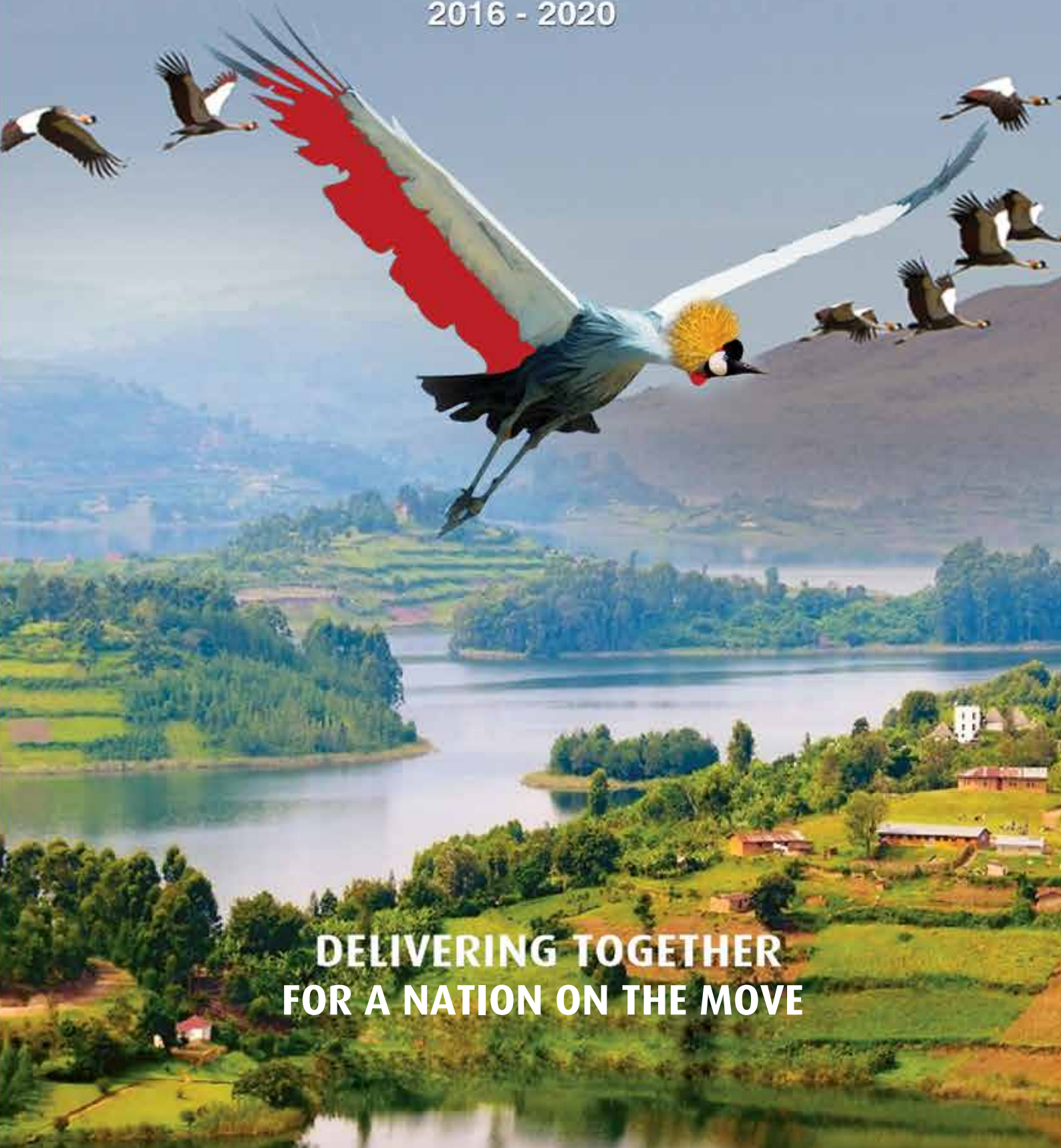




United Nations  
**UGANDA**

# UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK FOR UGANDA

2016 - 2020



**DELIVERING TOGETHER  
FOR A NATION ON THE MOVE**

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United Nations Development Assistance Framework for Uganda, 2016 - 2020  
UNDAF Uganda, 2016 - 2020

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# Foreword

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

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), Government with support from the UN Agencies and our Development Partners reduced absolute poverty from 24.5% in 2009/10 to 19.7% in 2012/13 and increased per-capita income from US \$665 in 2009/10 to US\$ 788 in 2013/14.

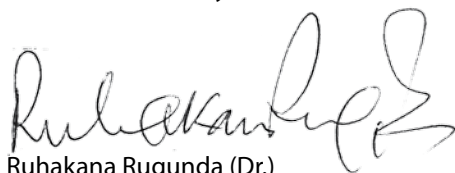
This second National Development Plan (2015-2020) is now aimed at propelling the country into middle income status by 2020 with a per capita income of US\$ 1,033. This will be realized through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth. 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 Government of Uganda is therefore delighted that the United Nations Country Team is working in concert with Government to deliver this strategic agenda – especially under a renewed UN strategic focus under the Delivering As One (DaO) Initiative.

This United Nations Development Assistance Framework for 2016-2020 is a result of a highly consultative process under the high-level modality for engagement between the Government of Uganda and the United Nations Country Team which deliberated and approved the Results Framework that underpins the UNDAF 2016-2020.

The premise of this UNDAF (2016-2020), which identifies good governance as a pre-condition for the realization of quality human capital and in turn the driver of sustainable and inclusive economic development, is consistent with Vision 2040 which prioritizes good governance as the backbone for the transformation agenda.

I encourage the UN Country Team to maintain the level of engagement with Government of Uganda through joint programming and reviews so as to ensure high levels of coherence for effective service delivery. The Office of the Prime Minister will continue to provide leadership and support for this strategic coordination between Government of Uganda and the UN Country Team to ensure that the UNDAF 2016-2020 and the NDP II are a resounding success.



Ruhakana Rugunda (Dr.)  
PRIME MINISTER  
REPUBLIC OF UGANDA

# Executive Summary

Over the last 50 years, Uganda has made significant development progress, moving from recovery to growth. In order to consolidate and accelerate this growth process, the Government of Uganda (GoU) has developed a 30-year Vision, reflecting the country's aspiration of transforming from a predominantly peasant and low-income country to a competitive upper middle income country by 2040. The GoU and the United Nations Country Team (UNCT) agreed to adopt the Delivering as One (DaO) modality in Uganda to better adapt UN's support to the rapidly changing national development context. To this end, the United Nations Development Assistance Framework (UNDAF) 2016-2020 focuses on upstream support and is strategic, forward looking and fully aligned to both the medium and long term National Development Plans (NDP II 2015/6-2019/20 and Vision 2040).

The formulation process for the UNDAF 2016-2020 was participatory, inclusive and Government-led, guided by United Nations Development Group (UNDG) programming and other related international principles, thereby ensuring focus of UN's contribution towards realizing human rights, gender equality and promoting environmental sustainability through National Capacity Development (NCD) and greater focus on transformational results.

The UNDAF priority setting was guided by three long-term strategic results that will guide the design of successive NDPs and UNDAFs between now and 2040 and which clearly define transformative results in the areas of Governance, Human Capital Development and Sustainable and Inclusive Economic Development.

The theory of change is based on the fundamental logic that Good Governance is a pre-condition for the realization of quality Human Capital that will in turn drive Sustainable and Inclusive Economic Development. Good Governance should therefore be achieved as early as possible or by end of 2020 so that there is a foundation for Human Capital Development to be achieved by the end of 2025, and Sustainable and Inclusive Economic Development to be achieved by the end of 2035, ahead of 2040.

The twelve UNDAF outcomes have been designed to trigger sequential transformation in Uganda. The UN will support the transformative process by moving away from direct implementation, and focus on providing upstream support, especially in the areas of evidence generation, national capacity development, and creating enabling conditions for people-driven sustainable and inclusive development. Special attention will be on ensuring that strategies and actions within UN's work are complementary and mutually reinforcing and that work in one area is built upon enabling conditions created by progress in the other areas.

The UN will prioritize introduction of new technologies and approaches, leveraging on its access to global best practice, including from South-South Cooperation and triangular cooperation.

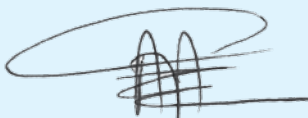
A Common Budgetary Framework provides an overview of required, available and expected funding to support delivery of the programme. It is estimated that approximately US\$ 954.3 million will be needed over the UNDAF period. In line with the Standard Operating Procedures for DaO countries and learning from the previous UNDAF period, this UNDAF will be operationalized through strategic result groups led by Heads of Agencies responsible for driving joint planning, monitoring, reporting and results.

The UN in Uganda is committed to the UN core principle of Managing for Results, and in that regard, has adopted and will apply principles of Results Based Management, including; alignment of the UNDAF to the government transformational development agenda defined in its Vision 2040.

With the alignment of the National Development Plan 2016-2020 (NDP II) and UNDAF (2016-2020) and Uganda's role in the global Post 2015 process, including Presidency of the 69<sup>th</sup> General Assembly, there is significant momentum to localize the Post 2015 agenda and the Sustainable Development Goals (SDGs) beyond the policy level. The UN has played a key role in facilitating the integration of the SDGs into the NDP II, making Uganda one of the first countries globally to have integrated the proposed SDGs in national planning frameworks ahead of their adoption in September 2015.

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**Hon. Matia Kasijja**  
Minister of Finance, Planning and Economic Development



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**Ahunna Eziakonwa-Onochie**  
UN Resident Coordinator

Signing also on behalf of the following Non-Resident Agencies:

Mr. Alexio Musindo, ILO Country Director for Kenya, Tanzania, Uganda and Rwanda

Ms. Judith Karl, UNCDF Executive Secretary

Mr. Mohamed Djelid, UNESCO Director Regional Office for Eastern Africa. Representative for Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan and Uganda.

Ms. Auxumite Gebre-Egziabher, UNHABITAT Director of Regional Office for Africa

Mr. Jean B. Bakole, UNIDO Representative and Director of Regional Office

Mr. Mounkaila Goumandakoye, UNEP Director and Regional Representative, Regional Office for Africa

Ms. Arancha Gonzalez,  
ITC Executive Director

# The United Nations in Uganda



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**Alhaji M. Jallow**  
FAO Representative



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**Alessandro Marini**  
IFAD Country Representative



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**Musa Bungudu**  
UNAIDS Country Coordinator



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**Aida Girma**  
UNICEF Representative



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**Hodan Addou**  
UNWOMEN Representative



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**Almaz Gebru**  
UNDP Country Director




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**Esperance Fundira**  
UNFPA Representative



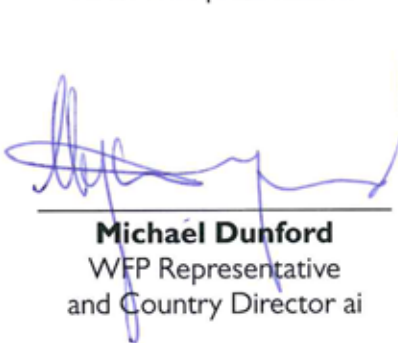
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OHCHR Representative



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**Michael Dunford**  
WFP Representative  
and Country Director ai



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**Wondimagegnehu Alemu**  
WHO Representative

# Abbreviations

|        |  |
|--------|--|
| AIDS   | Acquired Immune Deficiency Syndrome  |
| AfDB   | African Development Bank   |
| AHSPR  | Annual Health Sector Performance Report                                    |
| ART    | Anti-Retroviral Treatment  |
| CCP    | Child Protection Policy  |
| CCR    | Climate Change Resilience  |
| CEDAW  | Convention on the Elimination of All Forms of Discrimination against Women |
| CSOs   | Civil Society Organizations  |
| DaO    | Delivering as One  |
| DENIVA | Development Network of Indigenous Voluntary Association                    |
| DLG    | District Local Government  |
| EC     | Electoral Commission   |
| ECD    | Early Childhood Development  |
| EFA    | Education for All  |
| EOC    | Equal Opportunities Commission   |
| ERP    | Enterprise Resource Planning   |
| EMIS   | Education Management and Information System                                |
| EMTCT  | Elimination of Mother to Child Transmission                                |
| EPI    | Expanded Programme of Immunization   |
| FAO    | Food and Agriculture Organization  |
| FGM/C  | Female Genital Mutilation/Cutting  |
| FSNA   | Food Security and Nutrition Assessment                                     |
| GBV    | Gender-Based Violence  |
| GE     | Gender Equality  |
| GDP    | Gross Domestic Product   |
| GoU    | Government of Uganda   |
| HACT   | Harmonized Approach to Cash Transfers                                      |
| HCD    | Human Capital Development  |
| HIV    | Human Immunodeficiency Virus   |
| HR     | Human Rights   |
| HRC    | Human Rights Commission  |
| IAEA   | International Atomic Energy Agency   |
| ICGLR  | International Conference for the Great Lakes Region                        |
| ICT    | Information and Communications Technology                                  |
| IFAD   | International Fund for Agricultural Development                            |
| IGAD   | Intergovernmental Authority on Development                                 |
| ILO    | International Labour Organization  |
| IOM    | International Organization for Migration                                   |
| IMEP   | Integrated Monitoring and Evaluation Plan                                  |
| JLOS   | Justice Law and Order  |
| LG     | Local Government   |



|       |   |
|-------|---|
| MAAIF | Ministry of Agriculture, Animal industries and Fisheries                            |
| MDAs  | Ministries, Departments and Agencies  |
| MDG   | Millennium Development Goal   |
| M&E   | Monitoring and Evaluation   |
| MEMD  | Ministry of Energy and Mineral Development  |
| MFPEd | Ministry of Finance, Planning and Economic Development                              |
| MIS   | Management and Information System   |
| MoES  | Ministry of Education and Sports  |
| MoFA  | Ministry of Foreign Affairs   |
| MoH   | Ministry of Health  |
| MoJCA | Ministry of Justice and Constitutional Affairs                                      |
| MoLG  | Ministry of Local Government  |
| MoV   | Means of Verification   |
| MGLSD | Ministry of Gender, Labour and Social Development                                   |
| MTR   | Mid Term Review   |
| MTWA  | Ministry of Tourism, Wildlife and Antiquities                                       |
| MWE   | Ministry of Water and Environment   |
| NASA  | National Aids Spending Assessment   |
| NCD   | Non Communicable Diseases   |
| NCD   | National Capacity Development   |
| NCF   | National Consultative Forum   |
| NCPI  | National Commitments and Policy Index   |
| NDP   | National Development Plan   |
| NECOC | National Emergency Coordination and Operations Centre                               |
| NEMA  | National Environment Management and Evaluation                                      |
| NFA   | National Forest Association   |
| NGO   | Non-Governmental Organization   |
| NMS   | National Medical Stores   |
| NPA   | National Planning Authority   |
| NRM   | Natural Resource Management   |
| OHCHR | Office of the High Commissioner for Human Rights                                    |
| OPM   | Office of the Prime Minister  |
| PLHIV | People Living with HIV  |
| PLK   | Pulse Lab Kampala   |
| PPP   | Public-Private-Partnerships   |
| PSC   | Peace, Security and Cooperation Framework   |
| PSM   | Public Sector Management  |
| QUAM  | Quality Assurance Certification Mechanism for Civil Society Organisations in Uganda |
| RCO   | (United Nations) Resident Coordinator's Office                                      |
| REACH | Renewed Efforts Against Child Hunger and Undernutrition                             |
| SDG   | Sustainable Development Goal  |
| SIED  | Sustainable and Inclusive Economic Development                                      |
| SMART | Specific, Measurable, Achievable, Relevant and Time-bound                           |

|            |  |
|------------|--|
| SPP        | Social Protection Policy   |
| SRMNCAH    | Sexual Reproductive Maternal Neonatal Child and Adolescent Health      |
| TB         | Tuberculosis   |
| UAC        | Uganda Aids Commission   |
| UBOS       | Uganda Bureau of Statistics  |
| UDHS       | Uganda Demographic and Health Survey                                   |
| UHRC       | Uganda Human Rights Commission   |
| UN         | United Nations   |
| UNAIDS     | Joint United Nations Programme on HIV and AIDS                         |
| UNCDF      | United Nations Capital Development Fund                                |
| UNCT       | United Nations Country Team  |
| UNDAF      | United Nations Development Assistance Framework                        |
| UNDP       | United Nations Development Programme                                   |
| UNDG       | United Nations Development Group                                       |
| UNEG       | United Nations Evaluation Group  |
| UNEP       | United Nations Environment Programme                                   |
| UNESCO     | United Nations Educational, Scientific and Cultural Organization       |
| UNFPA      | United Nations Population Fund   |
| UN-Habitat | United Nations Human Settlements Programme                             |
| UNHCR      | The Office of the United Nations High Commissioner for Refugees        |
| UNHS       | Uganda National Household Survey                                       |
| UNICEF     | United Nations Children's Fund   |
| UNIDO      | United Nations Industrial Development Organization                     |
| UNMA       | Uganda National Meteorological Authority                               |
| UN Women   | United Nations Entity for Gender Equality and the Empowerment of Women |
| UPR        | Universal Periodic Review  |
| URSB       | Uganda Registration Services Bureau                                    |
| UTB        | Uganda Tourism Board   |
| UWA        | Uganda Wildlife Authority  |
| VAC        | Violence Against Children  |
| WASH       | Water, Sanitation and Hygiene  |
| WB         | World Bank   |
| WES        | Water, Environment and Sanitation                                      |
| WFP        | World Food Programme   |
| WWGI       | Worldwide Governance Indicator   |
| WHO        | World Health Organization  |



# 1. INTRODUCTION

## 1.1. The United Nations in Uganda

The United Nations is an impartial and trusted partner in Uganda, supporting the Government to achieve its development goals. The United Nations Country Team (UNCT), is comprised of 22 resident and non-resident UN agencies<sup>1</sup>. Recent achievements and challenges of the UN in Uganda include:

- a) Support to humanitarian crisis, recovery and peace building resulting in the successful transition of Northern Uganda from emergency to recovery and development, as well as laying the foundation for improving livelihoods of half the population of Karamoja from aid dependency to some level of self-reliance. However, Northern Uganda continues to carry the burden of refugees from South Sudan, and still lags behind the rest of the country, thereby underscoring the need to bridge the gap between humanitarian and development.
- b) Strengthened government capacity to formulate and implement its socio-economic policies in line with key crosscutting principles (gender, HIV and AIDS, population, environment and human rights), resulting in successful reforms that have positively impacted on the national health indicators. UN support also strengthened decentralization, thereby improving accountability and promoting local ownership of development programmes and projects. However, local governments still face challenges in coordination and coherent implementation of policies and laws at local level.
- c) Strengthening national capacity in human-rights and evidence-based planning, including development of the second National Development Plan (NDP II), which was informed by national surveys such as the 2014 national census and analytics on the demographic dividend supported by the UN. National planning processes have also been enriched by innovative tools provided by the UN for good planning and programming<sup>2</sup>. Nonetheless, challenges remain with regards to availability of reliable data for some key development indicators, quality of data (especially administrative data) and systematic quality assurance.

The United Nations Development Assistance Framework (UNDAF) 2016 – 2020 is based on lessons learnt from the preceding UNDAF 2010 – 2015, including Mid-Term Review and Action Planning exercises<sup>3</sup>. Past experience has contributed to inform the UNDAF approach towards transformative development and inform collaborative joint planning; including development of clear theory of change, strengthening governance and management through establishment of a Joint UNDAF Steering Committee, and sharpening the UN's focus on its normative role. The UN system has enhanced the key principles of Delivering as One (DaO) since 2012, including through a DaO pilot initiative in Northern Uganda. Through leveraging its collective strength the UN has successfully been advocating with the Government at the highest level. The UNCT has established effective working structures for driving joint UN results both at central and field levels with convergence result areas for UN agencies to convene around<sup>4</sup> and a UN Area Coordination system<sup>5</sup> for bottom-up joint implementation and monitoring at field level. However, improvement is still required particularly in (i) developing systems to effectively measure the results of UN advocacy and capacity development work and (ii) leveraging its convening power to develop strategic partnerships for enhanced development effectiveness.

## 1.2. Uganda's Development Context and Framework

Uganda has made significant development progress over the last 50 years and has transitioned from recovery to growth. From 2002, the economy has consistently grown by an average of 6.4% annually, building sufficient momentum for take-off. In order to consolidate and accelerate this growth, the Government of Uganda (GoU) has developed a 30-year Vision, to develop from a predominantly peasant and low-income country to a competitive upper middle income country by 2040. Government strategy is to implement Vision 2040 through three 10-year plans, six 5-year National Development Plans (NDPs) and other sub-national

1 UNICEF, UNDP, UNFPA, UNHCR, UN Women, UNAIDS, OHCHR, FAO, WHO, WFP, IFAD, UN HABITAT, UNEP, UNESCO, UNIDO, ILO, IAEA, UNCDF, UNV, MONUSCO, UNDSS and non-UN entity IOM as an invitee to the UNCT meetings.

2 U-report is a text message programme with more than 287,000 reporters which has become a union of expression for Uganda's youth. Devtrac is a system for real time reporting on the status of national services (schools, health centers, water points, etc.) and development projects. Mtrac is a new SMS-based technology connecting hospitals to the national drug chain. Edutrac is similarly a SMS-based system for school system monitoring.

3 UNDAF Mid-Term Review 2012 and UNDAF Action plan 2013-2015

4 As part of the UNDAF Action plan 2013-2015 the UNCT has advanced the DaO effort and joint results through three convergence result areas, each led by a Head of Agency : Maternal and Newborn Health; Youth Employment and Engagement and Gender Equality. Women's Empowerment and GBV. The same groups have also been constituted at the regional/ UN Area Coordination level.

5 UN Area Coordinators have been appointed by the RC/UNCT for Northern Uganda (Acholi, West Nile, Lango), for Karamoja and for South West and coordinate UN agencies and DaO efforts on the ground.

level frameworks. One of the Government's priorities for achieving Vision 2040 is to address the country's population growth. Provisional results from the 2014 National Population and Housing Census indicated that Uganda's population increased by 10.7 million from 2002 to 34.9 million, representing a growth rate of 3.03% per annum. Another area of investment for the Government is in roads and infrastructure to boost regional trade to stimulate economic growth and transformation.

The strategic direction of Uganda's second National Development Plan is to strengthen the country's competitiveness for sustainable wealth creation, employment and inclusive growth. Key objectives to be achieved during the 5 year period include: (i) increasing sustainable production, productivity and value addition in key growth opportunities; (ii) increasing the stock and quality of strategic infrastructure to accelerate the country's competitiveness; (iii) enhancing human capital development; (iv) strengthening mechanisms for quality, effective and efficient service delivery. The Plan prioritizes investment in three key growth opportunities, Agriculture, Tourism and Minerals, Oil and Gas as well as two fundamentals: Infrastructure and Human Capital Development.

The Constitution of Uganda (1995) guarantees the protection and promotion of fundamental and other human rights and freedoms. The Constitution provides for the separation of powers between the different arms of Government. Parliament has powers to make laws on matters relating to peace, order, development and good governance, including establishing constitutional bodies, such as, inter alia; the Uganda Human Rights Commission (UHRC), the Equal Opportunities Commission (EOC), the Anti-Corruption Court, and the National Councils for Children, Youth and Disabled. The Constitution establishes the Judiciary as an independent and separate arm of Government, and provides for judicial power to be exercised by Courts of Judicature. The third arm of Government is comprised of the Executive led by the President. The country has established solid legal framework but there have been gaps in the implementation as well as delays enactment of laws.

### **1.3. UNDAF Formulation Process**

The process of UNDAF formulation was inclusive, participatory and evidence-based. It was led by Government and guided by United Nations Development Group (UNDG) programming and other related international principles, including human rights-based approach, gender equality environmental sustainability and national capacity development to ensure greater focus on transformational results.

The UNDAF formulation was preceded by a series of workshops and meetings involving the GoU and the National Planning Authority (NPA) on the Post-2015 agenda and the SDGs, which culminated with government commitment to integrate the SDGs in the NDP II. Pulse Lab Kampala<sup>6</sup> collected information about issues and priorities for the Post-2015 agenda from analysis of social media and U-report text messages. A formal partnership has been established between the NPA and the Lab to monitor progress of the NDP II and SDGs.

An UNDAF Coordination and Engagement Platform or Joint Steering Committee (JSC) was established to ensure alignment with national development objectives, national ownership, government oversight and mutual accountability for results.

Three capacity building and programme planning workshops chaired by the Government were undertaken over a period of two months, involving also representatives from civil society organisations (CSOs). These consultative planning workshops culminated with the design of an issue-based UNDAF with emphasis on

- (i) addressing key transformation bottlenecks (Subjects of Change)
- (ii) identifying relevant areas for UN intervention (Dimension of Change)
- (iii) detailed qualification of each dimensional change (Qualifiers of Change)

This clear mapping of desired changes has led to the formulation of jointly owned and Specific, Measurable, Achievable, Relevant and Time-bound (SMART) transformational result.

