



THE REPUBLIC OF UGANDA



UNITED NATIONS  
UGANDA



# UNITED NATIONS COOPERATION FRAMEWORK

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## 2021-2025

### MANAGEMENT GUIDE

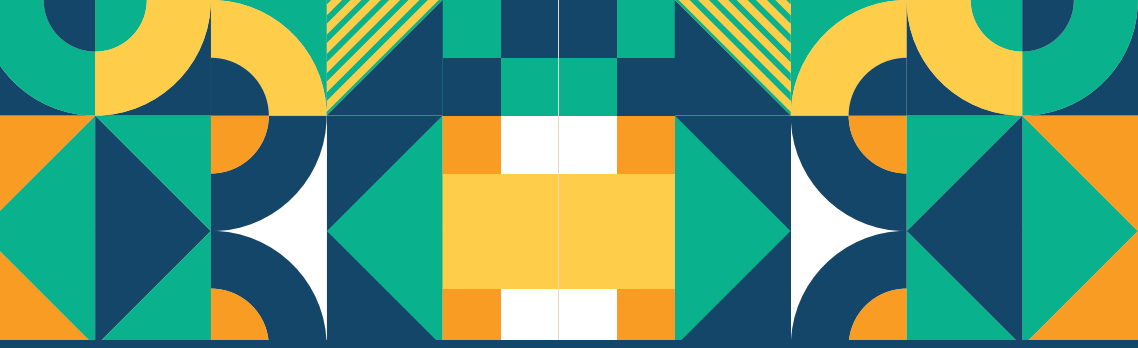




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# United Nations cooperation Framework



# 1.0

## Overview

This Governance Structure outlines the roles, responsibilities and agreed working arrangements for different results and thematic groups for the Cooperation Framework 2021-2025 for Uganda. It encompasses the mandates and scopes of operation for the distinct working groups under Cooperation Framework, including:

- UN Country Team (UNCT),
- Joint Steering Committee (JSC)
- Strategic Priority (SP) groups
- Results Groups (RGs)
- UN Deputies Team, Human Rights and Gender Advisory Group (HR&GAG)
- Operation Management Team (OMT)
- SDG technical working group (SDG TWG)
- Results-Based Management (RBM) team
- United Nations Communication and Partnership Group (UNC&PG)
- United Nations Area Coordinators (UNACS).

The governance structure will undergo an annual review to ensure its continued relevance, accuracy, and effectiveness in light of the evolving development environment in the country.



## 1.1. The United Nations Sustainable Development Cooperation Framework 2021-2025

The Cooperation Framework 2021-2025 for Uganda was developed in harmony with Uganda's third National Development Plan (NDP III) 2020/21-2024/25, with the 2030 Agenda as its central focus. NDP III is poised to make substantial contributions toward the attainment of Uganda's Vision 2040, which seeks to elevate Uganda from a primarily rural, low-income nation to a competitive upper middle-income economy through increasing household incomes and enhancing the overall quality of life for Ugandans. The Cooperation Framework is executed through three strategic priorities and five outlined outcomes as follows:

### *Strategic Priority 1: Transformative and Inclusive Governance*

**Outcome 1.1:** By 2025, Uganda has inclusive and accountable governance systems which have, empowered, and engaged people to enjoy human rights, peace, justice, and security.

### *Strategic Priority 2: Shared Prosperity in a Healthy Environment*

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

**Outcome 2.2:** By 2025, Uganda's natural resources and environment are sustainably managed and protected, people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks.



### **Strategic Priority 3: Human Well-being and Resilience**

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

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

## **1.2. The Cooperation Framework Coordination Structure**

The Cooperation Framework governance structure consists of four inter-connected and mutually reinforcing levels, that is, the strategic, operational, enabling and grassroots level.

### **Coordination at Strategic level**

At strategic level we have the JSC, UNCT and the Strategic Priority leads responsible for providing strategic leadership for achievement of the Cooperation Framework results.

- Joint Steering Committee (JSC)
- UN Country Team (UNCT)
- Strategic Priority groups (SP)

### **Coordination at Operational level**

At operational level we have the Five Results Groups responsible for collaborative programming, implementation, monitoring, and reporting on Cooperation Framework.

- Results Groups (RG)



### ***Coordination at Enabling level.***

At this level we have the UN Deputies Team; Human Rights and Gender Group; Operation Management Team, communications and Partnerships Group, SDG technical working group, Results-Based Management. They facilitate the activities of the SPs and RGs

- UN Deputies Team
- Human Rights and Gender Advisory Group
- Operational Management Team
- UN Communications and Partnership Group (UNC&PG)
- Results-Based Management (RBM) Team
- UN SDG Technical Working Group

### ***Coordination at grassroots level***

The UN Area Coordinators (UNACs) represent the UNCT and coordinate UN programmes and activities at the field level.

- UN Area Coordination Field Management System (UNAC)

## **The Joint Steering Committee (JSC)**

The Joint Steering Committee (JSC) was established to ensure alignment with national development objectives, promote national ownership, exercise government oversight, and uphold mutual accountability for results. Comprising the Prime Minister and Permanent Secretaries of relevant Ministries within the Government of Uganda, along with the UN Resident Coordinator and members of the UNCT, the JSC serves as the





highest decision-making body overseeing the Cooperation Framework. It convenes annually, typically in March, to deliberate on high-level strategic matters.

The JSC offers strategic oversight and guidance to the Cooperation Framework process, ensuring its adaptability to evolving country contexts, and alignment with national, regional, and international development initiatives, mechanisms, objectives, and its interconnections with other processes such as the National Voluntary Review. Additionally, the JSC actively supports resource mobilization for the Cooperation Framework and identifies development financing opportunities. It maintains vigilance over progress, addresses challenges, seizes opportunities, and sets the course for implementation.

The logo for the UN Country Team (UNCT) features a blue circle partially overlapping a yellow semi-circle on the left side.

## UN Country Team (UNCT)

The UNCT provides strategic and policy direction, oversight

and overall implementation of the Cooperation Framework, it ensures inter-agency coordination and decision-making at the country level. This team meets monthly and is composed of representatives of the UN agencies, funds, and programmes, specialized agencies, and other UN entities in the country, including UN agencies without physical presence in the country.

The logo for Strategic Priority groups (SP) features a blue circle partially overlapping a yellow semi-circle on the left side.

## Strategic Priority groups (SP)

The UNSDCF 2021 – 2025 has been structured around priority areas known as Strategic Priorities (SPs), which represent long-term results mutually agreed upon with the Government and aligned with the Vision 2040. These priorities include Inclusive and Transformative Governance, Shared Prosperity in a Healthy Environment, and Human Wellbeing and Resilience. Each SP group is tasked with overseeing the collective progress of UN initiatives that fall under various



Outcome results strategically linked to the respective priority area. The SP groups play a pivotal role in ensuring effective and efficient coordination among the Outcome Results Groups (ORGs) within the SP and are headed by the designated leader of the nominated UN agency. Leadership appointments for the Chairs of the SP may evolve over the cycle of the UNSDCF, contingent upon agreement by the UNCT, RC, and SP.

The SPs convene twice a year alongside the ORG conveners within the Pillar. Additionally, the SP chairs are encouraged to meet at least once a year amongst themselves. They should also maintain regular interactions with the UN Deputies Team and other Advisory Groups as necessary, to promote the integration of prioritized themes and address

policy challenges. The oversight responsibility of the SP Chair is to diligently monitor the progress of the SP indicators, ensuring that the ORGs under the Pillar remain on course for monitoring and reporting the Outcomes.



