



Ms. Malango in a green cap, posing for a photo with United Nations staff after the 2017 MTN Marathon.



Ms. Malango, posing for a photo with UN medalists Ms. Viola Akumu, Pulse Lab Kampala on her left and Mr. Abilio Alfeu of UNFPA on her right after the MTN Marathon

## UN Family promotes SDG3 through MTN Marathon

Before daybreak of 19 November 2017, Kololo Ceremonial Grounds in Kampala was painted in yellow with marathoners, including United Nations staff, waiting to be flagged off for the 14th edition of the MTN Marathon.

One Moses was excited to participate in the marathon again. “I have been coming for the marathon since it started here in Uganda, but this particular one is special to me because it’s all about saving lives,” he said while doing his final stretches.

The theme for the year was: Improving Maternal Health and Reducing Risk to Cancer, which are both linked to Sustainable Development Goal 3 (SDG 3) - Good Health and Well-being.

**“Maternal health and the fight against cancer are all about the Sustainable Development Goals - that’s why I am running,” said Ms. Malango.**

The UN agencies which participated included: FAO, UNDP, UNFPA, UNICEF, OHCHR and UN Women. Two UN staff won medals in the 21km category: Ms. Viola Akuma from Pulse lab Kampala and Mr. Abilio Alfeu from UNFPA.



# Promoting Green Growth in Uganda

Ms. Malango has been an advocate for Green Growth since her arrival in Uganda in 2016. Green growth means fostering economic growth and development while ensuring that natural assets continue to provide the resources and environmental services on which our well-being relies. During her leadership she has supported visited national game parks and reserves and interacted with communities on how to protect and gain from the environment as documented below.

## UNDP support spurs rhino sanctuary, more advocacy needed

In 1983, Uganda's last rhino was killed in Kidepo National Park. Since then, rhinos have been extinct in this country, named the 'Pearl of Africa' for her beauty and rich variety of animal and plant species. Although international trade in rhino horn has been banned since 1977, under CITES (Convention on International Trade in Endangered Species of Fauna and Flora), demand remains high, fueling poaching. In Asia rhino horns are a supposed cure for a range of illnesses – from hangovers to fevers and even cancer. Rhino horns are also bought purely as a symbol of wealth, according to the World-Wide Fund (WWF) for Nature.

Conservation of endangered species is in line with Sustainable Development Goal 15, which calls for the protection, restoration and promotion of the sustainable use of terrestrial ecosystems, sustainable management of forests, combating desertification, reversing land degradation and halting biodiversity loss. However, poaching and illicit wildlife trafficking continue to thwart conservation efforts. In 2013, elephant ivory and rhino horns comprised over 60 per cent of total wildlife and timber product seizures according to the WWF.

A flicker of hope to re-establish these massive, bodied creatures with stumpy legs and coveted-dermal-horns, came in 1997 when a group of Uganda conservationists formed Rhino Fund Uganda (RFU).



Charcoal burning using casamance kiln in Kiryandongo district in northern Uganda



A rhino and her calf graze at Ziwa Rhino Sanctuary in Nakasongola District

The RFU, with support from the UNDP Global Environmental Finance (GEF) Small Grants Programme and other donors, established Ziwa Rhino Sanctuary, a 7,000-hectare breeding reserve in Nakasongola district. In 2005, UNDP provided a grant worth US\$50,000 which supported translocation of the first four rhinos. An additional US\$45,000 was given to the sanctuary in 2014, for inserting micro-chips into the Rhinos to ease their tracking should they be poached.

When Ms. Malango visited the sanctuary on 6 February 2017, there was great news of an expected birth of a calf later in the day. From the initial four rhinos, the population at Ziwa Rhino Sanctuary has increased to 21 (11 male and 10 female) rhinos.

“We cannot do this without the help of donors. We cannot do this without the help of UNDP,” Ms. Angie Genade, the Executive Director of Rhino Fund Uganda, said.

Looking back at the journey of 15 years, Ms. Genade recalled the struggle to set up the sanctuary. “Five years ago we didn’t think we would reach this point,” she recalled, paying tribute to the donors, rangers and office staff for their commitment and passion. Apart from tracking rhinos, the sanctuary has become increasingly popular with tourists as they can do shoebill stork tracking, canoe rides, bird watching and nature walks. Pangolins, bush bucks and other small animals also roam the reserve.

Amon Ssenkumba, who joined the sanctuary in March 2011 as a ranger, is now also a senior tracker. He oozes with passion about his work. “I do rhino monitoring. Sometimes I work 24 hours so that we don’t give room to infiltration by poachers. I enjoy and love my work. We also have armed rangers who take charge should we spot a poacher to ensure that the rhinos and staff are not harmed. There’s great work being done here to conserve these unique animals,” Mr. Ssenkumba says.

UNDP believes that for a nation to achieve inclusive sustainable economic development it must prioritise sustainable natural resource management. Under its Inclusive Green Growth portfolio, UNDP supports conservation activities.

To keep the rhinos in the Ziwa Sanctuary safe from poachers, rangers offer 24-hour surveillance. To boost this effort, UNDP supported the micro chipping exercise in 2015.

Lieutenant Raymond Opio, the Head of the Sanctuary’s Guiding Department, led the UNDP team to track the rhinos. As the team stood at a measured distance from a heavily in-calf rhino, his face lit up and he broke the news: “We expect her to give birth today. You might be lucky to witness this.”

He explained that calves at the sanctuary are named after donors who “buy the name in an auction” as a way of fundraising.

“There is no fixed price because we want as much as possible to fund conservation activities here. The amount, however, varies from companies to individuals,” Lieutenant Opio said.

The sanctuary, however, still needs support to construct a boma which helps to hold rhinos during their translocation and or treatment of sick ones.

In partnership with Makerere University, parentage testing of the rhinos will be conducted. Already, with support from UNDP, Uganda Wildlife Authority (UWA), WWF and Kenya Wildlife Service (KWS), ear notching, microchipping and DNA profiling are being conducted.

The chairperson of the UNDP Small Grants programme, Prof. John Kaddu, from Makerere University, pointed out that the sanctuary has lived out the programme’s motto: Local Action, Global Impact. “What started as a local thing is growing into a large sanctuary.”

Ms. Malango reaffirmed UNDP’s commitment to support the Government of Uganda to ensure that the rhinos are protected and remain a tourist attraction.

**“We are going to lift up the visibility of this place. This is your heritage, this is your country and it is gorgeous. So, protect it and nurture it and know that in the UN and UNDP in particular, you will always have a partner,” Ms. Malango told staff and rangers at the end of her visit.**



## Tourism in Uganda: Promoting the limitless potential

In October last year Uganda, with support from UNDP, hosted the first Giants Club Conservation and Tourism Investment Forum to pioneer public private sector partnerships in tourism and conservation. The summit was hosted by President Museveni.

President Museveni said Uganda was ready for “smart and compelling investment ideas for appropriate development that allows visitors to enjoy Uganda’s unique natural habitat and support the economy and communities now and in the future.”

“Uganda really is unique. The lowest part is 650 metres above sea level. The highest point is 5,000 metres, where there is snow. The terrain between the two is where we have all these wonderful things happening,” President Museveni stated while opening the summit that attracted major global investors focused on responsible tourism.

Mr Evgeny Lebedev, the Patron of the Giants Club conservation initiative, noted that, “Only by getting the private sector to invest in these areas can the revenue be generated to pay for the work required and to create the jobs for local communities that will ensure they want to protect the wildlife too.”

Ms. Malango told the forum that the sector is poised to be an accelerator for the achievement of Uganda’s Vision 2040 which envisions the transformation into an upper middle-income status country.

**“In Uganda, tourism is an engine for inclusive growth and sustainable development thanks to a focus on conservation of ecosystems and biodiversity, protection of cultural heritage and empowerment of local communities,” Ms. Malango said.**

By 2016, tourist arrivals in Uganda had reached 1.3 million.



Ms. Rosa Malango, UN Resident Coordinator and her team tracking rhinos at Ziwa Rhino Sanctuary



Ms. Rosa Malango, UN Resident Coordinator speaking close to the Murchison Falls on River Nile

## UN using green growth, support to conservation efforts to achieve SDGS in Uganda

From any of the six gates that you choose to enter Murchison Falls National Park, be sure of savouring some of the 72 animal and 450 bird species roaming the vast park. This treasure, through which Africa's longest river, the Nile, flows, and where the Murchison Falls plunges into the Albertine Rift, is nestled in a corner measuring 3,893 square kilometres in northwest Uganda.

The United Nations team, led by Ms. Malango, chose to start their drive in the game park at Tangi gate, off the Kampala-Pakwach Road. Ms. Malango was on a four-day tour of the region, in February 2017, to promote green growth, environment protection and investment in tourism.

Just outside Tangi gate, where the River Nile waters flow under the metallic Pakwach bridge, two huge elephants stood, to welcome the team. They moved with the gait of family heads, exuding confidence. As the team approached, they flapped their ears and dangled their trunks, their tusks sparkling in the bright sunlight.

In a nearby swamp, adorable birds of different species pecked at seeds and jabbed at tiny insects while others hovered and perched on tree branches and shrubs.

After the formalities at the entrance, the team cruised towards the south of the park, using one of the many murrum tracks that ease animal tracking. A bushbuck sprinted off, bouncing its little legs in the grass. It stopped in the distance and looked back, as if to challenge the team to a race.

Across in a thicket, kobs interrupted their grazing and glanced as the team emerged, suspiciously twisting their ears in the visitors' direction, their well curved polished horns piercing through the air. The sound of the car engine sent a host of warthogs into cruise-mode as they made a high-pitched squealing noise.

As the team drove further into the valley, a herd of buffaloes grazed, some sheltering under canopies, chewing cud: they could only afford the newcomers a disinterested gaze. At the River Nile and Lake Albert confluence,

a mass of antelopes was watering and just next to them another herd of buffaloes stood, furiously guarding their territory. The Murchison Falls-Albert Delta wetland system is a Ramsar site, meaning it is a wetland of international importance. Here, on the right the River Nile flowed gently and hippopotamus swam in the water, letting off tonal whines while on the left, atop tree branches two climbing leopards sprawled.

As the team approached Paraa Safari Lodge for a bite, they saw two giraffes with their long necks fully stretched out pulled at tree branches. They sauntered by as they continued to feed, unbothered by the visitors' gaze.

Later on a cruise to the Murchison Falls, two hours upstream, more hippos, elephants and crocodiles basked on the banks and in the River Nile.

"This is the nature that Uganda has in just one corner of it," Ms. Malango commented.

At Murchison Falls National Park and later Karuma Game Reserve, Ms. Malango explained that her visit was a follow-up to the Giants Club Conservation and Tourism Investment Forum. **"We have come here to demonstrate that it is good to invest in Uganda... that you can do green growth, and that eco-tourism should be the fastest growing sector and contributor to Uganda's economy,"** Ms. Malango told the UWA rangers who received her.

**"I invite Ugandans and international partners alike, to come and invest in Uganda, the Pearl of Africa: Investing in tourism is investing in people and the planet and supporting the achievement of the Sustainable Development Goals," she added.**

UNDP has in the past three years spent between US\$7.6 and US \$8 million supporting climate change, environment protection and reforestation projects in Uganda. "We want to make sure that as Uganda goes about economic development, it also preserves its environment," Ms. Malango explained. "We are translating the SDGs by putting the environment, climate and Uganda people at the epicentre of our work."

SDGs 13, 14 and 15 call for action to protect the planet, life on land and under water.



## Uganda's tourism package should tell history of local communities, says UN Uganda chief

Karuma locally spelt as 'Karumo' means the 'meeting point.' This place of amazing attractions and interactions, like its name suggests, lies strategically at the junction of the Kampala-Gulu highway and the Pakwach–Nebbi–Arua road, both gateways to the greater northern Uganda and West Nile region, respectively.

Legend has it that here, the kings of the ancient Bunyoro-Kitara kingdom and the chiefs of Acholi, Alur and Lango would meet for consultations and to perform rituals in times of famine and disease. History also has it that early explorers Sir Samuel Baker, John Speke and James Grant, met and rested here as they followed Africa's longest river, the Nile, on its journey to the Mediterranean Sea.

Today, Karuma stands at the convergence of four tourist attractions: the legendary Karuma falls, the Karuma Game Reserve, the Murchison Falls National Park and the Chobe Safari Lodge, all nestled in nature with the abundant woodland generously providing a sprawling shade and rocks holding the beauty together.

Chobe has its name etched in the history of the local Luo communities here, especially the Acholi. It is said when the explorers arrived at this place in 1860s, almost all the men were away and only ladies and children were present in the homesteads. So, they inquired from the women, "Where are the men?" They promptly answered, "Chope" — meaning, "not here" or "men are away." The place was hence christened "Chope" — the difference in pronunciation leading to the varied spelling Chobe by the explorers.

The UWA warden for the Karuma-Chobe Sector, Mr Richard Muhabwe, led Ms. Malango on a tour of the sites. After listening to residents and rangers narrate this history, Ms. Malango recommended that it be added to the marketing package of Uganda's tourism brand.

"That's the starting point. When I ask about the history of this place, people tell me 1952 (when Murchison Park was gazetted). That is ridiculous! 1952 is



Elephant staring back at Murchison National Park



Ms. Rosa Malango and her team after catching a breath at Paraa Safari Lodge after a long tour of Murchison Falls National Park





Mr. Felix Otto, Manager Karumo meeting centre, (left) briefing Ms. Malango (extreme right) on the history of the Karumo while Mr. Richard Muhabwe, UWA warden for Karuma sector, (middle) listens attentively



Mr. Richard Muhabwe leads the UN Uganda delegation to Karuma Falls down a difficult slope.

not when the River Nile or the Karuma Falls started flowing. Where are the stories of the people who lived here before?" Ms. Malango asked.

Apart from the amazing folklore and roaring Karuma Falls, this wooded-tourism-sector is teeming with bird and wildlife species: buffaloes, elephants, Uganda kobs, giraffes, monkeys, topis, hippos and baboons. Lions and leopards occasionally visit.

According to Mr. Muhabwe, Karuma is still an emerging area for investment whose full potential awaits to be harnessed. The Karuma Falls are below a high-rise ridge which provides a vantage view point of River Nile and associated colonized forest where tourism trail infrastructure for birding will be established. "Tourists will enjoy it here. You just need to come with binoculars and enjoy the scenery overlooking the Karuma hydropower project. It's a good area with potential for investment," Mr. Muhabwe explained.

A local investor, with a concession from UWA, has set up the Northern Gateway Ecotourism and Education centre by the roadside at Karuma.

Mr. Felix Oluo Otto, the manager of the centre, said they planned to incorporate a restaurant with local cuisine, an Internet café and an education centre where artifacts from different tribes will be displayed to revitalize the 'meeting point' name.

A concession for a 40-bed mid-income ecotourism lodge at Karuma is under negotiation with UWA. This means Chobe Lodge will cater for high-end tourists, Karuma for the mid-end and the Northern Gateway Ecotourism and Education centre for budget tourists.

At Karuma, Ms. Malango reiterated that whatever investments are made in the tourism sector, a provision for how local communities will benefit should be made clear. This could be through employment as guides or support for entrepreneurs with stalls where local communities can sell crafts, fruits, music and vegetables. **"The idea is that as we promote conservation, we must look for alternative livelihoods for the people who live here," Ms. Malango said.**



## UNDP's green charcoal poised to reduce environmental impact and disaster risk

How do you solve the conundrum presented by the heavy reliance on firewood and charcoal for energy by the majority of the population and the need to save forests from depletion? This remains a puzzle for conservationists and development workers to figure out.

According to the 2015 National Charcoal Survey conducted by the Ministry of Energy and Mineral Development, 1,017 metric tonnes of charcoal are supplied to Kampala in the rainy season. The limited distribution of hydro-electricity in the country and its high cost to mostly the rural and urban poor, combined with the low uptake of LPG (gas) and solar energy, means biomass remains the main source of energy in Uganda. Statistics from the Ministry of Energy also show that of the total biomass consumed, wood fuel accounts for about 80 per cent, charcoal 10 per cent and crop residues 4 per cent.

Consequently, any measure intended to save the environment and reduce disaster risks needs to be geared at finding a solution to this energy-demand quagmire. Noticing the demand and thriving market for charcoal, some residents of Kiryandongo District in northwestern Uganda, turned to charcoal production as one of the key income-generating activities to support their livelihood.

In Mutunda sub-county, Kiryandongo district, for example, residents have long used the traditional method of a mound for charcoal production, threatening forest cover in the area. This formed the basis for UNDP's green charcoal project which aims to encourage communities to plant trees and if they must produce charcoal, use a more efficient technology, lessening the demand for wood.

According to Mr. Daniel Omodo-McMondo, the UNDP Programme Analyst for Energy and Environment, the casamance method used in the Green Charcoal Project increases the charcoal recovery by about 10-15 per cent (the yield going up to 30 per cent) compared to only about 20 per cent recovered if the traditional method is used. "The idea is you use less trees and therefore you conserve the forests," Mr. Omodo said.

Before the Green Charcoal project started, monitoring of charcoal producers and ascertaining their methods of work was difficult, according to Mr. Fred Kasangaki, the Kiryandongo District Forestry Officer. The beneficiaries of the Green Charcoal project in Kiryandongo District have formed four registered groups: Can Kelo Paro, Kazinabidi, Berobero and Casamance, all of which are involved in green charcoal production and briquetting. **The groups have 111 members in all** (40 women and 71 men). The Green Charcoal Project provided members with two sets of charcoal briquetting machines, 20 casamances and organized training.

The groups have generated an income of 1.2 million Ugandan shillings per month from briquettes at a market value of 1,000–1,200 shillings per kilogramme. As a result, members have earned money to feed their families, pay school fees for their children, rent land for agriculture and bank in a Savings and Credit Cooperative Organization (SACCO).

However, Mr. Omodo cautioned residents that charcoal burning without tree planting is not sustainable. "We need to plant more trees so that we have raw material to burn. Otherwise, if we continue burning charcoal without planting trees, we are going to leave our environment bare," he said.

According to Mr. Kasangaki, the charcoal project has given hope to the revival of the forest sector in a district where 90 per cent of the forest cover had been lost to charcoal burning and poor agricultural practices. He said residents now plant trees and use the casamance method to produce charcoal and briquettes.

"The project is a blessing to the district and the functionality of the forest sector has been realized. As I speak, we are able to see a bigger part of forest cover being planted because of the coming in of the Green Charcoal Project that has support from UNDP and the Ministry of Water and Environment," Mr. Kasangaki explained.

Ms. Malango made an on-spot check on the progress of the project and interacted with beneficiaries in 2018.

"I have come here because I want to hear from you how our projects are working," Ms. Malango said. "Last year, 2017, my focus was on helping districts hosting refugees. This year, 2018, my focus has to be industrialization, green growth and conservation," Ms. Malango told residents.

Women beneficiaries reported a reduction in domestic violence due to a boost in household income. “When we receive money from the sales, as a couple we discuss how money should be utilized before it is expended,” said Ms. Jessica Atieno. Another woman who said she had been practicing charcoal burning for more than 14 years before the Green Charcoal Project started in the area, said working as a group has brought more benefits as opposed to when she was toiling alone.