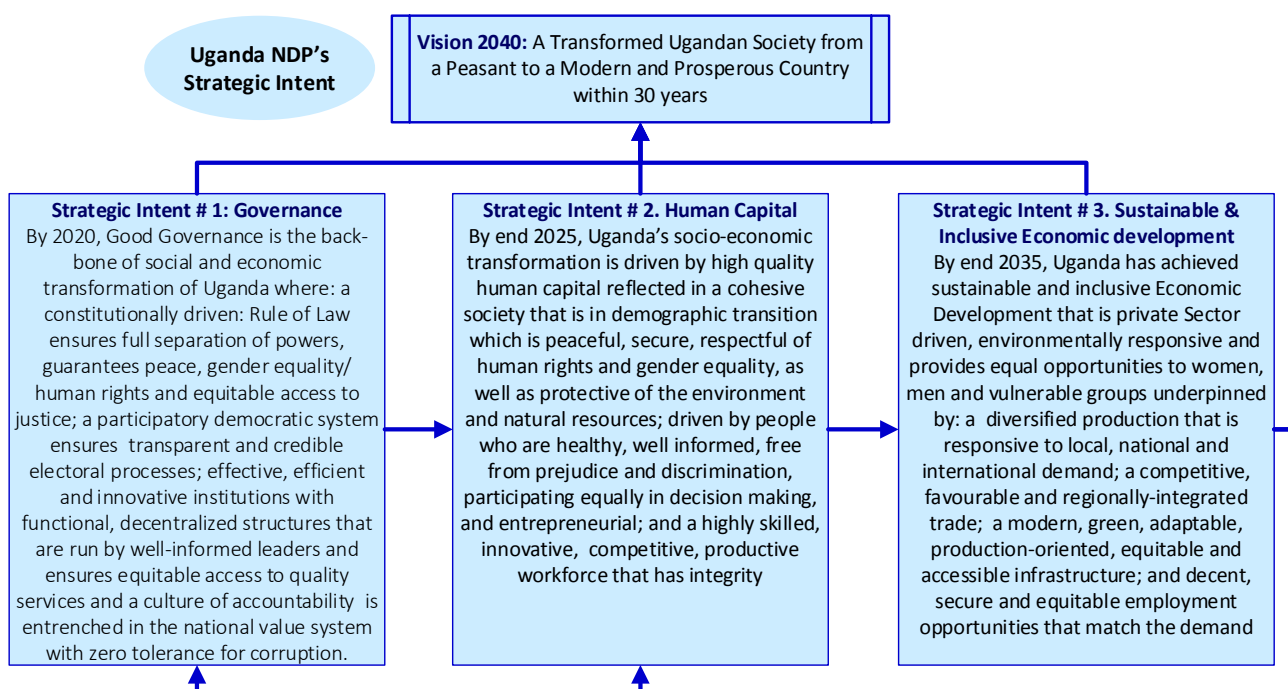
<sup>6</sup> See section 3 on Initiatives supporting the results for more detailed information. The dashboard created can be accessed at <http://pulselabkampala.ug/post2015/>



## 2. UNDAF RESULTS

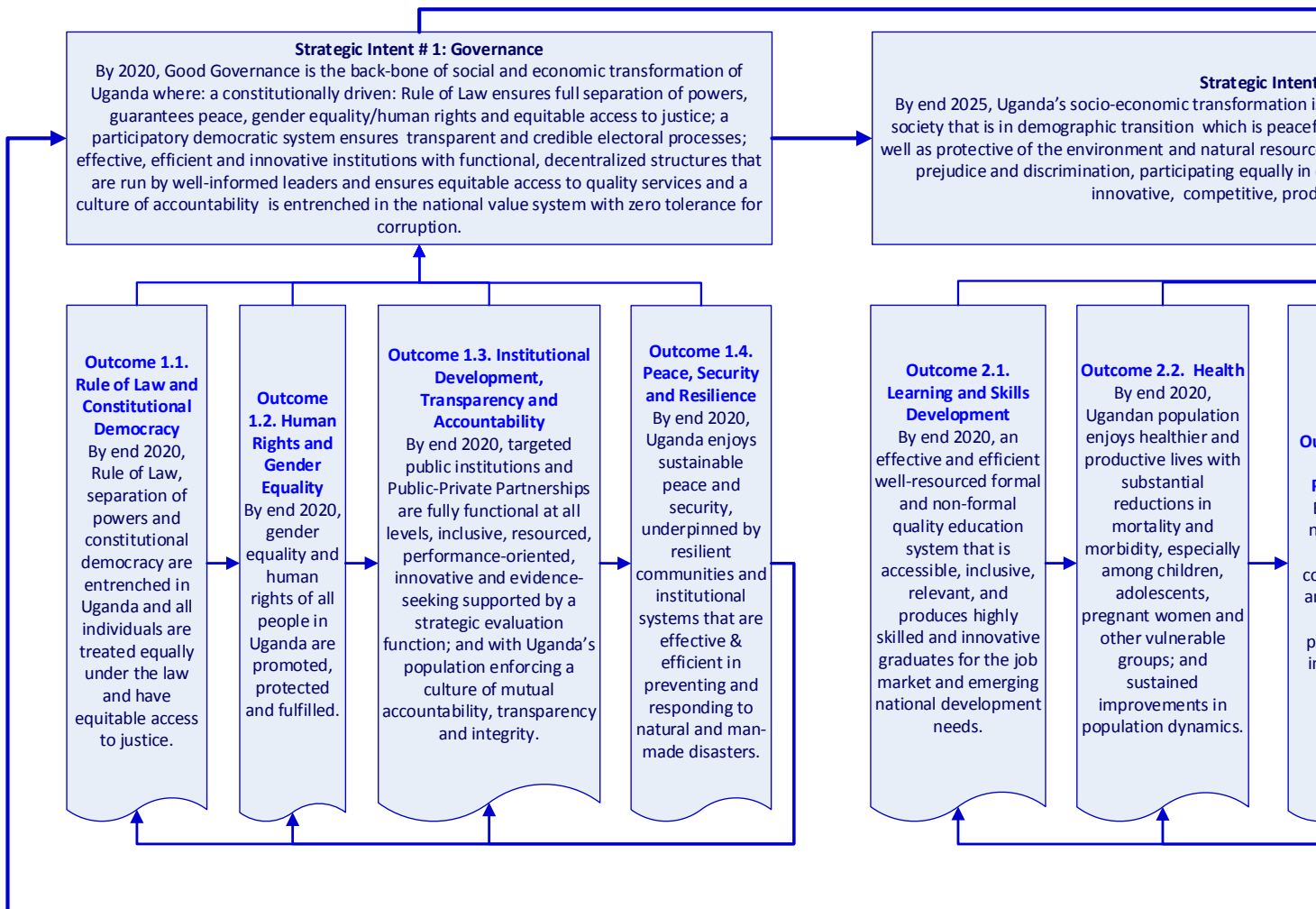
The UNCT agreed to support and strengthen the government-led analytical work, in place of a separate Common Country Analysis, and to use this analysis as a basis for UNDAF design. The UN also undertook a light bottleneck analysis to identify critical development gaps and challenges. Following a joint UN-Government review of the analysis, the following three structural issues were identified as potential risks towards Vision 2040 and SDG targets; (a) insufficient performance in the areas of rule of law and democratic governance, government's effectiveness, regulatory quality, voice and accountability, and control of corruption; (b) negative effects of high population growth (with associated high dependency ratio) and gender inequality on economic growth and poverty reduction; and (c) the correlation between declining Ease of Doing Business ranking and reduced performance in good governance.

The JSC developed a detailed road map as a basis for the UNDAF design as well as its structure and results. In this regard, the UNDAF 2016-2020 focuses on upstream work and is aligned to both the medium and long term National Development Plans (NDP II and Vision 2040). The UNDAF focuses on three priority areas of Governance, Human Capital Development (HCD) and Sustainable and Inclusive Economic Development (SIED). UN support for transformative change will gradually shift from direct implementation to upstream support, evidence generation and national capacity development, thereby creating enabling conditions for people-driven sustainable and inclusive development. Particular emphasis will be placed on ensuring that UN strategies and programmes are complementary and mutually reinforcing, with priorities on innovative approaches and South-South/Triangular cooperation.



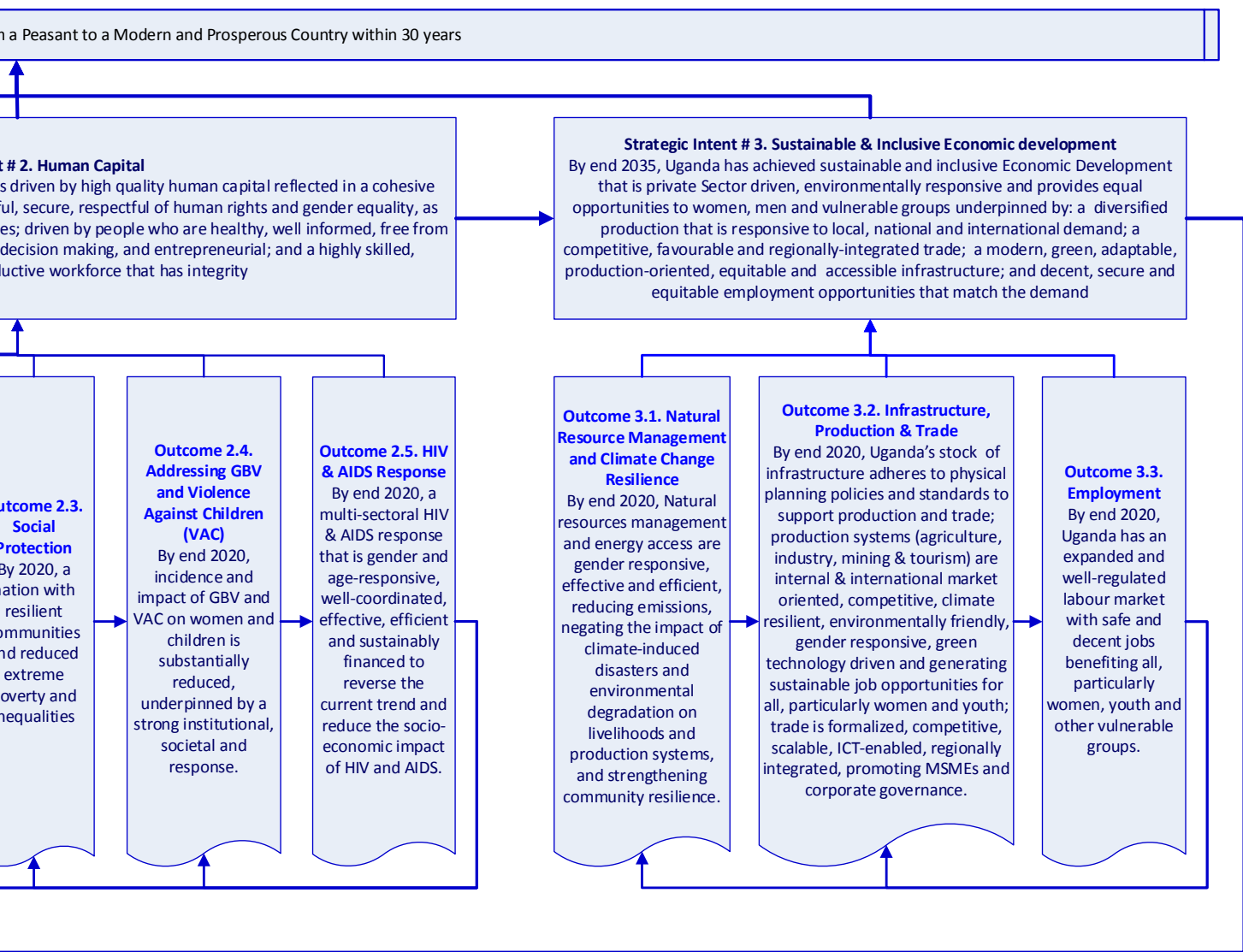
# UNDAF AT

Uganda's Vision 2040: A Transformed Ugandan Society from





# A GLANCE



## UNDAF Alignment to NDP II

| UNDAF Strategic Intents and Outcomes                                     | NDP II Objectives and Sectoral Key Results   |
|--|--|
| UNDAF Strategic Intent # 1: Governance                                   | NDP II Objective 4: Strengthen mechanisms for quality, effective and efficient service delivery                            |
| Outcome 1.1. Rule of Law and Constitutional Democracy                    | Sectoral Key Result: Governance - Legislature  |
| Outcome 1.2. Human Rights and Gender Equality                            | Sectoral Key Result: Governance – Justice, Law and Order   |
|  | Sectoral Key Result: Social Development  |
| Outcome 1.3. Institutional Development, Transparency and Accountability  | Sectoral Key Result: Governance - Accountability   |
| Outcome 1.4. Peace, Security and Resilience                              | Sectoral Key Result: Governance – Defence and Security   |
|  | Sectoral Key Result: Social Development  |
| UNDAF Strategic Intent # 2. Human Capital                                | NDP II Objective 3: Enhance human capital development  |
| Outcome 2.1. Learning and Skills Development                             | Sectoral Key Result: Human Capital Development – Education and Sports  |
|  | Sectoral Key Result: Human Capital Development – Skills Development  |
| Outcome 2.2. Health  | Sectoral Key Result: Human Capital Development – Health  |
|  | Sectoral Key Result: Human Capital Development – Water and Sanitation  |
| Outcome 2.3. Social Protection   | Sectoral Key Result: Human Capital Development – Health  |
| Outcome 2.4. Addressing GBV and Violence Against Children (VAC)          | Sectoral Key Result: Human Capital Development – Health  |
| Outcome 2.5. HIV & AIDS Response   | Sectoral Key Result: Human Capital Development – Health  |
| UNDAF Strategic Intent # 3. Sustainable & Inclusive Economic Development | NDP II Objective 1: Increase sustainable production, productivity and value addition in key growth opportunities           |
|  | NDP II Objective 2: Increase the stock and quality of strategic infrastructure to accelerate the country's competitiveness |
| Outcome 3.1. Natural Resource Management and Climate Change Resilience   | Sectoral Key Result: Environment and Natural Resources   |
| Outcome 3.2. Infrastructure, Production & Trade                          | Sectoral Key Result: Agriculture   |
|  | Sectoral Key Result: Trade, Industry and Cooperatives  |
|  | Sectoral Key Result: Infrastructure Development  |
| Outcome 3.3. Employment  | Outcome 3.3. Employment<br>Sectoral Key Result: Social Development   |

## Government-defined Theory of Change

As articulated in its Vision 2040, the GoU recognises that good governance, respect for human rights, promotion of gender equality, environmental sustainability and the building of a strong human capital base are the foundation for sustainable economic development and long-term growth.

The government's theory of change is based on the logic that good governance is a pre-condition for the realization of quality human capital, which in turn is the driver for sustainable and inclusive economic development. In that regard, early realisation of good governance by end 2020 will be critical in order to provide a basis for achievement of human capital development by 2025; which will drive sustainable and inclusive economic development by 2035 within the timeframe of the long-term national vision. In this regard, government has undertaken to guarantee its political will and commitment towards sustained good governance, particularly in ensuring rule of law, constitutional democracy, regulatory quality, government effectiveness, accountability and zero tolerance for corruption. On its part, the UN will provide quality up-stream support to strengthen national capacities in line with national priorities, in collaboration with other development partners, including international and multilateral financial institutions.

Based on this theory of change and logic, the UNCT will put more emphasis on Governance outcomes in the first two years of the UNDAF cycle through joint advocacy and monitoring and evaluations (Annex C). The UNDAF 2016-2020 contributes to twelve outcomes under the three pillars as outlined above. The results framework provides details of the outcome indicators, outputs, planned interventions and partners, and illustrates the vertical linkages between outcomes as well as the causality association between the outputs and outcomes (Annex A). The diagram below visualizes the vertical logic of the outcomes acknowledging that the achievement of one outcome will accelerate achievement of the next, although work will be undertaken in parallel. The same logic applies to outputs.



*A community meeting in Karamoja Sub-region*

# GOVERNANCE

## 2.1. UNDAF'S CONTRIBUTION TO NDP STRATEGIC INTENT NO. 1: GOVERNANCE

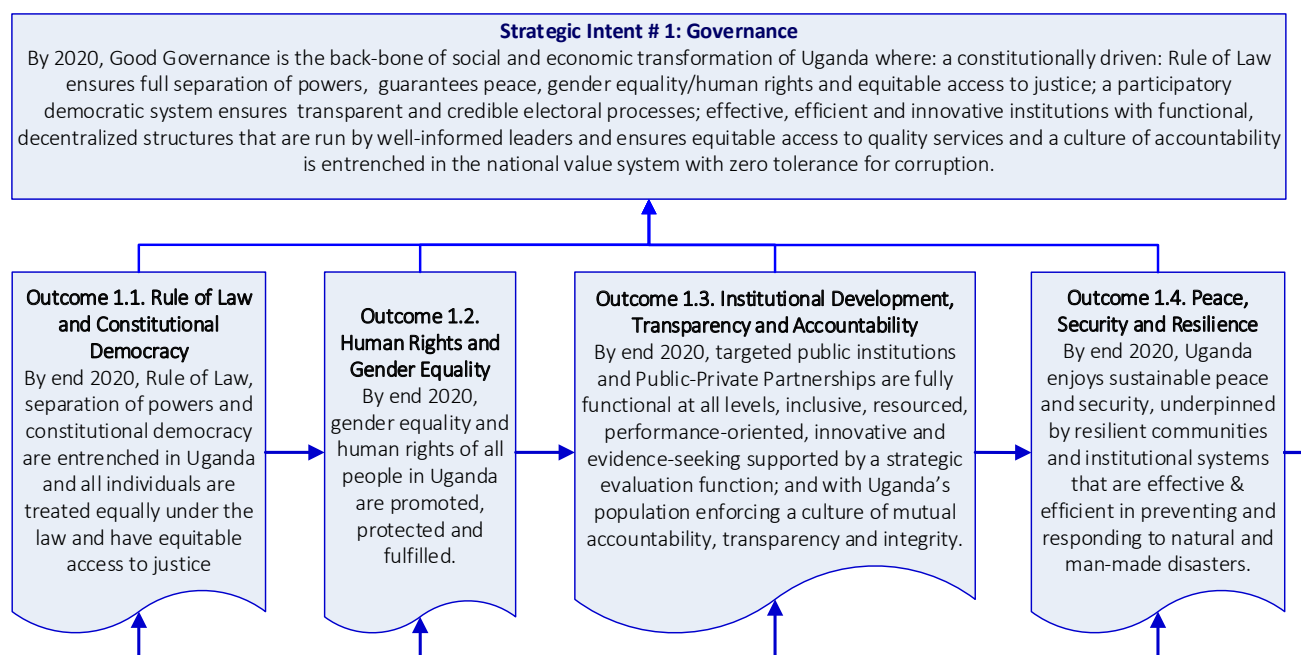
By end 2020, good governance is the back-bone of social and economic transformation of Uganda where: a constitutionally driven rule of law ensures full separation of powers and guarantees human rights, gender equality, equitable access to justice and enjoyment by the population, of sustained peace and security; a participatory democratic system ensures transparent and credible electoral processes; effective, efficient, responsive and innovative national institutions with functional, decentralized structures that are run by well-informed leaders and ensures equitable access to quality services; and a culture of accountability is entrenched in the national value system with zero tolerance for corruption.

### Alignment to Vision 2040 and NDP II

Uganda's Vision 2040 underscores good governance as a backbone for economic and social transformation wherefore good governance results should be achieved by 2020 in order to lay a foundation for other result areas. The UN will support the GoU to consolidate good governance in the medium term within the framework of the NDP II. Specifically, UN support will focus on; (i) improving the effectiveness of constitutional governance so as to enable equitable access to justice, rule of law and democratic governance; (ii) upgrading public policies to international and regional standards, particularly with regard to human rights, gender equality and environmental sustainability; (iii) improving Public Sector Management (PSM), institutionalising evidence-based decision making and promoting transparency and accountability to ensure effective and efficient service delivery; and (iv) enhancing national resilience to enable Uganda's effective and sustainable contribution to peace and security within and outside its borders. The UNDAF contributes to four mutually reinforcing outcomes in the following areas: (a) Rule of Law and Constitutional Democracy, (b) Human Rights and Gender Equality, (c) Institutional Development, Transparency and Accountability, and (d) Peace, Security and Resilience (Annex B).

### Rule of Law and Constitutional Democracy

For economic development and transformation to take place and be sustained, there should be full confidence in the rule of law and justice delivery system. In the context of an evolving democratic system the UN will support the GoU to further consolidate the rule of law, including constitutional democracy. Specifically, the UN will promote and support efforts towards legal reforms, including (i) establishment of an independent electoral commission to ensure that elections are credible and peaceful, (ii) support the updating, harmonization and coherence of laws, and (iii) strengthen the capacity of law enforcement systems for full respect of human rights and equitable access to justice. Emphasis will be placed on ensuring equitable access to formal and informal justice systems, especially for poor and disadvantaged groups.





*A school girl participating in an empowerment workshop*

## **Human Rights and Gender Equality**

Awareness and appreciation of human rights in Uganda remains low, which has negatively impacted on the protection and fulfilment of rights by the duty bearers as well as claims by rights holders. Social exclusion, particularly gender inequalities have constrained growth, as noted by the World Bank that 'removing gender-based barriers alone would make a substantial contribution to helping Uganda realize its growth potential and achieve the growth targets articulated in Vision 2040'.

While women constitute the majority of Uganda's population, they are under-represented in political and decision making bodies, particularly in Parliament and Cabinet, although the percentage of women in Parliament increased from 31% in 2006 to 35% in 2011. Of the 375 seats in the National Assembly, 112 are district women representatives on the basis of the women's quota as required by the Constitution. However, fewer women were elected through the ballot, from 14 in the eighth Parliament (2006) to 11 in the ninth Parliament (2011). The Local Government Act (1997) and the section 11 of the Constitution established a quota system to improve the participation of women, but the number of women in local government structures remains very low, with 3 female district chairpersons (2.7%) out of the 112.

The UN will strengthen its support for promotion of human rights and gender equality. Support will include inter alia, capacity building for enacting and implementing laws on gender equality, empowerment of women and the girl-child, gender mainstreaming, engagement and participation of non-state actors, ratification and domestication of international treaties on human and women's rights, as well as timely and quality reporting on progress.

## Institutional Development, Transparency and Accountability

Uganda's performance on government effectiveness and Ease of Doing Business has been affected by inadequate implementation of policy reforms and ineffective anti-corruption. The WGI ranked government effectiveness at 0.58 in 2013, while the country's ranking on Control of Corruption declined from 30/100 in 1996 to below 20/100 in 2012.

The UN support will specifically focus on strengthening performance of targeted public service delivery institutions and promoting Public-Private-Partnerships (PPPs), promotion of innovation and knowledge generation supported by independent oversight and evaluation systems, as well as civil participation towards enforcement of accountability, transparency and integrity. The UN will also support the GoU and its partners to strengthen systems for PSM, including enhancing evidence based planning, progress tracking, reporting as well as high level strategic research and in-depth analysis to guide policy formulation and evaluation. Through advocacy and capacity building, the UN will contribute to strengthen systems for the prevention, detection and redress of corruption.

## Peace, Security and Resilience

The correlation between peace, stability, good governance and socio-economic development is aptly illustrated in a case study of Uganda's recent history, where periods of relative peace were characterised by growth of the gross domestic product (GDP) while a general economic decline was experienced in the periods of instability. Uganda has also been vulnerable to regional instability and cross-border security threats. These lessons have informed the joint decision by the GoU and UN to address peace, security and national resilience at system and community levels as key components of Good Governance.

The UN will contribute to establishment of regulatory framework and mechanisms to foster national resilience to natural or man-made disasters, cross-border security threats; and to support the establishment and strengthening of regional partnerships for effective implementation of regional and other international peace building instruments. Special focus will be given to establishment of measures to strengthen resilience at community level, targeting particularly vulnerable communities such as refugee populations and host communities, including Karamoja, in order to demonstrate good practices and options for Government scale-up.



*Effects of drought in Karamoja*

<sup>7</sup> Uganda even though at peace is vulnerable due to the regional dynamics of the neighbouring countries, national instability and internal tensions linked to the history of conflict in the North and regional disparities and the changing political and socio-economic landscape (oil, minerals, land issues, 2016 elections, porous borders –small arms proliferation and cattle rustling, terrorism and extremism). Governance issues of peace, security and resilience must be addressed to ensure any development gains are not derailed.

## 2.2. UNDAF'S CONTRIBUTION TO NDP STRATEGIC INTENT NO. 2: HUMAN CAPITAL DEVELOPMENT (HCD)

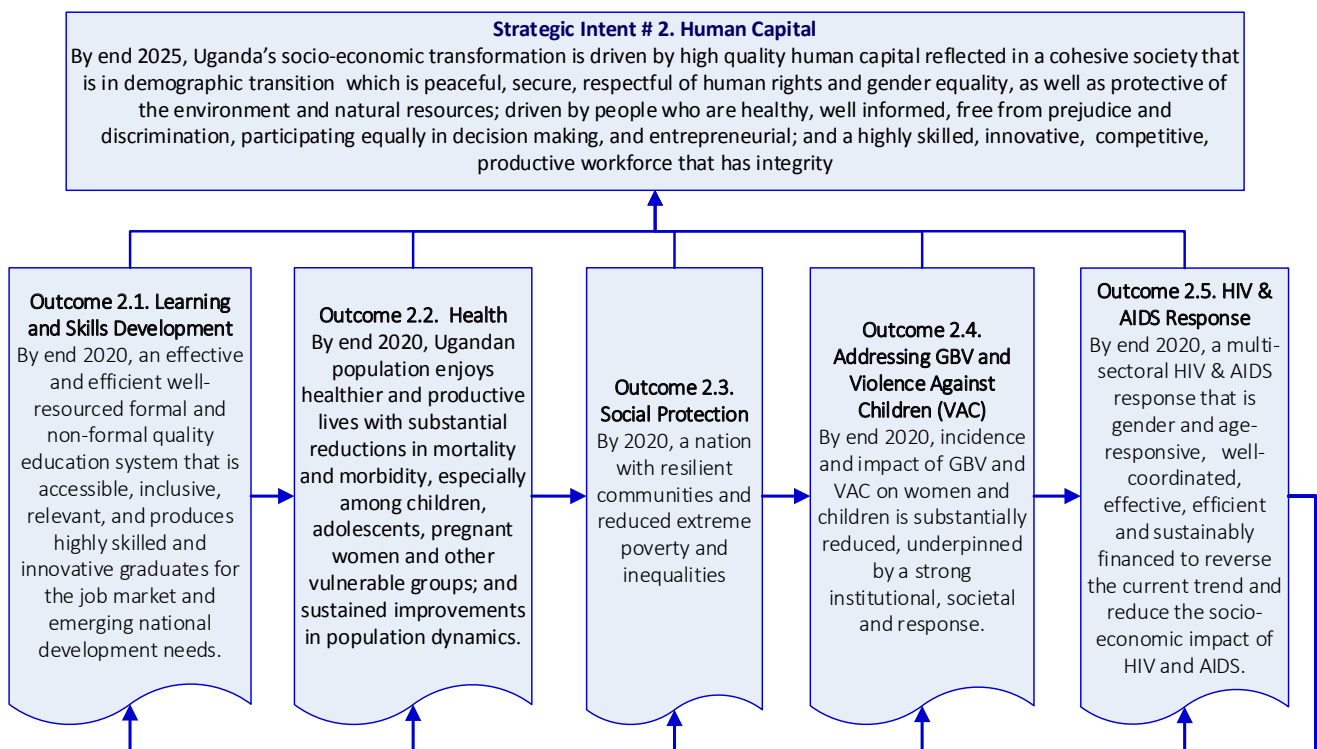
By end 2025, Uganda's socio-economic transformation is driven by high quality human capital reflected in a cohesive society that is in demographic transition, peaceful, secure, respectful of human rights and gender equality, as well as protective of the environment and natural resources; driven by people who are healthy, well informed, free from prejudice and discrimination, entrepreneurial and participating equally in decision making; and a highly skilled, innovative, competitive, productive workforce that has integrity.