## Results Groups (RG)

The Results Groups are formed along the five outcomes of the Cooperation Framework, they are responsible planning, implementation, and reporting on joint work plans. The division of labour between the lead and alternate for each Results Groups would be determined by the Results Groups, themselves, and then communicated to UNCT and RC. Leadership teams agreed with accountability at the Deputy Head of Agency level, are:



*The division of labour between the lead and alternate for each Results Groups would be determined by the Results Groups, themselves, and then communicated to UNCT and RC.*



Table 1

**Five Results Groups with Aligned Leadership under Three Strategic Priorities.**

Strategic Priority	Leadership (Head of Agency)	Results Group		Leadership (Deputy level)	No
1. Transformative & Inclusive Governance	Chair: UNDP Co-chair: UNW	1.1	Inclusive & Accountable Governance Systems	Chair: UNW Co-chair: OHCHR	1
		2.1	Increased Productivity, Decent Employment & Equal Rights to Resources	Chair: ILO Co-chair: UNCDF	2
2. Shared Prosperity in a Healthy Environment	Chair: WFP Co-chair: IOM	2.2	Natural Resources, Environment and Climate Change	Chair: UNDP Co-chair: IOM	3
		3.1	Basic Social and Protection Service	Chair: UNICEF Co-chair: UNHCR/WHO	4
3. Human Well-being and Resilience	Chair: UNICEF Co-Chair: WHO & UNFPA	3.2	Gender Equality & Human Rights	Chair: UNFPA Co-chair: UNWOMEN	5

Each Results Group is led by a designated Deputy Head of Agency/ Programme or Fund, who will retain full accountability for driving collaborative approaches towards achieving results. This includes overseeing monitoring and reporting activities within a unified and coordinated framework. The leadership appointments for Chairs and Co-chairs of the RG can be adjusted over the lifespan of the UNSDCF, provided there is agreement among UNCT, RC, and the Results Group. The Chair(s) presiding over Results Group meetings are comprised of members from all participating UN Agencies within the respective group, as well as the ORG convener. The ORG will convene every three months (four times a year) with its members, which will include representation from the M&E team.



Additionally, there will be regular meetings with representatives from Advisory Committees on Human Rights and Gender to review progress indicators for outputs and outcomes. Results Group conveners will also hold quarterly meetings with the SP leads and may extend invitations to members of the UN Communications Group to attend these sessions.



## UN Deputies Team

Commonly referred to as the Programme Management Team, the UN Deputies Team operates as an advisory group overseeing the legacy of UNCT. Tasked with horizontal program oversight and management, the team facilitates: Creating synergies across SPs and RGs to implement the overall UNSDCF strategy of the UNCT in the spirit of “Delivering as One”. Offering guidance and supervision for Monitoring and Evaluation (M&E) at the output level, while also contributing to outcome monitoring carried out by the RG.

Handling reporting and planning functions related to UNSDCF, including the coordination of monitoring the UNSDCF Theory of Change and conducting evaluation activities during UNSDCF Annual Reviews.

Providing support for Joint Programmes, RGs, and SP systems to ensure cohesive programming initiatives.

Led by a Chair and co-chair who rotate annually, membership in the UN Deputies Team is aligned with the Deputy Representative level. The team should plan to convene more frequently as necessary, especially when Annual Reviews or final UNSDCF evaluations are impending.



## Human Rights and Gender Advisory Group

The Human Rights and Gender Advisory Group (HR&GAG) was



established against the backdrop of and in furtherance of the UN System's normative frameworks on human rights and gender equality and women's empowerment (GEWE), as well as the UN reform agenda, the respective mandates of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and Office of the United Nations High Commissioner for Human Rights (OHCHR).



## Operational Management Team

The key objective of OMT is to ensure operational coherence, efficiency and demonstrating transaction cost reduction through the harmonization of operational practices across the UN. Membership is listed as the chief Operational or Administrative or Financial officers within each agency, fund, or programme and is coordinated by an annually rotating Chair. The OMT meets monthly and tackles issues in the

functional areas of: procurement, logistics and transport, ICT, audit, finance, harmonized approach to cash transfers (HACT) and common premises. The UNCT and the OMT formalize a Business Operations Strategy, which serves as a critical driver of effective programme delivery and prioritization is given to services that rank high for operational impact, value, and contribution to efficient operations.



## UN Communications and Partnership Group (UNC&PG)

The UN Communications and Partnership Group (UNC&PG) is tasked with crafting unified advocacy messages, endorsed by the UNCT, regarding crucial positions on national development matters and other subjects in which the UN is actively involved. This team convenes on a monthly basis to collaboratively develop messaging and materials, ensuring compliance with UN visual identity guidelines, while preserving



the distinct brand identities of individual agencies within the UNCT.

Functioning as both an advisory and executive body, the UNC&PG is responsible for taking action on contributions, requests, and highlighted ideas or themes received from the Results Groups. In an advisory capacity, the UNC&PG will offer guidance to the RG on the most suitable and effective channels and tools for conveying a particular issue or message. Additionally, the UNC&PG will provide recommendations on the budget required for ensuring effective communication.

Chaired by a member selected on an annual rotation basis, the UNC&PG members are encouraged to participate in Results Groups, as well as other thematic Advisory Groups or RBM meetings. This mandate ensures they remain informed about ongoing programmatic and strategic developments across all domains within UNSDCF progress.



## Results-Based Management (RBM) Team

The RBM team is a sub-group of the UN Deputies Team. It is Responsible for the overall results monitoring for output, outcome and strategic priority levels, and reporting for the UNSDCF. The RBM team is chaired by a nominated M&E specialist from one of the member agencies, on a rotating basis, and the team meets monthly to discuss Knowledge Management Information Systems (KMIS), UN INFO, best practices and prepares updates for the Results Groups on a bi-monthly basis. The RBM team should also plan to meet all the leaders of the Joint Programmes, at least once a year, to take stock of progress on joint programme indicator monitoring and reporting.

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***The RBM team is a sub-group of the UN Deputies Team. It is Responsible for the overall results monitoring for output, outcome and strategic priority levels, and reporting for the UNSDCF.***





## UN SDG Technical Working Group

Focal points in these areas formulate a “break out” groups as per guidance of the UN Deputies Team, and under the oversight of the Deputies Team, provide technical advice to the UN Deputies Team on the implementation of SDGs as well as provide timely monitoring and reporting on the SDG Coordination Framework and its Roadmap. Such breakout groups shall consist of technical experts at the level sufficient to represent each agency (typically, most senior experts dealing with the issues), with a possible support from other experts in the agency. Deputies Team may assign “lead experts” to promote the smooth discussion and reporting.



## UN Area Coordination Field Management System (UNAC)

The UNAC field management system is an appendage to the RC Office and the UNCT has undertaken to accelerate the implementation of Delivering as One and the UNAC system advances the process in the regions of Acholi and West Nile (UNICEF), Karamoja (WFP) and South-West (UNHCR). The integrated coordination system in the field will accommodate humanitarian, recovery, and development requirements. Under the guidance and leadership of the RC, the UNAC acts as a liaison between the UNCT and UN agencies in the sub-region.

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**//** *Under the guidance and leadership of the RC, the UNAC acts as a liaison between the UNCT and UN agencies in the sub-region.*



# Annex: A

## Terms of Reference for Joint National - United Nations Steering Committee for UNSDCF (2021-2025)

### 1. Summary

The terms of reference spells out the modality for the strategic coordination and engagement between the Government of Uganda and the United Nations Agencies under the UN Reforms for the new United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025.

### 2. Background

The Joint National-UN Steering Committee (JSC) is a high-level forum of engagement between the Government of Uganda (GOU) and the United Nations system which reviews and guides the strategic direction of [The United Nations Sustainable Development Cooperation Framework for Uganda](#)

(2021-2025) (UNSDCF) and its associated Joint Work Plans (JWPs), providing high-level national oversight and support.

With Sustainable Development Goals (SDGs) at its core, the UNSDF is aligned to Uganda's Third National Development Plan (NDP III) and is supported by the [Joint Statement for Accountability<sup>1</sup>](#). The UN Country Team for Uganda includes a total of 29 UN entities committed to support the implementation of the SDGs through the UNSDCF.

### 3. Roles

In line with existing national and development partners coordination mechanisms, the JSC will:

<sup>1</sup> The Joint Statement represents a collective agreement of the United Nations (UN) development system entities and the Government of Uganda based on the configuration of the UN Country Team in Uganda, in support of the United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2021-2025.





● Provide strategic oversight to the implementation and monitoring of the UNSDCF, evolving country context, national, regional and international development processes, mechanisms, goals, and links with other national review processes such as the National Development Plan III annual reviews (NDP III), SDG Voluntary National Reviews (VNR) and others.

● Guide policy dialogues on global and national development agendas including Agenda 2030 and the Sustainable Development Goals(SDG), the Addis Ababa Action Agenda (AAAA), Uganda Vision 2040, African Union Agenda 2063 and other.