**Ms. Malango emphasized that green growth that balances conservation and provides for livelihoods will enable Uganda to meet her aspirations outlined in the National Development Plan and achieve the SDGs. “You cannot achieve inclusive economic sustainable development without integrated natural resource management, livelihood and employment creation,” she explained.**



Ms. Malango inspecting a briquette making machine UNDP donated to the residents at Mutunda Sub-county, Kiryandongo District

## Whitaker Peace and Development Initiative Youth Peacemaker Network Launched

Internationally acclaimed actor, producer, and director, Forest Whitaker, visited Uganda from 30 April to 3 May 2017 and launched the Whitaker Peace and Development Initiative (WDPI) Youth Peacemaker Network Centre in Gulu, northern Uganda.

Whitaker, who is UNESCO Special Envoy for Peace and Reconciliation and a member of the Global Advocacy Group for the Sustainable Development Goals (SDGs), launched the most recent centre, part of his Youth Peacemaker Network, at the WDPI offices in Gulu on 2 May 2017.

The launch was attended by Ms. Malango; the Gulu District Chairperson, Mr. Martin Ojara Mapinduzi; Ericsson Country Manager, Mr. Johan Ryden; UNESCO Programmes Coordinator, Ms. Victoria Kisaakye Kanobe; heads of local government institutions and representatives from civil society organisations. The launch of the centre coincided with the training of 30 youth peacemakers - 15 women and 15 men - who were trained as trainers in peacebuilding. The participants were selected through a rigorous selection process that involved their community leaders and equipped to participate in activities to promote peace in their communities.

**Speaking at the launch, Ms. Rosa Malango said, “Peacebuilding comes from the heart and it is about respect and dignity.” She urged the youth peacemakers to serve as ambassadors on a mission to identify and take advantage of opportunities to transform their communities.**

During his stay, Mr. Whitaker also visited the Kiryandongo Refugee Settlement, where he commissioned the building of WDPI offices and sports facilities. He was accompanied by representatives from Western Union and Ericsson company who are also investing in youth in these areas.



## United Nations System in Uganda hands over a certificate of transfer of vehicle to Whitaker Peace & Development Initiative for Youth

In February 2017, Ms. Malango handed over a certificate of transfer of a Toyota Prado 4X4 Jeep to the Whitaker Peace & Development Initiative - Uganda located in Kiryandongo District to support community peacebuilding initiatives in the region.

She handed over the certificate to Programme Coordinator Mr. Patrick Owel during a one-day visit to the centre, where she interacted with staff and the youth. Handing over the certificate, Ms. Malango recognised the good work of the Youth Peacemaker Network Programme among.

“We are happy for this partnership and with this additional car, we will be able to manage the growing demands of the programme in the Acholi sub-region region,” said Mr. Owel.

The hand-over came after the foundation requested the United Nations, through the Resident Coordinator, for an additional vehicle to support its programmes specifically in the Kiryandongo Refugee Settlement. In response, the Resident Coordinator engaged the United Nations Missions in Entebbe (MONUSCO) and was able to acquire the vehicle.

“I would like to commend MONUSCO for its generosity towards this peace initiative,” said Ms. Malango.

Kiryandongo branch is one of the two Youth Peacemaker Network programme branches established in Uganda in collaboration with the UN refugee agency (UNHCR), the Office of the Prime Minister and in partnership with the UN Educational, Scientific and Cultural Organisation (UNESCO), Ericsson, MTN Foundation and the Western Union Foundation. The other branch is in Gulu district in northern Uganda.

The programme has a community learning centre (CLC), sports fields and resolution education (CRE) that offers courses in secondary and primary schools in the settlement which can be used by all youth.



Ms. Malango and Mr. Forest Whitaker attend a meeting with stakeholders of the Whitaker Peace and Development Initiative for Youth



Ms. Malango handed over a certificate of transfer of a Toyota Prado 4X4 Jeep to the Whitaker Peace & Development Initiative

## Women entrepreneurs empowering Arua women and youth

Ms Grace Eceru is a member of Arua Women Entrepreneur Association. She runs a bakery, where she makes cookies, cakes and pizza that she supplies to customers in West Nile region in northwestern Uganda and the neighbouring districts.

“I have been a member of this group from when it started and I have never regretted it. My business has grown because of the referrals I receive from the group members and this has helped me to get an income to take care of my family. I encourage women to form groups because you benefit more when you work as a team,” said Ms. Eceru.

These and more stories are what Ms. Malango listened to when she met with the emerging entrepreneurs at their monthly meeting in Arua District in February 2017.

With a total membership of 50 women gifted with different skills, the association provides services and products to Ugandans and refugees in and out of West Nile region. They also offer training in different income-generating activities to women and youth, which has greatly improved the livelihood of the community including that of the refugees.

Speaking at the meeting Ms. Lilly Ocanda, chairperson of the group, said the association had done a lot to improve the livelihoods of its members and the community at large and are now referred to as role models in their community.

“Given the current economic crisis, it is important that all able members of each family get involved in supporting the family, not only to provide food, but also meet other demands such as health care, clothing and above all school fees and school requirements,” said Ms. Ocanda.

The group is involved in growing its members in various skills, networking and supporting each other’s businesses. They also mentor youth and young mothers through school and communities’ outreaches. “We hope to acquire land and construct a one-stop-centre with a training centre,” Ms. Ocanda said.

The centre will have a conference hall, storage facilities - advance technology granaries for storing climate smart seeds and food for periods of scarcity, production/processing points for value addition, a restaurant and supermarket for selling the products of the members. She added that they need support from government and investor to achieve this plan.

**“I like the fact that your association is able to give jobs to women and youth, both local and refugees,” said Ms. Malango while meeting the group at Arua District headquarters. She encouraged the group to always document their stories, which will help them to get support from investors.**

The association was registered as a community-based organisation (CBO) with Arua District Community Development Office on 11 May 2017. The members of this group are engaged in various income-generating activities individually, which include farming, making crafts, baking, tailoring, soap making, candle making, processing juice, processing wine, processing honey, processing spices, produce buying and selling, retailing, wholesale, education/training, transporting, events management, hotel management, counseling and guidance.



Ms. Malango (4th left) posing in a photo with Arua Women Entrepreneurs Association and UN staff



## Visit to Mungula commercial farm by UNCHR District and Community

While on a mission to Gulu, Ms. Malango visited Mungula commercial farm which was commissioned in November 2020. This 2,000-acre innovative project located in Mungula, Itirikwa sub-county demonstrates the strategic partnership of DLG/OPM and UNHCR to improve household food and income security through agricultural production, bridging humanitarian and development. An initial 100 acres is planted with maize. The farming will continue progressively with diversified crops as the land clearing expands to cover the entire acreage. This project is guided on the core principle of both the Comprehensive Refugee Response Framework and the Global Compact for Refugees, with the idea that when given a chance, refugees can build their skills, support themselves, their families and become self-reliant, while making positive contributions to and fuelling the development of the communities hosting them. Through this intervention, refugees and host communities will mutually empower each other both socially and economically.

**Status, Achievements and Outcomes:** 270 acres have so far been opened, of which 100 are currently under cultivation with high-yielding maize to be inter-cropped with high-yielding beans. In season 2021B, acreage of the farm will double, and diversified crops will be planted. To date, over 200 households



Ms. Malango during media moment at the commercial farm

(> 1000 PoCs) are already benefiting from “Cash for Work” opportunities at the farm that involve planting and weeding. Workers consist of 50 per cent refugees and 50 per cent host communities. So far, the workers have used the money they earn to cover basic and other needs as well as establishing micro-businesses among others.

## Visit the women in business (Lamaro Studio)

During a mission to northern Uganda in May 2018, Ms. Malango visited Lamaro Studio Women’s group, a community-based organization that is in Gulu City. The organization brings together different designers and entrepreneurs to sell their products in a physical store in two locations in Gulu and online. The organisation has helped to connect different women with different markets both local and international and has provided employment for the youth. The group comprises businesswomen, bank managers, school directors, teachers, women in art and craft and producers of products such as sanitisers and honey, among others.

The women had a chance to share their success stories and the hiccups that they have faced along the way, with the United Nations Resident Coordinator. The Resident Coordinator commended the women for the great work that they were doing. She suggested that the women should design a calendar while identifying their training needs so that her team could work hand in hand with the women to find the right experts in various fields to train them.



Women Entrepreneurs at Lamaro Studios in Gulu City meeting with the UN Mission

## The UN Missions and Entities based in Entebbe

**The Entebbe Base employs 1,500 personnel, including 634 United Nations staff (220 international and 414 national). The others are outsourced services (cleaning, security, cafeteria etc). The wider benefits from the base include employment of Ugandans in related services such as hotel conferencing, rented homes, transportation, security, supermarkets and malls, schools, health services, which are particularly important because it is a United Nations Rest and Recuperation station.**

The Regional Service Centre in Entebbe (RSCE) was established in 2010 through General Assembly resolution 64/269 as part of the Global Field Support Strategy (GFSS). The overall objective of GFSS is to transform service delivery to field missions through a fundamental shift in the existing division of labour and a relocation of functions to improve responsiveness and address the needs of the field missions.

**The RSCE currently supports 13 client missions in Africa, representing over 63 per cent of all United Nations peacekeeping and special political missions worldwide. The missions served include:**

- MINUSCA - the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
- MINUSMA - the United Nations Multidimensional Integrated Stabilization Mission in Mali  
MONUSCO - the United Nations Organization Stabilization Mission in the Democratic Republic of Congo
- UNAMID - the African Union-United Nations Hybrid Operation in Darfur,
- UNISFA - the United Nations Interim Security Force for Abyei

- UNMISS - the United Nations Mission in South Sudan
- UNSOS - the United Nations Support Office in Somalia
- SESG/GL – the Office of the Special Envoy of the Secretary-General to the Great Lakes Region, the Somalia and Eritrea Monitoring Group
- UNOCA - the United Nations Regional Office for Central Africa
- UNSOM - the United Nations Assistance Mission in Somalia
- SESG/B - the Special Advisor to the Secretary-General on Burundi and
- MINURSO - United Nations Mission for the Referendum in Western Sahara

In addition, from November 2016, the RSCE has provided payroll services to seven additional field missions throughout Africa.

The centre is now governed by a steering committee led by the Assistant Secretary-General for Field Support and the Directors from the Department of Field Support which is responsible for providing strategic guidance and oversight. In addition, the Directors and Chiefs of Mission Support of the RSCE's Client Board provide expert advice to the Chief RSCE, including strengthening client management and engagement.

### **Services offered:**

- Administrative services including finance and administration, human resource services to over 20,700 personnel in field missions including international civilian staff, national staff and uniformed personnel.
- Regional Information and Communication Technology Services for effective, efficient and timely non-location-dependent information technology support services to client missions.
- Integrated transport and movement services coordinated by the Transport and Movement Integrated Control Centre (TMICC).





The United Nations has donated ambulances to support emergency evacuations

# Presidential Initiatives

Ms. Malango and the United Nations System in Uganda have supported the President of Uganda to establish several initiatives aimed at improving the lives of the people of Uganda. Following are the initiatives where Ms. Malango provided oversight and technical support.

## Wetland Initiative

The Presidential Initiative on Wetland (PloW) is an integrated multi-sectoral initiative, moving beyond single-sector interventions to restore and increase the resilience of both ecosystems and livelihoods. The PloW is supported by the United Nations in Uganda and works with wetlands, agricultural lands, forestes and rangelands through interventions related to climate smart agriculture, forest and ecosystem restoration, biodiversity conservation and rangeland management.

This national initiative started with priority high vulnerable populations in 20 districts of eastern and southwest Uganda and the Lake Victoria riparian districts of Kampala, Wakiso, Mukono, Jinja and Masaka. More than half of these are women, living in disaster-prone and food-insecure districts dependent on climate sensitive and marginal livelihoods.

Wetlands are among the most important natural resources in Uganda. For instance, they protect water resources and sustain agricultural productivity. During the dry seasons, they are the only places where local communities can access pasture for their animals and their fringes support the production of short-term crops like vegetables and potatoes for household consumption. They support artisanal fisheries and provide breeding grounds for large scale fisheries.

The main challenges facing Uganda's wetlands are encroachment, over-exploitation and degradation. Uganda's large population is a major threat, creating demand for water, land for agriculture and settlements and increasing encroachment on the fragile riverbanks.

### Expected Impact of Initiative

- Restore critical wetlands to improve ecosystem services such as ground water recharge, flood control and fishing and agriculture for enhanced livelihoods for the most vulnerable subsistence farming communities.
- Diversify livelihood options and make agriculture more resilient to climate shocks, by enhancing the skills of beneficiaries, especially women and youth.
- Empower communities in sensitive wetland areas in risk reduction and preparedness to climate-related disasters.
- Protect important wetlands.

The Initiative is estimated to cost about US\$500 million for 10 years of which US\$24.1 million dollars was secured from the Green Climate Funds.

### Basic facts on Uganda's wetlands

In 2008, permanent wetlands in Uganda covered an area of 5,867 square kilometres, while seasonal wetlands extended over 20,440 square kilometres.

Wetlands in Uganda can be grouped into eight catchment systems or drainage basins: Albert Nile, Achwa, Kidepo, Lake Albert, Lake Edward, Lake Kyoga, Lake Victoria, and the Victoria Nile. Uganda has 12 wetlands that are recognized internationally as important under the Ramsar Convention on Wetlands of International Importance.

In 2014, the total extent of wetlands was approximately 26,315 km<sup>2</sup> a significant decline from 37,575 km<sup>2</sup> in 1994, due to human activity and encroachment.



Ms. Malango signs off a dummy book at launch of the Uganda Wetland Atlas



President Museveni and Ms. Malango visiting a wetland in Uganda



## The National Initiative for Civic Education in Uganda (NICE-UG)

Although the Uganda Human Rights Commission and Electoral Commission hold the constitutional mandates to conduct civic and voter education respectively, as of 2018, not much progress had been made in establishing a functional and inclusive system to effectively deliver sustained comprehensive civic education by the various relevant state and non-state actors.

After two unsuccessful attempts to establish a policy to facilitate a collaborative and open process of managing civic education and following years of advocacy for an open coordination platform, the President agreed to the establishment of a national council on civic education to provide an open platform for stakeholder engagement in developing and delivering a functional and inclusive system for national civic education. The proposed initiative is now known as “The National Initiative for Civic Education in Uganda (NICE-UG).”

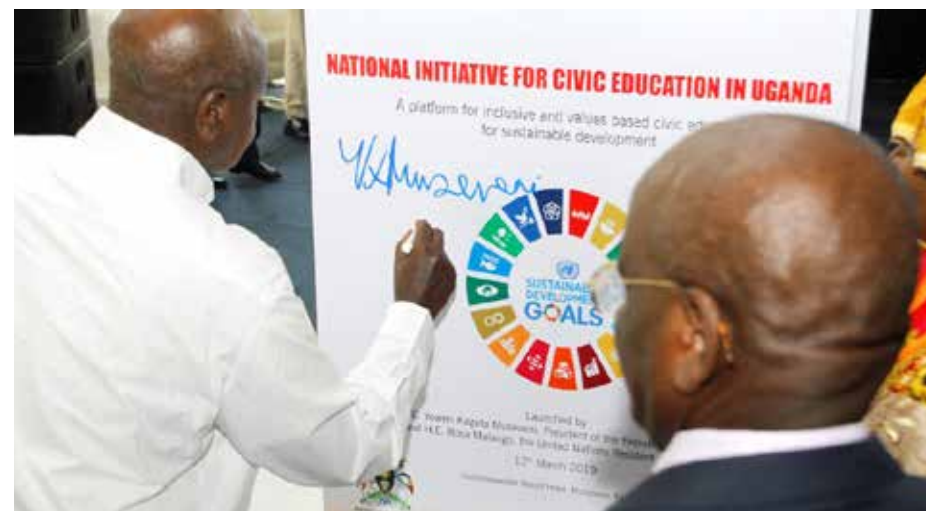
NICE-UG was launched on the margins of the Africa Now Summit on 12 March 2019 by the Ugandan president. It is the first structured collaboration between the Government of Uganda and the United Nations, civil society, private sector as well as cultural and religious stakeholders to promote efficient delivery of relevant, value-based civic education as part of the national journey towards sustainable development and shared prosperity.

The Presidential Initiative is aligned to the National Vision 2040, the National Development Plan III and the SDGs. It responds to the need for:

- Coordination of civic and voter education efforts
- A functional and inclusive system
- Harmonisation of civic and voter education methodologies and messages
- Structured state-citizen collaboration, learning and adapting to deliver responsive civic education
- Sustained and meaningful civic engagement.

## The role of NICE-Uganda

- Reinforcing national capacities for conflict prevention, sustaining peace and mindset change, leaving no one behind
- Providing a central dais for the coordination of efforts and interests around civic education by the various relevant national and international actors in Uganda.
- Convening relevant state and citizen institutions to cooperatively deliver civic and voter education
- Leveraging the capabilities/resources of citizen and government institutions to respond to the dynamic social, economic and political context through a concerted and transformational long-term approach
- Promoting a civic character through recognizing public and private responsibilities and encouraging adherence to the values and principles of Uganda’s nascent constitutional democracy
- Undertaking a national consultation, with targeted benchmarking, to inform the design and implementation of a robust and progressive platform for civic education.



President Museveni launching the National Initiative for Civic Education in Uganda in Munyonyo, Kampala

Ms. Malango, the patron of NICE-UG, believes that there can be no peace without development and no development without peace. This means it is very important to ensure that all citizens recognize their role in sustaining national stability and that the Government recognizes the importance of creating platforms for collaboration between the state and citizens around core principles and shared ambitions. The role of security agencies in promoting peace is also of importance. Uganda's policies, strategies and visions are some of the best in the world, the challenge is implementation, especially for women and youth at the rural level.



Ms. Malango speaking to the press at the Songhai Initiative

## SONGHAI Initiative on integrated agriculture

President Yoweri Museveni launched the Songhai model, an integrated approach that empowers youth, women and communities to sustainably harness natural resources for improved livelihoods through agriculture. He launched the model during celebrations to mark International Youth Day (IYD) 2018 whose theme was: *"Safe Spaces for the Youth."*

The Songhai model, which is being piloted and practiced in Kampiringisa, Mpigi district, was introduced in Uganda through UNDP and has been identified as one of the safe spaces the youth can exploit to learn about agriculture and value addition.

**Ms. Malango said the Songhai Model is a nexus, connecting agriculture, science, industry, service provision and tourism.**

"This model reminds us to go back to our indigenous knowledge to boost our agriculture. It improves yields by using a method that is healthier for the soil. I am, therefore, launching it as a new science for us to practice and I encourage the youth to embrace it," President Museveni said of the model.

The Songhai Model is primarily a regenerative agriculture which uses agro-ecological practices to boost soil fertility and increase yields while protecting the environment. <https://bit.ly/2omoRRg>



Father Nzamujo (pointing) explains to President Museveni some of the work that has already been done at the centre during his tour of the Songhai Model site in Kampiringisa. Looking on are Ms. Malango and Ms. Almaz Gebru, the UNDP Uganda Country Director. (Photo credit: UNDP Uganda 2018).