### Alignment to Vision 2040 and NDP II

Uganda's Vision 2040 gives high priority to investing in the population from early childhood and throughout the life cycle to ensure a healthy, knowledgeable and skillful population. Since 2009/10 the GoU has allocated more than 20% of its total budget to education and health components alone, but there has been limited progress on HCD results. Progress was particularly affected by limited relevance of programme content, lack of coherent strategies and institutional ineffectiveness and inefficiencies.

The NDP II provides a broad framework to address the above bottlenecks in a coherent manner, firstly, by clarifying the scope of each HCD key result and the means and accountability for its achievement and, secondly by acknowledging the causal relationship between results components thereby leading to integrated sectoral approaches. For example, the NDP result area for Improved Population Health Status concurrently addresses; (i) Education and incomes, (ii) Sanitation, safe water access and hygiene practices, (iii) Nutrition and food security, (iv) Gender-based discrimination and human rights, and (v) other health-related beliefs and social behaviour.

The UN will contribute to the following five UNDAF outcomes; (a) Learning and Skills Development, (b) Health, (c) Social Protection, (d) Gender-Based Violence (GBV) and Violence Against Children (VAC), and (e) HIV and AIDS Response (Annex B).



## Learning and Skills Development

Uganda's progress on MDG targets on universal primary education including Education for All (EFA) goals is generally rated as slow. In addition, despite emerging research indicating that the 0-2 years age group is the most critical in child development, Early Childhood Development (ECD) in Uganda has mainly focused on the 3-5 years age group as pre-school. There is also low ECD coverage of 10%, with a skewed distribution that favours urban areas. Although gender parity in primary education has been achieved, there are concerns of access, retention and completion, especially for the marginalized population, with only 32% of children completing the seven year primary school cycle, while also there is limited community participation, inadequate capitation grants to schools and weak management. There are also concerns about the quality of education including, high teacher absenteeism, weak pedagogical skills, and mismatch between the education curriculum and the job market demand. Violence against children, usually manifesting in Gender Based Violence (GBV), including physical, sexual, Female Genital Mutilation/Circumcision (FGM/C), emotional and psychological, which makes school unattractive, especially for girls.

The UN will maintain its current direct support to disadvantaged regions including refugee affected districts and contribution to initiatives to harness the demographic dividend. In addition, the UN will provide upstream support to improve access to and strengthen relevance of formal and non-formal education systems for the job market and emerging national development needs. The UN will specifically focus on; (i) strengthening and up scaling ECD interventions, including in the 0-2 years age group, (ii) strengthen education system effectiveness and efficiency, (iii) enhancing teachers' competencies and motivation as well as community and parents' participation in education, and (iv) reviewing education curricula towards market-oriented skills development, innovations, technology and a pivotal reconfiguration of partnerships.



*Computer lab technicians at work*





*Midwives after assisting in a delivery of a newborn baby*

## Health

Over the last 10 years, Uganda has made encouraging progress towards the attainment of health-related MDGs although the progress falls short of the set MDG targets. While under-five mortality declined from 137 to 76 per 100 live births, the maternal mortality rate has stagnated at 438/100,000 live births. In addition, HIV and AIDS, malaria, water and sanitation-related diseases, and stunting continue to be challenges. This is further compounded by a sustained high fertility rate and high dependency ratios, which stretches the capacity of minority caregivers, burdens an already constrained health delivery system, and reduces productivity and savings.

Amongst the most critical bottlenecks for government's health-related goals are; (a) inadequate capacity of the health system to deliver high quality promotional, preventive, curative and rehabilitative services, (b) inadequate investment in health system components such as infrastructure and equipment, essential commodities and medicines, (c) inadequate healthcare workers, (d) lack of effective information and accountability systems, and (e) inadequate social protection systems to cushion the poor and disadvantaged groups. Community healthcare systems are weak and lack effective linkages to the formal healthcare system, which constrains uptake of health services and limits the coverage of interventions addressing the social dimensions of health.

The UN approach is to address health in its broad dimension as a 'State of Wellbeing' and support the GoU to adopt a Health in all policies approach, which calls for integrated approach in the design, implementation and monitoring of programmes that have impact on health. The UNDAF support will focus on advocacy to increase investment, including technical, institutional and financial, in the health delivery system to ensure universal access to essential health services. The approach includes upstream support to; (a) facilitating broad participation in the national development agenda and processes, (b) promoting greater investment in the health system as a critical enabler for health, (c) strengthening community health systems and linking them to the formal health system, including in Water and Sanitation and Hygiene (WASH), nutrition and household food security, and (d) promoting inter-sectoral and wider inter-agency collaboration in addressing the social dimensions of health.

The UN will also support scaling up of innovative, equity-focused, human rights-based and gender-sensitive Sexual Reproductive Maternal Neonatal Child and Adolescent Health (SRMNCAL) services, including (i) family planning for improved population dynamics and (ii) reduction in maternal and child mortality rates. The UN will support multisectoral coordination to scale-up and sustain high-impact child and maternal nutrition interventions with a particular focus on the first 1,000 days of life, inter-sectoral collaboration and partnerships for communicable and non-communicable diseases.

## Social Protection

Uganda has made remarkable progress in reducing the overall level of poverty through sustained high economic growth rates, although inequalities and exclusion have also increased, thereby creating pockets of extreme poverty. Poverty declined from 54% in 1992 to 19.8% in 2013, although rural poverty remained high at an estimated 25.5% compared to 10.5% in urban areas<sup>8</sup>. A recent report indicates that 43% of the population is at risk to regress into poverty during shocks<sup>9</sup>. While formal and productive employment has been identified as the key factor towards poverty reduction in Uganda, 95% of women are employed in the informal sector. Notable unemployment among women was at 2.4% compared to 1.8% among the male counterparts. Female youth unemployment increased from 3.8% in 2010/11 to 6% in 2011/2012, further widening the gender gap<sup>10</sup>.

Despite the progress made in reducing income poverty, child poverty is widespread with 55% of children aged 0–4 years classified as deprived, and 24% as extremely deprived in at least two of the seven dimensions of deprivation<sup>11</sup>. Despite the general increase in the average income of both male and female-headed households from 2005/06 to 2009/10, average income in male-headed households was significantly higher than that in female-headed households at UGX 336,000 and 226,300 respectively<sup>12</sup>. There is a growing population of female-headed households with children maintained by a single mother, especially in Northern Uganda who face a much higher risk of poverty than other households. Income inequality, as measured by the Gini coefficient, increased from 0.426 in 2009/10 to 0.431 in 2012/13 and remains higher in the urban areas (0.45) compared to the rural areas (0.38). Inequality also has a spatial dimension, with significantly higher poverty in the north compared to eastern regions. The social protection sector in Uganda is comprised of small scale, poorly coordinated programmes with low coverage. Public expenditure on social protection remains low at 0.75% of GDP, with most of the expenditure targeting retired civil servants. Only 5% of the working population benefits from a pension scheme, and about 4.5% of the total population receive any kind of assistance through direct income support.

The UN will promote and support the development and implementation of the national Social Protection Policy (SPP) framework, strategy, costed action plan, and development of evidence-based business cases to expand and upscale inclusive, human-rights and gender-sensitive social protection programmes. Special focus will be given to disadvantaged and vulnerable groups, including women, children, adolescents and people living with disabilities. The UN will also support the government-led multi-stakeholder social protection coordination mechanism.

## Addressing Gender-Based Violence and Violence Against Children

Uganda is on track to achieve MDG 3 on Gender Equality and Empowerment of Women. However Gender Based Violence (GBV) in all its manifestations remains a critical human rights, public health and economic concern; 56% of women report having experienced physical violence by the age of 15 years while 28% of women aged 15-49 years say they experienced sexual violence compared to 9% of men in the same age group. There is low Female Genital Mutilation (FGM) prevalence of 1% nationally, although it is higher in practicing communities, with 95% prevalence among the Pokot and Kadama groups.

While Uganda has ratified several human rights treaties and has a strong legal framework and policy on gender equality, implementation and enforcement has been inadequate, with major gaps being lack of clear indicators on determinants and manifestations of GBV, which constrains the design, monitoring and evaluation of interventions. Violence against Children (VAC) including, physical aggressions, sexual abuse, child marriage and exploitation affect children's emotional, social, cognitive and physical development. Some surveys indicate that 98% of children reported experiencing physical or emotional violence; 75.8% reported experiencing sexual violence; and 74.4% reported experiencing economic violence<sup>13</sup>. According to a 2011 baseline survey, corporal punishment is still very common in schools, with 81% of school children reporting being beaten despite a directive from the GoU banning the practice.

According to the UDHS 2011, 49% of women aged 20 to 49 years were married before the age of 18 years and 15% married before the age of 15 years. In 2013, a total of 9,588 cases of girls' defilement were reported to the police, while 77.7% of primary and 82% of secondary school students surveyed declared that they experienced sexual abuse at school. Statutory provisions relating to child protection are scattered in various legislation, while national plans and strategies are still to be developed,

8 UBoS Household Surveys, 1993 and 2013

9 Poverty status report, 2014

10 ULS 2011/12, UBOS 2013

11 Seven areas of deprivation: a. nutrition, b. health, c. water, d. sanitation, e. shelter, f. education, and g. information

12 HDR 2013

13 Save the Children/Raising the Voices of Children in Uganda, 2005

including a Child Protection Policy (CPP), which is critical for inter-sectoral planning, coordination, implementation and monitoring. Other critical gaps include; (a) inadequate financial, human and material resources allocations towards child protection institutions, (b) fragmentation and low coverage of the existing governmental child protection services, with limited support at district and sub-county level, and (c) low demand for child protection services due to parents' limited or lack of knowledge and understanding of negative health and psychological impact of VAC, further compounded by lack of information on available services, including perceived direct and indirect opportunity costs.

The UN system in Uganda intends to step up its joint support to government and partners to ensure that, by end 2020, incidence and impact of GBV and VAC on women and children is substantially reduced, underpinned by a strong institutional, societal and media response. This will include: developing and updating policies, strategies and national standards for prevention, early identification and case management; advocacy for sustainable funding mechanisms; promotion of and support to innovative multisectoral and community-involved prevention and response services; and strengthened capacity for coordination and information management.

## Combating HIV and AIDS

HIV prevalence was reduced from 18% in 1992 to 6.24% in 2002, but has started to increase to 7.3% in 2011, with rising incidence especially among 15-24 years age groups. Despite an impressive roll out of Elimination of Mother to Child Transmission (EMTCT), Anti-Retroviral Treatment (ART) and other services, there is still limited access by pregnant women, especially from disadvantaged groups, where 12% pregnant women do not know their HIV status at the time of labour and delivery, while many of them still deliver outside the health system.

Building on the successes of the 1990s, the UN will support the reactivation of a coordinated multisectoral HIV and AIDS response that is gender and age-responsive. The UN will focus specifically on: (a) establishment of an effective mechanisms for HIV response planning, coordination, financing and mutual accountability, (b) strengthening institutional capacity for mainstreaming HIV into the multisectoral response for universal access to HIV prevention, treatment, care and support services, and (c) building collaborative partnerships with religious and cultural leaders as well as relevant CSOs and the media to engage the general population in HIV response. Particular emphasis will be placed on reducing stigma and discrimination of key target populations, including sex workers, fisher folk, truckers, uniformed services and the youth.



*H.E. President Yoweri Museveni leads in testing for HIV*

# SUSTAINABLE AND INCLUSIVE ECONOMIC DEVELOPMENT

## 2.3. UNDAF’S CONTRIBUTION TO NDP STRATEGIC INTENT NO. 3: SUSTAINABLE AND INCLUSIVE ECONOMIC DEVELOPMENT (SIED)

By end 2035, Uganda has achieved sustainable and inclusive economic development that is private sector driven, environmentally responsive and provides equal opportunities to women, men and vulnerable groups underpinned by: a diversified production that is responsive to local, national and international demand; a competitive, favourable and regionally-integrated trade; a modern, green, adaptable, production-oriented, equitable and accessible infrastructure; and decent, secure and equitable employment opportunities that match the demand.

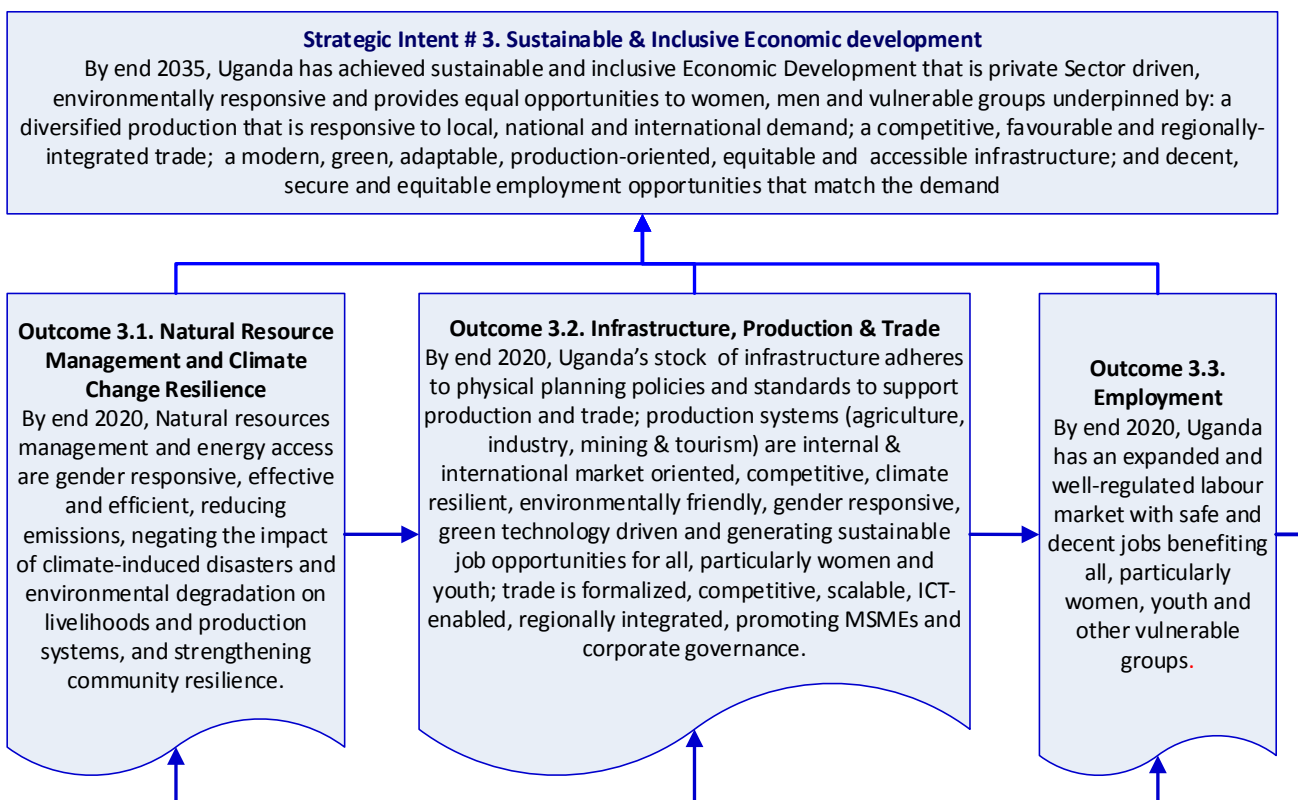
### Alignment to Vision 2040 and NDP II

Vision 2040 envisages that Uganda’s transformation from a low income to a modern and prosperous country entails the sustainable use of its resources to meet its human needs while protecting the environment (paragraph 26). The GoU seeks to realize this vision by prioritizing value-chain investments in agriculture, tourism, minerals development, infrastructure and human capital.

The government has also identified oil sector and expansion of the mining sector as critical priorities. Environmental protection, restoration of fragile ecosystems, climate change resilience and related regulatory instruments therefore constitute key components for achieving the national Vision, and should be established early during the NDP II/UNDAF cycle to minimize the negative impact of mining on ecosystems and biodiversity, while also creating conditions for continuous diversification.

### Natural Resources Management and Climate Change Resilience

Uganda has abundant natural resources, including a diverse range of minerals. Approximately 60% of the population are involved in agriculture, while its ecotourism potential remains largely unexploited. However, the national forest coverage has been declining rapidly over the past decade, from 24% in 1990 to 18% in 2009. The national wetlands area have also been on a downward slide from 15.6% in 1994 to 10.9% in 2008. These trends indicate the country’s increased risk and vulnerability to natural disasters and other effects of climate change.



The UN strategy for addressing these challenges is to strengthen environmental mainstreaming capacity, and support relevant sector ministries and partners in natural resources management, including development of innovative resilience and risk management strategies involving local communities. Support will also focus on establishing alternate livelihoods for communities, promoting conservation and use of alternate energy sources. UN support will specifically (a) support policy implementation capacity, particularly gender-responsive programmes that increase energy access and consumption efficiency, especially clean energy, (b) promote innovation capacity to develop locally-appropriate solutions for sustainable management of natural resources, ecosystems, human settlements, chemicals, and environmentally harmful waste, (c) strengthen national capacity in disaster forecasting and response tracking, and (d) strengthen mainstreaming capacity and bio-diversity conservation.

## **Integrated Infrastructure, Production and Trade Development for Job Creation**

As articulated in the NDP II, elimination of extreme poverty and inequalities is a top priority for realisation of the national long-term Vision. Government strategy is based on strengthening integrated infrastructure, production and trade development planning, including employment creation for women and youth in all the regions. UN support will focus on ensuring equitable access to employment opportunities and productive assets, including strengthening value-chain activities in agriculture, mining and tourism. More specifically, the UN will support capacity building in innovation and value addition, corporate governance and entrepreneurship development, as well as development of market information systems to promote a knowledge economy. Regional trade and business associations will be strengthened, while also promoting use of ICT platforms to provide information and opportunities to the poor and disadvantaged groups.

## **Employment**

One of Uganda's major challenges is the low labour absorptive capacity of the economy, which contributes to high levels of unemployment. The government's strategy for addressing this as articulated in the NDP II includes promoting decent employment opportunities and labour productivity by, inter alia, (i) expanding labour intensive public works to poor and vulnerable households, (ii) developing and implementing policies that provide the youth with affirmative quotas in public institutions and business establishments, (iii) supporting entrepreneurship through tax rebates to create employment opportunities, and (iv) promoting export and externalization of labour.

The UN contribution in this regard will focus on building national capacity to ensure that policy and regulatory frameworks increase access to labour markets. In order to leverage on its comparative advantage, the UN will ensure that employment is safe, decent and equitable, especially for youth, women, migrant workers and other vulnerable groups. The UN will also work with the GoU to increase the implementation capacity of laws and policies related to employment and develop systems for tracking progress in the labour market.



*Farmers in Lira District using a power tiller*

## 2.4 UNDAF RESULTS ALIGNMENT TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

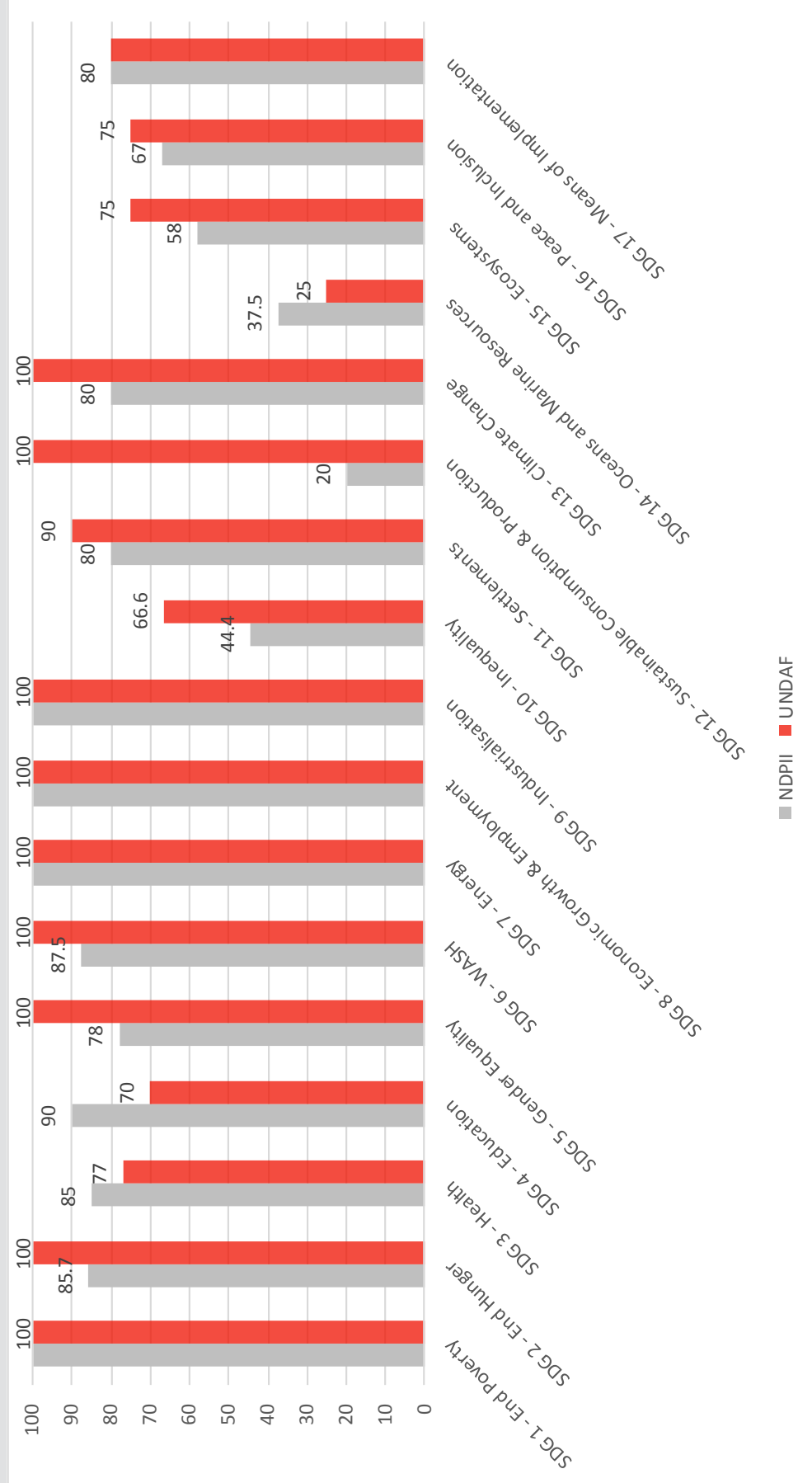
This UNDAF will be implemented under a new global development framework of SDGs, which in addition to consolidating the results achieved under the MDGs, also respond to emerging challenges. These goals constitute an integrated, indivisible set of global priorities for sustainable development, with each government establishing its national targets based on its specific circumstances. Fostered by the momentum generated by Uganda's presidency over the 69th Session of the UN General Assembly, Uganda self-started the localization of the Post 2015 agenda for the next cycle of national development planning. Through the concerted effort of the Government and the UNCT, Uganda is one of the first countries to be fully aligned with the new agenda and with a combined SDG-integration rate of 89%<sup>14</sup> the UNDAF and the NDP II set a strong foundation for the implementation of a truly transformative sustainable development agenda.

The UNDAF responds to a total of 133 out of 151 applicable targets, leading to an average SDG integration rate of 85.8% with full alignment for the goals dedicated to end poverty (SDG 1), to end hunger (SDG 2), to achieve gender equality (SDG 5), to ensure access to water and sanitation for all (SDG 6), access to sustainable and modern energy (SDG 7), employment and decent work for all (SDG 8), resilient infrastructure and sustainable industrialisation (SDG 9), sustainable consumption and production patterns (SDG 12) and to combat climate change (SDG 13). NDP II on the other hand shows an average alignment rate of 76% with complete integration of the Goals dedicated to end poverty (SDG 1), to ensure access to sustainable and modern energy for all (SDG 7), employment and decent work for all (SDG 8), resilient infrastructure and sustainable industrialisation (SDG 9). The below diagram shows the alignment between the UNDAF, NDP II and the SDG targets. (See Annex E for full list of SDGs).



*The President of the UN General Assembly H.E. Sam Kutesa and the Special Envoy for Post 2015 Ms. Amina Muhammed at a consultative forum on the Post 2015 Development Agenda in Kampala*

<sup>14</sup> As per a UN Uganda review. The gap towards achieving 100% alignment is partially owed to the fact that the SDGs are global in nature, simultaneously guiding sustainable development in LDCs, Developing Countries and Developed Nations, and partially due to the UNDAF focus on upstream support. Out of the 22 targets that neither UNDAF nor NDP II address, 18 targets are currently not directly applicable to the Ugandan context.



**Graph 1. Percentage of SDG targets addressed by UNDAF and NDP II**

### 3. INITIATIVES SUPPORTING THE RESULTS

The UN in Uganda has together with the Government positioned itself as leader in innovation and use of new technologies for improving national engagement and social services<sup>15</sup>. The UN will leverage its access to global technology and innovation for development purposes to inform national development policy and response. Uganda's young population, combined with the growth of mobile telephony provides an ideal test case for the application of such technologies. Global Pulse is an innovation initiative of UN's Secretary-General Ban Ki-moon consisting of a network of Labs that explore new ways of assessing, monitoring and measuring development with data innovation and new technologies<sup>16</sup>.

Pulse Lab Kampalawas officially launched by the Rt. Hon. Prime Minister Dr. Ruhakana Ruganda in January 2015. The lab is under the UN Resident Coordinators Office (RCO) and the UNCT will build on this innovation for this UNDAF period. With an annual operational budget of US\$ 1.3 million, PLK brings together researchers from Government, the UN, NGOs and private sector to explore innovative use of new sources of digital "Big Data" (such as social media, mobile data and online information) and real-time analytics technologies to support sustainable development and development challenges in Uganda. The UN will leverage PLK for the following areas:

- Enhanced Early Warning. Detection of anomalous trends and patterns of events to enable early warning of emerging crises and earlier responses to prevent long-term harm.
- Real-Time Awareness. An up-to-date picture of trends, hotspots and dynamic changes in population behavior to enhance programme planning, monitoring and implementation.
- Rapid Impact Monitoring and Evaluation. Timely feedback on the impact of programmes and policies to facilitate acceleration and correctional measures.