● Support resources mobilisation for the Cooperation Framework

as well as development financing opportunities.

● Institutionalize the annual review and planning mechanisms that will help the GOU and the UN Country Team (UNCT) to monitor progress on the implementation of the UNSDCF through:

- Technical reviews of progress
- Collaborative work planning processes.
- High level reviews and oversight
- Policy dialogue and consultations

The meetings of the JSC will take into consideration reports received from technical reviews and financial reports from the implementation of the UNSDCF and NDPIII review processes.



#### 4. Key Tasks

- a) Review and endorse the planned annual workplan by the UNCT considering the evolving country context.
- b) Review UNSDCF annual progress, challenges, opportunities and recommend measures for strengthening continued UN relevance and effectiveness in support of national priorities including the UNSDCF evaluation.
- c) Facilitate resolution of any challenges in execution the UNSDCF.
- d) Review and endorse the annual UN Country Results Report for publication and dissemination.

#### 5. Leadership, Accountability and Participation

The JSC is composed of the Heads of UN Agencies and senior officials from pivotal line ministries within

the government. It is presided over by the Prime Minister of the Republic of Uganda, with the UN Resident Coordinator serving as the co-chair.

Key partners identified in the Cooperation Framework for joint contribution to national priorities and 2030 Agenda/SDGs: Key Government Ministries, Representatives of Local Governments, UN entity Heads, Development Partners, and Representatives of CSOs, private sector, youth, academia umbrella organizations. Principal Secretaries will be invited to participate.

The UNSDCF Strategic Priority Groups are part of the UNSDCF management arrangements responsible for the Cooperation Framework implementation, monitoring progress and reporting. The Strategic Priority Groups chaired and co-chaired by Heads of UN entities and Government Representatives are established based on the Cooperation Framework Strategic Priorities and are responsible for inter-agency coordination and



technical support associated with the implementation of agreed the Cooperation Framework Outcomes. The Strategic Priority leadership is collectively responsible for the overall performance of the SP groups work and will be accountable for the coordinated achievement of results stipulated in the annual Joint Work Plans (Annex UNSDCF SPs TORs).

The JSC is comprised of three categories of participation:

- a) Standing members to constitute quorum: (OPM, MFPED, NPA, MoLG, Heads of UN agencies, UN Resident Coordinator, UNSDCF SP Leads)
- b) Standing members: (Ministries from relevant thematic areas)
- c) Observes / advisers: (representatives of CSOs, religious/faith-based organisations, private sector, youth, academia)

The Steering Committee is

supported by the technical working group consisting of representatives from the Office of Prime Minister and Government line ministries as well as UN Deputies Team representatives. A description of the role and composition of the sub-working group is attached.

## 6. Decision-making

The Steering Committee makes decisions by consensus, which shall then be duly recorded. Prior to presenting their position on a significant issue to the JSC, the UN members must ensure it's in line with their Agencies' regulatory requirements – and endorsed by the Government. In the exceptional cases where a consensus cannot be reached, the Co-Chairs are empowered to make a final decision.

## 7. Occurrence of Meetings

The JSC meetings will be held once, during the first quarter of the calendar year on high-level strategic issues and will remain operational throughout the life of



the UNSDCF cycle. The technical working-group meetings will be held twice a year to take stock of the progress of the UNSDCF implementation as well as address issues and take decisions under delegated authority given from the Joint Steering Committee. Adhoc or thematic based meetings may be convened with engagement of the technical and advisory groups when needed at any other time in consultation between the Co-Chairs to discuss specific issues, resolve constraints and bottlenecks.

## 8. Key Deliverables

- UNSDCF Annual Results Reports / One UN Country Results Reports (annual)
- Finalized UNSDCF Joint Work Plans (annual)
- UNSDCF evaluation (per cycle)

## 9. Secretariat

The UN Resident Coordinator's Office (RCO) and Office of the Prime Minister will provide secretariat support to the JSC. Other institutions may be invited to support the secretariat role such as National Planning Authority and Ministry of Finance, Planning and Economic Development.

The costs of organizing meetings of the JSC will be covered through the UN/RCO.

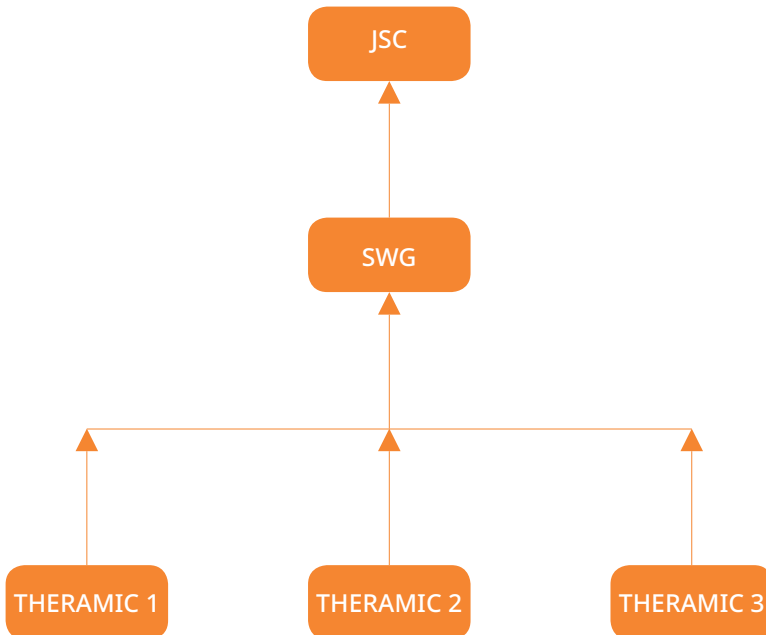
## Role and composition of the Sub-working Group of the Joint Steering Committee

The Steering Committee is supported by a sub-working group (SWG) level meetings consist of representatives from the Office of Prime Minister and Government line ministries as well as UN Deputies Team representatives.



The sub-working group will meet on biannual as well as on ad hoc basis as the situation may necessitate. key functions of the sub-working group include.

- a) Monitoring and reviewing the progress and discuss any deviation from the approved plan to be raised to JCS members,
- b) Taking decision within the delegated authority from the JSC on approval of decisions and reports, as well as providing guidance within certain margin.
- c) Oversight and endorsement of key documents such as the UNSDCF Monitoring, and Evaluation Plan and the UN Communication Strategy and other advisory support as required.
- d) Oversight and guidance of the UNSDCF implementation



# Annex: B

## Terms of Reference for Strategic Priority (SP) Groups UNSDCF, (2021 – 2025)

### Introduction

The United Nations in Uganda has completed the design of a new UN Sustainable Development Cooperation Framework (UNSDCF) and Joint Work Plans for the period 2021 - 20225, describing the collective response and strategic direction of the UN Country Team to focus the operationalization of the UNSDCF. The UNSDCF includes contributions of 29 resident and non-resident, programmes, funds, and specialized agencies. The UNSDCF is designed around three priority areas, called Strategic Priority. From each Strategic Priority several Outcome level results are expected. The Strategic Priority groups (SP) ensure effective and efficient coordination among the Results Groups within the SP. The leadership of the SP bears responsibility to the UN

Country Team to advance the achievement of the 2030 Agenda and the Sustainable Development Goals.

### Responsibilities

1. Provide strategic oversight for the **UNSDCF** management system by coordinating a Results Group aligned to SP
2. Moderate, facilitate and guide the activities of the SP in accordance with normative programming principles, being mindful of the RG Joint Work Plans.
3. Consult and exchange views with RG conveners, for monitoring the progress on the Outcome indicators on the collective theme of the SP.