## The Presidential Fast-Track Initiative on ending AIDS in Uganda by 2030

**On 6 June 2017, the President launched the Presidential Fast-Track Initiative on ending AIDS in Uganda by 2030. This is the first such initiative in Africa and the entire world.**

Anchored in “A Presidential Handbook,” the initiative spells out plans to tackle HIV & AIDS in Uganda through a five-point plan to:

- Engage men in HIV prevention and close the tap on new infections, particularly among adolescent girls and young women
- Accelerate implementation of Test and Treat and attainment of 90-90-90 targets, particularly among men and young people
- Consolidate progress on eliminating mother-to-child transmission of HIV
- Ensure financial sustainability for the HIV response
- Ensure institutional effectiveness for a well-coordinated multi-sectoral response.

In his remarks the President urged men to go for HIV testing. “It is important to know your status and disclose to your partner to prevent further spread of HIV,” he said. He referred to statistics that showed 60 per cent of men have been tested and 52 per cent enrolled on treatment, calling for the gaps to be covered. He further highlighted the need for increased sensitisation and advocacy in order to create awareness in communities. He applauded the reduced number of deaths per year, 28,000 compared to 100,000 in 2004.

H.E. Museveni also acknowledged the support of AIDS development partners and affirmed his continued commitment to eliminate HIV&AIDS in Uganda.

The UNAIDS Executive Director, Dr. Michel Sidibe, noted that Uganda is a model country in the fight against AIDS saying, “Ending AIDS is an investment in human dignity and not a charity.” He further said that Uganda had over one million people on treatment and this was key to achieve the 90-90-90 UNAIDS targets, which project that by 2020, 90% of all people living with HIV will know their HIV status, 90% of all people with diagnosed

HIV infection will receive sustained antiretroviral therapy and lastly 90% of all people receiving antiretroviral therapy will have viral suppression. Dr. Sidibe emphasized the need for testing boys between the ages of 15-29 in order to curb transmission.

Over the years, Uganda has made progress in the fight against HIV. **The country has registered significant reductions in new infections in the general adult population from 92,000 in 2010 to 53,000 in 2018. Further to this, new infections among children dropped from 26,000 in 2010 to 7,500 in 2018. Of the 1.4 million people living with HIV (2018), 1,167,107 are enrolled in care, of whom 94% are virally suppressed for those who took viral load test.**

The Joint United Nations Joint Support Programme on HIV/AIDS (JUPSA) unites the efforts of 12 United Nations agencies under the leadership of Ms. Malango to lead and inspire the world to achieve its shared vision of zero new HIV infections, zero discrimination and zero AIDS-related deaths. The agencies are: UNAIDS, UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, IOM, UN Women, ILO, UNESCO and WHO. They work closely with the World Bank and global and national partners towards ending the AIDS epidemic by 2030 as part of the Sustainable Development Goals.



President Museveni launches the Presidential Fast-Track Initiative on ending AIDS in Uganda by 2030.

## The United Nations Joint Support Programme on HIV/AIDS (JUPSA)

The United Nations Joint Programme on HIV and AIDS (UN-JUPSA) is a global programme aimed at improving the UN and Multilateral System coordination of HIV/AIDS. This was as part of efforts to achieve efficient use of resources and enhance ownership of the response by national governments as key players in building an effective HIV response.

JUPSA aims to promote and strengthen national leadership and ownership of the HIV response and is aligned to the current United Nations Sustainable Development Cooperation Framework (2021-2025), the national HIV strategic plan and the three priority areas of the UNAIDS vision of getting to Zero New Infections, Zero AIDS-related Deaths and Zero Discrimination.

The programme is in line with Uganda's aspirations expressed in the National HIV and AIDS Strategic Plan 2020/21 – 2024/25 and lays out strategies and actions to implement high-impact, evidence-informed interventions, and innovations through programme optimization.

### Implementation of the Programme

JUPSA is implemented through 12 United Nations agencies fully aligned to the National HIV Strategic plan (2015-2020), global strategic and development frameworks and United Nations development Assistance Framework (UNDAF 2016-2020). JUPSA works through established partnerships with government, civil society institutions at national, sector and local government levels to expedite delivery of UN-funded programmes.

### Achievements

The JUPSA support has contributed to significant milestones during the period 2010 to 2020:

- AIDS-related deaths have declined by 72 per cent from 89,200 to 22,000 and
- New HIV infections declined by 62 per cent from 100,000 to 38,000
- Country has achieved the 90-90-90 targets of ensuring that 90 per cent of people living with HIV and AIDS know their HIV status, 90 per cent are on treatment and 90 per cent are virally suppressed.

[JUPSA 2020 report with more results](#)

<file:///C:/Users/davinah.nabirye/Downloads/JUPSA%202020%20Annual%20Narrative%20Report.pdf>

## One dollar HIV AND AIDS Initiative

The United Nations Joint Programme on HIV and AIDS (UN-JUPSA) is complemented by the One HIV&AIDS Initiative (ODI) - a private sector-led innovative domestic resource mobilization mechanism to eradicate HIV&AIDS and its associated health challenges in Uganda by 2030. The initiative was launched on 7 June 2017 by Mr Michel Sidibe the Under-secretary General of UN and Executive Director UNAIDS and is in line with private sector commitment to protecting the health of not only employees, but also the general population, who represent various shades of the clients outlined in SDG No3.

**Regrettably, up to 93 per cent of the annual AIDS-related treatment budget is currently supported using resources from development partners. There is, therefore, an urgent need to start exploring alternative innovations for sustainable financing of HIV and AIDS care and treatment to supplement efforts by government and development partners to keep citizens alive, hence ODI.**

The One Dollar HIV&AIDS Initiative Uganda is a registered corporate body with the Federation of Uganda Employers (FUE) and the Uganda Manufacturers Association (UMA) as Trustees. The ODI endowment fund is managed by the private sector who have put in place strong accountability mechanisms. The initiative appeals to and encourages every Ugandan to make a minimum voluntary contribution of one dollar (equivalent to 4,000 shillings) per person per year or per month towards this cause. Bigger contributions are welcome from the corporate sector, organizations, private individuals, business entities, professional associations, Rotary Clubs, Lions Clubs, professional associations, NGOs/CSOs, religious institutions, Ugandans in the diaspora and other well-wishers committed to give more.



## The Agro-industrialization for Local Economic development (Agri-LED) Initiative in Rwenzori region

The Government introduced the Agro-industrialization for Local Economic Development (Agri-LED) initiative for Rwenzori as a framework to spur local economic development in this region for a period of three years starting Financial Year 2019/2020, with an estimated total financing of 715 billion shillings (US\$ 194 million).

Agri-LED is a presidential transformative initiative with the overall strategic direction of transforming the Local Government financing system to facilitate effective business oriented local development with a focus on poverty reduction and sustainable wealth creation, as guided by the Government's Local Economic Development (LED) Policy (2014). The LED policy supports the country's strategy of implementing private sector-led economic interventions, tackles unemployment and paves way for local governments to generate their own revenue in order to deliver decentralized services to the people of Uganda.

The initiative is implemented in 10 higher local governments in Rwenzori Region over a three-year period. The local governments include: Kyegegwa, Ntoroko, Kasese, Kabarole, Kamwenge, Bundibugyo, Bunyangabu, Kyenjojo District Local Governments and the municipalities of Fort Portal and Kasese. The initiative focuses on five areas: agro-industrialization, tourism, production and marketing, infrastructure development and human capital development.

**The Rwenzori Agri-LED initiative is also part of Uganda's efforts to implement the SDGs, in particular:**

**SDG 1** on poverty, including the need for ownership and control over land and natural resources; **SDG 2** on zero hunger, including secure tenure and access to land; **SDG 3** on health and wellbeing; **SDG 5** on gender equality, including the need for more gender-equal ownership and control over land and assets; **SDG 9** on industry, innovation and infrastructure; **SDG 10** on reduced inequalities; **SDG 11** on sustainable cities and communities including adequate housing for all; **SDG 15** on life on land including restoration of degraded land, wetlands and other related targets; and **SDG 16** on peace, justice and strong institutions, including access to justice for natural resource governance at local levels.

The United Nations, led by the Office of the Resident Coordinator, with support of from the Office of the President, the Government of Uganda identified a number of infrastructure projects that to serve as a catalyst for both government and private sector-led investments in the Rwenzori region. The Government-

### Agri-LED Implementation strategy

It is expected that, through Agri-LED interventions, local governments will:

- Adopt better production technologies (irrigation, fertilizers, improved seed and mechanization) to improve agricultural productivity.
- Boost the supply and reliability of raw materials for the agro-manufacturing industries.
- Create off-farm employment opportunities for Ugandans.
- Expand the export and the domestic revenue base of the country.
- Create the necessary pre-conditions for Ugandan's structural transformation into a high value-added manufacturing economy.
- Expand the tourism base for the region and country.
- Enhance and widen the revenue base for the implementing local governments to achieve self-reliance in service delivery.



President Museveni signing dummy cheques at the launch of the Rwenzori Investment Expo in Fort Portal



Launch of the Rwenzori Region Investment Profiles at the Kampala Sheraton Hotel

led team under the auspices of Operation Wealth Creation (OWC) and the Ministry of Local Government with the support of Uganda Investment Authority, Uganda Development Corporation, Uganda Development Bank, and Mountains of the Moon University identified a list of specific opportunities within the project area to be undertaken by the private sector.

The infrastructure projects under consideration include the construction of (a) Kasese International airport – one of four international airports to be developed; (b) Roads linking major towns and cities that in turn will spur the development of Fort Portal as a strategic city as well as roads to improve security within the project area; (c) Semliki bridge that links Uganda and neighbouring Democratic Republic of Congo (DRC) to facilitate trade and movement of people; (d) infrastructure to enhance access to water, health, energy and education in targeted districts.

The office of the Senior Presidential Advisor on Regional Affairs has led efforts to execute the general Memorandum of Understanding (MoU) with Shanghai Construction Group, based out of Shanghai, China, to undertake project development activities for the listed infrastructure projects and has obtained an Expression of Interest from Shanghai Construction Group to proceed with the implementation of some key projects including raising the finance required. These efforts also ensure that the needs of the private sector and the objectives for developing the infrastructure are fit for purpose and over time will deliver to government a demonstrable return on investment that is rooted in promoting agricultural growth along with other sectors, creating jobs, stimulating social development and increasing living standards.

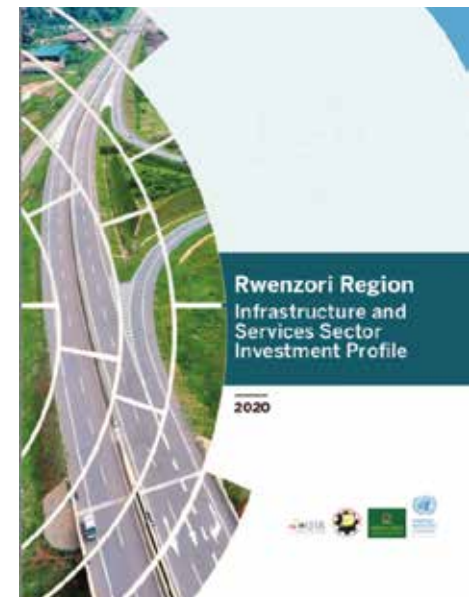
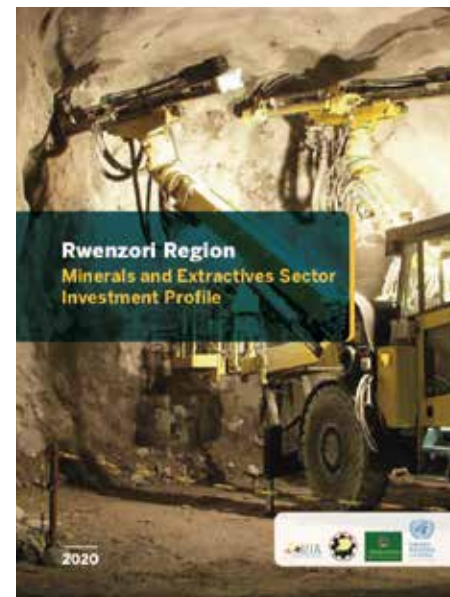
### Some of the notable UN contributions Agri-LED include:

- The United Nations supported the Rwenzori Investment Expo that was held in January 2020, and attended by 3,451 participants, 2,416 of whom were men and 1,175 women from 21 districts in the region. In addition, eight trade delegations from China, Lebanon, Germany, Belgium, Kenya, DRC, Tanzania and South Sudan attended. The expo gave a promotion platform to 201 local businesses, investments and innovations that were exhibited and profiled. During the event, five business deals were officially signed and the foundation stone for the Faculty of Information and Communications



Technology at Mountains of the Moon University was laid.

- As a follow-up action from the event, the United Nations supported the publication of profiles of 194 businesses which exhibited at the Rwenzori Investment Expo. The exhibitors' profiles help to identify local entrepreneurs who can be targeted to benefit from relevant support from Government and non-government development actors to scale-up their enterprises and transform the lives of their communities.
- In partnership with OWC, the Uganda Investment Authority (UIA) and National Planning Authority (NPA), the United Nations supported the development of investment profiles for Rwenzori with the aim of demonstrating the enormous investment opportunities in this region. The profiles focused on five sectors namely, agriculture, infrastructure and services, tourism, human capital development (education and health), and extractives and mineral beneficiation. The profiles can be accessed via this link <https://uganda.un.org/en/resources/publications>. In order to further deepen investment promotion for this region, the profiles have been complemented by promotional videos that give a visual impression of the region's budding opportunities. These videos are also available online: <https://uganda.un.org/en/resources/video-stories>.
- Under the overall leadership of the United Nations Resident Coordinator, the Rwenzori Investors' Roundtable was convened on 6 November 2020 as a platform to deliberate on the opportunities for cross-border peace and development to attract potential investors to the region. The roundtable, which attracted private sector leaders, government, civil society and local stakeholders, was informed by the evidence documented by Rwenzori Investment Profiles.
- The United Nations has continued to nurture partnerships and create advocacy for Agri-LED and Rwenzori at local, regional, and global platforms to create awareness of its development potential. In addition, documentation of Rwenzori Agri-LED success stories has continued in order to promote the transformative approach to other regions of the Uganda such as the north and West Nile.





## CHAPTER 4: DEMYSTIFYING THE UN: BRINGING IT CLOSER TO THE PEOPLE



This chapter shows how Ms. Malango, through her office, has brought the United Nations closer to the people of Uganda, while bringing the SDGs to life.

## Aligning Uganda to the UN Reform

On 1 January 2019, the United Nations launched a new era of the reform for the United Nations Development System, exactly three years after the 2030 Agenda for the Sustainable Development took effect. With these changes, the United Nations development system is expected to become stronger and have a better defined identity as a trusted, reliable, accountable and effective partner to countries for achieving the 2030 Agenda. It will be one that member states can invest in and rely on, because they understand and support what it does, what it can deliver on and how it functions.

The reform is mandated by the General Assembly of the United Nations in Resolution A/RES/72/279 of 31 May 2018, which responded to the vision and proposals of Secretary General António Guterres to reposition the United Nations Development System to deliver on the 2030 Agenda.

Achieving the SDGs requires collective action across the government, civil society, private sector and dedicated individuals and communities and need to be matched with the necessary resources, innovation capacity and partnerships to drive implementation. In Uganda, the United Nations system, through the United Nations Sustainable Cooperation Framework for Uganda (2021-2025), is aiming to leverage new and enhance ongoing partnerships with the private sector. With SDGs at its core, the cooperation framework is closely aligned to Uganda's National Vision 2040 and will be implemented by 30 United Nations entities.

Uganda has demonstrated its leadership by making bold moves as an early starter in the localisation of the United Nations Reform. Below are key milestones that the United Nations Country Team, in partnership with the Government of Uganda and development partners, have achieved in the implementation of the reform.

## UNCT dialogue with the President

On 4 July 2019, the United Nations Country Team (UNCT) in Uganda, led by Ms. Malango, met the President at Mbale State Lodge in eastern Uganda. The UNCT comprises all heads of UN agencies in Uganda. The President and UNCT discussed an array of issues including the 2030 Agenda and SDGs and how to resolve the strategic bottlenecks that still impede Africa's transformation.

**The meeting, the first of its kind for the UNCT and Head of State in Uganda, was an important milestone to discuss strategic partnership between the United Nations and the Government, within the scope of the current UN Reform dispensation.**

President Museveni requested the United Nations Country Team to focus on key issues including: the needs of the youth and women, the role of new technologies in the economy, as well as the need for society to evolve, while preserving positive core values.

The meeting with the President subsequently informed the 5 July 2019 deliberations of the Country Team at their annual retreat held at Lake Victoria Serena Resort at Kigo in Entebbe on the theme "UN Evidence-based Leadership for the SDGs." It was attended by partners from government, civil society, private sector, academia and diplomatic missions.



H.E. Yoweri K. Museveni, President of the Republic of Uganda addressing UN Country Team at Mbale State Lodge.  
Photo@State House Uganda

## Appointment of Minister for SDGs

As a result of advocacy from the UN System in Uganda, in October 2018, the Minister for General Duties, Hon. Mary Karoro Okurut was appointed minister responsible for coordinating implementation of SDGs. From the time of her appointment, she was active in the SDG promotion activities including participation in the UN/SDGs awareness month which culminated on the UN/SDGs Day.

## National Secretariat

A national SDG Secretariat was established in March 2020 at the Office of the Prime Minister. It is responsible for coordinating localization of the SDGs by government ministries, departments and agencies, the private sector and civil society.



Group photo of the UN Country Team with partners from government, civil society, private sector, academia and diplomatic missions at the opening of the Annual UNCT Retreat at the Lake Victoria Serena, Kigo

## Adoption of the SDGs as pathway for development

In October 2019, the Cabinet of Uganda adopted the SDGs as a pathway for achievement of the Country Vision's 2040 as result of the advocacy from the UNCT. This included the decision to require SDG compliance certificates for ministries, departments and agencies.

## UN Day as National Day for SDGs

The Government of Uganda embarked on the process of observing United Nations day as a national holiday in 2019. The national commemoration on 24 October is organized by a National Organizing Committee (NOC) with representatives from MDA, private sector and civil society organization.



# State dinner in honor of UN Day

On 26 October 2019, the President of Uganda hosted the UNCT and their invited guests to the first ever state dinner to celebrate the 74th Anniversary of the UN and 57th anniversary of Uganda's membership to the UN. The invited guests included members of the diplomatic community, civil society and award-winning youth innovators involved in the promotion of the SDGs.



President Museveni hosts the UN family and partners to the first state dinner in commemoration of the UN Month 2019

## UN Resident Coordinator presents credentials under new mandate

On 22 February 2019, Ms. Malango presented her credentials to President Museveni at a ceremony at State House, Entebbe. The Resident Coordinator became the most high-ranking United Nations personnel in the country, with clear reporting lines to the United Nations Secretary General and the President of Uganda.

Between March 2016 and December 2018, Ms. Malango had served as both Resident Coordinator and UNDP Resident Representative. With the reforms, the two offices were separated.

During the State House ceremony, Ms. Malango highlighted three issues she would focus on during her tenure: Climate change and inclusive green growth with a focus on wetlands; youth initiatives and civic education. The President concurred on the importance of the focus areas, particularly on providing alternative livelihoods for people encroaching on wetlands.