PLK can also leverage application of data technology in ecosystem management, including; (a) lowering barriers to scaling innovation by developing models to enable the public sector to access private sector data responsibly while protecting privacy, (b) cultivating a community of practice to channel efforts towards high-priority research by bringing together stakeholders to align on priorities, share knowledge and spur innovation, and (c) accelerating public sector adaption by providing support to organisations seeking to foster a culture of data-driven innovation.



*The Prime Minister Rt. Hon. Dr. Ruhakana Ruganda with the UN Resident Coordinator Ms. Ahunna Eziakonwa-Onochie with the Pulse Lab Kampala (PLK) team and Ambassadors supporting the lab during its launch in January 2015*

<sup>15</sup> With initiatives such as the U-report, Devtrac, Mtrac and Edutrac. U-report is a text message programme with more than 287,000 reporters which has become a union of expression for Uganda's youth. Devtrac is a system for real time reporting on the status of national services (schools, health centers, water points, etc) and development projects. Mtrac is a new SMS-based technology connecting hospitals to the national drug chain. Edutrac is similarly a SMS-based system for school system monitoring.

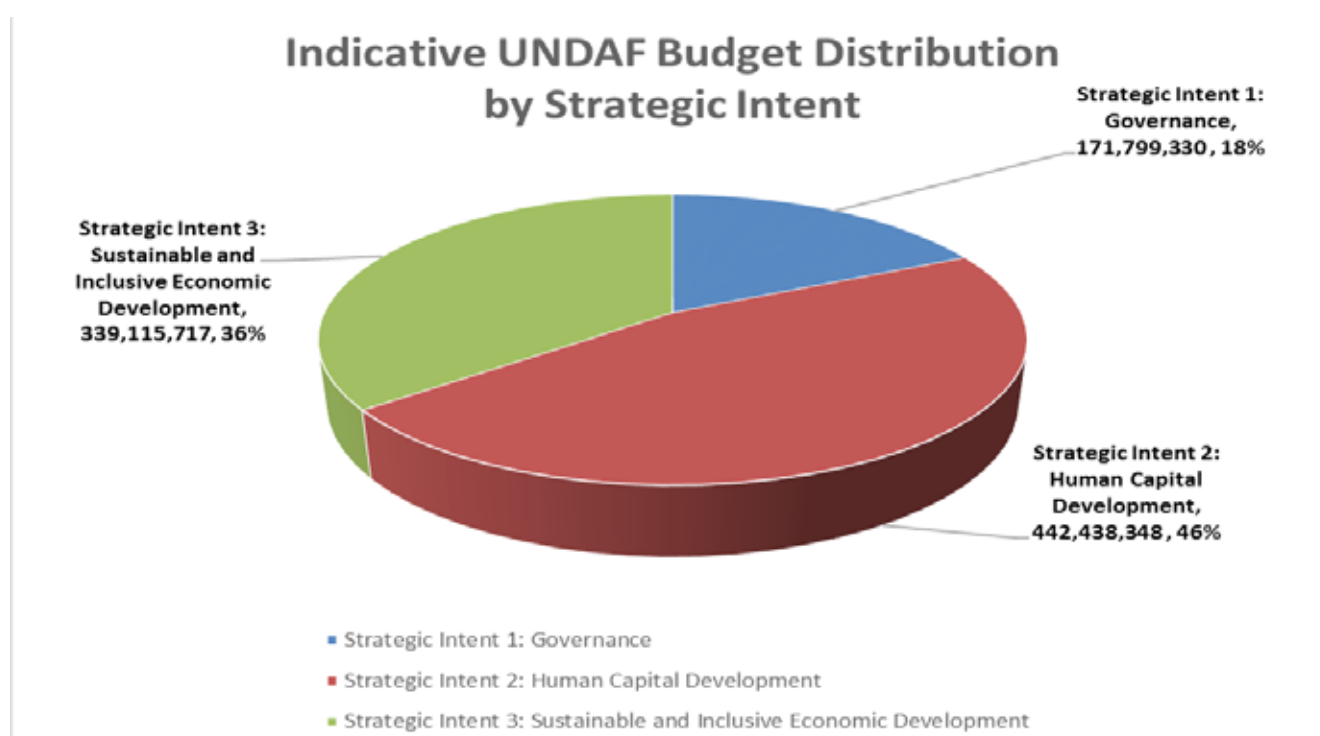
<sup>16</sup> To date there exist three pulse labs; one in New York, one in Jakarta, and one in Kampala.



## 4. COMMON BUDGETARY FRAMEWORK

The UNCT has developed a Common Budgetary Framework for the UNDAF 2016 – 2020, which provides an overview of required, available and expected funding sources, including gaps in funding to support delivery of the One Programme under the DaO modality. The budgetary framework also provides the basis for setting funding priorities, mobilising resources to cover funding gaps and allocating resources (in the case of the One Fund).

Throughout the life of the UNDAF the UNCT will track and update the Common Budgetary Framework through its inter-agency Electronic Management and Information System (EMIS). It is estimated that US\$ 954.3 million will be required to achieve the 12 UNDAF outcomes with an estimated funding gap of US\$ 377.6 million. The estimate excludes emergency funds<sup>17</sup> as well as IFAD, World Bank, IMF and Pulse Lab Kampala contributions (PLK has an estimated annual budget of US\$1.3 million). The below table shows the resource estimate for each strategic intent area and agency (Table 1).



As per the diagrams above the majority of funds (46 %) will be dedicated to the Human Capital Development area; followed by Sustainable and Inclusive Economic Development (36 %) and Governance (18 %).

<sup>17</sup> During the UNDAF period 2010-2015 the UN emergency/humanitarian funding amounted to US\$ 459,248,550.

**Table 1. Indicative UNDAF Budget 2016-2020 (in US\$)**

| UN Agency    | SI 1: Governance  |                   |                   | SI 2: Human Capital Development |                    |                   | SI 3: Sustainable & Inclusive Economic Development |                    |                    | Grand Total for UNDAF |                   |                    |
|--------------|-------------------|-------------------|-------------------|---------------------------------|--------------------|-------------------|--|--------------------|--------------------|-----------------------|-------------------|--------------------|
|              | Core Budget       | Non-Core          | Gap               | Total for GOV                   | Core Budget        | Non-Core          | Gap  | Total for HCD      | Core Budget        |                       | Non-Core          | Gap                |
| FAO          | -                 | -                 | -                 | -                               | -                  | -                 | -  | -                  | 1,14,500,000       | -                     | -                 | 1,14,500,000       |
| ILO          | -                 | -                 | -                 | -                               | -                  | 400,000           | 550,000  | 950,000            | -                  | 715,000               | 7,985,000         | 8,700,000          |
| OHCHR        | 130,830           | 96,347            | -                 | 227,177                         | -                  | -                 | -  | -                  | -                  | -                     | -                 | -                  |
| UN Women     | -                 | 6,800,000         | 1,250,000         | 8,050,000                       | -                  | 10,200,000        | -  | 10,200,000         | -                  | 3,200,000             | -                 | 3,200,000          |
| UNAIDS       | -                 | -                 | -                 | -                               | 1,775,000          | 2,300,000         | 450,000  | 4,525,000          | -                  | -                     | -                 | -                  |
| UNCDF        | -                 | -                 | -                 | -                               | -                  | -                 | -  | -                  | 549,207            | 3,129,510             | 7,000,000         | 10,678,717         |
| UNDP         | 25,000,000        | 5,500,000         | 15,750,000        | 46,250,000                      | -                  | -                 | -  | -                  | 23,197,000         | 87,500,000            | -                 | 110,697,000        |
| UNEP         | -                 | -                 | -                 | -                               | -                  | -                 | -  | -                  | 3,130,000          | 250,000               | 1,350,000         | 4,730,000          |
| UNESCO       | 740,000           | -                 | 200,000           | 940,000                         | 100,000            | 1,350,000         | 12,400,000   | 13,850,000         | 200,000            | -                     | 40,000            | 240,000            |
| UNFPA        | 4,700,000         | 8,750,000         | -                 | 13,450,000                      | 25,614,000         | 44,800,000        | 16,720,000   | 86,134,000         | 350,000            | 450,000               | -                 | 800,000            |
| UNHCR        | -                 | -                 | 40,820,000        | 40,820,000                      | -                  | -                 | -  | -                  | -                  | -                     | -                 | -                  |
| UNICEF       | 28,670,153        | 1,175,000         | 26,142,000        | 55,987,153                      | 83,613,849         | 18,103,739        | 158,444,259  | 260,161,847        | -                  | -                     | -                 | -                  |
| UNIDO        | -                 | -                 | -                 | -                               | -                  | -                 | -  | -                  | 109,500            | 16,860,500            | -                 | 16,970,000         |
| WFP          | -                 | 2,500,000         | 2,500,000         | 5,000,000                       | -                  | 12,750,000        | 12,750,000   | 24,500,000         | -                  | 35,250,000            | 34,250,000        | 69,500,000         |
| WHO          | 148,500           | -                 | 926,500           | 1,075,000                       | 2,209,885          | 1,776,739         | 38,130,877   | 42,117,501         | -                  | -                     | -                 | -                  |
| <b>Total</b> | <b>59,389,483</b> | <b>24,821,347</b> | <b>87,588,500</b> | <b>171,799,330</b>              | <b>113,312,734</b> | <b>89,980,478</b> | <b>239,445,136</b>                                 | <b>442,438,348</b> | <b>142,035,707</b> | <b>146,955,010</b>    | <b>50,625,000</b> | <b>340,115,717</b> |
|              |                   |                   |                   |                                 |                    |                   |  |                    |                    |                       |                   | <b>954,353,395</b> |

**Note:** IFAD will invest under Strategic Intent 3 in improving agricultural production, productivity and climate resilience; increasing market integration of smallholder producers; and enhancing access to financial services in rural areas. An exact budget cannot be determined as IFAD funds are committed over a multi-year period and annual disbursements depend on work plans and budgets agreed with Government on an annual basis. It is estimated that annual disbursements during the UNDAF period will be US\$ 15-20 million.

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## 4. 1 Resources and resource mobilization strategy

On the basis of the Common Budgetary Framework the UNCT will develop a joint resource mobilisation strategy which will focus on the SDG agenda. The resource mobilisation approach is based on the principle that Government has the primary responsibility for the economic and social development of Uganda using domestic resources and development strategies, while the UN role is to provide support and additional resource needs in collaboration with other development partners, including global funding facilities, the private sector, civil society and the public.

The UN system agencies will provide support to the development and implementation of activities within the UNDAF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental and Civil Society organizations as agreed within the framework of the individual work plans and project documents. Additional support may include access to UN organisation-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

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

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

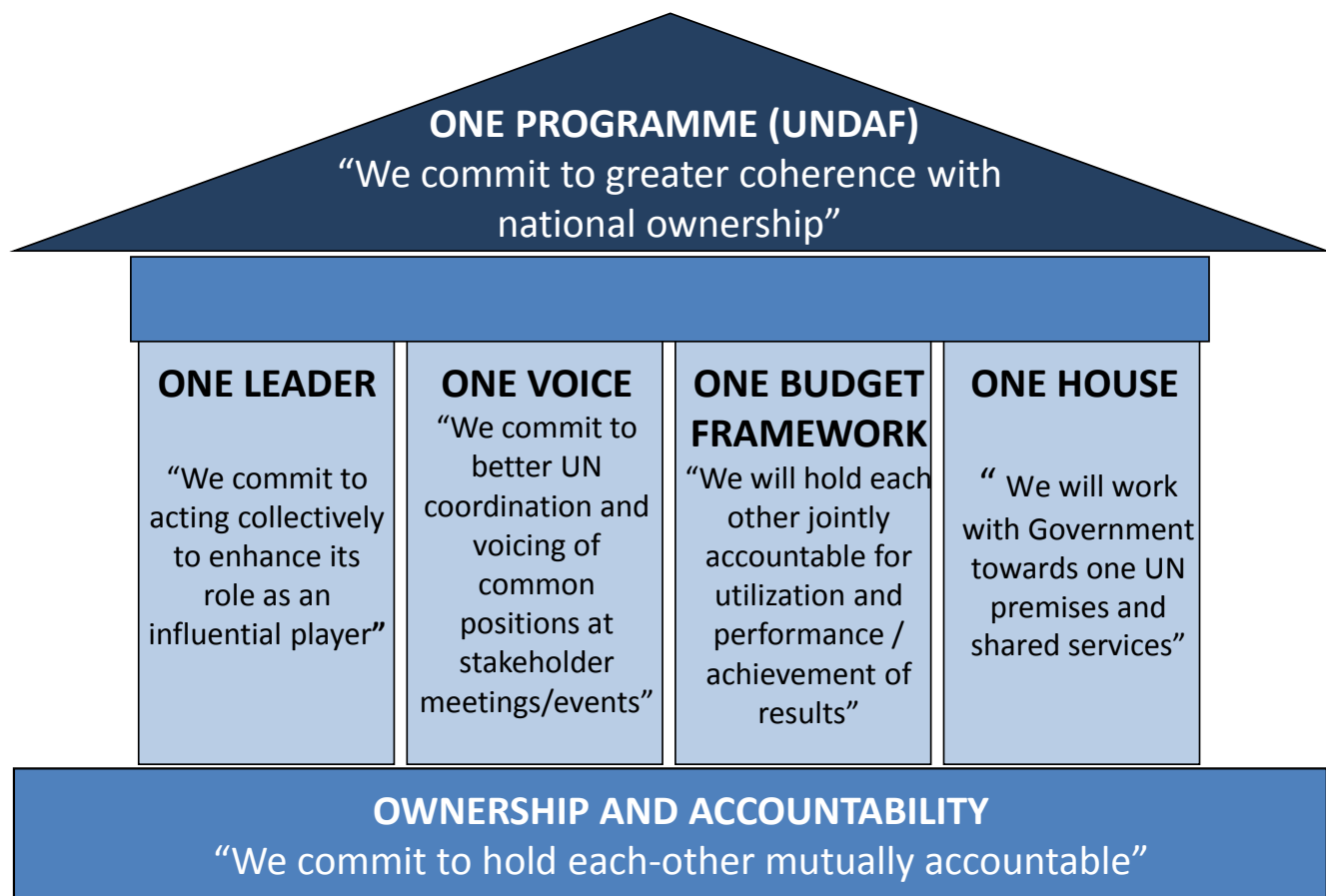
# 5. IMPLEMENTATION

## 5.1. Delivering as One (DaO)

DaO is an initiative by the United Nations aimed at making the UN better coordinated and more efficient and effective. Within countries the UN aims to achieve this through having one leader, one programme, one budget framework, one voice and one house/shared common services.

In order to adapt the UN's support to the rapidly changing national development context, the Government of Uganda and the UN Country Team agreed to adopt the DaO modality in Uganda. In October 2010 the Government of Uganda formally requested that Uganda adopt the DaO initiative. The UN Country Team responded and the DaO approach was launched in Uganda in 2012. In line with DaO principles, the UN extended its UNDAF 2010 – 2014 cycle by one year in order to align with DaO principles.

The diagram below illustrates the structure of DaO model adopted for UNDAF implementation and results. UNDAF programming will follow a mix of modalities including joint programmes, joint programming and convergence around special target groups and geographic areas.



## 5.2. Management and Partnership arrangements

The programme will be nationally executed under the overall co-ordination of the Joint UNDAF Steering Committee. In line with the UNDG Standard Operating Procedures (SOPs) for DaO countries, the UNCT will establish 3 pillars for the Strategic Intents and 12 Outcome Results Groups, chaired by Head of Agencies to lead joint planning and result, as well as monitoring and reporting. (Table 2). The results groups will be aligned with, and coordinated within the framework of Government-led national technical working groups and other broad clusters established by Development Partners.

**Table 2: Management Structure**

| Strategic Intent                               |    | Outcome Results Groups                                     |
|--|----|--|
| Governance                                     |    |  |
|  | 1  | Rule of Law and Constitutional Democracy                   |
|  | 2  | Human Rights and Gender Equality                           |
|  | 3  | Institutional Development, Transparency and Accountability |
|  | 4  | Peace, Security and Resilience                             |
| Human Capital                                  |    |  |
|  | 5  | Learning and Skills Development                            |
|  | 6  | Health   |
|  | 7  | Social Protection  |
|  | 8  | GBV and Violence against Children                          |
|  | 9  | HIV/AIDS Response  |
| Sustainable and Inclusive Economic Development |    |  |
|  | 10 | Natural Resources and Climate Change                       |
|  | 11 | Infrastructure, Production, Trade and Jobs Creation        |
|  | 12 | Employment   |

The Outcome Results Groups will develop their respective biennial joint work plans. UN agencies may also develop their own work plan or project documents in accordance with their programming guidelines. Advisory groups for gender and human rights, comprised of technical experts in those areas, will support the Outcome Results Groups in their work. Convergence groups around target populations or regions will be established whenever need arises on issues such as youth, adolescent girls, refugee locations, data etc. The UNCT will encourage inter-agency collaboration, including through joint work planning and joint programmes, which is expected to eliminate the need for agency-specific work plans. Under each pillar, the UNDAF outcomes have been designed to trigger sequential transformation in Uganda and joint work planning will take the Theory of Change into account, in terms of sequencing and prioritization. Annex D provides further elaboration of programme management and accountability arrangements.

## 5.3 Communicating as One

In line with the DaO initiative, the UNCT is committed to ensure coherent and evidence-based messaging and policy positions from the UN on issues affecting human development. The United Nations Communications Group (UNCG) will formulate and support the implementation of the joint communications strategy.

The UNCG will also formulate a Communications Action Plan based on innovative approaches to enhance external and internal communications. The UNCG will make use of existing innovative tools such as U-report and develop partnerships for communication, including with Pulse Lab Kampala, for example, to leverage on the ongoing information revolution. The UNCT will approach joint communications as one of its strategic tools for achieving joint results.

## 6. MONITORING AND EVALUATION

The UNCT is committed to the UN core principle of Managing for Results. This is expressed through the adoption and application of Results Based Management (RBM) methods in the design of its UNDAF 2016-2020, which includes: (a) full alignment with government planning frameworks and transformational development agenda as articulated in Vision 2040, (b) national ownership through Government-led formulation of the UNDAF Results Framework based on agreed theory of change logic, (c) the development of an Integrated Monitoring and Evaluation Plan (IMEP) covering the five years of the UNDAF cycle (Annex C). The UNCT will strengthen capacity of its M&E Task Force to ensure that it can provide relevant, accurate and timely evidence-based data to inform the UNCT's decision-making processes.

The UNDAF formulation was preceded by joint articulation of desired changes and mapping of bottle-necks leading to the development of jointly owned, SMART transformational results with clear baselines, targets and indicators. The vertical and horizontal causal association between the various levels of results illustrate a clearly defined theory of change logic (Annex B), which will facilitate the evaluation of the programme. The adoption of a transformational development approach by the GoU and UN will also facilitate alignment to and reporting on the Post 2015 agenda and SDGs, thereby providing further evaluation criteria through the relevant indicators.

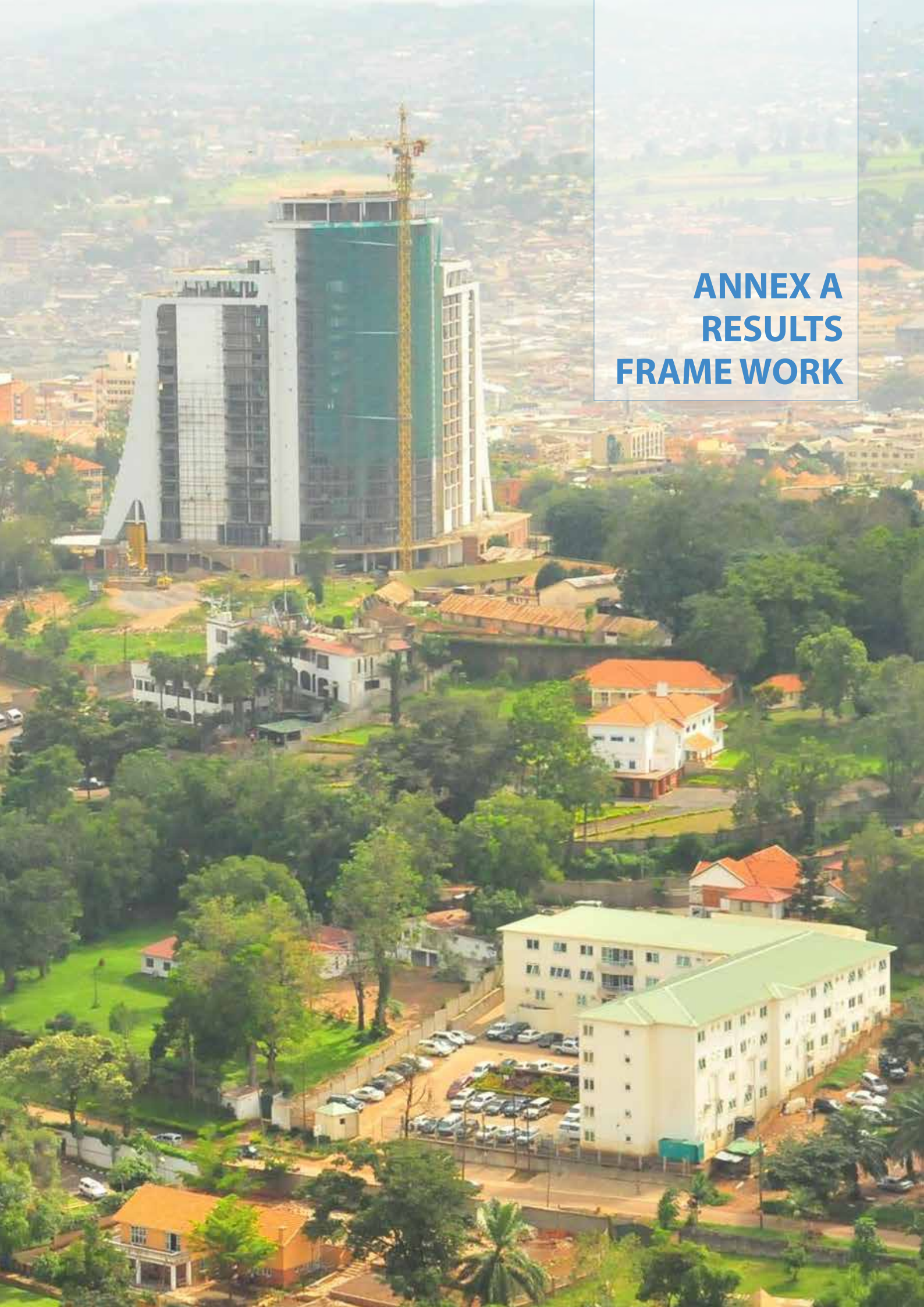
The Integrated Monitoring and Evaluation Plan identifies two evaluation topics, the first on UN's performance in the area of National Capacity Development (NCD) support, and the second on UN's contribution to strengthened good governance. For the NCD-focused evaluation, specific evaluation questions would include: (i) to what extent UN has made progress towards coherence, harmonization and good programming practices?; and (ii) to what extent joint and coherent UN support is impacting on NCD? This evaluation will be formative and carried out by mid-2017 to inform both the UNDAF and NDP II Mid Term Reviews (MTRs) scheduled to take place in early and end 2018, respectively, and informed by stakeholders' perception surveys, use of routinely collected data on targeted stakeholders' capacity<sup>1</sup> as well as by system-generated data at UN and government levels.

For the governance-focused evaluation, evaluation questions would include: (i) to what extent government's strategies in fighting corruption, enforcing culture of accountability & transparency, and heightening government's effectiveness and regulatory quality can be considered effective and sustainable? And (ii) to what extent this result can be linked to UN's support on the basis of its support to promoting institutional effectiveness and efficiency, promoting sustainability through institutionalisation of good practices and strengthening system resilience and innovation capacity. This evaluation would be equally formative, scheduled at the end of 2017 to inform the NDP II MTR. The two strategic evaluations will be jointly planned with the government, co-managed by UNRCO on behalf of UNCT and, ideally, the Government-established Independent Research and Evaluation Function or an equivalent structure, and implemented by a well-accredited external and independent evaluation institution.

In addition to synchronizing UN-supported major data gathering activities (evaluation, studies and surveys) to ensure timely availability of information to address the above evaluation questions, the IMEP also: (i) ensures adequate timeliness of M&E system and functions development (including support to the establishment of the independent R&E function), M&E capacity building for both UN and stakeholders; (ii) provides information on relevant data collection and analytical work of other partners to help leverage resources and capacities of other partner and eliminate duplications in data collection; and (iii) provides a calendar of UN flagship publications aiming at advocacy, national institutional memory building and institutionalisation of good practices.

The implementation of the IMEP will require investment towards strengthening the capacities of UN and government in M&E, improved use of UN's Enterprise Resource Planning (ERP) Systems for automated generation of relevant data and leveraging of capacities within the UN, particularly the UN Evaluation Group (UNEG) to support the creation of the Government-envisaged independent Research and Evaluation function. A separate table for complementary agency level Research and M&E activities is also provided in Annex C. These include relevant joint or exceptionally separate agency-supported thematic evaluations studies and surveys, all to be selected on the basis of relevance to the agreed upon evaluation questions, UNDAF Mid-Term Review and SDG progress.

<sup>1</sup> Sector performance report, LG assessments report, Annual and semi-annual Government performance report by OPM, Service Delivery Indicator Survey by World Bank, Afrobarometer by the Makerere University, and data from UNDAF progress reports

An aerial photograph of a city. In the upper left, a tall building is under construction, covered in green safety netting, with a yellow crane on top. Below it, there are several smaller buildings with red-tiled roofs and lush green trees. In the foreground, a large, multi-story white building with a green roof is visible, surrounded by a parking lot filled with cars. The background shows a dense urban landscape with many buildings and green spaces under a hazy sky.