4. Consult annually with the other two SP groups for general oversight and monitoring progress on the high-level theory of change evolution.
5. Contribute to the development of the TORs for the UNSDCF evaluation.
6. Collaborate with the Government of Uganda's Line Ministry Permanent Secretaries in the Joint Implementation Steering Committee meeting.
7. Provide updates and progress reports to the UNCT, and the GOU/UN Joint Steering Committee and
8. Support the GOU/UN Joint Steering Committee, Resident Coordinator and UNCT in resource mobilization efforts
9. Guide the annual review process for the RP to contribute to the UN Country Results Report; and
10. Report annually to the Resident Coordinator and the UNCT on progress and results, as their contribution to the UN Country Results Report.
11. Ensure continued alignment of the priorities of the UNSDCF with the priorities of the National Development Plan of Government of Uganda
12. Lead the respective Result Groups and ensure coherence among the RGs within the specific SP Group and with other RGs under other SP Groups.
13. Provide strategic direction to the respective Result Groups in design of the



Joint Work Plans and oversee implementation and monitoring of JWPs and perform periodic and annual review of collective progress on achieving results within and across priority areas.

14. Facilitate joint programming which allows a donor or a government entity to deal with the UN system for funding or implementation, where necessary.
15. Provide enabling environment to ensure coordination of relevant UN interventions at both the national and district level and ensure integrated engagement of UN Area Coordination Teams.
16. Lead in the establishment of new strategic partnerships and in the expansion of existing ones, in both resource mobilization

and programme implementation, including South-South and Triangular cooperation.

17. Engage in joint policy deliberations and strategic advocacy with the Government of Uganda and other stakeholders on key issues within priority areas to accelerate the 2030 Agenda/SDGs as well as international normative agenda.
18. Engage in joint and/or coordinated resources mobilisation from national stakeholders/development partners as appropriate in support of outputs within the priority areas.

### Membership

Membership within the SP is comprised of a Chair and an Alternate member and a secretariat. The Chair for the SP is a Head of Agency, nominated by the UNCT, who has demonstrated commitment, competence, and capability to lead the collective





progress, monitoring and reporting of UN activities that are encompassed by several Outcome results strategically linked through the priority area of the SP. Members in the SP are representatives from the involved agencies within the Results Groups. The state and non-state actors participate in SP Group meetings.

In addition, to keep transactional costs at a minimum and for equal representation, each UN entity nominate at least one senior programmatic member to a SP group relevant to results they are supporting in the Cooperation Framework. These nominations are also suggested to include representation of the UN Theme Groups to ensure better linkages and coherent support from RBM, and SDGs, operations, gender, and human rights mainstreaming, PSEA, and communications perspectives.

Secretariat duties are to be appointed to a nominated member within the SP, on a bi-annual rotational basis.

## Proceedings

The SP will meet at twice a year. Each UN Agency must facilitate their representatives by providing the necessary time and support to fully participate in this forum and to follow-up its decisions and recommendations. The agenda will be coordinated by the Chair and can originate from any of the members.

The agenda and all meeting materials will be circulated to all members of the group at least a week before the meeting.

All members are expected to attend and participate in all SIP. For instances where this is not possible, four RG members, including the Chair will constitute the quorum.

The Chair shall be responsible for:

- Ensuring quorum at the meetings
- Calling meetings and distributing the agenda
- Coordinating the schedule



- Overseeing timely distribution of relevant documentation to SIP members
- Finalizing of the minutes and exchanges pertaining to the meeting
- Preparing briefings on SIP progress for the UNCT and the ICSC of the JSC, as required
- Inviting other stakeholders to the meetings, if necessary.

During the bi-annual SP meetings, the SP Chair and Co-chair(s) *(i)* review the overall progress at the strategic priority level; *(ii)* assess challenges, risks, and opportunities for delivery of SP related results and *(iii)* propose/ formulate pathways/strategies for CF implementation. The SP Chair and Co-chair(s) also explore opportunities and prospects for inter-SP collaboration at the strategic level. The SP Chairpersonship is rotational and the tenure for SP Chairs/Co-chairs is one year.



# Annex: C

## Terms of Reference for Results Groups UNSDCF 2021 – 2025 in Uganda

### **Membership:**

The Results Groups are constituted at outcome level of the Cooperation Framework. The results groups comprise of experts from all UN entities represented in the UNCT and the RCO. To keep transactional costs at a minimum and equal representation, each UN entity will be expected to nominate one member to a results group relevant to results they will be supporting in the Cooperation Framework.

Membership includes all the UN entities physically present and those not physically present that contribute to outputs under this Result Group. It also includes Government entities and partners that are part of this results groups (if applicable).

**Co-Chairs:** 2 Deputy Heads of UN entities that are contributing to results in the outcome area.

The co-chairs may be rotated on an annual basis to give all results group members, including those not physically located in the country, an opportunity to lead the priority area. At any one rotation, one of the co-leading agencies must be physically present in country. The RC shall designate the co-leads ensuring there is balanced distribution of UN entities across all UN results and other groups.

### **Purpose of Results Groups**

Results Groups improve internal coordination and ensure a coherent UN system-wide approach of analysis, planning, implementation and monitoring vis-à-vis a strategic priority/outcome. They promote complementarity and synergies and reduce overlaps and gaps within and across priority/outcome areas.



## Key Tasks

They include but not limited to the following:

1. Contribute to the preparation and periodic updates of the Common Country Analysis to inform the UN development support to the country.
2. Prepare and update annually the UN joint work plan and funding framework for achieving the Cooperation Framework outputs.
3. Identify opportunities for joint programmes and programming and design relevant instruments (e.g. joint programmes; integrated policy support; joint advocacy etc).
4. Engage in joint and/or coordinated resources mobilisation from national stakeholders/development partners as appropriate in support of outputs within the priority areas.
5. Engage in joint policy deliberations and advocacy with national Government and other stakeholders on key issues within priority area to advance the 2030 Agenda/SDGs.
6. Ensure that UN Info information related to the joint work plan and progress in its implementation is updated monthly.
7. Engage in joint/ interagency monitoring exercises as needed to establish and/ verify results as needed or appropriate.

In liaison with the **Operations Management Team** and the **UN Communication Group** - monitor resource requirements, mobilization and allocation, as well as financial delivery through Joint Workplans.



8. Perform periodic and annual review of collective progress on achieving results within and across priority areas.
9. Contribute to drafting draft and validation of inputs to the UN country results report related to the specific priority areas.
10. Support evaluation of the Cooperation Framework and contribute to management response and action plans.

**Frequency of meeting:** The results groups meet on quarterly basis. However, the group may choose to more frequently as may be necessary depending on country context.

### **Role of the Outcome Results Groups Chairs**

Each Outcome Results Group is ideally a Deputy Head of Agency, nominated by the UNCT, who has demonstrated commitment, competence and capability to lead

the collective progress, monitoring and reporting of UN activities that are encompassed in the Outcome results. Deputy Heads of Agency hold accountability for the results of the result group assigned to their agency. The Chairs are empowered by the UNCT to take appropriate decisions and lead the RG in the implementation of the Joint Work Plans. The decision to rotate the chair and alternate during the lifespan of the UNSDCF may be taken at the UNCT level. The RG Chairs will be collectively responsible for the overall performance of the RG and will be accountable for the coordinated achievement of results stipulated in the Joint Work Plans. Secretariat duties are to be appointed to a nominated member within the RG, on an annual rotational basis.

### **Specific responsibilities of ORG Chairs include, but are not limited to, the following:**

- Lead the development and consolidation of the Joint Work Plan with the Funding Framework in



accordance with the SOPs, and its submission to the UNCT and/or the GOU/UN Joint Steering Committee for endorsement.

- Moderate, facilitate and guide the activities of the RG in accordance with the normative programming principles and the Joint Work Plans.
- Ensure adequate consultations and discussions take place with all members, including Non-Physical Agencies, and other national partners prior to reaching decisions.
- In consultation with RG members, request the Resident Coordinator and the UNCT to access any needed technical capacity of the UN system available in-country or at the regional or global level.
- Lead preparation, consolidation, and submission of RG contributions to the UN

Country Results Report (utilizing the UN INFO and any other document requested by the Resident Coordinator and the government.

- Support the GOU/UN Joint Steering Committee, Resident Coordinator and UNCT in resource mobilization efforts.
- Contribute to the development of TORs for the UNSDCF evaluation.
- With support from participating UN entities, ensure that the RG has the necessary M&E support to technically guide the integration and application of results-based management principles in the planning, budgeting, monitoring, reporting and evaluation of the Joint Work Plans.
- Guide the annual review process for the Joint Work Plans contributing to the UN Country Results Report; and



- Report annually to the Resident Coordinator and UNCT on progress and results, as their contribution to the UN Country Results Report.