President Yoweri Museveni receiving letters of credence from the United Nations Secretary General from Her Excellency, Ms. Malango at State House, Entebbe, 22 February 2019

## Formulation of the UN Sustainable Development Framework (UNSDCF)

The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 was in September 2020 signed by the President, paving the way for its implementation over five years starting January 2021. The presidential assent to the Cooperation Framework was witnessed by the UN Resident Coordinator Ms. Rosa Malango alongside Heads of UN agencies in Uganda and senior government officials at State House, Entebbe.

The signing of the Cooperation Framework reflected a milestone in the implementation of UN reform in Uganda, with the framework being positioned as the single most important country planning instrument in support of the 2030 Agenda for Sustainable Development. The framework will serve to guide over 30 UN agencies in Uganda in a collective response to support the Government of Uganda in addressing national priorities toward meeting NDP III, the national Vision 2040 aspirations, and achievement of the SDGs.

The Cooperation Framework was informed by a series of consultative processes, evaluation of the NDP III and lessons from the implementation of the United Nations Development Assistance Framework 2016-2020. It aims to accelerate Uganda's digital transformation, support economic development, enhance productivity in micro, small and medium enterprises, strengthen disaster risk reduction systems, and support the Government and key actors to meet increased demand for quality and inclusive social services.





## Clear, matrixed, dual reporting model established with the UNCT members through the Management Accountability Framework (MAF)

The MAF provides guidance on accountability and reporting of the UNCT to their respective entities on individual mandates and the periodic reporting to the Resident Coordinator on their individual activities and respective contributions to the collective results towards achieving the 2030 Agenda at country level. In 2019, the UNCT developed a Joint United Nations Country Teamwork Plan in support of the attainment of the 2030 Agenda for sustainable development. This has helped inform shared accountability.

## Enhanced authority for the Resident Coordinator to align agency programmes and inter-agency pooled funding for development

The Office of the Resident Coordinator has taken on a more active and prominent role in enhancing inter-agency coordination in programing, as well as ensuring alignment with government priorities and increased collaboration with civil society, the private sector and the broader donor community. A notable example is the leadership and coordination of the EU-UN Spotlight Initiative to eliminate violence against women and girls. In Uganda, the initiative includes the European Union, eight United Nations agencies and entities and is being implemented through and with 20 different government MDAs and more than 30 civil society organisations. Through the Office of the United Nations Resident Coordinator, the UNCT has benefitted from various allocations from the CERF to respond to under-funding and sudden emergencies in Uganda.



President Museveni launching the United Nations Sustainable Development Cooperation Framework 2021-2025 at State House in Entebbe.



UN Country Team poses for a photo with ambassadors and representatives from embassies and NGOs after the first New Generation UNCT dialogue on 7 October 2019 at the UNICEF offices



Members of the New Generation UNCT pose for a photo after one of their meetings in Kampala.

## New Generation UNCT Meeting - Leveraging new partnerships to support the SDG implementation in Uganda

In the spirit of United Nations reform in Uganda, a new generation United Nations Country Team, comprised of representatives from the Government, UN Heads of agencies, development partners, civil society, academia and the private sector was established in 2019. The New Generation UNCT is a collective platform to facilitate inclusive and strategic engagement in the spirit of the Charter of the United Nations.

The New Generations meetings are held periodically. The first was on 7 October 2019, followed by another on 3 June 2020 with focus on the reform. The international development partners are enthusiastic about implementation of the SDGs and the United Nations Reform. They observed that the reform is necessary to increase coherence and effectiveness in delivery by the United Nations.

The third New Generation UN Country Team Meeting was organized on 25 February 2021, focusing on Private Sector Partnerships for Sustainable Development Goals Acceleration in Uganda. The meeting was co-led by Ms. Rosa Malango and Hon. Okurut, with the participation of Hon. Amelia Kyambadde, Minister of Trade, Industry and Cooperatives. Various stakeholders from the Government, private sector and civil society, deliberated on how to holistically address various aspects of private sector engagement on SDGs in Uganda.

The main objectives of the meeting were to: Reinforce the role and efforts of the private sector in the Decade of Action; present the Uganda Private Sector Platform for Sustainable Development and launch preparatory efforts for the launch of the pillar of Uganda Development Partners and Private Sector SDG Working Group as well as leverage existing and new partnerships to accelerate SDGs implementation in Uganda. The meeting concluded with an Outcome Paper as part of the Report (annex) with the main resolution being adoption of the Uganda Private Sector Platform for the SDGs and ensuring its implementation and agreement to launch the platform.



## UN and Stanbic Bank Uganda launch the Economic Enterprise Restart Fund (EERF)

On 11 November 2020, the United Nations system, in partnership with Stanbic Bank Uganda and other financial agencies, created an enterprise fund, Economic Enterprise Restart Fund (EERF) to provide low-cost financing to the informal sector to support recovery from the impact of the COVID-19 pandemic. The initiative was launched by Ms. Malango and Ms. Anne Juuko, Stanbic Bank Chief Executive.

The fund provides cheap financing to SMEs, savings and credit cooperatives as well as village savings and credit associations to improve their productivity and provide both digital and technical support in capacity building and institutional development.

To help increase consumption, create employment opportunities, and reduce poverty in the rural and peri-urban areas, EERF drives financial inclusion through the digital banking process and building sustainable economic activity.

**Speaking during the launch at the Kampala Sheraton Hotel, Ms. Malango said, “Our commitment to the Economic Enterprise Restart Fund is an opportunity for a new type of partnership between the UN and a leading private sector institution - Stanbic - to adapt and respond to the impact of COVID-19 on the most vulnerable sectors of the economy and the most likely segments of the population to be left behind. This is a recipe to finance sustainable development and I look forward to having other partners join us.**

Ms. Juuko said the fund had identified key individuals, businesses and groups that had been made financially vulnerable by the pandemic and

who would receive low-cost finances from the bank to support financial stability.

In addition to the intervention helping vulnerable populations to counter the effect of COVID-19 on the economy, the digitalization of the informal sector will provide the Government and policymakers with much-needed data for planning future interventions to increase household incomes and alleviate poverty.

By transforming the lives and livelihoods of women and vulnerable groups in the rural areas, the EERF will be able to increase individual household income and ensure that every home has access to quality and affordable education and healthcare, clean energy, cooking, and water. These are essential aspects of socio-economic development, personal wealth creation, and financial protection.



UN and Stanbic Bank representatives at the launch of EERF

## Friends of the UN Platform Uganda

The United Nations Reforms call for inclusiveness, coherence and national ownership to inform the coordination governance structure as well as engagement with stakeholders. In this context, Ms. Rosa Malango led the establishment of the Friends of the UN platform as a high-level safe space for dialogue on areas of collaboration and solutions to financing SDG acceleration and discussing strategic issues around the implementation of the SDGs.

This platform engages executive leaders in the private sector to help accelerate collective investments towards SDGs by enabling consultations, joint analysis and transformational partnerships.

The first meeting was held on 5 March 2021 with initially invited representatives from a diverse group of member states and private sector executives. The meeting discussed the financing policies of the Government that will need to capitalise on the full and growing spectrum of financing modalities, new forms of financing, such as blended finance, Public Private Partnerships, philanthropy etc, that are likely to gain momentum under the NDP III period. At the same time, prospects of a significant and rapid decline in traditional forms of finance, such as ODA, are high. The financing approach of the Government would need to consider all relevant financial flows, building upon the characteristics of each flow, and formulating realistic assumptions on the magnitude of each flow to fully exploit these opportunities.

The discussions also focused on key measures towards more integrated financing approaches for the NDPIII and the sector strategies including a series of sector reviews to identify sector-specific development finance needs, sources and modalities. There should also be steps for increasing domestic revenue mobilisation, aligning private finance and investment to government priorities, and strengthening the governance and coordination mechanisms around planning and financing. The United Nations system has already allocated a total of US\$2 million towards this Integrated National Financing Framework (INFF) to be complemented by enabling policy and institutional reforms that are relevant for the emerging financing landscape. UN's support is only catalytic, to be used to unblock the major constraints and attract resources towards the developing financing needs of the country.

## Private Sector SDG platform

The private sector is a critical partner and has a valuable role to play in advancing the global development agenda. The private sector contributes to development by providing goods and services, financing social and economic investments through taxes, and creating innovative solutions to help tackle development challenges. Innovation in the private sector across the world is a prerequisite for achieving the 169 ambitious targets which collectively make up the 17 SDGs. The United Nations system in Uganda recognizes the important role of the private sector in SDGs and its transformative capacities for development.

**On 4 May 2021, Prime Minister Rugunda, launched the Uganda Private Sector Platform for the Sustainable Development Goals in Kampala. The purpose of the national platform is to mobilize the Ugandan private sector for implementation of the SDGs by providing continuous support and guidance to facilitate its effective contribution to the achievement of the SDG targets and the NDP III objectives.**

The platform will address several interrelated areas that have been recognized as the critical enablers for the private sector to effectively engage in SDG implementation and will pursue four mutually complementary objectives:

- Facilitate a continued evidence-based dialogue between the private sector and the other relevant stakeholders.
- Improve access to relevant global, regional and national knowledge and expertise for innovation and experimentation and promote global and regional knowledge sharing and peer-to-peer learning, South-South and triangular cooperation, to design and implement productive SDG-responsive models and processes.
- Deliver technical assistance, business development services and financial support to enable businesses to develop and pilot such models and take





UN Resident Coordinator, Ms. Rosa Malango giving remarks at the launch of the Private Sector SDG Platform in the presence of Government and private sector representatives

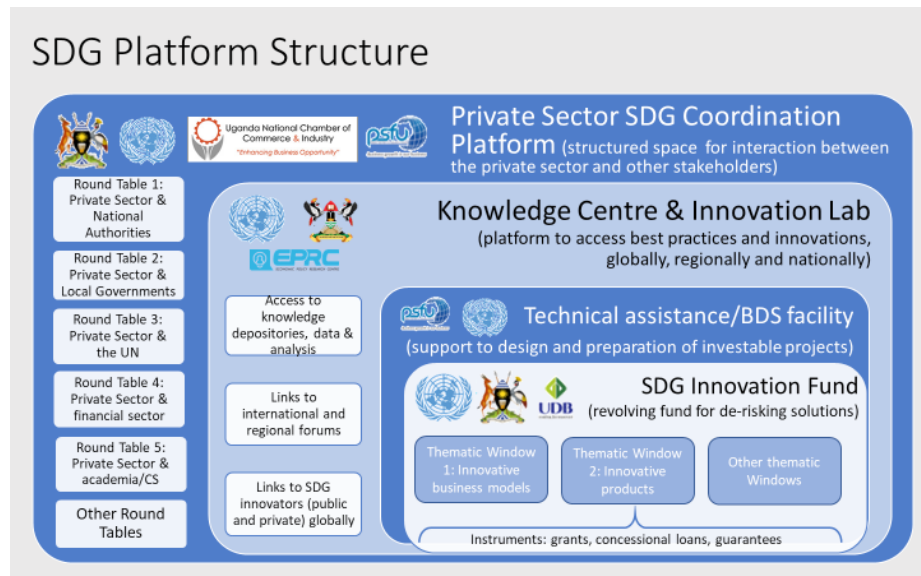


Figure 1: **SDG Platform Structure**

the successful pilots to scale while also facilitating linkages to regional and global value chains in selected priority sectors and

- Pioneer a centre of excellence model for design and implementation of effective methods of private sector participation in the SDGs based on strong national ownership.

Establishment of the platform was co-led by the Office of the Prime Minister, the Private Sector Foundation of Uganda, United Nations Capital Development Fund (UNCDF). The Ministry of Finance, Planning and Economic Development, the CEO Summit, Uganda Bankers Association, Uganda National Chamber of Commerce and Industry are committed to the platform.

The platform is structured around four distinct, but mutually complementary pillars:

- SDG Private Sector Platform
- The SDG Knowledge Centre and Innovation Lab
- Technical Assistance/Business Development Services Facility and
- SDG Innovation Fund.

Different terms of reference have been developed for each of these four pillars and should be established for attainment of the SDGs in Uganda

The platform is envisaged as a multi-layered multi-stakeholder mechanism consisting of components designed to serve the above objectives. It is a practical response to the challenge of activating effective participation of the private sector in the Coordination Framework and improving the representation of the private sector in the SDGs National Task Force. As shown in the figure 1, the process involves providing improved enabling environments to reduce investment risks and strengthening the capacity of the private business sector to develop pipelines of sustainable investable projects into which private capital can flow.

## UN Uganda and Equity Bank Uganda establish new partnerships for acceleration of attainment of the SDGs

On 18 March 2021, the United Nations system in Uganda and Equity Bank Uganda established a new partnership for acceleration of the attainment of SDGs in the country.

The new partnership will promote social inclusion and improve economic outcomes for human development as well as contribute to the social economic transformation of Uganda. Additionally, the UN-Equity Bank Joint Programme on “Enhancing Social Impact through SDGs” will focus on financial inclusion, innovation and shared prosperity; and institutional partnerships, governance and shared leadership.

The collaboration commenced at a meeting between the leadership of the United Nations system in Uganda led by Ms. Malango and Equity Group MD and CEO Dr. James Mwangi.

Equity Group Holdings Plc, whose purpose is to transform lives, give dignity and expand opportunities for wealth creation, continues to play a leading role in contributing to the achievement of the 2030 Agenda on the Sustainable Development Goals. Through its regional banking subsidiaries Equity is already collaborating with United Nations agencies in Uganda, Kenya, Rwanda and in other footprint countries and aims to enhance this partnership in new areas to contribute to the acceleration of the achievement of the SDGs.

Commenting during the signing of the partnership, Dr. Mwangi said, “As Equity Group we are committed to not only grow with our customers, but also empower them socially and economically by availing opportunities and solutions that cater for their diverse needs. As a Pan-African bank whose purpose is to transform lives and livelihoods, we are excited to scale up our initiatives by supporting the growth and recovery of MSMEs during and post the COVID-19 pandemic, supporting women and youth entrepreneurs and by

providing financial inclusion for the most vulnerable populations including the refugee communities.”

“While the UN remains steadfast in supporting Uganda’s development aspirations, especially during these unprecedented times of the COVID-19 pandemic, the needs are still enormous and call for strengthened partnership with other actors,” said Ms. Malango. “I welcome Equity Uganda’s commitment to join efforts with the United Nations in providing solutions to critical challenges, including inclusive financing for youth and women-led small and medium enterprises and unlocking the potential of digital technologies to support Uganda’s socio-economic transformation.”



UN Resident Coordinator Ms. Malango and the Managing Director of Equity Group Holding Plc, Dr. James Mwangi, at the launch of the Private Sector SDG Platform in Kampala



## Launch of the five-year joint programme on Gender Based Violence (GBV)

**“Violence against women is a shame. No woman deserves to live in constant fear of Gender Based Violence,” Ms. Malango said during the launch of the five-year joint programme on Gender Based Violence (GBV) and promotion of Sexual and Reproductive Health Rights in Uganda, on 30 January 2019 at Hotel Africana, Kampala.**

The programme, worth **US\$28 million**, aims at combating Gender Based Violence and improving Sexual and Reproductive Health Rights of men, women, girls, boys in Uganda. The programme will be implemented by UN Women and UNFPA in partnership with the Government of Uganda, with funding from the Embassy of Sweden.

The programme will be implemented in **14 districts**: Abim, Amuria, Bundibugyo, Gulu, Kaabong, Kaberamaido, Kampala, Kiryandongo, Kotido, Moroto, Napak, Nakapiripirit, Pader and Yumbe. The selection focused on districts with high prevalence of GBV, high urban population, refugee hosting districts and UN intervention districts with minimal funding.

Ms. Malango said the joint programme would soon be reinforced by the EU-UN Spotlight Initiative on ending Violence Against Women and Girls.

The Swedish Ambassador to Uganda, H.E Mr. Per Lindgarde, revealed that ensuring gender equality remains a top priority for the Swedish Government. “We are ready to work with the Government and UN agencies to find innovative ways to end Gender Based Violence in Uganda,” he said.

Mr. Lindgarde noted that GBV is one of the largest obstacles to development thus making it necessary to have joint efforts to end violence against women and girls by 2030.

“I call upon every one of you to join us. Gender equality cannot be achieved without the men and boys. Real change will never happen unless everyone is involved,” he said.

While launching the programme, the Minister of State for Gender and Culture, Hon. Peace Mutuuzo, said, “The programme is timely and relevant in building on the gains already achieved by the Government in addressing the underlying social causes of GBV and gender inequalities.”

Ms. Mutuuzo said focus should be put on changing the mindset of individuals towards the negative social and cultural norms that perpetuate violence against women and girls.

“Enforcement alone shall not work. We need to focus on changing the mindset. Once the mindset is changed, then we shall have won the battle against GBV,” Ms. Mutuuzo noted.

The event was attended by representatives from local governments, civil society organisations and UN agencies.



(L-R) UN Women Country Representative, Dr. Maxime Houinato; Swedish Ambassador, H.E. Per Lindgarde; Ms. Malango; Minister of State for Gender and Culture, Hon. Peace Mutuuzo; Permanent Secretary, Ministry of Gender, Mr. Pius Bigirimana; and UNFPA Representative, Mr. Alain Sibener at the launch of the five-year joint programme on GBV and SRHR in Uganda

## UN-EU LAUNCH Spotlight Initiative to eliminate violence against women and girls in Uganda

Ms. Malango met with the EU Head of Delegation, Ambassador Attilio Pacifici, on 10 April 2018 to launch preparations for the Spotlight Initiative for Uganda. The initiative is a global partnership between the UN and EU aimed at eliminating all forms of violence against women and girls.

**The initiative, worth 500 million euros, was rolled out in eight countries in Africa:** Uganda, Nigeria, Liberia, Niger, Malawi, Mozambique, Zimbabwe and Mali. Uganda is the only country that qualified from East and Central Africa from the original 26 that showed interest.

**“The initiative is timely given that one in every five Ugandan women have experienced sexual violence according to Uganda Demographic Health Survey 2016. The initiative will go a long way towards eliminating all forms of violence against women and girls in Uganda,”** said Ms. Malango.

Gender-based violence in all its different manifestations remains a major human rights, health and economic concern in Uganda. Fifty-six per cent of women aged 15-49 years have experienced physical violence at least once since age 15 (Uganda Demographic Health Survey, 2011). Incidents of violence against women cost the Ugandan economy approximately 77 billion shillings (US\$20million) annually (CEDOVIP, 2012) and ending child marriage could generate US\$2.7 billion by 2030 (World Bank 2016).

For the United Nations in Uganda, a joint programme will be designed in an inclusive and consultative manner, involving all United Nations agencies with UN WOMEN, UNFPA, UNHCR, WHO, UNDP and UNICEF as the lead agencies. These will be supported by IOM, OHCHR, WFP and FAO. The United Nations Resident Coordinator’s office will support the development and management of the joint programme in Uganda.



Ms. Rosa Malango shaking hands with the EU Head of Delegation, Mr. Attilio Pacifici, after the launch of the collaboration between the UN and the EU on the Spotlight Initiative for Uganda



President Yoweri Kaguta Museveni signing the Spotlight Initiative launch symbol in the presence of Hon. Janet Museveni, First Lady (right); Ms. Malango; Attilio Pacifici, European Union Ambassador to Uganda, and Hon. Frank Tumwebaze, Minister of Gender, Labour and Social Development (left). Photo: Spotlight Initiative/Davinah Nabirye.