**ANNEX A  
RESULTS  
FRAME WORK**

**ANNEX A (i)  
GOVERNANCE  
RESULTS  
FRAMEWORK**





| Results Statement<br>(Indicators; Baselines; Targets; MoVs)  |  | Outcome-level Partnership & Accountability      | Contributing UN Agencies  |
|--|--|---|---|
| <b>Strategic Intent 1. Governance</b>  |  |   |   |
| By 2020, Good Governance is the back-bone of social and economic transformation of Uganda where a constitutionally driven: Rule of Law ensures full separation of powers, guarantees peace, gender equality/human rights and equitable access to justice; a participatory democratic system ensures transparent and credible electoral processes; effective, efficient and innovative institutions with functional, decentralized structures that are run by well-informed leaders and ensures equitable access to quality services and a culture of accountability is entrenched in the national value system with zero tolerance for corruption. |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b>                                  | <b>Target</b>                                   | <b>MoV</b>  |
| Rule of law rating   | 44 (2013)  | 70  | World Bank World Wide Governance Index                                |
| Regulatory quality rating  | 44.5 (2013)                                      | 70  | World Bank World Wide Governance Index                                |
| Voice of accountability rating   | 30.81 (2013)                                     | 50  | World Bank World Wide Governance Index                                |
| Government effectiveness rating  | 33 (2013)  | 60  | World Bank World Wide Governance Index                                |
| Control of corruption rating   | 14 (2013)  | 60  | World Bank World Wide Governance Index                                |
| <b>Output 1.1. Rule of Law and Constitutional Democracy</b>  |  |   |   |
| By end 2020, Rule of Law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice  |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b>                                  | <b>Target</b>                                   | <b>MoV</b>  |
| Percentage of people who think Uganda has democracy (or with minor problems), by sex   | <b>2012</b><br>Total = 52<br>F = 58<br>M = 46    | <b>Target</b><br>Total = 60<br>F = 60<br>M = 60 | Afrobarometer Survey  |
| Percentage of people who have trust in courts of law institutions, by sex?   | <b>2010/11</b><br>Total = 64<br>F = 68<br>M = 62 | <b>Target</b><br>Total = 70<br>F = 70<br>M = 70 | Afrobarometer Survey  |
| Percentage of women in Parliament  | 35 (2013)  | 42  | Electoral Commission Report   |
| <b>Output 1.1.1. Legal Reform Capacity</b>   |  |   |   |
| By end 2017, Legislative and JLOS institutions at all levels have increased technical capacity to carry out constitutional-, electoral- and law reform that is rights-based and gender-sensitive.  |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b>                                  | <b>Target</b>                                   | <b>MoV</b>  |
| Extent to which democratic institutions (EC and HRC) effectively meet minimum core functions/performance benchmarks <sup>1</sup>   | <b>2014</b><br>EC = Partial<br>HRC = Partial     | <b>Target</b><br>EC = Fully<br>HRC = Fully      | Electoral Commission Report;<br>Human Rights Commission Annual Report |
| Number of targeted <sup>2</sup> laws and bills compliant with HR and GE standards  | 0 (2014)   | 7   | JLOS Annual Report  |
| <b>Planned Interventions</b>   |  |   |   |
| 1.1.1.1. Strengthen technical and functional capacity of Legislative bodies and the media for constitutional and electoral reform that promotes the separation of powers.  |  |   |   |
| 1.1.1.2. Strengthen individual technical capacity of Cabinet, Parliament, and DLG for law reform that respect human rights and gender equality   |  |   |   |
| <b>Output 1.1.2. Electoral Cycle</b>   |  |   |   |
| By end 2020, the Electoral Commission (EC) and other Institutions of democracy have adequate technical and operational capacities to organize and promote credible and peaceful elections.   |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b>                                  | <b>Target</b>                                   | <b>MoV</b>  |
| Number of targeted party constitutions reviewed to promote women representation  | 0 (2014)   | 7   | UN Women Study on Women's Political Participation 2016 and beyond     |
| Percentage of registered voters who turn-up to vote, disaggregated by  | 59.29 (2011)                                     | 70  | Electoral Commission report   |
| <b>Government's expected role &amp; accountability :</b>   |  |   |   |
| <ul style="list-style-type: none"> <li>Put up and and strengthen structures and personnel in place for Rule of Law and Constitutional Democracy</li> <li>Allocate budget resource for Rule of Law and Constitutional Democracy</li> <li>Provide space for other actors to advocate for Rule of Law and Constitutional Democracy</li> <li>Monitor implementation of Rule of Law and Constitutional Democracy</li> </ul>   |  |   |   |
| UN Women, OHCHR, UNDP, UNAIDS, UNICEF, UNFPA, ILO, WHO, UN-HABITAT, UNESCO   |  |   |   |
| <b>Other national partners role &amp; Accountability (E-g. CSO, Private Sectors):</b>  |  |   |   |
| <ul style="list-style-type: none"> <li>Monitor government's accountability and implementation of Rule of Law and Constitutional Democracy</li> </ul>   |  |   |   |
| UNDP, OHCHR  |  |   |   |
| UN Women, OHCHR, UNAIDS, UNICEF, UNFPA   |  |   |   |
| UNDP, UNFPA, ILO, UNICEF, UN Women, OHCHR  |  |   |   |
| <b>Expected donor role &amp; Accountability:</b> Monitor   |  |   |   |

| sex:  |  |   |                                | on the national elections                  |  | accountability of GoU |  |
|---|--|---|--------------------------------|--|--|-----------------------|--|
| <b>Planned Interventions</b>  |  |   |                                |  |  |                       |  |
| 1.1.2.1.  | Strengthen technical and functional capacity of institutions of democracy (EC, NCF, Parliament) for accountability and in through sharing of best practices and innovative approaches  |   |                                |  |  |                       | ILO, UNICEF, UNFPA, UN Women, UNDP, UNESCO                 |
| 1.1.2.2.  | Strengthen technical and operational capacities of EC to organize credible elections   |   |                                |  |  |                       | UNDP, UNESCO   |
| 1.1.2.3.  | Strengthen technical and functional capacity of UHRC to undertake Civic education  |   |                                |  |  |                       | UNDP   |
| 1.1.2.4.  | Strengthen technical and functional capacity of UHRC to monitor emerging human rights violations relating to electoral processes   |   |                                |  |  |                       | OHCHR  |
| 1.1.2.5.  | Strengthen technical and functional capacity of the media, political parties and Parliament to enhance political participation of women  |   |                                |  |  |                       | UN Women, UNESCO   |
| <b>Output 1.1.3. Laws/Policies Implementation Capacity</b>  |  |   |                                |  |  |                       |  |
| By end 2020, the judiciary and the law enforcement systems are technically strengthened to ensure equitable access to justice and apply procedures that are human rights and gender sensitive.  |  |   |                                |  |  |                       |  |
|   | <b>Indicator</b>   | <b>Baseline</b>                             | <b>Target</b>                  | <b>MoV</b>                                 |  |                       |  |
|   | Existence of a functional referral system between formal and informal justice system at national and sub-national level  | No (2014)                                   | Yes                            | JLOS Annual Report                         |  |                       | ILO, UNICEF, UNFPA, OHCHR, UN-HABITAT, UN Women, UNDP, WHO |
|   | Existence of gender and child-friendly systems in the Police and Judiciary   | No (2014)                                   | Yes                            | JLOS Annual Report                         |  |                       |  |
|   | Existence of system to regularly capture dialogue on access to justice   | No (2014)                                   | Yes                            | JLOS Annual Report                         |  |                       |  |
| <b>Planned Interventions</b>  |  |   |                                |  |  |                       |  |
| 1.1.3.1.  | Strengthen technical and functional capacity of JLOS for accountability and in enhancing access to justice through sharing of best practices and innovative approaches   |   |                                |  |  |                       | ILO, UNICEF, UN Women, UNFPA, UNDP, UNAIDS                 |
| 1.1.3.2.  | Strengthen functional capacity of JLOS/MoLG to effectively link and coordinate the formal and informal justice system and capacitate the informal system to enhance access to justice within their jurisdiction  |   |                                |  |  |                       | OHCHR, UN-HABITAT, UNDP, UN Women                          |
| 1.1.3.3.  | Advocate and strengthen technical, functional and financial capacity of JLOS and partners (NGO networks) to create a platform for continuous dialogue on access to justice issues, accountability and human rights and gender equality compliance                  |   |                                |  |  |                       | OHCHR, UNFPA, UN Women, WHO                                |
| <b>Output 1.1.4. Social Mobilization Capacity</b>   |  |   |                                |  |  |                       |  |
| By end 2020, targeted civil society organizations and public institutions are technically and operationally strengthened to effectively promote the respect of Human Rights, including gender equality, and empower rights holders to claim their rights. |  |   |                                |  |  |                       |  |
|   | <b>Indicator</b>   | <b>Baseline</b>                             | <b>Target</b>                  | <b>MoV</b>                                 |  |                       |  |
|   | Percentage of target CSOs and public institutions using innovative systems, mechanisms and platforms for effective voice on targeted Governance issues   | 0 (2014)                                    | 50                             | Global monitor on participation by CIVICUS |  |                       | OHCHR, UNDP, UN Women, UNICEF                              |
|   | Number of QUAM <sup>3</sup> certified CSOs ensuring compliance to standards of national values   | 76 (2013)                                   | 150                            | QUAM Report by DENIVA                      |  |                       |  |
|   | Percentage of population strongly agreeing that women should have same chance of being elected to political office as men, disaggregated by sex  | <b>2012</b><br>Total=56<br>M = 47<br>F = 64 | Total = 75<br>M = 65<br>F = 85 | Afrobarometer survey                       |  |                       |  |
| <b>Planned Interventions</b>  |  |   |                                |  |  |                       |  |
| 1.1.4.1.  | Strengthen institutional and functional capacity of CSOs, youth- and women groups and communities with innovative mechanisms to participate and advocate for legal reforms (electoral laws, separation of powers, rights of women, children and vulnerable groups) |   |                                |  |  |                       | OHCHR, UNDP, UN Women, UNICEF                              |

| <b>Outcome 1.2. Human Rights and Gender Equality</b>  |   |                                |   |
|---|---|--------------------------------|---|
| By end 2020, gender equality and human rights of all people in Uganda are promoted, protected and fulfilled.  |   |                                |   |
| Indicator   | Baseline                                      | Target                         | MoV   |
| Percentage strongly agreeing that women should have equal rights and receive same treatment as men do, by sex   | <b>2012</b><br>Total = 61<br>M = 55<br>F = 68 | Total = 80<br>M = 80<br>F = 80 | Afrobarometer Survey  |
| Extent to which Uganda is compliant to international Human Rights and Standards on a scale of 1-4   | 3 = Partially (2013)                          | 4 = Fully                      | UPR; CEDAW Concluding Observations Uganda Human Rights Commission Report (UHRC) |
| Incidence of human rights violations  | 15.1% (2013)                                  | 0%                             | Annual Human Rights Report (UHRC)   |
| <b>Output 1.2.1. Regulatory framework for Human Rights, Gender Equality &amp; Social Inclusion</b>  |   |                                |   |
| By end 2020, targeted public institutions with adequate technical and functional capacity to align national laws and policies to international/regional standards and harmonize them to enable rapid progress on human rights, gender equality and social inclusion.  |   |                                |   |
| Indicator   | Baseline                                      | Target                         | MoV   |
| Existence of approved National Human Rights Action Plan   | No (2014)                                     | Yes                            | MOFA Policy statement   |
| Existence of a fully functional and centralized tracking and reporting system to follow up on the implementation of human rights and gender equality recommendations and obligations  | No (2014)                                     | Yes                            | MOFA Policy statement   |
| Number of targeted institutions (JLOS, UHRC, MGLSD, EOC) which fully meet minimum benchmarks <sup>4</sup> to perform functions of redress and accountability effectively  | 0 (2014)                                      | 4                              | Government Annual Performance Reports   |
| <b>Planned Interventions</b>  |   |                                |   |
| 1.2.1.1. Strengthen the capacity of targeted institutions (Parliament, Inter-Ministerial Committee on Human Rights, MoFA, UHRC, Ministry of Justice and CSOs ) and legislators to coordinate the regulatory framework for compliance with national, regional and international instruments on human rights and gender equality  |   |                                |   |
| 1.2.1.2. Strengthen capacity of targeted institutions (Parliament, Uganda Law Reform Commission and Local Government) to domesticate and review legislation for compliance with ratified human rights and gender equality treaties  |   |                                |   |
| 1.2.1.3. Strengthen technical capacity of targeted institutions (JLOS, UHRC, MGLSD, EOC) for budgeting and provision of redress and accountability for human rights and gender equality violations  |   |                                |   |
| <b>Output 1.2.2. Capacity for HR &amp; Gender Mainstreaming</b>   |   |                                |   |
| By end 2020, targeted institutions have enhanced capacity to promote and monitor the mainstreaming of Human Rights and Gender Equality in all government sectors' policy formulation, planning, budgeting, implementation and evaluation.   |   |                                |   |
| Indicator   | Baseline                                      | Target                         | MoV   |
| Number of targeted <sup>5</sup> MDAs with a gender certificate for their budget   | 0 (2014)                                      | 5                              | MGLSD Annual Review Report  |
| Number of targeted <sup>6</sup> MDAs with a gender strategy   | 1 (2014, MoWE)                                | 10                             | MGLSD Annual Review Report  |
| <b>Planned Interventions</b>  |   |                                |   |
| 1.2.2.1. Influence the leadership of targeted institutions (OPM, NPA, JLOS, MDAs, MFPED, MoLG, MGLSD) through evidence based advocacy and sharing of good practices to ensure sustained commitment to and prioritization of gender- and human rights mainstreaming  |   |                                |   |
| 1.2.2.2. Strengthen capacity of selected institutions to mainstream gender equality and human rights (including redress and accountability) in compliance with national, regional and international standards and guidelines  |   |                                |   |
| <b>Government's expected role &amp; accountability :</b>  |   |                                |   |
| <ul style="list-style-type: none"> <li>Put up and strengthen structures and personnel in place for human rights, gender equality and social inclusion</li> <li>Allocate budget resource for human rights and gender equality</li> <li>Provide space for other actors to advocate for protection and fulfillment of human rights and gender equality</li> <li>Monitor implementation of human rights and gender equality national and international instruments</li> </ul> |   |                                |   |
| OHCHR UN HABITAT, UNICEF, ILO, UN Women, UNFPA, WHO   |   |                                |   |
| UNFPA, UN HABITAT, ILO, UN Women, OHCHR, UNICEF   |   |                                |   |
| <b>Other national partners role &amp; Accountability (E.g. CSO, Private Sectors):</b>   |   |                                |   |
| <ul style="list-style-type: none"> <li>Monitor government's accountability and implementation of human rights and gender equality national and international instruments</li> </ul>   |   |                                |   |
| UN Women, OHCHR, UNFPA, ILO, UNICEF   |   |                                |   |
| UN Women, OHCHR, UNFPA, UNICEF  |   |                                |   |
| UNFPA, UNHABITAT, UN Women, OHCHR   |   |                                |   |
| OHCHR, WHO UN Women, UNFPA  |   |                                |   |
| <b>Summary of UN role &amp; Accountability:</b>   |   |                                |   |
| <ul style="list-style-type: none"> <li>Monitor government's compliance to international standard and commitments to international human rights standards</li> <li>Capacity building of</li> </ul>   |   |                                |   |
| OHCHR, UN Women, UNFPA, WHO   |   |                                |   |
| UNFPA, WHO, UN Women, OHCHR, UNHABITAT, UNAIDS  |   |                                |   |

|  |  |  |   |  |   |
|--|--|--|---|--|---|
| <b>Output 1.2.3. Social Engagement Capacity</b><br>By end 2020, targeted state and non-state actors with enhanced technical, functional and technological (Social Media ICT) capacity to engage population, traditional and religious leaders in the promotion of HR and GE in campaigns to eliminate severe HR violations |  |  |   | government institutions on human rights and gender equality<br><br><b>Expected donor role &amp; Accountability:</b><br>Monitor accountability of GoJ | UNFPA, UN Women, UNHABITAT, UNICEF, OHCHR |
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>                              | <b>MoV</b>  |  |   |
| Accepting attitudes towards domestic violence, disaggregated by sex  | <b>2011</b><br>M = 54%<br>F = 58%                        | M = 50%<br>F = 52%                         | DHS   |  |   |
| Number of targeted state and non-state actors engaging the population, traditional and religious leaders in the promotion of HR and GE in campaigns to eliminate severe HR violations.   | <b>2014</b><br>State actors = 9<br>Non state actors = 13 | State actors = 15<br>Non state actors = 20 | End of Cycle Reports by OHCHR   |  |   |
| <b>Planned Interventions</b>   |  |  |   |  |   |
| 1.2.3.1. Strengthen capacity of CSOs and the media to support national and community platforms to challenge and address negative social, cultural and religious norms and practices that perpetuate discrimination, gender inequality and human rights violations  |  |  |   |  | UNFPA, UN Women, UNHABITAT, UNICEF        |
| 1.2.3.2. Strengthen capacity of targeted institutions (UHRC, EOC, MGLSD, MOH, CSOs, Media) to monitor the implementation of government programmes and policies in compliance with international human rights standards and principles  |  |  |   |  | OHCHR, UN Women, UNFPA                    |
| 1.2.3.3. Support functional capacity of UHRC, EOC, CSOs and media with innovative systems, mechanisms and good practices to hold targeted state and non-state institutions accountable for violations of human rights and gender equality principles   |  |  |   |  | UN Women, OHCHR, UNFPA, UNICEF            |
| <b>Output 1.2.4. HR Reporting Capacity</b><br>By end 2020, targeted institutions with adequate technical and functional capacities to promote and domesticate ratified HR treaties and provide timely and quality reports on progress  |  |  |   |  |   |
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>                              | <b>MoV</b>  |  |   |
| Number of required human rights reports submitted on time  | 1 (2014)   | 5  | Government and shadow reports to UN HR mechanisms; UHRC annual HR reports |  | OHCHR, UN Women, UNFPA, UNAIDS, UNICEF    |
| Number of targeted institutions with human rights performance monitoring and reporting systems (HR database & multi-sectoral framework)  | 0 (2014)   | 6  | Annual reports of targeted institutions                                   |  |   |
| <b>Planned Interventions</b>   |  |  |   |  |   |
| 1.2.4.1. Strengthen functional and technical capacity of targeted institutions (MOFA, UHRC, line ministries) to provide timely and quality reports on progress on realization of human rights and gender equality  |  |  |   |  | UN Women, OHCHR, UNFPA, UNAIDS, UNICEF    |
| 1.2.4.2. Strengthen the functional capacity of targeted institutions (Parliament, Law reform commission, MoJCA) to ratify and domesticate human right treaties   |  |  |   |  | UN Women, OHCHR, UNFPA, UNAIDS, UNICEF    |

| <b>Outcome 1.3. Institutional Development, Transparency and Accountability</b>   |                 |               |  | <b>Government's expected role &amp; accountability:</b>   | UNDP, UNICEF, WHO, UNFPA, UN Women, UNCDF |
|--|-----------------|---------------|--|---|---|
| <b>Indicator</b>   | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>   |   |   |
| Status of Corruption Index   | 26 (2013)       | 35            | Corruption Perception Index Report   | <ul style="list-style-type: none"> <li>Put up and strengthen checks-and-balances, structures and technical personnel</li> <li>Allocate budget resource for transparency and accountability systems</li> <li>Provide space for other actors to advocate and monitor government expenditure of public resources</li> </ul>  | UNDP, UNICEF, WHO                         |
| Percentage who think Government is handling the fight of corruption very well  | 4 (2012)        | 10            | Afrobarometer Survey   |   |   |
| Percentage of local governments meeting standard performance measures of service delivery <sup>7</sup>   | 84 (2013)       | 95            | Local Government Report  |   |   |
| <b>Output 1.3.1. Regulatory Framework and Tools</b>  |                 |               |  | <b>Other national partners role &amp; Accountability (e.g. CSO, Private Sectors):</b> <ul style="list-style-type: none"> <li>Monitor government's expenditure and accountability of public resources</li> </ul> <b>Summary of UN role &amp; Accountability:</b> <ul style="list-style-type: none"> <li>Monitor government's compliance to international standards on good governance (transparency and accountability)</li> <li>Capacity building of government institutions on good governance</li> </ul> <b>Expected donor role &amp; Accountability:</b> Monitor accountability of GoU | UNDP, UNICEF, WHO, UNFPA, UNCDF           |
| By end 2020, quality and evidence-based regulations to guide and enable the functionality of the decentralized system of government, ensuring clear division of responsibilities, transparency, accountability and people's participation in public affairs. |                 |               |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>   |   |   |
| Percentage of regulations passed in line with observed public sentiments as measured through digital and traditional media   | 0 (2014)        | 50            | Pule Lab Kampala Dashboard   |   |   |
| Existence of service delivery standards for key extractives and infrastructure sectors   | No (2014)       | Yes           | Sector reports   |   |   |
| <b>Planned Interventions</b>   |                 |               |  |   |   |
| 1.3.1.1. Strengthen functional capacity of population platforms, CSOs and media through systems channeling voices of the people for advocacy at all levels   |                 |               |  |   |   |
| 1.3.1.2. Support development of service delivery standards for key extractives and infrastructure sectors  |                 |               |  |   |   |
| <b>Output 1.3.2. Public Sector Management and Capacity</b>   |                 |               |  |   |   |
| By end 2020, targeted MDAs at central and decentralized levels have strengthened functional capacity to engage in transformational development planning & implementation, partnership management and multi-sectoral coordination                             |                 |               |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>   |   |   |
| Number of MDAs implementing strategic development and investment plans   | 1 (2013)        | 5             | Annual Sector Performance Reports  |   |   |
| Number of District Development Plans that integrate population, gender and human rights  | 15 (2013/14)    | 112           | Government Annual Assessment Report of minimum conditions and performance measures for local governments |   |   |
| Existence of approved Minimum Wage Act   | No (2014)       | Yes           | Hansard report and parliamentary policy statement  |   |   |
| <b>Planned Interventions</b>   |                 |               |  |   |   |
| 1.3.2.1. Provide functional, technical and financial support for evidence-based planning at national and district levels (NPA, sector and district development plans, etc.)  |                 |               |  |   |   |
| 1.3.2.2. Provide technical and functional support to Public Sector Management institutions for effective management of service delivery  |                 |               |  |   |   |
| 1.3.2.3. Provide technical and functional support to MOFPED, MOLG and LGs to operationalize the PPP law and policy   |                 |               |  |   |   |
| <b>Output 1.3.3. Monitoring &amp; Reporting capacity</b>   |                 |               |  |   |   |
| By end 2020, UBOS and targeted MDAs (URSB, JIOS, MGLSD, etc.) have adequate technical capacity and technologically updated tools for context-appropriate data collection, management and use at local, district and national level.                          |                 |               |  |   |   |
| <b>Indicator</b>   | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>   |   |   |
| Existence of an Integrated Monitoring and evaluation system for data   | No (2014)       | Yes           | Government Annual  |   |   |

|  |                 |               |   |                                    |
|--|-----------------|---------------|---|------------------------------------|
| capture, reporting and management  |                 |               | Performance Report  |                                    |
| Number of districts with harmonized data management systems in place   | 15 (2014)       | 30            | UBOS Annual Performance Reports   |                                    |
| <b>Planned Interventions</b>   |                 |               |   |                                    |
| 1.3.3.1. Strengthen the functional, financial and technical capacity of UBOS to coordinate and support MDAS and LGs to generate, analyze, disseminate and harmonize disaggregated data in adherence to international and national guidelines and standards, and data strategies          |                 |               |   |                                    |
| 1.3.3.2. Strengthen capacity of MDAs and LGs to build systems for production of quality data and effective monitoring of NDP II and Sustainable Development Goals indicators   |                 |               |   |                                    |
| <b>Output 1.3.4. High Level Strategic Research and Evaluation Function</b>   |                 |               |   |                                    |
| By end 2020, an independent High level strategic Research & Evaluation Function is strengthened to ensure that decisions on development planning, innovations and resource allocation are gender and human-rights responsive, based on credible, relevant and context-tailored knowledge |                 |               |   |                                    |
| <b>Indicator</b>   | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>  |                                    |
| Existence of a National Research and Evaluation Agenda   | No (2014)       | Yes           | NDP II Progress Report  |                                    |
| <b>Planned Interventions</b>   |                 |               |   |                                    |
| 1.3.4.1. Provide technical and functional support for the strengthening of a high-level and independent national evaluation and research system  |                 |               |   |                                    |
| 1.3.4.2. Strengthen technical capacities within Parliament, Sector ministries and LGs, particularly the leadership, to use and apply evaluation and research in policy-making  |                 |               |   |                                    |
| <b>Output 1.3.5. Systems for Prevention, Detection and Redress</b>   |                 |               |   |                                    |
| By end 2020, targeted accountability institutions (including Office of the Auditor General, IG, Directorate of Ethics and Integrity, Media and targeted CSOs) with enhanced capacity to prevent and detect fraud and promote ethics.   |                 |               |   |                                    |
| <b>Indicator</b>   | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>  |                                    |
| Number of accountability institutions with functional mechanisms for detection, prevention and redress of corruption   | 0 (2013)        | 3             | Government Performance Report   |                                    |
| Percentage of corruption cases concluded in anti-corruption court  | 76.7 (2013/14)  | 85            | Inspectorate of Government Report on tracking corruption trends in Uganda |                                    |
| <b>Planned Interventions</b>   |                 |               |   |                                    |
| 1.3.5.1. Strengthen technical and financial capacity of targeted MDAs for piloting selected e-governance tools and approaches  |                 |               |   |                                    |
| 1.3.5.2. Strengthen technical and functional capacity of Parliament and Directorate of Ethics and Integrity to detect and prevent corruption through sharing of good practices and approaches  |                 |               |   |                                    |
| 1.3.5.3. Strengthen technical capacity of the IGG and the Anti-Corruption Court to enforce action on corruption cases  |                 |               |   |                                    |
| 1.3.5.4. Strengthen the capacity of CSOs and media to undertake research and advocate against corruption   |                 |               |   |                                    |
|  |                 |               |   | UNFPA, UNICEF, UNDP, UN Women, WHO |
|  |                 |               |   | UNDP, UNICEF, UN Women, WHO        |
|  |                 |               |   | UNFPA, UNICEF, UNDP, UN Women, WHO |
|  |                 |               |   | UNFPA, UNICEF, UNDP, UN Women, WHO |
|  |                 |               |   | UNDP, UNFPA, UNICEF, WHO           |
|  |                 |               |   | UNDP, UNFPA, UNICEF, WHO           |
|  |                 |               |   | UNDP                               |
|  |                 |               |   | UNDP, OHCHR                        |
|  |                 |               |   | UNDP, OHCHR                        |