## Proceedings

The RGs will meet every on quarterly basis on a regularized week, day and time (i.e., the third Thursday of every other month at 2PM). Each UN Agency must facilitate their representatives by providing the necessary time and support to fully participate in this forum and to follow-up its decisions and recommendations. The agenda will be coordinated by the Chair and can originate from any of the members. The agenda and all meeting materials will be circulated to all members of the group at least a week before the meeting. All members are expected to attend and participate in all RG meetings. For instances where this is not possible, four ORG members, including the Chair, will constitute the quorum.

## Secretariat

- The chairing agency provides the necessary secretariat support
- The secretariat organizes and conducts meetings at technical level and works closely with the Core Function FPs and thematic sub-groups
- The secretariat ensures timely information sharing amongst the RG members, including the minutes of the meetings etc.



*The RGs will meet every on quarterly basis on a regularized week, day and time (i.e., the third Thursday of every other month at 2PM).*



# Annex: D

## Terms of Reference for UN Deputies Team UNSDCF 2021-2022 in Uganda

The United Nations Country Team (UNCT) in Uganda in partnership with Government and other stakeholders have developed the new **United Nations Sustainable Development Cooperation Framework (UNSDCF)** for Uganda (2021-2025). With SDGs at its core, the UNSDCF aligned to the third National Development Plan (NDP III) and Uganda's Vision 2040. The UNSDCF has three Strategic Priorities (SPs): 1) Transformative and Inclusive Governance; 2) Shared Prosperity in a Healthy Environment; and 3) Human Well-being and Resilience; and five outcome areas that will be implemented by thirty UN entities, that have signed the UNSDCF Joint Statement of Accountability

At the apex of the governance and management structure, is the Joint National-UN Steering Committee responsible for fostering national

ownership, accountability and enhancing the achievement of planned results. Each SP will be chaired by Heads of agencies. Other results groups that will foster the implementation of the UNSDCF include:

- 1) The UN Country Team.
- 2) Three Strategic Priority Groups.
- 3) The UN Deputies Team that will be responsible for programme design and quality assurance.
- 4) Human Rights and Gender Advisory Group.
- 5) UN Operations Management Team.
- 6) UN Communications and Partnerships Group.

Strategic Priority Group 2 will provide oversight to the Disaster Risk Management/





Emergency Coordination while Strategic Priority Groups 3 will provide oversight to the health coordination inter-agency platform. The UN Deputies Team will provide oversight to the joint UN SDG and Monitoring, Evaluation and Learning (UN SDG and MEL) focal points.

### Objectives

Under the overall guidance from the UN Country Team, the UN Deputies will engage with the following tasks for SDCF implementation.

- (1) provide strategic advice to the UNCT and SP Groups on key programmatic issues.
- (2) provide guidance and oversight for interagency collaboration.

### Responsibilities of UN Deputies Team

#### 1. Strategic Advice to the UNCT and SP Groups on Key Programmatic Issues

- Support UNSDCF Strategic Priority Groups leadership for the implementation of UNSDCF and Joint Work Plans by providing quality assurance focusing on alignment with national development priorities.
- Identify and suggest to UNCT and SP Groups emerging opportunities where the UN has a comparative advantage in supporting the national development aspirations.
- Strengthen joint outreach and partnerships with national authorities, civil society, the private sector, development partners, and other stakeholders at national and subnational levels.
- Promote knowledge management and provide advice to UNCT, SP Groups, Thematic Groups and UNACS on key programming issues and



other emerging needs of common interest.

- Support UNCT to continuously examine potential for increased Value for Money and a greater Return on Investment and implementation of the Efficiency Agenda.

## 2. Guidance and Oversight for Inter Agency Collaboration

- Promote and explore synergies among UN agencies and Results Groups to ensure coherent UNSDCF implementation and achievement of results.
- Support joint programmes development by ensuring alignment to a common framework and provide guidance for coherent and harmonized implementation of such initiatives. - Identify and provide advice on joint funding opportunities in support of the

implementation of the UNSDCF.

- Facilitate the interagency collaboration for key programming areas including the humanitarian and development nexus and any other emerging issues.
- Assign “break out” groups as necessary, in particular for the SDGs and M&E, from the network of UN technical experts in Uganda and provide guidance and oversight to them. Ensure that their works are properly reflected for the strategic support to the UNCT and SP Groups, and that knowledge management is promoted in these areas (Appendix 1).

### Membership of UN Deputies Team and Meetings

The UN Deputies Team chaired by a Chair and two co-Chairs is comprised of (1) UN deputies /



second most senior staff to the Head of Agency and (2) their alternates of CF signatory entities. UN Deputies Chairs will ensure key decisions and consultations with those UN entities that are not present in the country in close collaboration with the Resident Coordinator's Office (RCO).

The UN Deputies Team will meet monthly. The agendas will be designed based on strategic topics and with standing agenda on the SDGs and M&E.

### **Proceedings**

Coordinated by an annually rotating Chair and two co-chairs, the UN Deputies Team will be nominated by the group and confirmed by the Resident Coordinator and UNCT. The Chair will serve for one year. One of the Co-Chairs will be selected automatically as the Chair for next year to ensure continuity (upon agreement of the nominated Chair) and accordingly a new Co-Chair will be selected on an annual basis based on self-nominations.

The agenda and all meeting materials will be circulated to all members of the group at least two days before the meeting by the RCO and/or Chairs.

All member entities are expected to attend and participate in all UN Deputies Team meetings. In instances where this is not possible, five members, including the Chair or Co-Chairs, will constitute the quorum.

The Chair shall be responsible for providing the overall guidance to UN Deputies Team and ensuring key planned results and expected support to UNSDCF SP groups and UNCT is provided. The Chair/s will also be responsible for ensuring quorum at the meetings. The Chair/s prepare quarterly briefings on UN Deputies activities for the UNCT and may invite other stakeholders to the meetings, if necessary.

The UN Deputies Team may invite the Permanent Secretaries and other partners and stakeholders to the relevant meetings and strategic discussions when necessary.



## Role of the RCO

The RCO will serve as the Secretariat to the UN Deputies Team and will be responsible for:

- Coordinating the schedule and support the chairs in development of agenda as well scheduling of meetings.
- Overseeing timely distribution of relevant documentation to members.
- Finalizing of the draft minutes for the approval of the Meeting.
- Functioning as a repository of any relevant documents, including meeting minute, for the Group.

## Reporting

The Chair/s will report at UNCT meetings based on programmatic needs and will ensure UNCT strategic recommendations are supported, and technical advice is provided when needed.

The UNCT will:

- Approve TORs for the UN Deputies Team.
- Provide overall support and strategic guidance to the UN Deputies Team.
- Make final decision on proposals submitted by the UN Deputies Team including, approval of budgets or other decisions.
- Ensure adequate agency representation in the UN Deputies Team.

## Key activities of “break out” groups for the UN SDG Coordination and Monitoring, Evaluation and Learning

Focal points in these areas formulate a “break out” groups as per guidance of the UN Deputies Team, and under the oversight of the Deputies Team, provide technical advice to the UN Deputies Team on the implementation of SDGs as well as provide timely monitoring and



reporting on the SDG Coordination Framework and its roadmap. Such breakout groups shall consist of technical experts at the level sufficient to represent each agency (typically, most senior experts dealing with the issues), with a possible support from other experts in the agency. Deputies Team may assign “lead experts” to promote the smooth discussion and reporting.

Key Tasks of such groups include but are not limited to the following:

Under the overall guidance and oversight of the UN Deputies Team

- Provide technical support to Government and other stakeholders on all undertakings relating to implementation of SDGs as stipulated in the SDG Coordination Framework and National SDG Roadmap.
- Contribute to the development, implementation, and monitoring of a joint

roadmap for UN support, anchored within the national roadmap for SDG implementation.

- Provide recommendations and support for the UN Deputies Team and the Government in mobilizing resources to facilitate implementation of the 2030 Agenda.
- Provide technical support to UNSDCF SP Groups on aspects related to SDG implementation within the UN Sustainable Development Cooperation Framework.
- Report progress and suggest corrective measures to identified challenges to the implementation of SDGs to the UN Deputies Team.
- Support in building Government capacities to coordinate and implement SDGs.