## President Museveni launches the Spotlight Initiative

President Museveni launched the Spotlight Initiative during celebrations to mark the International Women's Day in 2020. He marked the occasion by signing a painting symbolizing each of the initiative's outcome areas and stakeholders at Malukhu grounds in Mbale District, eastern Uganda.

"I thank the European Union and United Nations for selecting Uganda as one of the countries to implement the Spotlight Initiative," said President Museveni. "This milestone initiative, along with others, is supporting the Government's implementation of the National Policy and Action Plan on the Elimination of Gender Based Violence in Uganda (2016), the National Strategy on Ending Child Marriage and Teenage Pregnancy (2016-2020) and the Referral Pathways for Response to Gender Based Violence cases in Uganda (2013), among others."



United Nations Country Team led by Ms. Rosa Malango make remarks at the national commemoration of the International Women's Day 2020 in Mbale district.

Ms Malango said, "The initiative aims to demonstrate that a significant, concerted and comprehensive investment in gender equality can make a transformative difference in the lives of women and girls."

The Spotlight Initiative builds on existing good practices, increases the scale and ambition of interventions, mobilizes support from target sectors and builds new partnerships in the elimination of violence against women and girls. It raises awareness of widespread harmful practices and the detrimental impact of violence against women and girls.

### Achievements of the Spotlight Initiative

**Working towards gender-sensitive legislation (Pillar 1: Policies and Legislation and Pillar 2: Institutions).**

- High-level progress was made on the legislative framework for eliminating violence against women and girls (VAWG), through advocacy efforts and technical support to the development of the National Child Policy and the Sexual Offence Bill and Succession Amendment Bill 2019.
- In 2020, the Spotlight Initiative also contributed to the increased capacity of state and non-state institutions to address VAWG and harmful practices, by providing financial support to local governments to develop and implement institutional frameworks to combat VAWG, improve access to justice for survivors, strengthen accountability mechanisms, end impunity for perpetrators, and provide survivors with multi-sectoral support and services.
- The initiative successfully supported the engagement of the council courts, as well as cultural and traditional leaders to increase their knowledge and understanding of gender-sensitive alternate dispute resolution techniques.
- Through Spotlight Initiative training and mentorship, local governments have started to integrate GBV interventions into District Development Plans. There has been a notable increase in response, especially at local government levels with development of GBV action plans and increased allocation of funds for GBV initiatives. By the end of 2020, 49 costed GBV specific interventions were integrated into the budget documents for FY 2021/2022.

- Through the COVID-19 sub-committee on GBV and violence against children, which the Spotlight Initiative has supported, the Government has integrated GBV into its national response to COVID-19. In addition, the review of the curricula for university and training institutions to integrate GBV programming is ensuring continuous capacity strengthening of government officials.

**Advancing norm change and improved data and vital services (Pillar 3: Prevention, Pillar 4: Services and Pillar 5: Data). To shift unequal social norms, the Spotlight Initiative implemented the SASA! Model to foster community mobilization.**

- In 2020, 918 community activists supported by the Spotlight Initiative reached more than 140,000 people (95,000 women and girls and 45,000 men and boys) in communities across Uganda, who now better understand the nexus between power, violence and gender equity.
- The GBV awareness campaigns on essential services for VAWG/harmful practices have reached over 5,960,000 people, resulting in increased demand for GBV response services and increased reporting of cases. In line with the principle of “Leaving No One Behind”, the initiative partnered with CSOs to improve access to GBV and sexual and reproductive health and rights services for refugee populations, improve safety and security in the refugee settlements through installing solar lighting and community policing among others, and raise knowledge and awareness about the interlinkages between COVID-19 and sexual GBV.
- To ensure continuous monitoring, the Spotlight Initiative launched safety audits in the targeted refugee settlements to develop risk mitigation strategies and effectively address specific risks faced by women refugees while accessing essential services.
- The Spotlight Initiative empowered 1,010 women and 60 men GBV survivors through livelihood interventions as a preventive measure against GBV. They were given livelihood and startup kits and trained in Village Savings and Loan Association methodologies and financial literacy. Women’s groups were also formalized, positioning them to benefit from government grants under the new Parish Model that will provide services at village level.

- In addition, the Ministry of Gender Labour and Social Development, with support from the Uganda Bureau of Statistics, provided mentorship on GBV data analysis and use to four districts.

**Supporting civil society and women’s movements (Pillar 6: Women’s Movement and Civil Society).**

- The Spotlight Initiative strengthened the women’s movement by engaging civil society and supporting the organisation of multi-stakeholder “Male Engagement Dialogues” with the Uganda Police Force. This resulted in a pledge of commitment towards Gender Equality in the 40,000-strong police service.
- Through joint advocacy efforts with the Ministry of Gender, the Spotlight Initiative contributed to amplifying the voice of the women’s movement in favour of the development of National Guidelines on the Prevention of Teenage Pregnancy and Re-entry of child mothers in school under the Second Chance programme and ensuring women’s safety in public places.



UN Resident Coordinator, Ms. Malango hands over a mama kit from UNFPA to a members of the women group supported by Spotlight in Amudat district during Karamoja field mission



## Stanbic Banks signs Gender Equality Seal Certification Programme

On 27 August 2019, Stanbic Bank joined the UNDP Gender Equality Seal (GES) certification programme for private enterprises in Uganda at a signing ceremony held at the bank's head office in Kampala. **Stanbic joined 41 other private enterprises in Uganda to commit to ensuring Gender Equality at the workplace as part of the role of private sector in bringing the SDGs to life.**

"Your signature today is a loud statement that both private and public enterprises are working for sustainable development in Uganda," said Ms. Malango.

**The GES certifies that a company promotes and integrates measures for gender equality as an integral part of corporate governance and good business. The certification programme provides tools, guidance and assessments to support the elimination of gender-based pay gaps; increasing women's roles in decision-making; enhancing work-life balance; enhancing women's access to non-traditional jobs; eradicating sexual harassment at work; and using inclusive and non-sexist communication.**

"Stanbic, one of Africa's most recognized brands, has made history by standing side by side with UNDP and the larger UN family by signing on the Gender Equality Seal. We are confident that it will be a formidable ambassador in Uganda and Africa," said Ms. Elsie Attafuah, the UNDP Resident Representative.

"Private Sector in Uganda is committed to signing up the Gender Equality Seal because it is vital in achieving the SDGs. We cannot achieve sustainable growth if there is marginalisation and inequalities at the workplace. We need to all get on board and Leave No One Behind," said Mr. Gideon Badagawa,

Executive Director, Private Sector Foundation.

"We have 50-50 gender parity in our executive committee and most of our employees at Stanbic Uganda are women. We have achieved this through unbiased hiring practices and ensuring that women have access to appropriate development and leadership opportunities," said Stanbic CEO Mr. Patrick Mweheire. The 'Ignite Women Leadership Programme' is an internal Stanbic Uganda initiative aimed at developing women leaders and igniting untapped value and opportunity in female staff."

Mr. Mweheire revealed that the bank had opened a motherhood centre for its staff. The Stanbic CEO also revealed that Stanbic had given US\$3 million to UN Women for women in Climate Smart Agriculture, US\$600,000 of which was being attached to Uganda.



Left to right - Mr. Gideon Badagawa, Executive Director, Private Sector Foundation; Ms. Malango; Mr. Patrick Mweheire, Stanbic CEO; Ms. Elsie Attafuah, UNDP Resident Representative; Dr. Maxime Houinato, UN Women Representative; Ms. Sheila Ngatia, UNDP Deputy Resident Representative

## The Gender Equality Seal

The UNDP Gender Equality Seal is a corporate certification process that recognizes the good performance of UNDP Country Offices in delivering transformational gender equality results. It rests on the insight that increasing synergies between different domains of gender mainstreaming can catalyse both organisational transformation and development results. It generates a comprehensive snapshot of the competence, credibility, and contribution of the concerned office to promoting gender equality.

The Seal is a global brand that aims to be recognized by government counterparts, civil society partners, donors, and the public as a guarantee of UNDP's commitment, expertise and effectiveness in protecting and advancing women's rights and gender equality.

### Adoption of the UNDP Gender Equality Seal

In 2014, the Uganda Country Office signed up for the Global UNDP Gender Equality Seal (GES) programme. A gender assessment of the country office followed thereafter and came up with an action plan for meeting the set benchmarks and standards for the Gender Equality Seal. As part of efforts to meet these requirements, the country office developed a Gender Equality Strategy (2014-2017) and an action plan. These documents guide a 15-member Gender Focal Point Team (GFT), chaired by the Country Director with representatives from both programmes and operations sections, on how to take pro-active measures for mainstreaming gender in our management systems, decision-making bodies, communication and knowledge management, human resources, learning and capacity building, programming and projects, partnerships, and inter-agency support to other UN agencies. We were identified as a potential gold office by the UNDP Regional Service Centre for Africa in 2015, and efforts are underway to ready the country office for Gold Certification under the UNDP Gender Equality Seal.

### Taking the Gender equality seal to private and public enterprises

Apart from facilitating country offices to mainstream gender into their programmes and management processes, GES also promotes investment in systems that integrate gender equality into the work environment and business strategies of public and private enterprises.

The seal certification programme provides private companies with a mechanism to level the playing field for women and men at the workplace. It also helps companies

to make their human resource management systems equitable and more gender-sensitive. Working to achieve the Gender Equality Seal helps management of private companies understand how their decisions affect female staff, how gender pay gaps come about and how to work out a work-life balance for employees.

Uganda was the first country in Africa to endorse the gender equality seal for private enterprises. In August 2016, the Private Sector Foundation in Uganda (PSFU) signed up to the Gender Equality Seal and offered to have its members implement it.

When PSFU members adopt the Gender Equality Seal, it will position them as businesses that sustain value for shareholders and customers while demonstrating lasting commitment to sustainable competitiveness for sustainable development. By closing gender gaps across business functions, companies will boost employee productivity, customer satisfaction, create an inclusive corporate climate and business practices that attract and retain talent plus clientele.

### Government and the Gender Equality Seal

For Government, the Gender Equality Seal complements the Gender and Equity Certificate that is used to assess the gender responsiveness of sector plans and budgets, as provided for by the Public Finance Management Act (PFM2014).



Representatives of the UN and private sector at the launch of the Gender Equality Seal



# COVID-19 Response

The COVID-19 pandemic was declared on 11 March 2020 by the World Health Organization.

Uganda confirmed her first case on 21st March 2020. In response to the pandemic, the United Nations in Uganda implemented several initiatives to address new humanitarian needs and minimize health, economic, and social impacts of this rapidly evolving public health issue. Some of the United Nations' contributions to Uganda include support to the Government and inter-agency coordination structures for COVID-19 and other public health emergencies, strengthened risk communication and social mobilization, support to refugees and natural disasters, as well as efforts to support agri-industrialization and digital financing.

## Launch of the UN Emergency Appeal for COVID-19

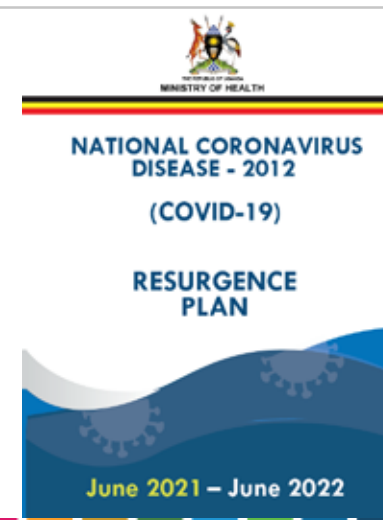
On 21 May 2020, the United Nations in Uganda issued a US\$316.4 million emergency appeal to respond to COVID-19. Ms. Malango, launched the appeal which aimed at supporting an estimated 12.8 million most vulnerable people in the country between April and September 2020.

The appeal was the collective effort of 15 United Nations organisations, the Uganda Red Cross and 20 national and international non-governmental organisations.

"Unprecedented times call for unprecedented measures. Today, we stand here to present the UN Emergency Appeal and the organizations participating," said Ms. Malango.

## Rationale for new UN COVID 19 Resurgence Plan

- Country experiencing an exponential rise in the incidence of COVID 19 that began in March 2021.
- Several variants have been detected in Uganda and the laxities in adhering to the COVID-19 public health measures, variants that have high transmissibility could easily spread very quickly in the population.
- Vaccination risk averseness has also damped the benefits offers for vulnerability reduction to the population as well as among the UN staff
- The Government of Uganda has launched the integrated National COVID-19 Resurgence Plan for 2021-2022 on 4<sup>th</sup> June 2021.



Ms. Malango at the virtual launch of the UN emergency Appeal for COVID-19

“It is a shared burden. We invite our partners to invest in this appeal as it enables us to scale up our support to the Government and people of Uganda,” she said.

Mary Karoro, the minister in charge of general duties, Office of the Prime Minister was leading Uganda’s fundraising drive and appealed to the international community and donors to support the United Nations’ emergency appeal.

The appeal focused on health, food security, livelihoods and nutrition, life-saving services and social protection, refugees and displacement, immediate economic support and innovation, as well as common services.

**Achievement:** Out of the US\$316 million funding needs, the United Nations system mobilized US\$44.3 million. In addition, five United Nations agencies mobilized US\$5 million from the UN Central Emergency Response Fund to protect refugees, particularly women and children; eliminate gender-based violence; support shelters for victims and address emergency nutrition and health needs.

## Multi-Partner Trust Fund

The UN Uganda Multi-Partner Trust Emergency Window was established with US\$2.1 million funding from Norway. Programme criticality was undertaken and approximately US\$13 million was reprogrammed to respond to COVID-19.

## United Nations socioeconomic analysis on COVID-19

A comprehensive study by the United Nations Country Team on the socioeconomic impact of the COVID-19 pandemic in Uganda was conducted and the report disseminated to all stakeholders to inform programming. The report provides the first UN inter-agency effort to generate understanding of the impact of the pandemic at the county level and potential entry points for response, recovery and resilience building.

Selected sectors and segments of the population were analysed to identify who might be the hardest-hit, or left behind, in the on-going Government-led response efforts and which the most effective interventions to address the short, medium and long term impacts are.

## E-dialogue on the economy

In light of the anticipated effects of the COVID-19 crisis based on the findings of the UN socio-economic impact analysis, the Uganda Development Corporation (UDC), in partnership with the United Nations in Uganda, through the Office of the Resident Coordinator, the NPA, and Ace Policy Research Institute (APRI), organized a two-day e-conference under the theme – Transformation of Uganda’s Real Economy amidst COVID-19: Opportunities, Options and Strategies.



(L-R) Representatives from the civil society, Commissioner Angela Nakafeero from Ministry of Gender, Labour and Social Development (centre), Dr. Maxime Houinato, UN Women Country Representative and Ms. Malango at one of e-dialogues during the 2021 lockdown.



The general objective of the e-conference was to generate a national dialogue on the state of the economy, and to discuss options and strategies for transformative national development. The transformative national development agenda would bring to life the Uganda Vision 2040 and NDP III. The specific objectives were to:

- Interrogate the pursuit of import substitution as a strategy for building a resilient economy;
- Discuss the role of the state (both at central government and local government levels) in Uganda’s transformative development agenda, including the current government interventions;
- Highlight the opportunities for the informal sector in Uganda’s economic recovery agenda, recognizing the substantive size of the informal sector;
- Explore the opportunities provided by digitization, technology and innovation in building fundamentals of the real economy;

## Support to critical movement of to and from Uganda

On 30 March 2020, the President declared a national lockdown with restricted movement on land, water and air. Only cargo plans, lorries, pick-up trucks and trains could operate, while observing curfew.

In March, the United Nations, through the RC/DO, received requests from the United Nations and the diplomatic community to support medical evacuations and repatriation of their officials and those from international non-government organizations using United Nations aircrafts. Subsequently, the United Nations approached the Office of the Prime Minister on 30 March requesting for special procedures to allow humanitarian agencies and partners to respond to lifesaving and life-sustaining operations. It was agreed that all international partners comply with government directives, while maintaining essential

movement required for response to the COVID-19 virus and/or for the delivery of critical humanitarian assistance meeting the needs of the most vulnerable.

With approvals from the Government (Ministry of Foreign Affairs, Ministry of Health, Ministry of Works and Transport and UDFP Joint Chief of Staff) the United Nations supported movement of passengers, medical evacuations and cargo in and out of Uganda through 257 flights.

### Summary of United Nations flights undertaken between 24 March and 3 October 2020

Mission/ Agency	Number of flights	Cargo flights	Passenger flights	Medical evacuations	Repatriation of human remains	Inbound passengers	Outbound passengers
MONUSCO	133	117	7	7	2	73	93
UNMISS	62	46	10	5	1	131	89
UNISFA	33	22	9	2		68	111
MINUSCA	5			5		10	2
UNSOS	3		3			33	13
WHO	1		1			3	
UNAMA	1			1		1	
MINUSMA	1			1		2	
WFP	17	2	17			1,059	711
<b>TOTAL</b>	<b>257</b>	<b>187</b>	<b>48</b>	<b>21</b>	<b>3</b>	<b>1,380</b>	<b>1,019</b>

## Deployment of UN Doctor

The Country Team pooled resources to deploy a United Nations doctor to help meet UN Uganda duty of care to support 5,000 United Nations personnel with dependents and partners during the pandemic. The doctor is now supporting plans to establish a United Nations Hospital in Uganda.

## Provision of medical supplies and facilities to Government

The United Nations supported the Government to continue provision of essential services and care, including provision of personal protective equipment (PPE) in 46 districts and transportation services for health workers and pregnant women, development of protocols for conducting outreaches in the context of COVID-19 to reach vulnerable adolescents and youth in hard-to-reach and humanitarian settings with integrated SRHR services.

UN supported the installation of screening facilities at the international airport and multi-storage units at isolation centres, including busiest points of entry along borders with Tanzania, Kenya, the Democratic Republic of Congo, and South Sudan. The United Nations also provided warehouse spaces to support partners with storage and transportation needs of PPEs across Uganda.

The United Nations used remote monitoring systems to assess the impact of COVID-19 on food security for the refugee-hosting areas, including urban areas and other sectors. Women farmers were mobilized to grow climate resilient mangoes and guava, among others. **Meanwhile, 10,056 GBV survivors received medical services in 55 districts and 326 health facilities were provided with PPEs.** GBV/ VAC reporting and legal aid were strengthened. Video conferencing equipment for Prisons facilitated virtual court hearings and access to justice.

The United Nations, in partnership with Equal Opportunities Commission and Civil Society Budget Advisory Group, advocated for an engendered fiscal stimulus package. Water, sanitation and hygiene (WASH) supplies were provided to health facilities and communities.

COVID-19 prevention and control activities and risk communications were carried out across RHDs/settlements and other communities.

The response and preparedness plan supported the distribution of **over 400,000 home learning packages and cash-for-work initiatives were promoted across RHDs to mitigate loss of income.**

## COVID-19 vaccination

Under Ms. Malango's leadership, the United Nations has supported Government's vaccination programme.

On 10 March 2021, Uganda launched its COVID-19 vaccination programme at the Mulago National Referral Hospital complex in Kampala. The Ministry of Health received 864,000 doses of the AstraZeneca COVID-19 vaccine, shipped via the COVAX facility - the world's facility for universal access to COVID-19 vaccines. The arrival marked a historic step towards the goal to ensure equitable distribution of COVID-19 vaccines globally, in an unprecedented effort to provide at least two billion doses of COVID-19 vaccine by the end of 2021.