| <b>Outcome 1.4. Peace, Security and Resilience</b><br>By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient communities and institutional systems that are effective & efficient in preventing and responding to natural and man-made disasters.                                     |                           |                      |   | <b>Government's expected role &amp; accountability:</b>  | OHCHR, UNDP, UNHCR, UN Women, WFP, WHO, UNICEF             |
|--|---------------------------|----------------------|---|--|--|
| <b>Indicator</b>   | <b>Baseline</b>           | <b>Target</b>        | <b>MoV</b>  |  |  |
| Political Stability and Absence of Violence/Terrorism Score <sup>8</sup>   | 20 (2013)                 | 50                   | WB WWGI   | <ul style="list-style-type: none"> <li>Implement Uganda's National Resilience Strategy</li> <li>Put up and strengthen Uganda's National Early Warning System, and Emergency Planning and Response</li> <li>Allocate budget resource for peace, security and resilience</li> <li>Provide space for other actors to advocate and monitor government expenditure of public resources on peace, security and resilience</li> </ul> | OHCHR, UNDP, UNHCR, UN Women, WFP, WHO, UNICEF             |
| <b>Mortality rate from natural hazards</b>   | <b>74 (2013)</b>          | <b>50</b>            | Desinventar Disaster Database /OPM/National Emergency Coordination and Operation Centre (NECOC) |  |  |
| <b>Output 1.4.1. Peace &amp; Security Regulatory Framework</b>   |                           |                      |   |  |  |
| By end 2020, relevant public institutions have adequate technical and functional capacity to develop a comprehensive regulatory framework for peace building, disaster preparedness & response, and promotion of regional security.  |                           |                      |   |  |  |
| <b>Indicator</b>   | <b>Baseline</b>           | <b>Target</b>        | <b>MoV</b>  | <ul style="list-style-type: none"> <li>Monitor government's expenditure and accountability of public resources on peace, security, resilience and response to humanitarian crises</li> <li>Support community and government as first-line responders in emergencies</li> </ul>   | UNDP, UNHCR, UN Women, WFP, WHO, UNICEF                    |
| Number of policies addressing peace and social cohesion developed and implemented  | 0 (2013)                  | 2                    | Annual Sector Performance Report  |  |  |
| Existence of a functional/CSO national platform facilitating internal dialogue, mediation and conflict transformation efforts  | No (2014)                 | Yes                  | Annual Sector Performance Report  |  |  |
| Percentage of target sectors integrating disaster risk reduction and resilience in development plans and budgets   | 20 (2013)                 | 50                   | Hazard, risk, and vulnerability profile reports from OPM  | <ul style="list-style-type: none"> <li>Monitor government's expenditure and accountability of public resources on peace, security, resilience and response to humanitarian crises</li> </ul>   | OHCHR, UNDP, UNHCR, UN Women, WFP, WHO, UNICEF             |
| <b>Planned Interventions</b>   |                           |                      |   |  |  |
| 1.4.1.1. Technical and functional support to targeted JLOS institutions MDAs, DLGs for policy and legal framework development for peace, security and disaster management which is rights and gender sensitive   |                           |                      |   |  |  |
| <b>Output 1.4.2. System Resilience &amp; Responsiveness capacity</b>   |                           |                      |   |  |  |
| By end 2020, targeted MDAs, media & CSO at central and decentralized with adequate capacity and a conflict, gender, child and human rights sensitive approach to operate Early Warning Systems and organize, mobilize and coordinate responses to disasters, internal conflicts and cross-border security threats. |                           |                      |   |  |  |
| <b>Indicator</b>   | <b>Baseline</b>           | <b>Target</b>        | <b>MoV</b>  | <ul style="list-style-type: none"> <li>IOM contribution to UNDAF activities 1.4.1.1; 1.4.2.1; 1.4.3.2; 1.4.4.1</li> <li>Monitor government's expenditure and accountability of public resources on peace, security, resilience and response to humanitarian crises</li> <li>Support community and government as first-line responders in emergencies</li> </ul>  | UNDP, UNFPA, UNHCR, UN Women, WHO, OHCHR, WFP, FAO, UNICEF |
| Number of operational gender and human-rights sensitive District contingency plans   | 10 (2013)                 | 60                   | Local Government Annual Performance Report  |  |  |
| Number of platforms facilitating effective internal and cross-border dialogues, mediation, reconciliation and conflict resolution efforts  | 4 (2013)                  | 10                   | Government Annual Performance Report  |  |  |
| Existence of harmonized National Early Warning System  | No (2013)                 | Yes                  | NECOC Report  | <ul style="list-style-type: none"> <li>Monitor government's expenditure and accountability of public resources on peace, security, resilience and response to humanitarian crises</li> </ul>   | UNDP, UNHCR, UN Women, WFP, WHO, UNICEF                    |
| <b>Planned Interventions</b>   |                           |                      |   |  |  |
| 1.4.2.1. Strengthen organizational capacity of OPM, Sector Ministries and DLGs to manage natural and manmade disasters, and cross border security threats  |                           |                      |   |  |  |
| 1.4.2.2. Strengthen technical and functional capacity of national platforms (NCF, Elders forum, youth etc.) and traditional institutions for gender and rights sensitive peace mediation and conflict resolution   |                           |                      |   |  |  |
| <b>Output 1.4.3. Capacity for Regional Peace Building and Conflict Prevention</b>  |                           |                      |   |  |  |
| By end 2020, targeted MDAs with strengthened capacity to exercise leadership in regional and international peace building and conflict prevention, and championship in the protection of rights of conflict-affected women, children and other vulnerable groups.  |                           |                      |   |  |  |
| <b>Indicator</b>   | <b>Baseline</b>           | <b>Target</b>        | <b>MoV</b>  | <ul style="list-style-type: none"> <li>Monitor government's compliance to international humanitarian standards</li> </ul>  | UNICEF, UNDP, UNHCR, UNESCO, WHO                           |
| Percentage of people who think government is handling/resolving conflicts between communities well, by sex   | <b>2012</b><br>Total = 52 | Total = 62<br>F = 62 | Afrobarometer Survey  |  |  |

|   |                  |               |                             |   |
|---|------------------|---------------|-----------------------------|---|
| Percentage of refugees have access to international protection  | F = 51<br>M = 52 | M = 62        | UNHCR Annual Report         | <ul style="list-style-type: none"> <li>Capacity building of government institutions on peace, security, resilience and humanitarian response</li> </ul> <p><b>Expected donor role &amp; Accountability:</b><br/>Monitor accountability of GoU</p> |
| <b>Planned Interventions</b>  |                  | 100 (2014)    |                             |   |
| 1.4.3.1. Promote an enabling environment for peaceful co-existence through community participation and strengthening the capacity of targeted MDAs, DLGs and CSOs   |                  |               |                             |   |
| 1.4.3.2. Provide technical and functional support to OPM, Sector Ministries and DLGs for effective coordination and management of cross border and regional issues through strong partnerships (private, public, CSOs)                                  |                  |               |                             |   |
| 1.4.3.3. Provide technical and functional capacity to OPM, targeted MDAs and sub-regional bodies for gender responsive peace building, conflict prevention and conflict management  |                  |               |                             |   |
| <b>Output 1.4.4. Resilience Building Capacity</b><br>By end 2020, targeted MDAs, CSOs and CBOs with adequate technical and operational capacity to strengthen communities' organizational and self-reliance capacity and their ability to stand shocks. |                  |               |                             |   |
| <b>Indicator</b>  | <b>Baseline</b>  | <b>Target</b> | <b>MoV</b>                  |   |
| Existence of food security monitoring systems developed in a participatory manner   | No (2014)        | Yes           | MAAIF Report                |   |
| Community asset score <sup>9</sup> in Karamoja and, refugee and host communities  | 3.6 (2014)       | 8             | Food security survey report |   |
| <b>Planned Interventions</b>  |                  |               |                             |   |
| 1.4.4.1. Strengthen the technical and functional capacities of OPM, MDAs, DLGs, civil society and leaders (community-, traditional-, and religious) to empower communities to build resilience in refugee impacted districts (ReHoPE)                   |                  |               |                             |   |
| 1.4.4.2. Strengthen the technical and functional capacities of OPM, MDAs, DLGs, civil society and leaders (community-, traditional-, and religious) to empower communities to build resilience in Karamoja  |                  |               |                             |   |

<sup>1</sup> 1 = Not at all; 2 = Very partial; 3 = Partial; 4 = Fully

<sup>2</sup>Marriage and divorce bill, sexual offences bill, anti-pornography act, HIV/AIDS act, succession act, evidence act, public order and management act

<sup>3</sup> QUAM – Quality Assurance Mechanism by DENIVA: The standards place special emphasis on management systems, mission focus, collaboration, and assessment and demonstration of impact

<sup>4</sup> Minimum Benchmarks include: Equitably accessible to all; Timely disposal of complaints; Ability to issue effective remedy; Impartial and independent; Transparency in decision making; Accountable

<sup>5</sup> MGLSD, MoFPED, NPA, MoES, MoLG

<sup>6</sup> MoLG, MGLSD, MoES, MoFPED, NPA, JLOS, MoWE, MoW, MAAIF, MoH

<sup>7</sup> Service Delivery Standards of Local Governments: Compliance to statutory requirements; having approved plans/budgets reflect national priorities, responsive to cross-cutting issues e.g gender, absorption capacity; staffing

<sup>8</sup> Political Stability and Absence of Violence Score – this is from the Worldwide Governance Indicator of World Bank, showing the country's percentile rank or index on this governance issue. The higher the percentile values indicate better governance scores.

<sup>9</sup> Community asset score: measures the functioning assets that enable a community and the households living within it to be more resilient or less negatively impacted by shocks, WFP



A photograph of a computer lab in a school. In the foreground, a young boy in a white shirt and red tie is sitting at a desk, focused on typing on a keyboard. Behind him, several other students in similar uniforms are also working at their desks. The room has wooden desks and computer monitors. A semi-transparent white box in the upper right corner contains the text 'ANNEX A (ii) HUMAN CAPITAL DEVELOPMENT RESULTS FRAMEWORK'.

**ANNEX A (ii)  
HUMAN  
CAPITAL  
DEVELOPMENT  
RESULTS  
FRAMEWORK**

| Results Statement<br>(Indicators; Baselines; Targets; MoVs)  |   | Outcome-level Partnership & Accountability  | Contributing UN Agencies                       |
|--|---|---|--|
| <b>Strategic Intent 2. Human Capital</b>   |   |   |  |
| By end 2025, Uganda's socio-economic transformation is driven by high quality human capital reflected in a cohesive society that is in demographic transition which is peaceful, secure, respectful of human rights and gender equality, as well as protective of the environment and natural resources; driven by people who are healthy, well informed, free from prejudice and discrimination, participating equally in decision making, and entrepreneurial; and a highly skilled, innovative, competitive, productive workforce that has integrity. |   |   |  |
| <b>Indicator</b>   | <b>Baseline</b>   | <b>Target</b>   | <b>MoV</b>                                     |
| Maternal mortality per 100,000 live births   | 438 (2011)  | 320   | UDHS   |
| Infant mortality rate per 1,000  | 54 (2011)   | 44  | UDHS   |
| Percentage of young people (18-30 years old) not in education, employment or training  | 17.6 (2011/2012)  | 12  | Labour Force Survey, UBOS                      |
| Child stunting as percent of under 5s  | 33.4 (2011)   | 25  | UDHS   |
| Total fertility rate   | 6.2 (2011)  | 4.5   | UDHS   |
| <b>Outcome 2.1. Learning and Skills Development</b>  |   |   |  |
| By end 2020, an effective and efficient well-resourced formal and non-formal quality education system that is accessible, inclusive, relevant, and produces highly skilled and innovative graduates for the job market and emerging national development needs.  |   |   |  |
| <b>Indicator</b>   | <b>Baseline</b>   | <b>Target</b>   | <b>MoV</b>                                     |
| Survival to P7 (Retention rate at final year of primary school)  | <b>2013/14</b><br>Primary 7 = 32.1%<br>Boys = 32.3%;<br>Girls = 31.9%   | P 7 = 50%<br>Boys = 50%;<br>Girls = 50%   | Education Management Information System (EMIS) |
|  | Secondary = 84.4%<br>Boys = 85.6%;<br>Girls = 83.2%   | Secondary = 88%<br>Boys = 88%;<br>Girls = 88%   |  |
| Transition rates to Senior 1, by sex (national level)  | <b>2013/14</b><br>Total = 69.90%<br>Boys = 70.50%;<br>Girls = 69.30%  | Total = 80%<br>Boys = 80%;<br>Girls = 80%   | Education Management Information System (EMIS) |
|  | <b>2013/14</b><br>P3 Literacy = 64.2%<br>Boys=62; Girls=66.5%<br>P3 Numeracy = 72.7%<br>Boys=73.9; Girls=71.4%<br>P6 Literacy = 38.3%<br>Boys=37.8%; Girls=38.7%<br>P6 Numeracy = 39.4%<br>Boys=44.2%; Girls=35.0%<br>S2 English = 37.9%<br>S2 Math = 42.9%<br>S2 Biology = 14.5% | P3 Literacy = 67%<br>Boys=67%; Girls=67%<br>P3 Numeracy = 75%<br>Boys=75%; Girls=75%<br>P6 Literacy = 75%<br>Boys=75%; Girls=75%<br>P6 Numeracy = 56%<br>Boys=56%; Girls=56%<br>S2 English = 68%<br>S2 Math = 50%<br>S2 Biology = 31%   |  |
| Learning achievement (literacy, numeracy and sciences) at Primary and Secondary, by sex.   |   | National Assessment of Progress in Education Report, UNEB   |  |
| <b>Government's expected role &amp; accountability:</b>  |   | <ul style="list-style-type: none"> <li>Ensure quality assurance on education standards and certification of training institutions</li> <li>Create an enabling tax environment</li> <li>Provide human resources, funds and infrastructure</li> <li>Curriculum development and improvement</li> </ul>                             |  |
| <b>Other national partners role &amp; Accountability</b>   |   | <ul style="list-style-type: none"> <li>Monitor and support government's education policy implementation</li> <li>Support in building community ownership and demand for government's accountability</li> <li>Mobilize community participation in education programmes</li> <li>Advocate for education policy reviews</li> </ul> |  |
| <b>Expected donor role &amp; Accountability:</b>   |   | Monitor accountability of GoU   |  |
| UNFPA, UNESCO, UN Women, WFP, UNDP, UNICEF, ILO, FAO   |   |   |  |

|  |  |                         |  |  |                                      |
|--|--|-------------------------|--|--|--------------------------------------|
| <b>Output 2.1.1. Early Childhood Development</b><br>By end 2020, Government and partners have adequate technical and financial capacity to operationalize and scale-up inclusive, innovative, multi-sectoral and community-based early childhood development care and development intervention.  |  |                         |  |  | UNICEF, UNESCO, UNFPA                |
| <b>Indicator</b>   | <b>Baseline</b>                          | <b>Target</b>           | <b>MoV</b>                                 |  |                                      |
| Number of target sectors (MoES, MoH, MGLSD, MAAF, MoLG, MWE) that integrate ECD into planning, budgeting & Management Information Systems  | 1 (2013)                                 | 6                       | Annual Sector Performance Reports          |  |                                      |
| Percentage of boys and girls ready for primary school through participation in Early Childhood Care and Development (ECCD)   | <b>2013</b><br>Girls = 9.7<br>Boys = 9.8 | Girls = 50<br>Boys = 50 | EMIS                                       |  |                                      |
| <b>Planned Interventions</b>   |  |                         |  |  |                                      |
| 2.1.1.1. Advocacy and Technical Assistance (TA) for the MoH, MGLSD, MoES and MAAF, MoLG, MWE to integrate ECD into planning and budgeting exercises at national and sub-national levels  |  |                         |  |  |                                      |
| 2.1.1.2. Advocacy and TA to MoH, MGLSD and MoES for integration of holistic ECD into existing vertical service delivery systems in education, health, WASH, nutrition and child protection.  |  |                         |  |  |                                      |
| 2.1.1.3. Technical assistance to strengthen human resources for the delivery of integrated ECD services (ECD professionals, care givers, pre-school teachers and social workers etc.)  |  |                         |  |  |                                      |
| <b>Output 2.1.2. Education System Effectiveness</b><br>By end 2020, MoES and LGs have adequate technical capacities to develop, review and operationalize education and training policies and strategies that are technologically driven and impart relevant knowledge and skills in a safe environment to respond to the job market demand, nurture constructive values and promote equality and human rights to lead the sector-wide coordination, partnerships and funding mechanisms; and ensuring transparent, participatory and accountable management of education resources and results at all levels. |  |                         |  |  |                                      |
| <b>Indicator</b>   | <b>Baseline</b>                          | <b>Target</b>           | <b>MoV</b>                                 |  |                                      |
| Number of required national education policies <sup>1</sup> that are approved  | 0 (2014)                                 | 8                       | Sector Performance Reports                 |  | UNICEF, UNESCO, WFP, UN Women, UNFPA |
| Number of multi-sectoral partnership mechanisms for policy implementation  | 0 (2014)                                 | 2                       | Sector Performance Reports                 |  |                                      |
| Number of gender and human rights responsive funded sector plans to implement the national education policies  | 0 (2014)                                 | 8                       | Annual Sector Plans                        |  |                                      |
| <b>Planned Interventions</b>   |  |                         |  |  |                                      |
| 2.1.2.1. Provide technical and functional capacity to the MoES, LG and parliaments to coordinate partners; improve supervision of policy implementation and compliance to national education standards; and strengthen the planning and budgeting process for the delivery of decentralized education at pre-primary, primary and secondary level.   |  |                         |  |  |                                      |
| 2.1.2.2. Technical, functional and financial assistance to MGLSD, MoES, LG, and parliament for a multi-pronged strategy for increasing retention, transition and completion at primary, secondary and tertiary, with a particular focus on girls.  |  |                         |  |  |                                      |
| 2.1.2.3. Technical support to the MoE to review and implement the education curriculum that includes human rights and gender responsive education; life skills; and sexuality education at primary, secondary and tertiary levels.   |  |                         |  |  |                                      |
| <b>Output 2.1.3. Teachers' Competency and Motivation and Parental/Community Participation</b><br>By end 2020, the MoES and partners have adequate institutional and technical capacity to design, plan and operationalize innovative tools and approaches to improve teachers' competencies and motivation, reduce teacher absenteeism, increase parent/community participation, make schools safe, child and adolescent friendly, promote transition and retention at all levels, responsive to gender and special needs and enhance employability, especially in underserved areas.                          |  |                         |  |  |                                      |
| <b>Indicator</b>   | <b>Baseline</b>                          | <b>Target</b>           | <b>MoV</b>                                 |  |                                      |
| Percentage of Teachers at task   | 23.8 (2013)                              | 58                      | Education Sector Annual Performance Report |  | UNESCO, UNICEF, UNFPA                |
| Number of operational models (improvement of teacher   | 0 (2014)                                 | 2                       | Annual MoES Performance                    |  |                                      |

<sup>1</sup> School Health, School Feeding, Integrated ECD, UPE, Education Act 2008, National Strategy for Girls education, Human Rights in Education(HRE), Teacher Policy

|  |   |                                |                                       |                               |
|--|---|--------------------------------|---------------------------------------|-------------------------------|
| competency, performance-based reward and motivation; and community participation)  |   |                                | Report                                |                               |
| Percentage of qualified and professionally-trained teachers  | <b>2012</b><br>Primary = 88<br>Secondary = 83.9 | Primary = 95<br>Secondary = 95 | EMIS                                  |                               |
| <b>Planned Interventions</b>   |   |                                |                                       |                               |
| 2.1.3.1. Advocacy and technical assistance to MoES to design, plan and operationalize a model for improvement of teacher competency, performance-based reward and motivation.  |   |                                |                                       |                               |
| 2.1.3.2. TA to MoE to develop and implement an effective model for community participation, especially in rural and hard to reach areas, in support of children's right to education.  |   |                                |                                       |                               |
| <b>Output 2.1.4. Market-oriented skills development curricula</b><br>By end 2020, the technical and financial capacity of public and selected private institutions strengthened to deliver high quality market (national, regional and international)-driven technical and entrepreneurship skills targeting particularly youth, women and adolescents, including out-of-school, especially high poverty regions |   |                                |                                       |                               |
| <b>Indicator</b>   | <b>Baseline</b>                                 | <b>Target</b>                  | <b>MoV</b>                            |                               |
| Existence of approved market-oriented skills curriculum  | No (2014)                                       | Yes                            | National Council for Higher Education | UNFPA, UNESCO, UNDP, ILO, FAO |
| Number of graduates with market-oriented skills from target training institutions  | 0 (2014)  | 5,000                          | EMIS                                  |                               |
| <b>Planned Interventions</b>   |   |                                |                                       |                               |
| 2.1.4.1. Technical and financial assistance to MoES and other line Ministries for formulating job market-oriented and gender responsive education policy, guidelines, curriculum and materials at all levels of formal and informal education  |   |                                |                                       |                               |
| 2.1.4.2. Capacity assessment and development for selected public and private training institutions to deliver market oriented skills training programmes   |   |                                |                                       |                               |
| 2.1.4.3. TA and financial assistance for the design and implementation of a public-private partnership for youth entrepreneurship programme and life-skill development   |   |                                |                                       |                               |
| 2.1.4.4. Advocacy with government and donors for sustainable financing of entrepreneurship and life skill development for youth and women  |   |                                |                                       |                               |

| <b>Outcome 2.2. Health</b>   |                              |  |   |
|--|------------------------------|--|---|
| By end 2020, Ugandan population enjoys healthier and productive lives with substantial reductions in mortality and morbidity, especially among children, adolescents, pregnant women and other vulnerable groups; and sustained improvements in population dynamics.   |                              |  |   |
| Indicator  | Baseline                     | Target   | MoV                                     |
| Public expenditure on health as a percentage of national budget  | 8.7 (2013/14)                | 15   | Medium Term Expenditure Framework       |
| Institutional delivery rate  | 58% (2011)                   | 75%  | UDHS                                    |
| Modern Contraceptive Prevalence Rate   | 26% (2011)                   | 40%  | UDHS                                    |
| <b>Output 2.2.1. Effective and responsive health system</b>  |                              |  |   |
| By end 2020, the MoH, LGs and partners with improved capacity to plan and operationalize innovative, effective, efficient, equitable, decentralized and sustainable: 1) health financing system; 2) revitalized community health system; 3) health information and accountability systems 4) Quality and number of Health work force; 5) essential commodities and drugs supply system |                              |  |   |
| Indicator  | Baseline                     | Target   | MoV                                     |
| Proportion of districts implementing the revised community health strategy   | 0% (2013/14)                 | 50%  | Health Sector Performance Report (HSPR) |
| Existence of a functioning Logistics Management System   | No (2014)                    | Yes  | HSPR                                    |
| Percentage of positions for health workers filled  | <b>2013/14</b><br>Total = 69 | Total = 75   | Human Resources Information System      |
| <b>Planned Interventions</b>   |                              |  |   |
| 2.2.1.1. Provide technical and financial support to MoH to implement appropriate and innovative evidence-based strategies for the health workforce for the delivery of quality health services   |                              |  |   |
| 2.2.1.2. Strengthen the technical, functional and financial capacity of MoH in Universal Health Coverage and Health Financing  |                              |  |   |
| 2.2.1.3. Strengthen the technical functional, financial capacity of MoH for effective coordination of partnerships, knowledge management for relevant, timely and quality data for evidence based decision making  |                              |  |   |
| 2.2.1.4. Provide technical and financial support to MoH and MOLG for the establishment and effective functioning of community health systems   |                              |  |   |
| 2.2.1.5. Support advocacy, awareness and capacity building for MOH, LGs and other relevant line ministries on identifying and addressing social determinants of health for improved health outcomes  |                              |  |   |
| 2.2.1.6. Strengthen the technical and functional capacity of the MOH and NIMS Procurement and supply chain management system for improved effectiveness, efficiency and accountability   |                              |  |   |
| <b>Government's expected role &amp; accountability:</b>  |                              |  |   |
| <ul style="list-style-type: none"> <li>Provide adequate human resource and budget allocation for health</li> <li>Improve access to health services in line with agreed operating standards</li> <li>Promote establishment and use of health information systems</li> </ul>   |                              | UNICEF, UNFPA, WHO, WFP, UNAIDS, UNESCO, UNDP, UNHCR, FAO, UNHCR |   |
| <b>Other national partners role &amp; Accountability (e.g. IOM, CSO, Private Sectors):</b>   |                              |  |   |
| <ul style="list-style-type: none"> <li>IOM contribution to UNDAF activities 2.2.1.1; 2.2.1.3; 2.2.1.4; 2.2.1.5; 2.2.4.1; 2.2.4.3; 2.2.4.4; 2.2.5.2; 2.2.5.3; 2.2.5.4; 2.2.5.5</li> </ul>   |                              | WHO, UNICEF, UNFPA, UNHCR  |   |
| <ul style="list-style-type: none"> <li>Support and monitor government's health programmes and policies</li> <li>Increasing access and outreach of health services</li> </ul>   |                              | WHO, UNICEF, UNFPA   |   |
| <b>Expected donor role &amp; Accountability:</b> Monitor accountability of GoU   |                              |  |   |
|  |                              | WHO, UNICEF, UNFPA, WFP  |   |
|  |                              | UNICEF, WHO, UNFPA, WFP  |   |

| <b>Output 2.2.2. Water, Sanitation and Hygiene (WASH)</b><br>By end 2020, targeted institutions with adequate technical and operational capacity to deliver cost-effective and sustainable models of community-based safe WASH & environmental preservation systems; and hygiene, sanitation behavior change at household, health facility and school settings.  |   |   |  |
|--|---|---|--|
| Indicator  | Baseline  | Target                                      | MoV  |
| Percentage of rural and urban people with access to improved sanitation, by rural/urban  | <b>2013</b><br>Rural = 64<br>Urban = 70                   | Rural = 79<br>Urban = 100                   | Water, Environment and Sanitation (WES) Performance Report |
| Ratio of latrine/toilet stance in schools, by sex (pupil stance ratio)   | <b>2013</b><br>Total = 71:1<br>Girls = n/d<br>Boys = d/37 | Total = 40:1<br>Girls = 40:1<br>Boys = 40:1 | WES Performance Report                                     |
| Percentage of people with access to (and using) hand washing facilities (households and schools)   | <b>2013</b><br>National = 29<br>Primary Schools = 37      | National = 50<br>Primary Schools = 50       | WES Performance Report                                     |
| <b>Planned Interventions</b>   |   |   |  |
| 2.2.2.1. Provide Technical and financial support to MWE for strengthened coordination of the WASH partnerships and improved resource allocation  |   |   |  |
| 2.2.2.2. Strengthen national and district functional and financial capacity to increase coverage of water and sanitation services in rural growth centers, health facilities and schools, including in humanitarian situations   |   |   |  |
| 2.2.2.3. Support MoH and MoLG Scale-up community-led total sanitation (Hygiene promotion)  |   |   |  |
| 2.2.2.4. Build Capacity of MoH, MWE, MoLG and MoES in Water Quality testing and quality assurance  |   |   |  |
| 2.2.2.5. Support MoLG and private sectors for a sustained, community ownership and maintenance of water and sanitation, infrastructures  |   |   |  |
| 2.2.2.6. Support OPM, MoH, MWE, and LGs, MoES, to operationalize an integrated (communities, schools and Health centers) WASH resilience programme   |   |   |  |
| <b>Output 2.2.3 Nutrition and Household Food Security</b><br>By end 2020, coordination capacity of OPM and technical and operational capacity of targeted stakeholders strengthened to ensure operationalization and scale-up of proven high-impact, cost-effective, multi-sectoral, integrated and community-based nutrition & Household Food Security interventions that effectively contribute to reducing stunting and other forms of malnutrition and enhanced food security. |   |   |  |