- Share lessons and best practices for implementation of the 2030 Agenda through South-South and Triangular cooperation.
- Closely collaborate with the UN Joint Programme on integrating policy and financing for accelerated progress on SDGs in Uganda and support wider SDG financing agenda.
- Contribute to the update of the UN Common Country Analysis through a systematic data collection and Analysis.
- Contribute to annual review of the UN Sustainable Development Cooperation Framework, including the review of the UN country results reports to ensure that data reported is correct
- Contribute to Government national situational analysis and statistics.
- Ensure completeness of the results framework of the UNSDCF, and its alignment to the national SDG indicator framework.
- Collect baseline and progress data to enable effective reporting on the UNSDCF in UNINFO.
- Engage in joint/ interagency monitoring exercises to establish and/ verify results as needed or appropriate.
- Document learning and good examples and practices in implementation of the UNSDCF.
- Ensure the UN entities monitoring, evaluation and learning activities are coordinated – integrated where possible - and coherent with the UNSDCF monitoring, evaluation and learning activities.



- Support final evaluation of the UNSDCF by ensuring necessary evidence on each indicator as well as UNCT reports, and sources of information are prepared well in advance.
- Provide technical support to the Voluntary National Review processes as may be needed.



# Annex: F

## Terms of Reference for UN Communication and Partnership Group

### UNSDCF 2021-2025 in Uganda

#### **Purpose of UNCP**

The United Nations Communication and Partnerships Group (UNCP) is the lead inter-agency group responsible for formulating and implementing the UN Communication and Partnership Strategies. The UNCP is composed of Communication and Partnerships Officers or focal points of all United Nations entities operating in Uganda. The UNCP is chaired by the Head of Agency to ensure UNCP high-level leadership and UN reform agenda advancement. The Group is responsible for joint United Nations communications and partnerships including strategic advocacy, outreach, joint programme communication, support to partnerships building.

The Group enhances knowledge management building on lessons learned from both joint and agency-specific programmes and activities, ensuring innovative ways to interact with beneficiaries and stakeholders.

The purpose of the UNCP is to strengthen inter-agency cooperation in the field of communications and partnerships, ensure that messages are consistent, and increase the media profile of UN activities at the national and/or regional level and efforts of the UN are maximized through power of partnerships.

The UNCP is comprised of the UN Communication Sub-group and the UN Partnerships Sub-group.

The Communication Sub-group operates within the following mandate to:





- Implement communications related strategic policy decisions taken by the UNCT;
- Ensure a coordinated approach of communication activities outlined in the annual UNCT work plan;
- Promote and enhance the United Nations image, message and activities through joint commemoration of selected International observances;
- Promote information and knowledge sharing within the Agencies;
- Contribute to strengthening internal communication within the United Nations System;
- Create mechanisms to broaden public access to information on UN reform;

- Promote a coherent image of the United Nations, advocating for the concept of the UN reform collectively or individually, on behalf of UNCT;
- Support common advocacy activities and promote joint and collaborative activities with partners and stakeholders.
- Provide platforms and tools and joint advocacy and joint messaging.

The Partnerships Sub-group operates within the following mandate to:

- Support UNCT in strategizing and implementation of joint resource mobilization efforts for the UNSDCF in specific, and the SDGs, in general.



- Support UNCT leveraging solid and innovative partnerships with existing and prospective partners in support of the UNSDCF and SDGs.
- Provide UNCT and the SP Working Groups with evidence-based analysis, strategic and technical recommendations, and support on partnerships, resource mobilization and development financing.
- Promote information and knowledge sharing within/across the Agencies and with/through UN networks.
- Provide tools and promote reinforcement of partnership relations with donors/donor groups/ private sector etc. (i.e. collaborate with Private Sector Development Group and Development Partners platform)

## Membership of UNCP

Includes communications/public information/Public Relations and Partnerships focal points of all UN entities operating in-country. In order to ensure continuity each agency will have alternate appointed members whenever possible. The Heads of Agencies are to appoint and approve the participation of the relevant officers in the UNCP activities. Agencies with no physical presence will be invited to participate in the UNCP work.

## Chair and Secretariat of the UNCP

In line with UN Reform, the Chair of the UNCP will be a member of the UN Country Team appointed by the UN Resident Coordinator. The UN Resident Coordinator's Office will provide Secretariat support for the UNCP including recording minutes of meeting and following up on agreed actions. The Secretariat will prepare brief notes for the UN Country Team (UNCT) on the activities of the



Group which will be presented periodically at UNCT meetings. The RCO will provide support to the Chair to distribute information, answer inquiries related to the work of the UNCP, support logistics arrangements, including for the annual UNCP retreat, update contact lists, monitor deadlines and maintain a record of the group's work.

### Meetings of the UNCP

The UNCP will meet on quarterly basis to discuss common communications and partnership issues and challenges, devise common responses, and undertake collective action. The members will share agenda items with and Chair ahead of the meetings. The RCO will provide secretariat support for UNCP including circulation to invitations to meetings, preparing minutes of meetings following up on action points. The quarterly meetings will be hosted by different agencies on rotational basis. The UN Communication and Partnership Sub-groups will each meet monthly. RCO will prepare and circulate the schedule of hosting meetings on an annual basis.



# Annex: F

## Terms of Reference for UN Area Coordinator; Northern Uganda, Karamoja and South-West

To ensure UN effective and efficient coordination of UN joint field operations in support to the United Nations Sustainable Development Cooperation Framework (2021 to 2022) signed by Government of Uganda and the UN, the UNCT will for the operationalization of the UNSDCF at the field level make use of the UN Area Coordinator (UNAC) system. The UNSDCF was designed as a support and complement to the National Development Plan III priorities with a focus on support to transformative change and a shift of UN interventions from direct implementation to up-stream support, evidence generation and national capacity development for the creation of enabling conditions for people-driven sustainable and inclusive economic development. The integrated coordination system in the field will accommodate

humanitarian, development, and peace nexus of the UNSDCF.

### SCOPE OF WORK

Under the guidance and leadership of the RC, the UNAC acts as a liaison between the UNCT and UN agencies in the sub-region. The Area Coordinator is responsible for coordinating humanitarian, peace and development efforts in their regions of operations. The overall objective of the UNAC will be to strengthen dialogue, coordination, consensus building and advancing UN reform and popularising the 2030 Agenda and the Sustainable Development Goals. The following responsibilities are envisioned:

#### General

Institute a consistent dialogue between the Local and Central Government (local district



authorities), bilateral agencies and civil society bodies (CSO, FBOs, including traditional and cultural leaders).

1. Institutionalize forum to undertake joint UN (resident agencies and funds)/Local Government annual work planning, monitoring, and review process within the context of the UNSDCF.
2. Ensure systematic co-ordination meetings held under Government auspices and leadership on critical programme and flagship areas, including youth, data and statistics, non-emergency coordination, and Gender-based violence, violence against women, girls and children (VAWG/ VAC) and other harmful practices. Encourage UN/ Government joint field monitoring visits.

3. Represent the RC at various forums within the region and advise the RC on issues that require national support or follow up within the UNCT.
4. Engage regional meetings on Resilience and liaise with existing platforms and UN interagency entities existing at national level.

### Promoting UN Coherence

1. Ensure adequate support to RC leadership by making sure that the UNAC role is acknowledged and visible to all stakeholders, through attending and representing UN in key meetings and events (such as international day celebrations at regional level).
2. Ensure adequate support to the joint UN



communication and advocacy by enhancing internal UN information sharing and external communication with relevant stakeholders.

To this effect the UNAC will be supported by the United Nations Communications Group, RCO Communications Officer and Field support staff.

3. Ensure adequate support to the UNSDCF by actively contributing to UNSDCF and regional action planning, joint programmes and joint programming. In particular, this will entail leading the field teams in an exercise to determine which Result Groups are relevant for the specific UN region and develop a joint annual work plan for this result focusing on identifying duplications/ synergies between agency programmes and joint

advocacy, communication and partnerships initiatives in support of the result. Ensure joint monitoring of activities related to the result.