WHO's Country Representative, Dr. Yonas Tegegn Woldemariam, and UNICEF's Country Representative, Dr. Munir Safiaddin, received their shots at Mulago while Ms. Malango received hers at Grade B Hospital in Entebbe the same day.



Ms. Malango receiving her first COVID-19 vaccination shot at Entebbe Grade B Hospital





Belgium-based Congolese refugee Stephane Kalala embraces his three daughters after he was reunited with them by IOM Uganda, following three years of separation





## CHAPTER 5: ACHIEVEMENTS BETWEEN 2016 AND 2021





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. Some key results achieved in 2020 under the respective pillars follow.

## Rule of law and constitutional democracy

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 5 electoral amendment bills assented to by the President.<sup>2</sup> These are 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.

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

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%** in 2017 to **47%** 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% female and 48% 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 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)

## 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 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 states.



A couple working together at a stone quarry in Tororo District

## Institutional development, transparency and accountability

### The United Nations

Played a critical integrator role in supporting the development of NDPIII. This was through creating a platform for consultation on the strategic direction of NDPIII.

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. The model is guiding the Government in resource allocation to key and impactful development results in alignment with the SDG accelerators.

Supported the strengthening of governance mechanisms, systems and tools that align policies and annual budgets to the National Development Plan.

## Peace, security and resilience

The United Nations provided

**US\$832,650.68**

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.

**28 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 non-violence.

**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.

80%



health centre IVs and district hospitals in refugee-hosting districts were accredited by the Ministry of Health in order 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.

**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. society and leaders to empower communities to build resilience in Karamoja continued.** In 2020, 7500 individuals (2,850 men and 4,650 women) participated in tree planting in 20 schools and constructed or expanded soil and water conservation structures 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.



Consultative meeting between staff from the UN and EU and refugees from Bidi Bidi settlement

**The United Nations supported the MGLSD to develop Uganda's third National Action Plan on United Nations Security Council Resolution 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.

## 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.



Ensuring all children receive quality education

 **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 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.

**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** children & 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 became another alternative, 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. 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 education ministries 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.

## 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.

### With United Nations support:

Quality of care standards for RMNCAH was implemented in **144** health facilities

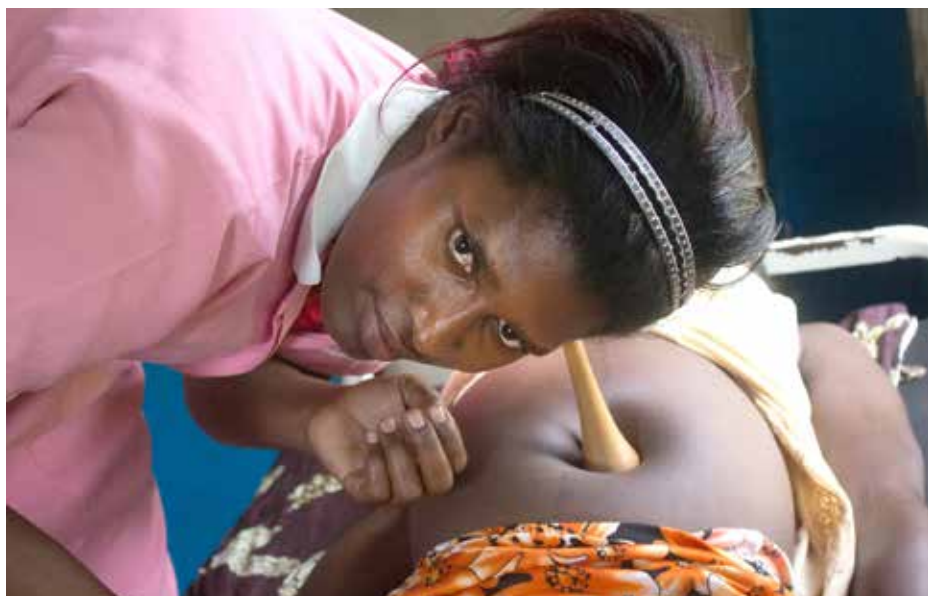
Newborn special care units were established in **16** hospitals

A total of **399** health workers were trained on maternal and perinatal death surveillance and response

Kangaroo mother care is now functional in **45** targeted health facilities

Transport vouchers were provided for over **15,000** pregnant women

A total of **232** health workers were equipped with functional bags and masks



Promoting access to health services

**17** maternity units in high volume health centre IIIs were renovated and equipped for basic emergency obstetric & newborn care

Post-partum and post-abortion family planning services were scaled up in **8** districts

QI learning networks were set up in **4** districts

The Male Involvement Strategy and Implementation Guidelines were disseminated in **8** districts

The Ministry of Health revised the **Adolescent Health Strategy based on the Global Accelerated Action for the Health of Adolescents guidance.**

#### 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.
- 15 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% received the pentavalent and 86% the measles-rubella vaccines.**
- With the Global Alliance for Vaccines and Immunizations funding, the United Nations provided the 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 and 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

in 20 UNICEF priority districts.

**1,792,561** caregivers

(96% of the target) were reached with infant and young child feeding counselling services



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% to 78% in rural areas against a target of 79% and from 87.9% to 89.1% in urban areas against a target of 100%.
- The percentage of the population with handwashing facilities with soap and water at home in rural areas was 38% against the target of 50% and in urban areas was 61% against a target of 50%.
- In schools, the percentage of pupils enrolled in schools with basic handwashing facilities was 58% against a target of 50%.
- 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.

## 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 74 billion** on social protection against a gross domestic product (GDP) of **UGX 129,080 billion** in FY 2019/2020, which is **0.06%** of GDP.<sup>3</sup> While government expenditure has tripled since 2015/16 from **UGX 11 trillion** to **UGX 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%**, but this is not aligned with Government budget reports for FY 2019/20.

<sup>3</sup> Annual Budget Performance Reports, 2020

- 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.

A total of  
**265**  170 male  95 female  
community members participated in community action plans

A total of  
**247**  154 male  93 female  
government officials were trained in using three-pronged approach tools.

 **65,995** people (33,657 female and 32,338 male)

were given cash transfers 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.

- A total of 62,261 people (41% Ugandans and 59% refugees) received an emergency cash transfer. The transfer targeted pregnant and lactating women and children under two years old, injecting US\$1.9 million in local communities and building on existing social protection programmes (NUSAF III and DRDIP, and WFP's maternal child health and nutrition interventions).

## Addressing gender-based violence and violence against children

- To reduce the incidence and impact of GBV and violence against children (VAC), 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 NDP III 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 were 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, and

**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 SGBV rising from

**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:



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 | **26** acquittals

**14,393**

**60%** girls | **40%** boys

The placement of nine Justice for Children coordinators who mentor and support justice actors around child-friendly justice, resulted in 14,393 children's cases 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 the COVID-19 response.

**29,038 children**

received psychosocial support in refugee settlements and host communities

**44%**

**56%**

- 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.

### **Women's movement**

- A total of 21 outreaches were conducted for 444 (267 female) women and girls facing multiple forms of discrimination as an intervention to ensure no one was left behind and that they can demand SRHR services.<sup>4</sup>
- Interventions to address the female-hostile environment in market 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.

<sup>4</sup> Women with disabilities, albino women, women living with HIV and the Batwa women

## 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 5 out of the 8 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 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**  
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.

## HIV & AIDS response

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: HIV prevention, HIV treatment, care and social support and governance and human rights.

### HIV prevention:



### HIV treatment, care and social support:



Access to antiretroviral treatment by both children and adolescents improved and viral suppression increased from 60% and 53% in 2016 to **85% and 75% in 2020.**



## Natural resource management and climate change resilience

During the review period, the population with access to electricity increased from 23% in 2017 and 28% in 2019, to 39% in 2020. This surpassed the 2020 target of 30% as was set in the National Development Plan II.

There was a 1.9% 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% from 8.9% in 2019.

### Increased access to electricity

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

 **↑1.9%**

increase in wetland cover

 **↑3.5%**

increase in forest cover

- 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 countrywide, 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 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.

## Infrastructure, production and 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 NDP III 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 2 nurseries of 30,000 seedlings** were established in Ruhama, Ntungamo District. This improved tree cover and provision of livelihood assets to the local community.

## 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\$200 million 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 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 UGX 4.5 billion shillings and potentially reaching more than 28,000 youth<sup>5</sup>.

**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

<sup>5</sup> UNDP: 2020 In Retrospect Fighting Crisis with Creativity to Build Forward Better



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

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.

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

 **Coffee \$157m** | 
  **Beans \$129** | 
  **Maize \$99.5** | 
  **Cattle hides & skins \$82.4**

The United Nations-supported study further notes that if Uganda fully exploited her untapped export potential, it is estimated to result into over

**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.



## Financial overview and resource mobilization

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

Figure 2: **United Nations development system in Uganda financial delivery 2016-2020**

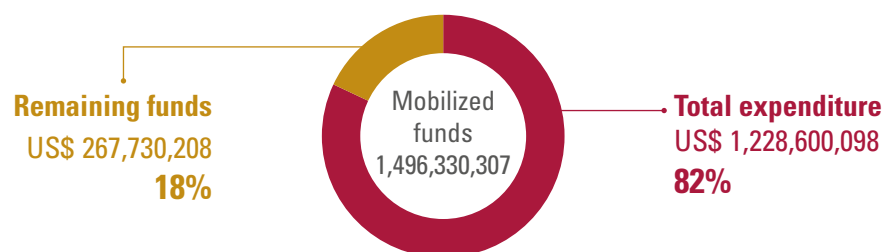


Figure 3: **Overview of financial resources, mobilized, utilized and unutilized funds for the period 2016-2020**

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
<b>Total</b>	<b>1,496,330,307</b>	<b>1,228,600,098</b>	<b>267,730,208</b>

## Funding from the Government of Norway

The multi-year project “Support to United Nations Coherence Efforts in Uganda” supported by the Norwegian Ministry of Foreign Affairs, through the Royal Norwegian Embassy in Uganda with an annual financial grant equivalent to **NOK 4,000,000**, has been a critical success factor in the progress of the reform agenda notwithstanding the new challenges of the COVID-19 pandemic, climate change and the increasing rate of Gender based violence in the country and the opportunities realized from the ‘new normal’ environment. The reporting period also presented a unique time for the country that had general elections in February 2021.

The project enabled the Resident Coordinator system in Uganda to effectively support United Nations Country Team’s collective efforts in:

- Repositioning the United Nations Development Team as a stronger, trusted, reliable, cohesive, accountable and effective partner to the Government of Uganda in implementing the 2030 Agenda;
- Implementing the national development priorities towards achieving the SDGs;
- Ensuring integrated, focused delivery of results through the UNDAF and the UNSDCF (2021-2025) with clear internal and external accountability for contributions of the various United Nations entities to national needs, and with capacities, skillsets and resources better aligned to the 2030 Agenda.









## ANNEXES





# United Nations 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).

With 29 United Nations entities that have signed the UNSDCF, the United Nations 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 have made significant progress in attaining NDPIII targets aligned to SDGs with the United Nations system support in three strategic priorities: Transformative and Inclusive Governance; Shared Prosperity in a Healthy Environment; and Human Well-Being and Resilience.

### UNITED NATIONS IN UGANDA



UNITED NATIONS  
UGANDA



Food and Agriculture  
Organization of the  
United Nations



IAEA



IFAD



IOM  
UN MIGRATION



International  
Trade  
Centre



UNITED NATIONS  
OFFICE OF THE HIGH COMMISSIONER  
HUMAN RIGHTS



UNAIDS



UN  
CDF  
Building Health and Human  
Potential for the Poor



UNITED NATIONS  
UNCTAD



UN DESA



UN  
DP



UNDRR  
UN Office for Disaster Risk Reduction



UN DSS  
your safety, your security, our equity



ECA



UNEP



United Nations  
Environment Programme



UNEP



UNFPA



UN-HABITAT



UNHCR  
United Nations High  
Commissioner for  
Refugees and  
Stateless Persons



unicef  
for every child



UNIDO



UNODC  
United Nations Office on Drugs and Crime



UNOPS



UN  
VOLUNTEERS



UN  
WOMEN



WFP  
World Food  
Programme  
wfp.org



World Health  
Organization

### UNITED NATIONS MISSIONS AND REGIONAL ENTITIES BASED IN UGANDA



DEPARTMENT OF  
OPERATIONAL  
SUPPORT



MONUSCO



OIOS  
Office of Internal Oversight  
Services



DIMSCOMAN



UNMISS



MINUSCA



UNMAS  
UN Mine Action Service



rsce  
Regional Support Centre for  
East Africa



United Nations  
Peacekeeping



### 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



# Biographies of UN Country Team Members



## **MS. ROSA MALANGO**

**UN Resident Coordinator / UN Designated Official**

Ms. Rosa Malango (Equatorial Guinea) is the outgoing United Nations Resident Coordinator in Uganda. She took up her position in March 2016. Prior to her appointment she was Head, Resident Coordinator's Office, UNDP – Guatemala and before that she was UNOCHA Chief, External Relations and Partnerships Section in New York.

After more than 20 years serving the United Nations in Africa and at Headquarters, she was deployed to Guatemala under a UN talent programme for high potential women leaders to gain a first-hand exposure to the leadership challenges and opportunities associated with serving as a United Nations Resident Coordinator/ Designated Officer & UNDP Resident Representative.

Ms. Malango has Bachelor of Science in Mass Communication, University of Lagos, Nigeria; Executive Education Certificate, Emerging Leaders, Harvard Kennedy School, Cambridge, MA, United States; Essentials of Management, University of Columbia Business School, New York; Post Graduate Course on Prevention of Armed Conflict, University of Columbia/United Nations, New York. She is fluent in English, Portuguese, Spanish and French and comfortable with Mandarin.



## Former UNCT members



### **DR. DOREEN MULENGA (MD, MPH)**

Representative - UNICEF Uganda

Dr. Doreen Mulenga is the UNICEF Representative in Uganda. She took up her position on 6 October 2017.

Prior to her appointment as head of UNICEF Uganda, Dr. Mulenga served as the Deputy Regional Director for UNICEF Middle East and North Africa based in Amman, Jordan from March 2016 to September 2017.

Dr. Mulenga joined UNICEF in 1996 and has since served in various capacities. In addition to the positions of Deputy Director in the UNICEF Supply Division in Copenhagen and Representative in Botswana, Dr. Mulenga also served as a Senior Advisor on HIV/AIDS in New York, Senior Project Officer on HIV/AIDS and Child Protection in Abuja, Nigeria, Project Officer for HIV/AIDS (PMTCT) in New York and Project Officer for Basic Services (Maternal and Adolescent Health) in Lusaka, Zambia.

Prior to joining UNICEF, Dr Mulenga was the Deputy Manager for the National HIV/AIDS/TB/STD programme in the Ministry of Health of Zambia where she was responsible for coordinating the planning, and management of the national response.

Dr. Mulenga, a Zambian national, is a public health physician with over 25 years' experience that includes clinical work, primary health care, national and international public health as well as senior leadership positions with UNICEF and government in Zambia, Botswana, Nigeria, USA, Denmark and Jordan.

She received her Medical Degree from the University of Zambia in 1988 and a Master's in Public Health from University of Wollongong (Australia) in 1993.



**DR. KARUSA KIRAGU**  
Country Director, UNAIDS Uganda

Dr. Karusa Kiragu is the UNAIDS Country Director in Uganda and commenced her duties in July 2017. She is a trained public health specialist and epidemiologist with over 25 years post-doctoral experience.

Prior to her appointment as UNAIDS Uganda Country Director, she was a senior advisor at UNAIDS Geneva from 2008, providing authoritative leadership and managerial support for global multi-lateral HIV initiatives, with an emphasis on maternal and child health investments in sub-Saharan Africa.

Dr. Kiragu has extensive experience in global strategic HIV policy formulation and implementation. Among her responsibilities were to provide technical assistance to UNAIDS country teams, and to national and international programmes; to identify high-impact opportunities and partnerships towards targeted public health goals and deliverables, to coordinate within the UN, the global effort on ending mother-to-child transmission of HIV, and to support the validation of countries for EMTCT, in partnership with WHO. She recently conceived and coordinated a full supplement of the Journal of Acquired Immune Deficiency Syndrome (JAIDS) with 15 peer-reviewed articles on MTCT, released online on 12 April 2017.

Dr. Kiragu has previously worked with Population Council, Programme for Appropriate Technology in Health, and Johns Hopkins Center for Communication Programme. She has extensive experience in Uganda, Kenya, Nigeria, and Zambia, through short-term and long-term technical assistance. She has a PhD from the Johns Hopkins University Bloomberg School of Hygiene.



**Ms. Almaz Gebru**  
Country Director, UNDP Uganda

Ms. Gebru is the Country Director for UNDP in Uganda, where she oversees the country office programme and operations portfolio. She possesses a wealth of experience in development and management, having worked in various assignments at headquarters and field locations.

Ms. Gebru previously served as Officer-In-Charge of the Regional Service Centre following the retirement of the Deputy Regional Director in March 2011 and was Manager of the regional programme on Gender Equality and Women Empowerment. She also served as Assistant Resident Representative, UNDP/Kenya and Chief of Africa Section at UNV/ UNDP (Bonn). Ms. Gebru also served as Country Advisor for Botswana, Kenya, Malawi, Uganda and Zambia providing programmatic guidance and operational support to UNDP Country Offices. Prior to joining UNDP, she worked with the Government of Ethiopia, holding various positions including Head of the Women and Development Unit in the Ministry of Planning and Economic Development.

Ms. Gebru holds a master's Degree in Development Economics from University of Manchester, UK and a BA in Economics from Addis Ababa University.





### **MR. ALI ABDI**

#### **Chief of Mission, International Organization for Migration, Uganda**

Mr. Ali Abdi has been Chief of Mission in Uganda since February 2015. Prior to this posting, he served as the chief of Mission for the International Organization for Migration (IOM) in Somalia from March 2012 to January 2015.

He had also previously held the position of Chief of Mission in IOM Guinea from August 2009 to February 2012.

From August 2006 to July 2009, Mr. Abdi was in IOM-Democratic Republic of Congo (DRC) as a Project Manager- Pweto, Moba, Kalemie, Bukavu, Kinshasa; April 2005-July 2006 he was with IOM Zambia as the Head of Sub - Office, Western Province; March 2003 to April 2005, Mr. Abdi was in Kenya as the Cultural Orientation Facilitator - United States and Canadian Refugee Program (USR/CRP) with IOM.



### **Ms. Amakobe Sande**

#### **UNAIDS Country Director in Uganda**

Ms. Amakobe Sande has had a rich international career, spanning a period of 23 years and working in progressively senior management positions for a number of renowned international organisations. She was Deputy Country Representative and Country Director for Oxfam (Great Britain) in post-genocide Rwanda and in Zambia respectively. She commenced her role in Uganda on 29th August 2016.



### **Mr. Alhaji M. Jallow**

#### **FAO Representative in Uganda**

Mr. Alhaji M. Jallow (Gambia) was appointed FAO Representative in Uganda on 6th October 2011. Mr. Jallow started his career in 1974 as Fisheries Assistant, Fisheries Department, Ministry of Natural Resources, The Gambia, where he worked until 1995 when he joined FAO.