UNICEF, WHO,  
UNHCR

UNICEF, WHO,  
UNHCR

UNICEF, WHO,  
UNHCR, UNESCO

UNICEF, WHO,  
UNHCR

UNICEF, WHO,  
UNHCR

UNICEF, WHO,  
UNHCR

UNICEF, WHO,  
UNHCR

UNICEF, WFP, WHO,  
UNFPA, FAO,

| Indicator  | Baseline  | Target                                     | MoV   |
|--|---|--|---|
| Existence of national Integrated Food and Nutrition M&E System   | No (2014)   | Yes  | Administrative data from OPM                  |
| Number of districts with a functional comprehensive community-based nutrition model  | 20 (2014)   | 80   | Administrative data from OPM                  |
| National Food consumption score  | 20 (2013)   | 4  | Food Security and Nutrition Assessment (FSNA) |
| <b>Planned Interventions</b>   |   |  |   |
| 2.2.3.1. Support OPM, MoH and other UNAP stakeholders in multi-sectoral coordination in national and district level  |   |  |   |
| 2.2.3.2. Support advocacy efforts with parliament and relevant ministries for leveraging domestic resources for nutrition  |   |  |   |
| 2.2.3.3. Provide technical support to MWE, MoES, MoLG and MoH to scale-up and sustain high-impact child and maternal nutrition interventions with a particular focus on the first 1000 days of life, including in humanitarian situations  |   |  |   |
| 2.2.3.4. Support OPM, MoH and other UNAP stakeholders in evidence generation on the burden of all forms of malnutrition; nutrition-sensitive budgeting and equity-focused planning   |   |  |   |
| 2.2.3.5. Provide technical and financial support to the OPM and relevant sectors to implement the National Nutrition and Food Security Monitoring and Evaluation Framework   |   |  |   |
| <b>Output 2.2.4. SRMNCAH partnerships, coordination and good practices scale-up</b>  |   |  |   |
| By end 2020, MoH, LGs and partners at all levels with strengthened technical & operational capacity to manage coordination, partnerships and programme accountability effectively; scaled-up innovative, quality, cost-effective, affordable, equitable, integrated SRMNCAH interventions including in emergencies and underserved areas.                    |   |  |   |
| <b>Indicator</b>   | <b>Baseline</b>   | <b>Target</b>                              | <b>MoV</b>                                    |
| Number of districts with a resourced and integrated SRMNCAH implementation plan and review mechanism of scorecard  | 0 (2014)  | 11   | MoH administrative report                     |
| Percentage of health facilities in target districts providing youth-friendly services  | <del>2014</del><br>Hospital = 75<br>HC IV = 65<br>HC III = 45 | Hospital = 95<br>HC IV = 95<br>HC III = 65 | UNFPA & UNICEF Annual Reports                 |
| Coverage of Emergency Obstetrics and Newborn Care (EmONC)  | 24% (2011)  | 60%  | Health Facility Survey Report                 |
| <b>Planned Interventions</b>   |   |  |   |
| 2.2.4.1. Provide technical support to MoH in evidence generation for effective advocacy, policy formulation and resource mobilization for improved SRMNCAH services, including in humanitarian settings  |   |  |   |
| 2.2.4.2. Support the MOH to coordinate SRMNCAH partnership for an effective implementation and monitoring of SRMNCAH interventions, including score card and other accountability frameworks   |   |  |   |
| 2.2.4.3. Support the national capacity for coordinated implementation of an evidence based communication program for behavior change, create demand and utilization of SRMNCAH services  |   |  |   |
| 2.2.4.4. Provide technical and financial support for the scale-up of high impact SRMNCAH services for underserved populations including humanitarian settings  |   |  |   |
| 2.2.4.5. Provide technical and financial assistance to MoH, MoGLSD and MOES to institutionalize adolescent and youth-responsive health systems (Normative guidance; standards for quality control and regulations; inter-sectoral coordination mechanisms and scale up)  |   |  |   |
| <b>Output 2.2.5. Dual burden of communicable and non-communicable diseases (NCD)</b>   |   |  |   |
| By end 2020, equitable and increased coverage of effective preventive and care services, particularly for major communicable diseases (malaria, HIV/AIDS, TB) targeting most-at-risk populations; and comprehensive NCD control and management of major risk factors (tobacco, alcohol and substance abuse, physical inactivity and diet) and mental health. |   |  |   |

| Indicator  | Baseline   | Target                       | MoV   |
|--|--|------------------------------|---|
| Percentage of HIV positive individuals receiving ART, by age   | <b>2014</b><br>Adults = 48<br>Children = 41  | Adults = 80<br>Children = 80 | AHSPPR                                      |
| Prevalence of major NCD risk factors   | <b>2013/14</b><br><b>Hypertension:</b><br>M = 25.2%; F= 21%; Overall =23.1%<br><b>Tobacco smoking:</b><br>M=16%; F= 2.9%; Overall = 9.6% | Reduction by 15%<br>in all   | Non-communicable Disease survey             |
| Malaria test positivity rate   | <b>Tobacco Use:</b><br>M=18.4%; F= 4.5%; Overall =11.2%<br>50% (2014)  | 30%                          | District Health Information System (DHIS 2) |
| <b>Planned Interventions</b>   |  |                              |   |
| 2.2.5.1. Strengthen evidence generation and use for, policy formulation, programming, advocacy for multisectoral collaboration, enhanced partnerships, increased financing for accelerated scale up of service coverage for communicable and non-communicable diseases |  |                              |   |
| 2.2.5.2. Provide technical and financial support to MoH to develop/review policies, strategies, guidelines and plans for communicable and non-communicable diseases  |  |                              |   |
| 2.2.5.3. Support capacity building at all levels for sustainable prevention and control of communicable and non-communicable diseases  |  |                              |   |
| 2.2.5.4. Support adoption of new technologies and innovation for universal coverage and disease elimination/eradication  |  |                              |   |
| 2.2.5.5. Strengthen capacity for surveillance of public health events, laboratory capacity for confirmation, and preparedness and response to epidemics  |  |                              |   |
| 2.2.5.6. Strengthen national capacity monitoring and evaluation of implementation of policies and strategies for disease prevention and control  |  |                              |   |
|  |  |                              |   |
|  | WHO, UNFPA, WFP, UNICEF, UNHCR   |                              |   |
|  | WHO, UNFPA, WFP, UNICEF, UNHCR   |                              |   |
|  | WHO, UNFPA, WFP, UNICEF, UNHCR   |                              |   |
|  | WHO, UNFPA, WFP, UNICEF, UNHCR   |                              |   |
|  | WHO, UNFPA, WFP, UNICEF, UNHCR   |                              |   |
|  | WHO, UNFPA, WFP, UNICEF, UNHCR   |                              |   |



| <b>Outcome 2.3. Social Protection</b><br>By 2020, a nation with resilient communities and reduced extreme poverty and inequalities  |                            |               |                                  | <b>Government's expected role &amp; accountability:</b>  |
|---|----------------------------|---------------|----------------------------------|--|
| <b>Indicator</b>  | <b>Baseline</b>            | <b>Target</b> | <b>MoV</b>                       |  |
| Percentage of people <sup>1</sup> who have access to any kind of social assistance (e.g. Direct Income Support)   | <b>2014</b><br>Total = 4.5 | Total = 8     | MGLSD Sector Protection Report   | UNICEF, UNFPA, WFP, UN Women, WHO  |
| Public Expenditure on social protection as percentage of GDP  | 0.75 (2014)                | 1             | Social development sector report |  |
| <b>Output 2.3.1. Policy &amp; Strategies</b><br>By end 2020, MGLSD & partners with strengthened technical and financial capacity to develop a comprehensive social protection policy and strategies that promote national ownership and sustainability  |                            |               |                                  | <ul style="list-style-type: none"> <li>Budget and allocate resources for social protection</li> <li>Scale up access to social protection services</li> <li>Develop and implement social protection policies, coordination mechanisms and programmes</li> </ul> |
| <b>Indicator</b>  | <b>Baseline</b>            | <b>Target</b> | <b>MoV</b>                       |  |
| Existence of a consolidated database for social protection (e.g. Social Protection-MIS)   | No (2014)                  | Yes           | Social development sector report |  |
| Existence of an approved National Policy and costed Action Plan on Social Protection  | No (2014)                  | Yes           | Social development sector report |  |
| Existence of a functional social protection coordination mechanism  | No (2014)                  | Yes           | Social development sector report | UNICEF, WHO, WFP, UNFPA  |
| <b>Planned Interventions</b>  |                            |               |                                  |  |
| 2.3.1.1. Support high level advocacy to the NPA, OPM and MFPED and technical support (including through south-south cooperation) to develop a sustainable model of social protection that reduces poverty, inequality and promotes economic growth  |                            |               |                                  |  |
| 2.3.1.2. Provide TA to the MGLSD for the finalization and approval of a national Social Protection policy framework, strategy and costed action plan  |                            |               |                                  | UNICEF, WHO, WFP, UNFPA  |
| 2.3.1.3. Strengthen the government-led multi-stakeholder coordination mechanism for effective social protection policy implementation and monitoring  |                            |               |                                  |  |
| <b>Output 2.3.2. Social Protection Implementation and Scaling Up Capacity</b><br>By end 2020, MGLSD and partners with strengthened technical, institutional and operational capacity to promote, expand and scale up inclusive social protection programmes explicitly targeting the most vulnerable.                             |                            |               |                                  | <ul style="list-style-type: none"> <li>Support and monitor government's social protection programmes and policies</li> </ul>   |
| <b>Indicator</b>  | <b>Baseline</b>            | <b>Target</b> | <b>MoV</b>                       |  |
| Existence of a Business case of sustained investment in children and vulnerable adults  | No (2014)                  | Yes           | MFPED and MGLSD reports          | UNICEF, UNFPA, WFP, UN Women   |
| Existence of a scaled up social protection programme that encompasses the most vulnerable persons   | No (2014)                  | Yes           | Social development sector report |  |
| <b>Planned Interventions</b>  |                            |               |                                  | <ul style="list-style-type: none"> <li>Expected donor role &amp; Accountability: Monitor accountability of GoU</li> </ul>  |
| 2.3.2.1. TA to the MFPED, other line ministries and strategic partners to develop evidence based business cases for the expansion and scale up of inclusive, sustainable and sensitive social protection programmes for investing in the most disadvantaged and vulnerable women, children, adolescents, people with disabilities |                            |               |                                  |  |
| 2.3.2.2. Evidence generation on the impact of the current social protection programme   |                            |               |                                  | UNICEF, UNFPA, WFP, UN Women   |

| <b>Outcome 2.4. Addressing GBV and Violence Against Children (VAC)</b>   |  |  |                                  | <b>Government's expected role &amp; accountability:</b>  |
|--|--|--|----------------------------------|--|
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>                       |  |
| By end 2020, incidence and impact of GBV and VAC on women and children is substantially reduced, underpinned by a strong institutional, societal and response.   |  |  |                                  | <ul style="list-style-type: none"> <li>Budget and allocate resources for Gender-based Violence and Violence against Children</li> <li>Scale up access to GBV and VAC services</li> <li>Develop and implement VAC policies, coordination mechanisms and programmes</li> <li>Support structures in communities and schools to prevent and respond to GBV and VAC</li> </ul>              |
| Percentage of women and men who have experienced physical and/or sexual violence in the past 12 months   | <b>2011</b><br><b>Physical Violence</b><br>F = 56; M = 56<br>15-19 y.o. F = 54; M = 54<br><b>Sexual Violence</b><br>F = 27; M = 9<br>15-19 y.o. F = 19; M = 6  | <b>Physical Violence</b><br>F = 50; M = 50<br>15-19 y.o. F = 49; M = 49<br><b>Sexual Violence</b><br>F = 24; M = 8<br>15-19 y.o. F = 17; M = 5 | UDHS                             |  |
| Percentage of all women and men aged 15-49 who agree that a husband is justified in hitting or beating his wife for specified reasons.   | <b>2011</b><br>F = 58<br>M = 44  | F = 52<br>M = 40   | UDHS                             |  |
| Percentage of women aged 20 – 49 who married before age 15 and 18 respectively.  | <b>2011</b><br>15 y.o. = 15<br>18 y.o. = 49  | 15 y.o. = 0<br>18 y.o. = 29  | UDHS                             | <ul style="list-style-type: none"> <li>UN Women, UNFPA, UNICEF, WHO</li> </ul>   |
| <b>Output 2.4.1. Policy, strategies and national standards</b>   | By end 2020, the capacity of MGLSD in collaboration with MoH, JLOS, MoES to develop and update human rights compliant policies, strategies and national standards for prevention, early identification and case management on GBV and VAC as well as to advocate for sustainable funding mechanisms is strengthened.                                 |  |                                  |  |
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>                       |  |
| Existence of marriage and divorce bill with provisions criminalizing marital rape; protecting gender equality and women ability to leave abusive relationships (e.g. equal inheritance, asset ownership, divorce)  | Draft (2014)   | Fully adopted  | National Gazette                 | <b>Other national partners role &amp; Accountability (e.g. IOM, CSO, Private Sectors):</b> <ul style="list-style-type: none"> <li>IOM contribution to UN activities 2.4.2.1; 2.4.2.2; 2.4.2.3; 2.4.2.4; 2.4.3.1; 2.4.3.2; 2.4.3.3</li> <li>Advocate for VAC policy and coordination mechanism</li> <li>Support and monitor government's GBV and VAC programmes and policies</li> </ul> |
| Existence of a child protection policy and framework harmonized with the GBV policy and strategy   | No (2014)  | Yes  | Social development sector report |  |
| Existence of an innovative and costed model on prevention of and response to GBV and VAC   | No (2014)  | Yes  | Social development sector report |  |
| <b>Planned Interventions</b>   |  |  |                                  |  |
| 2.4.1.1. Provide technical, financial and functional assistance to MGLSD to develop and cost an innovative and successful model on prevention of and response to GBV and VAC   |  |  |                                  | <b>Expected donor role &amp; Accountability:</b> Monitor accountability of GoU   |
| 2.4.1.2. Provide technical and financial assistance to MGLSD to develop in collaboration with MoH, JLOS, MoES a Child protection policy framework strategy harmonized with the GBV policy and strategy and in collaboration with MoH, JLOS, MoES to develop integrated national standards and guidelines for prevention, early identification and case management for both GBV and VAC |  |  |                                  |  |
| 2.4.1.3. Provide technical assistance to MGLSD for developing an advocacy strategy for sustainable funding mechanisms for GBV and VAC programming  |  |  |                                  |  |
| <b>Output 2.4.2. Multi-sectoral prevention and response services</b>   | By end 2020, capacity of key national institutions (MoH, JLOS, MGLSD, IGS, OPM, MoES) and partners to deliver coordinated multi-sectoral preventive and response services for GBV and VAC and capacity of communities to provide and demand prevention and response services, including in post conflict and humanitarian settings are strengthened. |  |                                  |  |
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>                       |  |
| Existence of an institutionalized coordination mechanism for implementation of a sector-wide approach to GBV and VAC prevention and response   | No (2014)  | Yes  | Social development sector report | <ul style="list-style-type: none"> <li>UN Women, UNFPA, UNICEF, WHO</li> </ul>   |
| Number of districts implementing the national model on prevention  | 1 (2014)   | 17   | Social development sector        |  |

|   |                 |               |                                  |                              |
|---|-----------------|---------------|----------------------------------|------------------------------|
| and response to GBV and VAC   |                 |               | report                           |                              |
| Number of districts implementing the communication strategy on GBV and VAC prevention and response  | 0 (2014)        | 17            | Social development sector report |                              |
| <b>Planned Interventions</b>  |                 |               |                                  |                              |
| 2.4.2.1. Provide TA and financial assistance to MGLSD and LGs to coordinate the implementation of a sector-wide approach to GBV and VAC prevention and response   |                 |               |                                  | UNFPA, UNICEF, WHO, UN Women |
| 2.4.2.2. Provide technical, functional and financial assistance to MGLSD, MoH, JLOS, OPM, to strengthen their capacity to scale up the national model on prevention and response to GBV and VAC   |                 |               |                                  | UNFPA, UNICEF, WHO, UN Women |
| 2.4.2.3. Provide technical and financial assistance to MGLSD for developing context appropriate communication strategy on GBV and VAC prevention and response   |                 |               |                                  | UNFPA, UNICEF, WHO, UN Women |
| 2.4.2.4. Provide functional and financial assistance to NGOs and to support communities to provide and demand GBV and VAC prevention and response services  |                 |               |                                  | UNFPA, UNICEF, WHO, UN Women |
| <b>Output 2.4.3. Capacity for coordination and Information Management</b>   |                 |               |                                  |                              |
| By end 2020, the MGLSD and LGs have adequate technical capacities to coordinate and lead an integrated knowledge and information management system on prevention and response programming on GBV and violence against children.                       |                 |               |                                  |                              |
| <b>Indicator</b>  | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>                       |                              |
| Existence of a functional integrated MIS on GBV and VAC   | No (2014)       | Yes           | Social development sector report | UN Women, UNFPA, UNICEF, WHO |
| Existence of a functional knowledge management mechanism on GBV and VAC   | No (2014)       | Yes           | Social development sector report |                              |
| <b>Planned Interventions</b>  |                 |               |                                  |                              |
| 2.4.3.1. Provide technical, functional and financial assistance to MGLSD, LGs and relevant MIDAs to develop and manage a comprehensive and integrated Management information System on GBV and VAC  |                 |               |                                  | UN Women, UNFPA, UNICEF, WHO |
| 2.4.3.2. Provide technical and financial support to MGLSD, LGs and partners to document the best practices and lessons learnt and use them for evidence based advocacy for improving programming and for increased government funding for GBV and VAC |                 |               |                                  | UN Women, UNFPA, UNICEF, WHO |
| 2.4.3.3. Provide financial and technical support for South to South cooperation for prevention and response to GBV and VAC  |                 |               |                                  | UN Women, UNFPA, UNICEF, WHO |

| <b>Outcome 2.5. HIV &amp; AIDS Response</b><br>By end 2020, a multi-sectoral HIV & AIDS response that is gender and age-responsive, well-coordinated, effective, efficient and sustainably financed to reverse the current trend and reduce the socio-economic impact of HIV and AIDS.  |   |  |  |
|---|---|--|--|
| <b>Indicator</b>  | <b>Baseline</b>   | <b>Target</b>  | <b>MoV</b>   |
| Number of new HIV infections, by sex and age  | <b>2013</b><br>Adults = 137,000<br>Female = 78,306<br>Male = 60,919 | Adults= 107,068.56<br>Male= 47,068<br>Female= 60,000 | AIS and Annual HIV estimates                                 |
| Number of AIDS-related deaths, by sex and age   | <b>2013</b><br>Total = 63,000<br>Male: 33,121<br>Female: 29,879     | Total =25,038.75<br>Male=14,672<br>Female= 10,366    | AIS and Annual HIV estimates                                 |
| HIV prevalence  | <b>2011</b><br>Total = 7.3%   | Total = 6%   | AIS and Annual HIV estimates                                 |
| <b>Output 2.5.1. Planning, coordination, financing and accountability mechanisms</b><br>By end 2020, UAC supported by line ministries have technical and institutional capacity to coordinate, develop, implement and monitor a human rights & gender-focused national AIDS strategic plan supported by increased sustainable and accountable domestic financing and informed by the investment framework for HIV and mechanism for efficient resource management |   |  |  |
| <b>Indicator</b>  | <b>Baseline</b>   | <b>Target</b>  | <b>MoV</b>   |
| National Commitments and Policy Index (NCPI) <sup>2</sup>   | 54.6% (2014)  | 95%  | NCPI Survey  |
| Existence of functional HIV Trust Fund  | No (2014)   | Yes  | Health Sector Annual Performance Report                      |
| Percentage of domestic and international AIDS spending by categories and financing sources (of total annual budget)   | <b>2012</b><br>GoU = 11.2<br>External = 68<br>Out of pocket = 20.8  | GoU = 40<br>External = 50<br>Out of pocket = 10      | National AIDS Spending Assessment (NASA)                     |
| <b>Planned Interventions</b>  |   |  |  |
| 2.5.1.1. Strengthen functional and technical capacity of UAC, Line ministries and LGs for effective central, sectoral and decentralised planning and coordination of a gender sensitive HIV/ AIDS response  |   |  |  |
| 2.5.1.2. Advocate with UAC, MoH, MFPED for increased sustainable domestic HIV financing and provide TA for the operationalization of HIV trust fund and establishment of HIV resource tracking mechanism to enhance efficient utilisation and accountability  |   |  |  |
| 2.5.1.3. Strengthen the technical functional, financial capacity of MoH and UAC for effective coordination of partnerships, knowledge management for relevant, timely and quality data for evidence based decision making   |   |  |  |
| <b>Output 2.5.2. HIV/AIDS integration into Development Programming</b><br>By end 2020, MoH and other line ministries have the required technical & operational capacity to integrate HIV services into all sector development plans for attainment of universal HIV/AIDS prevention and access targets.   |   |  |  |
| <b>Government's expected role &amp; accountability:</b>   |   |  | UNAIDS, WHO, UNICEF, UNFPA, UNESCO, UNDP, ILO, UN Women, FAO |
| <ul style="list-style-type: none"> <li>Provide adequate human resource and budget allocation for HIV &amp; AIDS</li> <li>Improve access to HIV &amp; AIDS services in line with agreed operating standards</li> <li>Promote establishment and use of HIV &amp; AIDS information systems</li> </ul>  |   |  |  |
| <b>Other national partners role &amp; Accountability (e.g. IOM, CSO, Private Sectors):</b>  |   |  | UNAIDS, WHO, UNICEF, UNFPA, UNESCO, UNDP, ILO, UNWOMEN, FAO  |
| <b>Expected donor role &amp; Accountability:</b> Monitor accountability of GoU  |   |  | UNAIDS, WHO, UNICEF, UNFPA, UNDP, UNESCO, ILO, UN Women, FAO |
|   |   |  | UNAIDS, WHO, UNICEF, UNFPA, UNDP, UNESCO, ILO, UN Women, FAO |
|   |   |  | UNAIDS, WHO, UNICEF, UNDP, UNFPA                             |
|   |   |  | WHO, UNICEF, UNFPA, UNAIDS                                   |
|   |   |  | UNAIDS, WHO, UNICEF, UNFPA, UNESCO, UNDP,                    |

| Indicator  | Baseline  | Target                     | MoV                     |
|--|---|----------------------------|-------------------------|
| No. of sector investment plans integrating HIV   | 5 (2014)  | 11                         | Sector investment plans |
| Ratio of orphans to non-orphans (age 10-14 yrs. attending school)  | 0.9 (2013)  | 0.96                       | EMIS                    |
| <b>Planned Interventions</b>   |   |                            |                         |
| 2.5.2.1. Strengthen technical capacity of UAC and line ministries for monitoring and accountability for HIV mainstreaming into multi-sectoral response for universal access to HIV prevention, treatment, care and support services  |   |                            |                         |
| 2.5.2.2. Strengthen the capacity of the health sector to integrate delivery of HIV preventive, promotive, curative and rehabilitative services   |   |                            |                         |
| 2.5.2.3. Strengthen UAC and line ministries capacities for generation and utilization of knowledge on HIV to inform the formulation of appropriate legal and policy instruments for prevention, HIV and reduction its social economic impact   |   |                            |                         |
| <b>Output 2.5.3. Stakeholders' Capacity to address Stigma and Discrimination</b>   |   |                            |                         |
| By end 2018, targeted government institutions, CSOs, cultural , religious and community leaders and media have increased awareness and improved capacity to effectively engage in decision making processes for accountability of the HIV response at national and sub-national levels, and influence formulation and implementation of non-discriminatory policies & legislations |   |                            |                         |
| <b>Indicator</b>   | <b>Baseline</b>                                   | <b>Target</b>              | <b>MoV</b>              |
| Percentage of women and men with accepting attitudes towards those PLHIV   | <del>2011</del><br>Female = 22.3%<br>Male = 34.3% | Female = 50%<br>Male = 50% | UDHS                    |
| Percentage of married women participating in all three decisions pertaining to their own lives (health care, major household purchases, and visits to their family or relatives)   | 38% (2011)  | 70%                        | UDHS                    |
| Number of functional mechanisms for social accountability  | 2 (2013)  | 3                          | Gender & HIV score card |
| <b>Planned Interventions</b>   |   |                            |                         |
| 2.5.3.1. Advocate and support effective engagement of JLOS, CSOs, Cultural and religious leaders to advance human rights-based implementation of social protection measures and access to HIV prevention and management services and reduce HIV/AIDS-related stigma and discrimination   |   |                            |                         |

UNAIDS, WHO, UNICEF, UNFPA, UNESCO, UNDP, ILO, UN Women, UNODC, FAO

UNAIDS, WHO, UNFPA, UNICEF

UNAIDS, WHO, UNFPA, UNICEF

UNESCO, UNFPA, UNICEF, ILO, UNDP, WHO

UNESCO, UNFPA, UNICEF, ILO, UNDP, WHO

<sup>1</sup> Most Vulnerable groups for social protection: children and elderly, extremely poor, people with disability (PWDs)

<sup>2</sup> NCPI measures progress in the development and implementation of national-level HIV and AIDS policies, strategies and laws.