4. Ensure adequate support to the Efficient Agenda/Operating as one by ensuring regular meetings of the Regional Operations Management Team and identifying possible sites for common premises and support/ harness (already existing) practices for service sharing.

The UNAC will have the following responsibilities within the following meetings at district level:

### UN Meetings

The UN Area Coordinator will chair monthly (Northern Uganda, Karamoja and South-West) UN meetings in the region, bringing to the attention of the RC concerns raised by the UN family posted in the field. The monthly meetings are expected to address the following:



- Common UN concerns in the region that is inclusive of humanitarian, peace and development efforts (UNSDCF)
- Reporting back on key action points from national level platforms and UN fora
- Share relevant updates on UN joint programmes and joint initiatives in relation to the UNSDCF
- In situation of emergency response, meetings will be attended by the Area Security coordinator and chaired by the agency with mandated to respond to the emergency.

Attendance and support to Government led meetings

- District Meetings
- a) The Area Coordinator will monitor that the local government convene sector meetings under the leadership of the Technical Heads of Departments. He/she will ensure that

UN Sector Support Leads participate in Sector meetings.

- b) In addition to that, the UNAC will broker participation of some appointed colleagues in the district Technical Planning Committees.
- c) If need be and in situations of humanitarian emergency, the UNAC will participate to relevant District Disaster Management Committees.
- Central Government Led Meetings

The UNAC will represent the regional UN teams and the RC in fora organized by the Office of the Prime Minister (or specific branches of the central Government). In Acholi, West Nile and Karamoja, the UN will sit in the Development partners meetings and, when called by the OPM, the PRDP regional technical working groups.



## Expected Outcomes

- i) Fostered coherence amongst the international aid efforts
- ii) Fostered UN internal coherence
- iii) Enhanced implementation of Delivering as One
- iv) Liaison, between government leadership and international aid efforts within the sector strategy ensured
- v) Capacity building of the district government sector lead in coordination responsibility supported

## Outputs

The output for the UNAC will be an Annual Review Report. The report will include an analysis of main humanitarian/peace and development issues arising during the year of implementation in the region. The report will include highlights on joint efforts by UN agencies and it will feed into the respective UNSDCF Result Groups reporting and the One UN Country Results report. The UNAC will additionally supervise regular production of coordination support tools (calendars, district profiles).





# Annex: G

## Terms of Reference for UNCT Human Rights and Gender Advisory Group

### I. Background and Purpose

The Human Rights and Gender Advisory Group (HRGAG) was established against the backdrop of and in furtherance of the UN System's normative frameworks on human rights and gender equality and women's empowerment (GEWE), as well as the UN reform agenda, the respective mandates of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and Office of the United Nations High Commissioner for Human Rights (OHCHR).

The United Nations System in Uganda, in collaboration with the Government of Uganda, civil society, development partners, the private sector, and other non-state actors, developed the United Nations Sustainable Development Cooperation Framework (2021-2025) (UNSDCF

or "Cooperation Framework").

The Cooperation Framework articulates the UN's collective support to the Government of Uganda in addressing national priorities and gaps in the pathway towards meeting the Sustainable Development Goals (SDGs). The UNSDCF establishes a governance structure overseen by a Joint National-UN UNSDCF Steering Committee. Under the leadership of the UN Resident Coordinator, the UN Country Team (UNCT) is responsible for overall implementation and providing oversight to the various inter-agency groups established under the Cooperation Framework. One of these inter-agency teams is the Human Rights and Gender Advisory Group (HRGAG), which was carried forward from the previous UN Development Assistance Framework (UNDAF 2016-2020).



The purpose of the HRGAG is to serve as a platform to ensure proactive, effective, and coordinated engagement by the UN in Uganda on human rights and GEWE.

## A) UN Normative Frameworks

The **2030 Agenda for Sustainable Development** transformed the normative landscape for human rights and gender equality and women's empowerment through its multidimensional and integrated approaches. Paragraph 10 of the 2030 Agenda sets out that "the new Agenda is guided by the purposes and principles of the Charter of the United Nations, including full respect for international law. It is grounded in the Universal Declaration of Human Rights, international human rights treaties, the Millennium Declaration and the 2005 World Summit Outcome Document. It is informed by

other instruments such as the Declaration on the Right to Development."

The 2030 Agenda emphasises the need to reprioritise human rights and gender equality and the empowerment of women across economic, social, and environmental dimensions. Achieving human rights and gender equality, and empowering women, girls, and marginalized and vulnerable groups are integral to the realization of all 17 SDGs, as well as the stand-alone SDG on gender equality (SDG 5), reducing inequalities (SDG 10), and just, peaceful and inclusive societies (SDG 16). The 60<sup>th</sup> session on the **Commission on the Status of Women (CSW60)** further reinforced the UN's role in mainstreaming human rights and gender dimensions across all goals to achieve the 2030 Agenda. This is being pursued, in part, through a six-track pathway known as the "Generation Equality Action Framework"<sup>2</sup>.

2 Generation Equality Action Framework seeks to address (1) gender based violence; (2) economic justice and rights; (3) bodily autonomy and SRHR; (4) feminist action for climate justice; (5) technology and innovation for gender equality; (6) feminist movements and leadership.



At country level, the UN System is collectively responsible for addressing human rights and promoting gender equality, including by applying the principles of 'leaving no one behind' and 'reaching the furthest behind first.' Guidance provided in the Cooperation Framework Companion package<sup>3</sup> requires that country level UN Teams keep specific attention and focus on the most vulnerable populations and the factors affecting their capacity to claim their rights and benefit from the country's development gains.

The **Secretary-General's Call to Action on Human Rights**,<sup>4</sup> launched in February 2020, emphasized that "within the United Nations, human rights must be fully considered in all decision-making, operations and institutional commitments." He went on to stress that "our overall intention is to strengthen UN leadership in advancing the cause of human rights, to make the human rights system responsive

and innovative in confronting human rights challenges, and to enhance synergies between human rights and all pillars of the work of the United Nations." This builds from the *Human Rights Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies (2003)*,<sup>5</sup> which guided UN Country Teams in applying a human rights-based approach (HRBA) in development programming and provided guidance on how to operationalize HRBA.

At the 71<sup>st</sup> Session of the UN General Assembly, Member States, in adopting the **Quadrennial Comprehensive Policy Review (TCPR)**, called on all UN organizations to: "continue to promote women's empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women developed under the leadership of the United Nations



Entity for Gender Equality and the Empowerment of Women (UN-Women), as well as the United Nations country team performance indicators for gender equality and the empowerment of women (the “Scorecard”), in particular with regard to gender-responsive performance management and strategic planning, the collection and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels, including in UN-Women, to assist in mainstreaming gender equality in the preparation of the United Nations Development Assistance Framework, or equivalent planning framework.” ([Res 71/243](#) at 13). It further calls on the UN System to continue its efforts to achieve **gender parity** in appointments within the UN system at all levels ([Res 71/243](#) at 73).

### **The 2017 Economic and Social Council (ECOSOC) resolution**

6 International Covenant on Economic Social and Cultural Rights (ICESCR); International Covenant on Civil and Political Rights (ICCPR); Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT); Convention on the Elimination of Discrimination Against Women (CEDAW); Convention on the Rights of the Child (CRC) and its two optional protocols; Convention on the Rights of People with Disabilities (CRPD) the International Covenant on the Elimination of Racial Discrimination (ICERD) and International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (CMW).

**on mainstreaming a gender** perspective into all policies and programmes in the UN system ([E/RES/2017/9](#)) urges the UN System to work collaboratively to accelerate gender mainstreaming and ensure that gender coordination mechanisms are empowered (mandates, capacity and resources) to provide strategic support and advice to UNCTs.

Finally, Uganda has ratified eight out of nine core international human rights instruments,<sup>6</sup> thereby assuming legal obligations to implement these rights in practice. Uganda has also engaged constructively with the Universal Periodic Review (UPR) under the Human Rights Council. Recommendations from human rights mechanisms are among the best entry point for UN system-wide engagement to mainstream human rights in Uganda.