## Current UNCT members



### **MR. ANTONIO QUERIDO**

#### FAO Representative Uganda

Mr. Antonio Luis Évora Ferreira Querido is the FAO Country Representative in Uganda. He took up his position in November 2018.

Prior to his appointment as head of FAO Uganda, Mr. Querido served as Chief Technical Advisor at the FAO Representation in Angola, from 2016 to October 2018.

Mr. Querido, a national of Cabo Verde (West Africa), brings to FAO Uganda, more than 15 years of accumulated experience in environmental system analysis and monitoring, with core competences in development planning, environmental assessments, rural development, land management, participatory land use planning, climate change adaptation in water sector and advance expertise in Geographic Information Systems (GIS) and Remote Sensing. He also boasts a wealth of research experience, focusing on soil and water conservation, monitoring the impact of soil loss on agricultural productivity and technical measures for erosion and torrential control in Cabo Verde.

From 2008 to 2010, Mr. Querido was the Dean of the Science and Technology Department at the University of Cabo Verde, Praia. He joined the United Nations Development Programme (UNDP) as Head of the Environmental, Energy and Disaster Prevention Unit, in Cabo Verde, where he participated in the formulation of projects on biodiversity conservation, climate change adaptation as well as water resources management and food security.

He holds a Bachelor's degree in Plant Science-Agronomy from the University of California, Davis, USA; a Master's Degree in Environmental System Analysis and Monitoring, ITC, Enschede in the Netherlands; and a PhD in Tropical Plant and Soil Science, University of Hawaii, Honolulu, USA.





## **MS. LAKSHMI MOOLA**

### **Country Representative, IFAD Uganda**

Ms. Moola's educational background includes a Master's Degree in Business Administration and certification in public accounting.

Ms. Moola has had prior experience with the private sector in India, The World Bank in Washington and The African Development Bank in Tunis, where she also worked on the Uganda portfolio.

She joined the IFAD headquarters in 2010 as the Regional Finance Officer in the Asia and Pacific Division, moved to the Near East and North Africa desk of the Finance Department as the Finance Officer and Team Leader, and has since 2014 been the Country Programme Manager in the Asia and Pacific Division.



## **DR. MAXIME HOUINATO**

### **Country Representative, UN Women, Uganda**

Dr. Maxime Houinato was UN Women's Resident Representative in Mali from 2014. He implemented several joint programmes including with UNDP, FAO, WFP, WHO, UNFPA & UNICEF. Among other things, he led the development of the UN Gender Strategy, the UN Communication Group, as well as the Peace and Security Pillar of UNDAF in Mali.

Before Mali, he also served for six years as UN Women's Deputy Regional Director for West Africa, based in Dakar. He was then a member of the Africa Quality Support and Assistance (UNDG/QSA) Team, where he trained several UNCTs for UNDAF roll-outs and gender mainstreaming.

Prior to joining the UN, Maxime Houinato was Deputy Regional Director (West Africa) and Regional Director (Southern Africa) for Oxfam UK, and held other management roles, including for CRS, Africare and AED in Ghana, Senegal, Niger, The UK, and Thailand.

Maxime Houinato holds an MBA from Abomey Calavi University in Benin, an MA in International Development from Brandeis University in the US, and a Ph.D in Applied Sociology from Cheikh Anta Diop University in Senegal.



## **MR. ROBERT AYEDA KOTCHANI**

Country Director, OHCHR Uganda

Mr. Robert Ayeda Kotchani has been working with the UN Office of the High Commissioner for Human Rights (OHCHR) for the past 12 years. In 1999, he started his international career as Legal Officer with the African Commission on Human and People's Rights in Banjul, The Gambia, where he worked for eight years. From 2006 to 2009, he worked for OHCHR in Uganda, where he opened the Karamoja regional office in Moroto (Northern Uganda).

He has subsequently worked in several country and regional offices of OHCHR, as Deputy Representative in Addis Ababa, Ethiopia and Yaoundé, Cameroon, as well as in Bujumbura, Burundi, where in 2014/15, he led as acting Representative of the High Commissioner the transition from the United Nation Office for Burundi (BNUB) to the OHCHR country office in Burundi. Mr. Kotchani's most recent position was Human Rights Officer with the United Nations Regional Office for Central Africa (UNOCA) in Libreville, Gabon.

Mr. Kotchani holds an LL.M in International Law and an LL.B in English, both obtained from the University of Abomey-Calavi in Benin.



## **DR. YONAS WOLDEARIAM**

Country Representative, WHO Uganda

Dr. Yonas Tegegn Woldemariam is an Ethiopian national and holds a Doctorate degree in Medicine. He has over 30 years of experience in general medicine, disaster management, project development, donor relations at different technical and managerial levels.

His international experience includes working with Africa Humanitarian Action (AHA) in Rwanda from 1994-1995, WHO Geneva from 1999-2005, WHO South East Asia Regional office from 2005-2009, WHO India from 2009-2011, as WHO Representative to D.P.R Korea from 2011-2013, and as WHO Representative to Thailand from 2013-2015. Before his reassignment to Uganda, he served as Planning Officer at the WHO Regional Office for South-East Asia, in New Delhi, India from 2016-2018.

The WHO Representative is an accredited representative of the WHO Director-General and the Regional Director and is responsible for negotiations with the host country. The representative also oversees relationships and activities with the Government and other partners, provides security for WHO personnel and facilitates functional common services arrangements with other UN agencies.





## **MS. ELSIE G. ATTAFUAH**

### **UNDP Resident Representative, Uganda**

Ms. Elsie G. Attafuah is the United Nations Development Programme's (UNDP) Resident Representative for Uganda. In this position, she represents, leads, and is accountable for, harnessing and directing the full potential of UNDP's capabilities and associated partnerships, in support of national development goals and strategies in Uganda.

Prior to this, she led, managed and coordinated UNDP's Climate and Forests team and office in Africa and provides overall strategic direction, policy and technical guidance to 28 countries in the Africa portfolio. She has over 20 years of global experience in programme development, management and implementation, organizational and strategic management, partnerships brokering, resource mobilization, external relations and diplomacy, applied research and policy analysis, youth and gender and civil society issues. She has worked nationally and internationally in key sectors such as social development, environment and climate change, agriculture, rural development, education, and health.

Her professional experience spans years of working with UNDP, the Global Mechanism of the United Nations Convention to Combat Desertification (UNCCD), the United Nations Economic Commission for Africa (UNECA), the United Nations Department of Economic and Social Affairs (UNDESA), the Open Society Initiative for West Africa (OSIWA), Government Ministries, private sector, and civil society.

Elsie holds a Master's Degree in International Affairs from the University of Ghana, a Bachelor of Arts degree and a Diploma in Education from the University of Cape-Coast. She has participated in a number of leadership and management courses during her career.



## **MR. JOTHAM MUBANGIZI**

### **UNAIDS Country Director**

Jotham Mubangizi, has been the Acting Country Director of UNAIDS since November 2020. He has been the UNAIDS Strategic Information Adviser for the last 12 years. He has been instrumental in supporting the strengthening of HIV&AIDS M&E systems for the country to meet national and international reporting obligations, analysis and modeling the impact of HIV and AIDS and support prioritization.

Prior to joining UNAIDS, he had worked with several organizations including Makerere University, World Bank, Rockefeller Foundation, Catholic Relief Services, Infectious Diseases Centre, AIDS Information Centre and Mulago/STD Clinic. He is a monitoring and evaluation expert with 23 years of experience. He is a graduate of Statistics, Masters in Economic Policy and Planning of Makerere University and has several International accreditations.



## **MR. JOËL BOUTROUE**

**Country Representative, UNHCR Uganda**

Mr. Joël Boutroue is the UNHCR Representative to Uganda. He took up his position on 1 April 2018. Until May 2016, he was the Special Advisor of the Norwegian Government for Haiti. From early 2010 to late 2011, he was Special Advisor to the former Haitian Prime Minister, Jean-Max Bellerive, after the Haiti earthquake.

Mr. Boutroue has had a long career with the United Nations spanning from 1984 to date. He served in particular as Deputy Special Representative of the United Nations Secretary General/UN Resident Coordinator /Humanitarian Coordinator and UNDP Representative in Haiti from the end of 2006 to the end of 2009. His previous experience includes a large variety of postings, notably as Deputy Director of the Coordination and Response Division of the Office for the Coordination of Humanitarian Affairs (OCHA); UN Resident Coordinator and UNDP Resident Representative to Armenia; and Head of the Consolidated Appeals Process with OCHA.

From 1994 to 1996, Mr. Boutroue was deployed as the Head of the United Nations High Commissioner for Refugees (UNHCR) in North Kivu, Democratic Republic of the Congo following the Rwandan genocide. From 1984 to 1994, he worked for UNHCR in a variety of functions at headquarters, covering the Persian Gulf crisis (1991), the Tajikistan crisis (1993), and in the field, notably in Malawi (1987 to 1991) and the Sudan (1984 to 1987).

Mr. Boutroue holds a master's degree in Social Sciences from the University of Grenoble, France.



## **MR. SANUSI SAVAGE**

**Chief of Mission (Designate), International Organization for Migration, Uganda**

Mr. Sanusi Savage is the Chief of Mission of IOM in Kampala, Uganda.

Mr. Savage, a national of Sierra Leone, was from 2012 until recently the Head of Office of IOM in Freetown, Sierra Leone. He has been with the organization since 2001 and has acquired extensive experience in migration issues and IOM's programmes.

He served as Operations Officer/ Interim Head of Sub-Office, IOM Liberia from 2011 to 2012. Prior to that from 2004 to 2011 he served as Operations Supervisor, IOM Sierra Leone (in charge of United States Refugee Admissions Program, resettlements to Canada, Australia, and to European countries, and Assisted Voluntary Return and Reintegration Programme).





## **DR. DMITRY POZHIDAEV**

### **UNCDF Regional Technical Advisor**

Dr. Dmitry Pozhidaev is the Regional Technical Advisor in charge of UNCDF programming in Uganda, Rwanda, Somalia, and Mozambique. Having joined the United Nations in 1998, Mr. Pozhidaev led local government and local development programmes in Afghanistan and Yemen (where he contributed to the design and application of subnational performance-based finance mechanisms) and worked as an international municipal administrator under the UN Interim Administration Mission in Kosovo.

In the latter capacity he oversaw the preparation and execution of the municipal budget and capital investment programme of €11 million annually, including a large portfolio of infrastructure PPPs. He participated in the design and launch of UNCDF's Local Finance Initiative in Uganda and Tanzania. He also worked as a consultant on decentralization, public financial management and reforms at the central and local levels for the World Bank, Council of Europe, UN Relief and Works Agency (UNRWA), and Adam Smith International in Albania, Kazakhstan, Palestine and Serbia.

Mr. Pozhidaev holds a master's degree in finance and investment from the London School of Business, a master's degree in public administration from the University of Birmingham and a doctorate in quantitative research and statistics from Moscow University. He authored studies on public financial space in Myanmar and infrastructure financing markets in Ethiopia and has a number of academic publications. He contributed a chapter on improving capital markets for municipal finance in LDCs for Finance for *City Leaders*, a flagship publication by Oxford University Press and UN-Habitat in 2016.



## **MR. WELLINGTON CHIBEBE**

### **ILO Country Director**

Mr. Chibebe was appointed the Country Director for ILO Office for Tanzania, Kenya, Uganda, Rwanda and Burundi in 2018. Prior to that, he was Deputy Secretary General of the International Trade Union Confederation (ITUC). His has been a steady growth, including working as apprentice fitter, then as mechanical engineering technician and on to become Secretary General of the Zimbabwe Congress of Trade Unions. He holds a bachelor's degree in Law from the University of South Africa.



## **MR. RAINER FRAUENFELD**

**Director, UNOPS Kenya Multi-Country Office (KEMC)**

Mr. Rainer Frauenfeld is the Director of UNOPS Kenya Multi-Country Office (KEMC). He previously held the position of Adviser for Risk Reduction and Recovery in UNOPS Headquarters in Copenhagen.

Mr. Frauenfeld began his career with the UN, as a JPO at UNDP in Sri Lanka in 1996 and has since worked both within and outside the UN in a range of post-disaster and post-conflict settings. In 1998, he joined UNOPS to continue work on the Jaffna programme. Subsequently he worked on humanitarian and stabilization matters for a number of UN agencies in East Timor, Ethiopia, Haiti and Afghanistan and a brief assignment with the International Water Association in London.

In early 2005, Mr. Frauenfeld moved to Sri Lanka to re-establish and then run the UNOPS office after the Indian Ocean tsunami struck. The work included injecting money into tsunami-affected communities by hiring local people to reconstruct damaged infrastructure, implement environmental and infrastructure initiatives, and manage large segments of the conflict-related humanitarian response with partners.

In early 2010, after the earthquake in Haiti, he led the first phase of the UNOPS emergency response focusing mainly on building shelters and assessing structural damages to people's homes and established UNOPS in Haiti. He has also supported the development and management of UNOPS operations in Afghanistan and overseen UNOPS country programmes in Indonesia and the Maldives.



## **MS. ANN-THERESE NDONG JATTA**

**UNESCO Director**

Ms. Ndong-Jatta is the Director for Multi-Sectoral Office in Nairobi for East Africa (Kenya) and UNESCO Representative to Comoros, Djibouti, Ethiopia, Eritrea, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Tanzania, Somalia, South Sudan and Uganda. Ms. Ndong-Jatta has previously served as the Minister of Education in Gambia, where she oversaw the creation of the first University in 2000. She holds a BA (Honours) in Education, English and History (Bayero University (Nigeria), and M.Sc. in Educational Leadership (Vanderbilt University, Nashville, Tennessee (USA)).





## **MR. BRUNO OTTO**

### Country Director UNIDO in Uganda

Mr. Bruno Otto has been the Head of UNIDO Operations in Uganda since October 2009 having joined the United Nations System as a UN volunteer in December 2004 and served as the institutional development advisor for the Private Sector Development Programme, A UNDP/Government of Uganda Programme, and later on as a National Programme Officer overseeing the UNDP Northern Uganda post-conflict recovery.

Prior to joining the United Nations system, he served as a lecturer of accounting and international management at Kampala International University, and CEO of Marie Stopes International Uganda, a British charity organization that provides reproductive health care services in over 30 countries around the world. He also worked with a number of blue chip international and local not-for-profit organizations such as Action Aid, Save the Children Denmark and the Refugee Law Project of Makerere University in various capacities in finance, programme development, managing organizational growth and change, and marketing.

He holds a Master's of Business Administration (MBA) from the University of Wales, UK, a Bachelor of Commerce (B.Com) Degree 2nd Class Upper Honours Division from Makerere University Kampala, and Diploma in Disarmament, Demobilization and Reintegration (DDR) from Folke Bernadotte Academy, Stockholm.



## **MR. JAMSHED KAZI**

### UNDSS Country Security Adviser

Mr Jamshed Kazi is the UNDSS Country Security Adviser since 09 April 2017.

Mr Kazi is a security professional with over 27 years of experience. Mr Kazi has served as Deputy Chief Security Advisor in UNMISS South Sudan from (2010-2017), Security Advisor to SRSG MINURSO Western Sahara (2016), Deputy Chief Security Advisor and Chief of Security Information and Operations UNMIS Sudan (2007-2010); Chief Security for Special Court of Sierra Leone (2005-07). He also served as Deputy Police Commissioner UNAMSIL (2004-2005) and as Deputy Regional Commander in UNMIBH (2000-02).

Mr Kazi has an MSc Security Risk Management from University of Leicester UK and MA Refugee Protection (with distinction) from University of London UK in addition to a Masters Degree in International Relations and BA in Economics and Political Science.

Mr Kazi has done all the UNDSS professional trainings including Security Information Analysis and is a trained hostage negotiator.



**MR. ALAIN SIBENALER**  
Country Representative, UNFPA Uganda

Mr. Alain Sibenaler is a national of Luxembourg and currently serves as the UNFPA Representative in Uganda. Mr. Sibenaler has a proven track record of over 20 years in change leadership and management excellence throughout postings in Kenya, Afghanistan, Cameroon, Sri Lanka and at the UNFPA Headquarters. In Sri Lanka, he conceptualized and pioneered innovative organizational change initiatives such as the evidence driven policy engagement framework and the social change entrepreneurship initiative. In Uganda he was instrumental in increasing UNFPA's field presence in seven locations and developed the "Integrated Package of Rights" approach to deliver UNFPA's mandate.

After an initial experience with the UN Development Programme and prior to joining UNFPA, Mr. Sibenaler served as Advisor on Multilateral Affairs and Evaluation to the Minister of Development Cooperation in his home country Luxembourg.

Recently Mr. Sibenaler finished his MPhil in Management Coaching at the Business School of the University of Stellenbosch, South Africa. He is a practicing leadership coach and is an organizational mentor with his own designed coaching model, combining integral/ and systems theories, multiple intelligences and personal construct psychology.

An art collector and a greedy consumer of music, Mr. Sibenaler tries to regularly update his own photography website and to be the best coach and father to his 8-year-old daughter Lia.



**DR. M. MUNIR A. SAFIELDIN**  
UNICEF Representative

Dr. Mohamed El Munir A. Safieldin (Munir Safieldin) has been UNICEF Representative in Uganda since January 2021. He is a public policy analyst, economist, and strategist with over 30 years of experience in the UN and with NGOs. Recently, he served as UNICEF Representative to the Maldives and to the Islamic Republic of Iran, and as UN Deputy Humanitarian Coordinator in Nigeria. Within the UN system, he has also served in Sudan, Yemen, Oman, Pakistan, Jordan, Tanzania, and Turkey (for Syria cross-border operations).

He holds a doctorate in public policy analysis from Walden University in the United States, a Master's in Business Administration from the University of Hull in the United Kingdom, and a Bachelor's in Economics and Social Studies from the University of Khartoum in Sudan.





## MR. EL KHIDIR DALOUM

Country Director, WFP Uganda

Mr. El Khidir Daloum (Sudan) is the Country Representative at the United Nations, World Food Programme (WFP), Uganda. He joined WFP on 1 November 2016. Before WFP Mr. Daloum was Director of Programmes – Africa & Middle East, Safeworld London (January 2013 – August 2015) and Regional Director for Latin America, the Caribbean and the Middle East Region for Save the Children UK (April 2008 – December 2012). He was the Regional Advocacy & Institutional Relations Manager for the Horn of Africa, Save the Children UK, Nairobi, Kenya (July 2007 – March 2008).

Before that he was the Country Director, and Programme Manager, for Save the Children UK in Somalia from 2001-2007. Mr. Daloum started working for Save the Children's programmes in Sudan as the National Relief Manager, Programme Manager and Deputy Country Programme Director respectively (June 1991 – June 2001). He has also worked at the Sudan Ministry of Finance; the then-UK Overseas Development Agency for a year; and as a researcher at the Sudan Economy Research Group (November. 1985 – May 1991).

Mr. Daloum holds a Master's in social policy, Planning and Participation in Developing Countries, London School of Economics & Political Sciences, University of London, London, United Kingdom and a Bachelor of Science in Econometrics, Faculty of Economics and Social Studies, University of Khartoum, Sudan. He is married with children.



## MR. AMJAD ABBASHAR

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

Mr. Amjad Abbashar (Sudan) is the Chief, United Nations Office for Disaster Risk Reduction (UNDRR) Regional Office for Africa, joining in 2016. From 2010 to 2015 Mr. Abbashar was the Chief of the UNDRR Regional Office for Arab States in Cairo, Egypt.

Mr. Abbashar began his career with the UN, in the early 1990s, with UNDP as a Programme Officer in Sudan. In 1995-1997 he served as a Field Coordinator in the Department of Humanitarian Affairs in Monrovia during the Liberian civil war, and from 1998 to 1999 he was assigned as Deputy Head office in OCHA Sierra Leone. In 1999, he served as a Humanitarian Affairs Officer in New York. From 2004-2005, Mr. Abbashar was the Chief of Staff of OCHA, and in 2006 was the Chief of the Policy Planning and Analyses Section where he focused on developing policies related to humanitarian affairs and their interface with the UN's development, political and peacekeeping agendas. In 2006, he helped establish the Central Emergency Response Fund (CERF). Later he was part of the small team that established United Nations Peace-building Support office and the Human Security Trust Fund.



## MR. ASHISH SHAH

Director, Division of Country Programmes, International Trade Centre

Mr. Ashish Shah has been working at ITC for 20 years in different capacities and currently serves as Director, Division of Country Programmes. He previously held the post of Acting Deputy Executive Director. He has also spent several years in the Office for Africa and the Office of the Executive Director, where he was head of strategic planning, monitoring and evaluation. Prior to joining ITC, he worked first at the International Labour Office in Geneva and then at the United Nations Conference on Trade and Development (UNCTAD).

Mr. Shah has almost 30 years of international and United Nations experience in the field of trade promotion and development, during which time he has been providing strategic advice on trade-development issues and engaging in high-level policy dialogue with stakeholders in Africa, Asia and the Arab Region.

He has extensive experience both in operations and strategic planning, project design and management, client-relationship management and negotiations. An Indian national, Mr. Shah holds a master's degree in cooperative economics and a PhD in economics from Philipps University of Marburg, Germany. He is fluent in seven languages.



## MR. THOMAS CHIRAMBA

UN-Habitat Country Director

Dr. Thomas Chiramba is a Senior Human Settlements Advisor at United Nations Human Settlements Program (UN Habitat)'s Regional Office for Africa responsible for programmes in 12 Eastern and Southern African Countries including Uganda.

Prior to holding the current position, Thomas Chiramba worked for many years as Chief of the Freshwater Ecosystems Unit at the United Nations Environment Programme (UNEP). At UNEP he also held the position of Deputy Coordinator of the Dams and Development Programme. Before joining UNEP he worked for over six years as the Chief Technical Advisor for the United Nations Development Program (UNDP) to the Southern African Development Community (SADC) overseeing the implementation of the Regional Strategic Action Programme on Water. Thomas Chiramba has held technical advisory positions with the United States International Development Agency (USAID) and the German Technical Cooperation (GIZ) providing input to a large national housing program in Zimbabwe and a big urban development project to establish five new municipalities in Namibia respectively.

Thomas Chiramba holds a PhD in Civil Engineering (Municipal Engineering) and a master's degree in Architecture from the Karlsruhe Technical University, Karlsruhe and the North Rhein Westfalia Technical University, Aachen respectively both in Germany.





## **MS. MAMA KEITA**

**Director of the Sub-Regional Office for East Africa  
United Nations Economic Commission for Africa Rwanda**

Ms. Mama Keita is the Director of the Sub-Regional Office for East Africa of the United Nations Economic Commission for Africa Rwanda. She has worked in the field of development economics for over 20 years. Her area of interventions and expertise includes analytical work and policy dialogue for the provision of evidence-based advisory services and capacity development support to countries in the formulation, implementation and monitoring of development frameworks, strategies and policies to promote economic diversification and transformation, for sustainable development. Prior to her employment with UNECA, Ms. Keita held the positions of Economic Adviser to the Prime Minister of Guinea and as a Poverty Economist with the World Bank in Burkina Faso. She has also assumed various academic roles including as a lecturer in public economics and development economics in Canada and has conducted various research in the field of development. She holds a Master in Statistics and Applied Economics from ENSEA in Abidjan, Cote d'Ivoire and a Ph.D. in Economics from the University of Montreal, Canada.



## **Ms. JULIETTE BIAO KOUDENOUKPO**

**Director and Regional Representative**

Ms. Juliette Biao Koudenoukpo, Director and Regional Representative for UNEP, Africa Office, is a national of Benin. Ms. Koudenoukpo has a wealth of experience in international development assistance and 26 years of experience in environmental projects and programmes management. She has worked with a wide range of international organizations, including UNDP and IUCN, Stockholm Environment Institute, and leading international institutions working in the area of environment, addressing sustainable development and poverty reduction. She has been involved in multi-country project design, development, management and resource mobilization in numerous countries within Western, Southern, Eastern, and Central Africa.

From 2007 to 2008 she held the position of Minister of Environment and Nature Protection for the Benin government. She also used to be Acting Minister of Family and the Child.

Prior to joining UN Environment in September 2015, Ms. Koudenoukpo was with Canadian Crossroads International (CCI) where she was the Director of Programmes, and with Canadian Center for International Studies and Cooperation where she was the Regional Director for Africa.

She holds an MSc. degree in Forestry Economics, a Ph.D. degree in Public Policy and Administration, and an expert diploma in Renewable Energy.



## **MR. JAMES GRABERT**

### **UNFCCC Director**

Mr. Grabert has worked for the United Nations Climate Change Secretariat (UNFCCC) for more than 20 years. He heads the Mitigation Division of the UNFCCC, leading the work on market-based approaches to climate change mitigation. In addition, he also currently leads the secretariat's Communication and Engagement Division.

Prior to 2006 he served as a greenhouse gas emissions specialist and worked in numerous expert groups of the United Nation's Intergovernmental Panel on Climate Change. Before joining the United Nations, he was an industry and regional analyst for the World Economic Forum in Geneva, Switzerland.

Mr. Grabert holds a B.A. in Economics and International Relations from Wheaton College, Master of International Economics from the Institut de Hautes Études Internationales in Geneva and has undertaken post-graduate studies in management at Stanford University, University of Navarra (IESE) and London Business School, and in development at Harvard University.



## **MR. AMADO PHILIP DE ANDRÉS**

### **UNODC Regional Representative for Eastern Africa**

Mr. Amado Philip de Andrés is the UNODC Regional Representative for Eastern Africa based in Nairobi, Kenya. Prior to his current position, Mr. de Andrés spent six years as the UNODC Regional Representative for Central America and the Caribbean based in Panama. At UNODC he has served as Deputy Chief of the Regional Section for Europe, Latin America and the Caribbean, Deputy Representative for West and Central Africa in Senegal. He served as Adviser at the Office of the Director of the UNMIK Department of Justice in Kosovo, the World Bank Group in the Philippines, the European Commission in Brussels and Samsung Corporation in Seoul, South Korea. He has published extensively in the international press and specialized magazines on economic diplomacy, public diplomacy, and drugs and crime issues in Africa, Latin America and the Caribbean.

He holds a Ph.D. degree in economics from the University of Michigan/Madrid; a Masters of Arts in Public Administration from the College of Europe (Bruges, Belgium) and a double B.A. in International Economics and International Relations from Hillsdale College, Michigan, USA.

Fluent in English, Spanish and French. Mr. de Andrés was born in Madrid, Spain, on 27 August 1970, is married and has two daughters.





**MS. ISABELLA DURANT**  
UNCTAD Deputy Secretary-General

Isabelle Durant, of Belgium, took up the position of Deputy Secretary-General on 3 July 2017.

Former Minister and Senator of Belgium as well as Vice-President of the European Parliament, Ms Durant brings to UNCTAD a solid experience in public affairs, intergovernmental processes and concrete assistance to countries.

Ms. Durant served as Deputy Prime Minister of Belgium and Minister of Transport and Energy for four years. Ms. Durant was in charge of the direct supervision on Mobility, Infrastructure, Energy and Sustainable Development policies between 1999 and 2003.

As Vice-President of the European Parliament for the period 2009 to 2014, Ms. Durant chaired different permanent delegations (e.g. EU- ACP countries following the Cotonou agreement and Economic Partnership Agreements).

She holds a Master's of Science in Economic and Social Policy from the Université Catholique de Louvain (UCL).



**MR. OLIVIER ADAM**  
UNV Executive Coordinator

Mr. Olivier Adam joined UNV after having served as the UNDP Deputy Regional Director and Deputy Assistant Administrator of the Regional Bureau for Europe, Commonwealth of Independent States (2014-2016). Prior to this, he was Manager of the UNDP Bratislava Regional Centre (2012-2014) and before that UN Resident Coordinator/UNDP Resident Representative in Ukraine (2009-2012). He served in different capacities at the UNDP headquarters in New York; as Head of Global Fund Partnership and Team Leader for HIV/AIDS team, Bureau for Development Policy (2004 - 2009) and Senior Political Affairs Officer, Department for Political Affairs (2000 - 2004).

He also held the positions of Deputy Director, Programme of Assistance to the Palestinian People (1997-2000) and Deputy Division Chief with the UNDP Regional Bureau for Europe and the CIS (1993-1996). From 1991 to 1992, he was Deputy Resident Representative in Argentina and Assistant Resident Representative in Haiti from 1990-1991. He started his career in the UN system as Junior Professional Officer with the United Nations Capital Development Fund (1987-1990).

He holds a Master's degree in Public Administration from the Kennedy School of Government at Harvard University, a Master in Economics from the London School of Economics and Political Science and is a graduate of the Paris Institute of Political Studies (Sciences-Po).

# 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 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 Resident Coordinator 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 Resident Coordinator 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 Resident Coordinator 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'.













# Fundraising

## US\$ 1 MILLION

from the United Nations SDG Fund for the United Nations Joint Programme on Integrating policy and financing for accelerated progress in SDGs in Uganda.

## US\$ 2.1 MILLION

from Norway to respond to COVID-19 impacts through the United Nations Uganda Multi-Partner Trust Fund was established in 2020. The Trust will be expanded in 2021 to support UNCT to finance national development priorities through the UNSDCF.

## World Bank

### US\$ 31 MILLION

to Urban Cash for Work programmes to deliver emergency labour-intensive public works in urban and rural areas.

### US\$ 150 MILLION

to the Refugee Sub-Window to improve access to essential social services, expand economic opportunities, and enhance environmental management, targeting both refugees and communities that host them.

### US\$ 42.4 MILLION

for the United Nations collaboration with the EU Delegation for the Spotlight Initiative to end violence against women and girls.

### US\$ 40 MILLION

from Russia's Ministry for Extraordinary Situations (EMERCOM) under the global basic assistance funding window contributed to World Food Programme to enable delivery of food and logistics to help the landslide victims of Bududa District in eastern Uganda; Ebola response; and support to the Government's food distribution to the urban poor to mitigate the impact of COVID-19 restrictions.

## US\$ 44.3 MILLION

estimated donations for COVID-19 response from donors below:

Embassy of Sweden, European Union, SIDA, DFID, Republic of Korea, Japan, Standard Chartered Bank, UNILEVER Uganda, Conrad N. Hilton Foundation, Global Partnership for Education, Canadian UNICEF Committee, USAID BHA, IRISH Government, SIDA, Royal Danish Embassy in Uganda, Norway, Royal Danish Embassy in Uganda, UNFPA Headquarters (Emergency Fund), Austria

FPA90 (UNFPA), NLA90 (Netherlands), UCJ18 (UNICEF), UDJ32 (UNDP- Multipartner Fund), SIDA, TTF Multi Donor, UNFPA, Finland, Education Cannot Wait, USA, USA Private Donors, ECHO

Government of Canada, Irish Government, DANIDA, Azerbaijan (Through WHO AFRO), GAVI, JUPSA, SNV, SIDA and Norway, EU-UN Spotlight Initiative, Government of Sweden, UBRAF and JUPSA Women's Peace and Humanitarian Fund (WPHF) Cap ED (Pool Funding - Dubai Cares, Finland, Norway, Sweden) BEAR II (South Korea), UN-Unified Budget Result Framework UNESCO Core Resources, NORAD IFAD - under the Rural Poor Stimulus Facility, WHO, IGAD/UNOPS

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.

United States-supported programmes include those in areas of health and HIV/AIDS, reproductive, maternal, newborn, child and adolescent health, 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.

# Overview of Current UN Joint Programmes

Joint Programmes that roll-over to UNSDCF cycle	Thematic Areas	Related UNSDCF SP	Participating UN Agencies	Implementation Period
United Nations integrated support to the ministry of defence and veterans affairs	Gender/ Peace/GBV/SRHR	SP1	UN Women, UNFPA, UNDP, UNCDF, UNIDO	2018-2020
Uganda-Kenya Cross-border Programme: Sustaining Peace for People of Karamoja, West Pokot and Turkana	Peace, Social Cohesion	SP 1	UNDP, UN Women, UNIDO, UNFPA, UNCDF	
United Nations integrated support for Uganda People's Defense Forces (UPDF)*	Peace, GEWE, Veterans, WPS	SP 1	National	2019 -2020
Integrating policy and financing for accelerated progress in SDGs in Uganda	INFF, SDGs, Gender Statistics, PFM	SP 1	RCO, UNCDF, UN Women, UNDP	June 2020 - July 2022
Strengthening Electoral Processes in Uganda	Elections	SP 1	RCO, UNDP, UN Women, OHCHR	Feb 2020 - Feb 2022
Global Programme for Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development	Rule of Law	SP 1	UNDP, UN Women	July 2016 - July 2021
Economic Enterprise Restart Fund (EERF) - Stanbic Bank and UN	Financing for SMEs	SP 2	UN	
Presidential Initiative to Promote Agro-Industrialization for Local Economic Development, Rwenzori Region	Agro-industrialization	SP 2	UN	2020-2023
Joint Programme on Nutrition Information Systems	Nutrition	SP 2	WHO, UNICEF	
Resilient Food Systems - Fostering Sustainability and resilience for food security in Sub-Saharan Africa	Nutrition	SP 2	FAO, UNDP, IFAD	2017-2021
Karamoja Nutrition Programme*	Nutrition	SP 3	UNICEF, WFP	01.12.2017-29.05.2020
Child Sensitive Social Protection in Refugee Hosting Districts of West Nile	Social Protection, Health	SP 3	WFP, UNICEF	07/2019-06/2024
Joint United Nations HIV AIDS programme of Support in Uganda (JUPSA)*	HIV/AIDS, SRHR	SP 3 and 1	UNAIDS, UN Women, UNDP, UNICEF, UNHCR, UNFPA, IOM, ILO, UNESCO, WFP, FAO	2021-2025*
EU-UN Spotlight Initiative to Eliminate Violence Against Women and Girls	GBV/VAC; GEWE; SRHR; FMG, Child Marriage	SPs 3 and 1	RCO, UN Women, UNFPA, UNDP, UNICEF, UNHCR, IOM, OHCHR	2019-2022
Joint Programme on GBV with integrated SRHR	GBV/SRHR	SP 3 and 1	UN Women, UNFPA	2018-2023
Supporting the child protection system to prevent and respond to violence	VAC	SP 3	UNICEF	26.07.2018-31.12.2022
Combatting Female Genital Mutilation Programs/PD: FGM Joint Programme	FGM	SP 3	UNICEF, UNFPA	01.01.2018-31.11.2022
Accelerating the action to end Child Marriage / Joint programme trust fund for the project "Global Pro Accelerate Action to End Child Marriage.	Child marriage	SP 3	UNICEF, UNFPA	15 March 2016- 31 Dec 2021
Strengthening Integrated sexual and reproductive Health & Rights*	SRHR	SP 3	UNFPA, UNICEF UNAIDS, WFP, WHO	01.12.2018 - 31.12.2020
Strengthening Uganda's Response to Malaria	Health- Malaria	SP 3	UNICEF, WHO	12/2017 -12/2022



# UN Uganda Multi-Partner Trust Fund Emergency Window

## Background

- UN Emergency Appeal for response to COVID-19 and its impacts (launched in April 2020): mix of emergency response and socio-economic early impacts interventions
- New UN Sustainable Development Cooperation Framework (2021-2025)
- SDG Acceleration
- Norwegian Government funding to support UN coherence (three-year programme, 2019-2022)

## UN Uganda Multi-Partner Trust Fund - Emergency Window

- Country-level pooled funding instrument administered by an independent UN Trustee (MPTF Office, NY) and governed by the UN Country Team in Uganda
- Receives contributions from multiple financial partners in a pool and allocates such resources to multiple implementing entities (upon decisions from the Fund Steering Committee)
- The Fund is structured in thematic windows
- Fund supported by UN Emergency Appeal Thematic Working Groups

## Proposed distribution of the allocation

Agencies and CSOs	Needs	Proposed
WHO	\$ 291,589.45	\$ 140,571.47
UNICEF	\$ 548,492.00	\$ 264,420.84
Save the Children	\$ 102,719.00	\$ 49,519.49
CUAMM	\$ 177,859.00	\$ 85,743.51
IOM	\$ 44,000.00	\$ 21,211.83
OHCHR/UNODC	\$ 66,000.00	\$ 31,817.74
UNFPA	\$ 550,000.00	\$ 265,147.83
UN Women	\$ 550,000.00	\$ 265,147.83
UN Women	\$ 200,000.00	\$ 96,417.39
UNICEF	\$ 497,370.00	\$ 239,775.59
IOM	\$ 500,000.00	\$ 241,043.48
UNDP, UNCDF, UN Women	\$ 400,000.00	\$ 192,834.79
UNCDF	\$ 300,000.00	\$ 144,626.09
RCO	\$ 203,800.00	\$ 98,249.32
UNDSS	\$ 83,949.00	\$ 40,470.72
<b>TOTAL</b>	<b>\$ 4,515,778.45</b>	<b>\$ 2,176,997.92</b>

# Access to Uganda SDGs data and metadata

<https://uganda.opendataforafrica.org/sdg>

Uganda uses the Open Data Platform (ODP) to host and manage its Sustainable Developments Goals (SDG). The platform provides quick access to the country's set of 17 aspirational "Global Goals" with 169 targets between them.

The screenshot displays the Uganda SDGs Data Portal interface. At the top, there is a dark blue navigation bar with the Uganda Data Portal logo, the Ugandan flag, and menu items: HOME PAGE, DATA CATALOG, GALLERY, SDG, NSDP, and a 'Browse Data' button. 'Sign Up' and 'Login' links are also present. Below the navigation bar, the main content area features the 'SUSTAINABLE DEVELOPMENT GOALS' logo and social media icons for Facebook, Twitter, and a share icon. A red 'Back' button is on the left. The main content is organized into sections for different goals. The first section is for 'Goal 1. End poverty in all its forms everywhere', which includes a sub-section for '1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions'. Under this sub-section, there is a specific entry for '1.2.1 Proportion of population living below the national poverty line by sex and age' with a 'UDHS' label and buttons for 'Browse Data', 'Metadata', and 'SDMXURL'. A 'Collapse All' button is visible in the top right of the goal section. The second section is for '1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance'. Callouts on the right side of the image point to the 'Browse Data' button (providing human readable data usually from ODP), the 'Metadata' button (providing access to metadata information available on website), and the 'SDMXURL' button (providing access to metadata information available on website).