## B) Purpose

The main purpose of the HRGAG includes:

1. Strengthen UNCT attention to, capacity, systems, and performance on human rights and gender equality;
2. Serve as a key mechanism for joint UN action and coordination on human rights, gender equality and the empowerment of women and girls; and

Provide a forum for systematic sharing of information, experiences, and tools on effectively implementing human rights and gender. [https://www.un.org/sg/sites/www.un.org.sg/files/atoms/files/The\\_Highest\\_Aspiration\\_A\\_Call\\_To\\_Action\\_For\\_Human\\_Right\\_English.pdf](https://www.un.org/sg/sites/www.un.org.sg/files/atoms/files/The_Highest_Aspiration_A_Call_To_Action_For_Human_Right_English.pdf)  
<https://undg.org/document/the-human-rights-based-approach-to-development-cooperation-towards-a-common-understanding-among-un-agencies/>

## C) Objectives and Key Tasks

The HRGAG's strategic objectives and key tasks include the following:

- Provide coordinated support, including within the UN and in engagement with national partners, to **integrate human rights and gender in the SDG processes**, including localization and awareness-raising, mainstreaming in implementation, and monitoring progress of relevant indicators. This will complement and inform the work of the UN Technical Working Group on SDGs.
- Support the **application of gender and human rights perspectives throughout the drafting, reporting on, and implementation of the UNSDCF**, including



common country analysis, strategic prioritization, results framework, and M&E. The HRGAG will ensure that relevant key developments and updates on human rights and gender are reflected in the common country analysis on an ongoing basis.<sup>7</sup>

- Strengthen and monitor the **UNCT's accountability** to human rights and gender equality, including the use of the UNCT's SWAP-Scorecard and gender audit; System Wide Strategy on Gender Parity; Human Rights Marker and relevant indicators; and Gender and Age Marker, among others.
- Provide, via the co-chairs, a coherent vision for the UNCT's support to human rights and GEWE through **timely joint assessment**

**and analysis** of substantive human right and gender equality issues.

- Promote a **multiple-track approach to mainstreaming** human rights and gender equality and empowerment of women throughout UNCT's work. This may include supporting development and implementation of mainstreaming strategies, guidelines, and tools for UNSDCF governance groups and in the design of UN joint programmes.
- Provide **high-level support to UNCT's and UNSDCF groups' policy, technical, and normative work.** This includes providing coordinated technical expertise, information, and analysis during the development, reporting

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<sup>7</sup> This included identifying and documenting evidence linking data to policy options, financing models, partnerships, and implementation solutions to support replication and ensure sustainability of human rights and GEWE approaches in the implementation of the Cooperation Framework.



- on, monitoring, and implementation of national laws, policies, budgets, and financing frameworks and of international instruments on human rights and gender equality (*e.g.*, the Universal Periodic Review (UPR), treaty bodies, including CEDAW, Beijing Platform for Action, and Maputo Protocol).
- Support UN agencies to promote diversity and inclusion, and to integrate, monitor, and report on interventions and programmes to promote gender equality and respect for human rights.
  - Coordinate the UN System's joint positions and liaising with other coordination fora, including the Development Partners Groups and supporting the UNRC and UNCT's human rights and GEWE-related engagement in the LDGP
  - Promote human rights and gender equality through **joint advocacy initiatives**. This includes coordination and joint messaging around key International Days, for example 16 Days of Activism and Human Rights Day. This will complement and inform the work of the UN Communications Group.
  - Support **capacity development** in human rights and gender equality within the UN System in Uganda.

The HRGAG will link its work with other relevant UNCT Theme Groups and Strategic Priority Groups under the Cooperation Framework, including by participating in joint meetings as deemed necessary. The HRGAG will likewise engage with related government, civil society and donor structures, including relevant Development Partners Groups.



## D) Chair and Secretariat

In accordance with the *Management and Accountability Framework of the UN Development and Resident Coordinator Systems* and the *Standard Operating Procedures for UN Country Teams on Delivery as One*, the HRGAG is co-chaired by the Office of the High Commissioner for Human Rights (OHCHR) and the UN Entity for Gender Equality and Women's Empowerment (UN Women). The chair will rotate on a six-month basis.

Responsibilities of the co-chairs include the following:

- Be responsible for the overall performance of the HRGAG and accountable for the coordinated achievements of results stipulated in the Cooperation Framework and the HRGAG Joint Work Plan.
- Provide leadership to the HRGAG on human rights and GEWE matters and its integration into the UN System.

- Chair the quarterly and ad hoc HRGAG meetings and prepare the meeting agendas in consultation with the secretariat and group members.
- Report to the UNCT on behalf of the HRGAG and be a spokesperson for the human rights and gender equality to the UNCT and other external bodies.

The work of the HRGAG will be supported by a Secretariat designated from within OHCHR, UN Women, and the UN Resident Coordinator's Office (UNRCO).

## E) Membership and frequency of meetings

The UNCT Human Rights and Gender Advisory Group is comprised of focal points and alternates from all UN agencies within the UNCT. Member agency focal points should include at least 50% senior staff (P4 and above; NOC and above). The designated focal points:





- Must be a staff member (not an intern or other short-term consultants);
- Should have technical expertise on gender equality and/or human rights or be supported by the organization to develop this expertise;
- Must be able to devote adequate time their HRGAG work, which should be reflected in their workplans and assessments; and
- Should be responsible for human rights and/or gender equality in the organization in the normal course of his/her duty.

Beyond the designated agency focal points, additional staff members may participate in the HRGAG meetings and actions as relevant.

**E-1). Responsibilities of agency focal points include:**

- Proactive participation, support, and input into

HRGAG activities to enable joint and coordinated achievement of the UNCT and HRGAG strategic priorities and work plans.

- Share information on human rights and gender equality related activities undertaken or supported by participating agencies and ensure its alignment with goals of the UNSDCF.
- Support capacity analysis of UN system, programme partners, national authorities, CSOs in the promotion, protection and fulfillment of human rights and gender equality.
- Promote and enhance human rights and gender within agency programmes and operations. This includes:
  - Enhance the integration of human rights and gender equality as a cross-cutting theme in agency strategies, operations, planning,



- programming, M&E, and work.
- Strengthen the evaluation and monitoring of agency accountability to human rights and gender equality, including agency progress towards system-wide targets on human rights and GEWE. This will require engagement with agency focal persons on UNSDCF Groups.
- Identify skills development needs in human rights and gender equality and coordinate training for agency staff members, including the UNACs.
- Mobilize, coordinate, and consolidate agency inputs and engagement with the activities of the

HRGAG, including into knowledge products, assessments, reports, advocacy and messaging, among others.

- Ensure human rights and gender equality principles feature prominently among the guiding principles of agency/inter-agency programming processes.

The HRGAG will meet at least quarterly, as well as on an ad-hoc basis, as deemed necessary by the members or as required to achieve the group's strategic priorities. Each agency's focal point and/or alternate shall attend the meetings and if for any unavoidable circumstances the focal person is unable to attend any meetings, the designated staff member, who is equally knowledgeable and able to inform decision-making processes, should represent the organization. HRGAG focal points are expected to engage proactively also



between meetings, in particular in response to emerging and time-sensitive issues.

Focal points from other inter-agency groups established under the Cooperation Framework, will also be required as needed by the relevant strategic priority activity. This includes focal points from the Results Based Management Group (RBMG), UN Operations Management Team (OMT), and UN Communications Group (UNCG), and UN Technical Working Group on SDGs (UN SDG Team), among others.

## F) Work Planning

The HRGAG will develop an annual work plan based upon UN System and UNSDCF and commitments on human rights and gender equality, including responsibilities under the Cooperation Framework's Monitoring, Evaluation and Learning Plan (Annex 3) and in alignment with the Cooperation Framework's Work Plans. For

each action or task under the annual work plan, the HRGAG will identify a responsible participating agency and/or individual, as well as a budget and timeframe for implementation. Schedules, plans, and additional relevant materials for each meeting and activity should be prepared jointly by members of the HRGAG under guidance from the co-chairs of the group.

## G) Reporting

The HRGAG reports to the UNCT through the co-chairs. The HRGAG will annually report on the Annual Work Plan to the Resident Coordinator and UNCT, and as required by the UNSDCF.

The minutes of the HRGAG meeting should be documented by designated members and will be made available on the UNCT electronic platform, along with all other relevant information related to the HRGAG.













## UNITED NATIONS UGANDA



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