**ANNEX A (iii)  
SUSTAINABLE  
AND INCLUSIVE  
ECONOMIC  
DEVELOPMENT  
RESULTS  
FRAMEWORK**



  
**PROMOTION OF COMMERCIALISATION OF AGRICULTURE AMONG  
RESETTLING POPULATIONS IN GULIA, NOLE AND LIRA DISTRICTS  
OF NORTHERN UGANDA, TO RESTORE LIVELIHOODS  
AND REDUCE POVERTY**

| Results Statement<br>(Indicators; Baselines; Targets; MoVs)   |  | Outcome-level Partnership & Accountability                    | Contributing UN Agencies                                       |
|---|--|---|--|
| <b>Strategic Intent #3: Sustainable and Inclusive Economic Development</b>  |  |   |  |
| By end 2035, Uganda has achieved sustainable and inclusive Economic Development that is private Sector driven, environmentally responsive and provides equal opportunities to women, men and vulnerable groups underpinned by: a diversified production that is responsive to local, national and international demand; a competitive, favourable and regionally-integrated trade; a modern, green, adaptable, production-oriented, equitable and accessible infrastructure; and decent, secure and equitable employment opportunities that match the demand. |  |   |  |
| <b>Indicator</b>  | <b>Baseline</b>  | <b>Target</b>   | <b>MoV</b>   |
| Manufactured exports as a percent of total exports  | 5.8 (2013)   | 19 (2020)   | NDP 2 Progress Report  |
| Labour Productivity by sector (GDP/Worker US\$): Agriculture, Industry, Services  | <b>Sector (2013)</b>                                     | <b>GDP / Worker</b>   | <b>Sector</b>  |
|   | Agriculture  | US\$ 977  | Agriculture  |
|   | Industry   | US\$ 5,106  | Industry   |
|   | Services   | US\$ 2,441  | Services   |
| Annual emissions of carbon dioxide (in million metric tons)   | 39.15 (2013)   | 8   | US\$ 5217.65   |
| Gini Coefficient  | 0.395 (2012/13)  | 0.370   | World Resources Institute<br>Uganda National Household Survey  |
| <b>Outcome 3.1. Natural Resource Management and Climate Change Resilience</b>   |  |   |  |
| By end 2020, Natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.   |  |   |  |
| <b>Indicator</b>  | <b>Baseline</b>  | <b>Target</b>   | <b>MoV</b>   |
| Percentage of population with access to electricity and modern cooking energy   | <b>2013</b><br>Electricity = 14.8<br>Modern cooking = 10 | <b>Target</b><br>Electricity = 29.6,<br>Modern cooking = 69.6 | UBOS   |
| Percentage of Land under Forest and Wetlands Cover  | <b>2013</b><br>Forests = 11<br>Wetlands = 10.9           | Forest = 18.5 Wetlands = 10.9                                 | MWE Sector Report  |
| Economic loss from natural and climate change hazards   | \$3.1M (2013)  | \$2M  | Desinventar Disaster Database of World Bank                    |
| <b>Output 3.1.1. Policy implementation capacity</b>   |  |   |  |
| By end 2020, targeted MDAs with adequate technical, functional and financial capacity to integrate and operationalize NRM and CCR policies and strategies, including: (i) execution of priority gender responsive investments that increase energy access and consumption efficiency and promote low-carbon and renewable modern energy services; and (ii) scale up of climate change mitigation, adaptation and disaster-risk management strategies.   |  |   |  |
| <b>Indicator</b>  | <b>Baseline</b>  | <b>Target</b>   | <b>MoV</b>   |
| Number of target Institutions implementing policies, strategies, plans and budgets that integrate sustainable energy, natural Resource and land management, biodiversity, climate change mitigation and resilience initiatives.   | 63 (2013)  | 80  | Annual MWE review reports                                      |
| Percentage of sectors integrating:  |  |   |  |
| • climate change,   | 20 (2013)  | 50  | Uganda National Climate Change Finance Analysis Report         |
| • disaster risk reduction and/or  |  |   |  |
| • resilience in development plans and budgets   |  |   |  |
| Hectares of land that are managed under a conservation, sustainable use or access and benefits sharing regime disaggregated by category <sup>2</sup>  | In situ = 1,178,710<br>Sustainable use = 4,420,000;      | In situ = 1,178,710<br>Sustainable use = 4,500,000;           | Annual MWE performance reports                                 |
| <b>Planned Interventions</b>  |  |   |  |
| 3.1.1.1. Strengthen technical, functional and financial capacity of NEMA, and line ministries for implementation of policies, strategies, plans and budgets that address sustainable energy; natural resource and land management; biodiversity conservation, climate change mitigation and resilience initiatives; wastes and chemicals.   |  |   |  |
| <b>Government's expected role &amp; accountability:</b> <ul style="list-style-type: none"> <li>Ensure adequate HR and Budget allocation to Natural Resources Management/Climate Change Response</li> <li>Promote access and use of CCR and DRR information systems</li> <li>Develop and implement policies and strategies</li> </ul>  |  |   | FAO, UNIDO, IFAD <sup>1</sup> , FAO, WFP, UNDP, UN Women, UNEP |
| <b>Other national partners role &amp; Accountability (e.g. CSO, Private Sectors):</b> <ul style="list-style-type: none"> <li>Support implementation and monitoring of government's policies and programmes on NRM/CCR/DRR</li> </ul> <b>Expected donor role &amp; Accountability:</b> Monitor accountability of GoU   |  |   | FAO, WFP, WHO, UNDP, UNEP                                      |
|   |  |   | UNDP, UNEP, FAO, WHO   |

|   |                        |                  |  |  |  |  |  |  |  |
|---|------------------------|------------------|--|--|--|--|--|--|--|
| 3.1.1.2. Support institutional capacity of Ministry of Lands for sustainable land management (management) and human settlements (PPP)   |                        |                  |  |  |  |  |  |  | UN Habitat, UNDP, FAO, UNEP, UN WOMEN, WHO |
| 3.1.1.3. Strengthen technical, functional and financial capacity of NEMA, UWA, NFA, MWE in ecosystems management for enhanced livelihoods and food security   |                        |                  |  |  |  |  |  |  | UNEP, UNDP, FAO                            |
| 3.1.1.4. Strengthen technical and functional capacity of MEMD to promote low carbon energy efficiency technologies, NRM and CCR in institutions, industry, buildings and households   |                        |                  |  |  |  |  |  |  | UNDP, FAO, UNIDO, UNHABITAT                |
| <b>Output 3.1.2. Natural Resources Management Climate Change Resilience Innovation Capacity</b>   |                        |                  |  |  |  |  |  |  |  |
| By end 2020, targeted MDAs with adequate technical, functional and institutional capacity to develop innovative and locally-appropriate solutions for sustainable management of natural resources, energy access, human settlements, chemicals, waste management and climate change resilience          |                        |                  |  |  |  |  |  |  |  |
| Indicator   | Baseline               | Target           | MoV                                    |  |  |  |  |  |  |
| Percentage of population in targeted districts <sup>3</sup> with access to renewable energy sources   | 10                     | 15               | Annual MWE performance reports         |  |  |  |  |  |  |
| Number of people whose livelihoods have benefitted from solutions for management of natural resources, ecosystem services, chemicals and waste  | 23,424,172             | 24,425,000       | UBOS National Labour Force Report      |  |  |  |  |  |  |
| Existence of harmonized functional national climate information and early warning system  | No (2014)              | Yes              | NECOC Annual Report                    |  |  |  |  |  |  |
| Number of districts where Local Climate Change Adaptation Fund is established and operational to provide financial resources for climate change adaptation interventions  | 0                      | 15               | MoLG data                              |  |  |  |  |  |  |
| <b>Planned Interventions</b>  |                        |                  |  |  |  |  |  |  |  |
| 3.1.2.1. Strengthen technical and functional capacity of MEMD, MWE and NEMA to promote research, development, knowledge management and innovation in alternative renewable energy sources, NRM and CCR  |                        |                  |  |  |  |  |  |  |  |
| 3.1.2.2. Strengthen technical and functional capacity of MEMD, MWE, NEMA, MOLG and LGs to establish and operationalize innovative public-private partnerships, financing and participation for NRM, CCR and sustainable off-grid energy financing and investments                                       |                        |                  |  |  |  |  |  |  |  |
| <b>Output 3.1.3. Forecasting &amp; Progress Tracking Capacity</b>   |                        |                  |  |  |  |  |  |  |  |
| By end 2020, targeted institutions with adequate technical and operational capacity to put in place systems and procedures to analyze environmental and climate-related threats, anticipate their impact for purpose of guiding preventive responses and development of related progress tracking tools |                        |                  |  |  |  |  |  |  |  |
| Indicator   | Baseline               | Target           | MoV                                    |  |  |  |  |  |  |
| # of national/sub-national development and key sectoral plans that are gender responsive and addressing disaster and/or climate risk management   | 10 <sup>4</sup> (2013) | 60               | District Development Plans             |  |  |  |  |  |  |
| Extent to which there is a system in place to access, deliver, monitor, report on and verify use of environmental and climate finance on a scale of 1-4 <sup>5</sup>  | 3 = Partial (2013)     | 4 = Fully        | Overseas Development Institute Reports |  |  |  |  |  |  |
| Percentage of population with access to early warning including climate information, by sex   | M = 3<br>F = 3 (2013)  | M = 12<br>F = 12 | Annual MWE Performance Report          |  |  |  |  |  |  |
| <b>Planned Interventions</b>  |                        |                  |  |  |  |  |  |  |  |
| 3.1.3.1. Provide technical and functional capacity to MWE MAAIF, MTWA, UWA, UTB, MoLG and OPM to coordinate integration of climate change adaptation and mitigation measures in national and sub-national strategies for increased resilience and food security   |                        |                  |  |  |  |  |  |  |  |
| 3.1.3.2. Strengthen technical and functional capacity of OPM, MAAIF, MTWA, UWA, UTB, MWE and UNMA for improved climate change and disaster information and early warning systems  |                        |                  |  |  |  |  |  |  |  |
| 3.1.3.3. Strengthen technical and functional capacity of NEMA to coordinate monitoring and reporting on state of environment, natural resources management and climate change   |                        |                  |  |  |  |  |  |  |  |
|   |                        |                  |  |  |  |  |  |  | UNDP, UNEP, FAO, UNHABITAT, WFP            |
|   |                        |                  |  |  |  |  |  |  | FAO, UNDP, UNEP, WFP                       |
|   |                        |                  |  |  |  |  |  |  | UNDP                                       |



| <b>Output 3.1.4. Social Mobilization Capacity</b>   |                 |                  |   | UNEP, UNDP, FAO, UNFPA |
|---|-----------------|------------------|---|------------------------|
| By end 2020, targeted MDAs, CSOs, media and others non state actors have adequate technical and tools to engage populations at all levels in the protection of natural resources and biodiversity and empower them in addressing climate change challenges. |                 |                  |   |                        |
| <b>Indicator</b>  | <b>Baseline</b> | <b>Target</b>    | <b>MoV</b>                                  |                        |
| Number of functional platforms established to engage populations at all levels for sustainable environment and natural resources, CC-R and energy access  | 0 (2015)        | 5                | Annual MWE performance reports              |                        |
| Number of partnership mechanisms with funding for   | <b>2013</b>     | a) 162<br>b) 330 | MAAIF/MWE Annual Sector Performance Reports |                        |
| a) Sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level   | a) 131          |                  |   |                        |
| b) Improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women  | b) 80           |                  |   |                        |
| <b>Planned Interventions</b>  |                 |                  |   |                        |
| 3.1.4.1. Strengthen technical and functional capacity of MWE, NEMA, UWA, NFA to establish private sector partnerships, adopt and implement policy and legal frameworks on Natural Resources Management, energy access and climate resilience                |                 |                  |   |                        |
| 3.1.4.2. Strengthen technical, financial and functional capacity of MWE and CSOs for increased public accountability and population participation in natural resource management  |                 |                  |   |                        |
|   |                 |                  |   | UNEP, UNDP, FAO        |
|   |                 |                  |   | UNDP, UNEP, FAO        |

| <b>Outcome 3.2. Infrastructure, Production &amp; Trade</b>  |  |  |   |
|---|--|--|---|
| By end 2020, Uganda's stock of infrastructure adheres to physical planning policies and standards to support production and trade; production systems (agriculture, industry, mining & tourism) are internal & international market oriented, competitive, climate resilient, environmentally friendly, gender responsive, green technology driven and generating sustainable job opportunities for all, particularly women and youth; trade is formalized, competitive, scalable, ICT-enabled, regionally integrated, promoting MSMEs and corporate governance |  |  |   |
| Indicator   | Baseline   | Target   | MoV   |
| Number of jobs created  | 480,854 (2014)   | 1,064,649  | NDP Progress Report   |
| Annual Growth Rate targeted sectors   | <b>2012/13</b><br>Agriculture = 1.3%<br>Tourism = 3.3%<br>Mining = - 0.4<br>Manufacturing = 5.7% | Agriculture = 5%<br>Tourism = 4.5%<br>Mining = 0.8<br>Manufacturing = 7%   | Ministry of Finance<br>Background to the<br>Budget  |
| Volume of exports in selected value chains <sup>6</sup>   | <b>2013</b><br>Sesame = 22,055MT<br>Maize=122,107MT<br>Beans=37,785MT<br>Coffee=220,546MT        | Sesame = 26,000MT<br>Maize=146,000MT<br>Beans=44,000MT<br>Coffee=264,000MT | UBOS Country STAT   |
| <b>Output 3.2.1. Integrated Infrastructure, Production and Trade Development for Job Creation and Income Generation</b>   |  |  |   |
| By 2020, targeted MDAs with technical and functional capacity for integrated Infrastructure development, production and Trade that promotes job market expansion for inclusive development and protect the environment.   |  |  |   |
| <b>Indicator</b>  | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>  |
| Number of target sectors with plans integrating environment, climate change and social safe guards in the design and development of infrastructure and production systems   | 2  | 7  | Sector Performance Reports  |
| Number of country diagnostics carried out to inform policy options on sustainable development options <sup>7</sup>  | 0  | 12 <sup>8</sup>  | Sector Performance Reports  |
| <b>Planned Interventions</b>  |  |  |   |
| 3.2.1.1. Support technical and functional capacity of MEMD, MTIC, MTWA, NEMA, Parliament and MoH to develop standards and plans for physical planning, infrastructure, industry, tourism and trade that promote job creation and environmental protection at national and local government levels.  |  |  |   |
| 3.2.1.2. Strengthen the technical and functional capacity of MoFPED, NPA and NEMA to develop and coordinate strategies and actions for implementation of green economy, resource efficiency and sustainable consumption and production (SCP)  |  |  |   |
| 3.2.1.3. Strengthen the technical and functional capacity of MAAIF, UTB, UTA and MEMD to develop mechanisms for convening public-private platforms to facilitate trade in agriculture, tourism and mining   |  |  |   |
| 3.2.1.4. Provide technical and functional support to MAAIF, MTWA and MTIC to align/ harmonize regional infrastructure, tourism and trade policies and standards   |  |  |   |
| 3.2.1.5. Provide technical and functional support to Agriculture, Tourism and Mining institutions for strengthened national content in investment strategies and policies   |  |  |   |
| 3.2.1.6. Provide technical and functional support to MEMD and MAAIF, in the development and inclusion of mechanisms for implementation of gender, environment and social safeguards mainstreaming standards in agriculture, infrastructure and extractive industries  |  |  |   |
| <b>Output 3.2.2. Policy Implementation Capacity</b>   |  |  |   |
| By end 2020, MDAs & relevant partners with technical and functional capacity (technology, knowledge, skills and systems) to operationalize integrated infrastructure, production and trade plans.   |  |  |   |
| <b>Indicator</b>  | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>  |
| Number of target MDAs that have implemented inclusive market-oriented and environmentally responsive policies, plans and strategies   | 0  | 3  | Energy and minerals, tourism wildlife and antiquities, Agriculture Annual sector performance reports. |

**Government's expected role & accountability:**

- Ensure adequate HR and Budget allocation to Natural Resources Management/Climate Change Response
- Promote access and use of CCR and DRR information systems
- Develop and implement policies and strategies

**Other national partners role & Accountability (e.g. CSO, Private Sectors):**

- Support implementation and monitoring of government's policies and programmes on NRM/CCR/DRR

**Expected donor role & Accountability:** Monitor accountability of GoU

UNDP, ILO, FAO, WFP, WHO, UNEP, UNHABITAT, UNIDO, UN Women, UNFPA, IFAD

UNHABITAT, UNDP, WHO, ILO, UNIDO, UNEP, UN Women, FAO, WFP

UNHABITAT, UNDP, WHO, ILO

UNDP, UNIDO, UNEP, FAO

UNDP, ILO, FAO, WFP, UN Women

FAO, WFP, UNDP

UNDP, ILO, UNIDO, FAO, UN Women

UN Women, FAO, UNDP

UNEP, WFP, UNDP, UNHABITAT, FAO, WHO, UNIDO, ILO UN Women, UNOHCHR, UNFPA

|   |                 |               |  |   |
|---|-----------------|---------------|--|---|
| Existence of a functional inter-sectoral coordination mechanism for infrastructure, production and trade  | No (2014)       | Yes           | Government annual performance report     |   |
| <b>Planned Interventions</b>  |                 |               |  |   |
| 3.2.2.1. Support inter-sectoral coordination, planning and implementation mechanisms  |                 |               |  |   |
| 3.2.2.2. Strengthen capacity of OPM, MWE, MEMD and NPA for strategic monitoring, environmental and socio-economic impact assessments.   |                 |               |  |   |
| 3.2.2.3. Strengthen capacity of urban authorities to implement sustainable and resilient urban development plans and programmes   |                 |               |  |   |
| 3.2.2.4. Foster partnerships between CSO and government to increase the voice, access to information and participation of women's organizations and communities on issues related to implementation of integrated plans   |                 |               |  |   |
| 3.2.2.5. Strengthen technical and functional capacity of Global Compact Network-Uganda for innovative partnerships with private sector to foster inclusive, employment, incomes and livelihoods in tourism, mining, infrastructure and extractive industries  |                 |               |  |   |
| <b>Output 3.2.3. Capacity for Innovation and Value Addition</b>   |                 |               |  |   |
| By end 2020, targeted MDAs and private sector with technical and innovation capacity, building on international best practices, to develop and scale up production approaches that increase value, enhance competitiveness and expand market for selected commodities in agriculture, tourism and mining. |                 |               |  |   |
| <b>Indicator</b>  | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>                               |   |
| Number of pilot demonstration projects/models established and scaled-up.  | 0 (2014)        | 15            | Sector review Reports                    | UNDP, FAO, WFP, UNDP, UNIDO, UNEP, UN Habitat |
| Number of new functional partnerships implementing innovative solutions for development.  | 0 (2014)        | 5             | Sector review Reports                    |   |
| Number of enterprises adopting clean production and consumption technologies  | 20,800 (2013)   | 22,800        | World Bank Ease of Doing Business Report |   |
| <b>Planned Interventions</b>  |                 |               |  |   |
| 3.2.3.1. Support development and promote replication of model community infrastructure  |                 |               |  |   |
| 3.2.3.2. Strengthen public private partnership to identify/design and scale up of appropriate technologies  |                 |               |  |   |
| 3.2.3.3. Strengthen south-south cooperation in research, knowledge management, technology transfer and information services   |                 |               |  |   |
| 3.2.3.4. Promote clean and green production technologies and businesses   |                 |               |  |   |
| <b>Output 3.2.4. Capacity for Corporate governance &amp; entrepreneurship</b>   |                 |               |  |   |
| By end 2020, targeted public and private sector and business associations with strengthened technical capacity to improve corporate governance that spurs entrepreneurship and competitiveness of MSMEs.  |                 |               |  |   |
| <b>Indicator</b>  | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>                               |   |
| Number of value-chains strengthened   | 3 (2014)        | 7             | Sector performance reports               | UNDP, UNCDF, WFP, FAO, UNCDF, UNIDO           |
| Percentage of targeted MSMEs that comply with corporate governance standards  | 30 (2014)       | 50            | UNDP programme reports                   |   |
| <b>Planned Interventions</b>  |                 |               |  |   |
| 3.2.4.1. Strengthen the technical and functional capacity of MSMEs to design and implement an entrepreneurship and corporate governance programmes  |                 |               |  |   |

|   |   |                 |               |                |                                       |
|---|---|-----------------|---------------|----------------|---------------------------------------|
| 3.2.4.2.  | Strengthen the technical and functional capacity of MAAIF, MTIC, UTB and MTWA to develop and strengthen value chains of priority commodities and services   |                 |               |                | FAO, UNIDO, UNDP, UN Women, WFP, IFAD |
| 3.2.4.3.  | Strengthen the technical and functional capacity of the Ministry of Lands, MTIC and Cultural Institutions to improve availability and access to productive assets especially for women and youth                                    |                 |               |                | UNDP, FAO, ILO, WFP, UN Women         |
| 3.2.4.4.  | Strengthen the technical and functional capacity of Local Governments and Private Sector institutions to promote and finance inclusive and innovative business models for catalytic economic development                            |                 |               |                | UNDP, UNCDF, UNIDO, ILO               |
| <b>Output 3.2.5. Access to Inclusive Financial and Market Services</b>  |   |                 |               |                |                                       |
| By 2020, targeted MDAs with adequate technical and functional capacities to work with the private sector to provide appropriate products and services for inclusive finance and market information that addresses the needs of MSMIEs and the urban and rural poor. |   |                 |               |                |                                       |
|   | <b>Indicator</b>  | <b>Baseline</b> | <b>Target</b> | <b>MoV</b>     |                                       |
|   | Existence of a financial services network for rural populations, including women  | No (2014)       | Yes           | UNCDF Report   | UNCDF, UN Women, UNDP, FAO, ILO       |
|   | Percentage of women borrowers accessing US\$ 1million and above   | 8 (2013)        | 15            | Fincorp Survey |                                       |
| <b>Planned Interventions</b>  |   |                 |               |                |                                       |
| 3.2.5.1.  | Provide technical and functional support to MTIC for the development and strengthening of inclusive and innovative ICT-enabled market information products and services   |                 |               |                | UNCDF, FAO, ILO, UNDP                 |
| 3.2.5.2.  | Strengthen technical and functional capacity of MSMES to establish and manage inclusive ICT enterprises and businesses  |                 |               |                | UNCDF, UNDP                           |
| 3.2.5.3.  | Support development and review of policies and legal frameworks to promote job creation and increased access to decent and safe employment opportunities, paying specific attention to gender dimensions and demographic transition |                 |               |                | ILO, UNDP                             |
| 3.2.5.4.  | Advocate and strengthen technical, functional and financial capacity of MGLSD to create a platform for continuous dialogue with private sector, social partners and countries of destination of migrant workers                     |                 |               |                | ILO                                   |

| <b>Outcome 3.3. Employment</b><br>By end 2020, Uganda has an expanded and well-regulated labour market with safe and decent jobs benefiting all, particularly women, youth and other vulnerable groups.  |  |  |   |
|--|--|--|---|
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>  |
| Percentage of people employed in the target sectors (agriculture, mining, manufacturing and services) disaggregated by sex and type  | <b>2014</b><br><u>Agriculture = 72</u><br>M = 66; F = 77<br><br><u>Trade = 10</u><br>M = 10; F = 9<br><br><u>Manufacturing = 4</u><br>M = 5; F = 3<br><br><u>Service = 8</u><br>M = 6; F = 5 | <u>Agriculture = 60</u><br>M = 60; F = 70<br><br><u>Mining = 15</u><br>M = 15; F = 13<br><br><u>Manufacturing = 6</u><br>M = 8; F = 6<br><br><u>Service = 13</u><br>M = 9; F = 8 | Statistical Abstract, UBOS  |
| Share of women employed in the non-agricultural sector as a percentage of total employment in the non-agricultural sector  | 32% (2011/12)  | 40%  | Labour Force Survey   |
| <b>Output 3.3.1. Employment Policy and Regulatory framework</b><br>By 2020, targeted MDAs, private sector & CSOs with adequate technical & functional capacity to develop and review employment policy and regulatory frameworks to ensure increased access to labour markets and ensure employment decency and safety, equity for women, youth & other vulnerable groups. elimination of child exploitation and regulation of labour externalization. |  |  |   |
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>  |
| Number of sector policies and plans mainstreaming employment creation  | 1 = MGLSD (2014)   | 4  | Policy Review Report on Youth Employment by the Economic Policy Research Center |
| Number of existing policies <sup>9</sup> and regulations <sup>10</sup> that are fully aligned to the Convention on the rights of Migrant Workers and to ILO Convention 181   | 0 (2014)   | 2  | IOM expert assessment   |
| Percentage of districts enforcing Labour inspection guidelines that integrate occupational safety and health   | 0 (2014)   | 50   | Social development sector performance report                                    |
| Number of private sector firms that sign up to the Global compact to implement women's empowerment principles  | 0 (2015)   | 5  | UN Women Annual Report  |
| <b>Planned Interventions</b>   |  |  |   |
| 3.3.1.1. Support development and review of policies and legal frameworks to promote job creation and increased access to decent and safe employment opportunities, paying specific attention to gender dimensions and demographic transition   |  |  |   |
| 3.3.1.2.   |  |  |   |
| <b>Output 3.3.2. Policy Implementation Capacity</b><br>By 2020, targeted MDAs with adequate technical and functional capacity to work with Private sector, including women & youth-led MSMEs, in operationalizing the Employment Policy and enforcement of the related regulations   |  |  |   |
| <b>Indicator</b>   | <b>Baseline</b>  | <b>Target</b>  | <b>MoV</b>  |
| Number of industrial disputes solved annually, disaggregated by means of resolution  | <b>2014</b><br>Industrial Court = 0<br>Labour Centres = 280<br>MGLSD = 50  | IC = 100<br>LC = 430<br>MGLSD = 100  | Social development sector performance report                                    |

**Government's expected role & accountability:**

- Ensure adequate Human Resources and Budget allocation to the social development sector for implementation and coordination of employment policies and programmes
- Promote generation of and access to employment data
- Develop social safety nets for the informal sector

**Other national partners role & Accountability (e.g. IOM, CSO, Private Sectors):**

- IOM contribution to UN activities 3.3.1.1; 3.3.1.2; 3.3.2.1; 3.3.2.2; 3.3.2.3 and 3.3.3.1
- Support and strengthen social safety nets for the informal sector
- Advocate for enforcement of employment regulations and, domestication of international labor standards and conventions

**Expected donor role & Accountability:** Monitor accountability of GoU

ILO, UNDP, UNFPA

ILO, UNDP, UNFPA

ILO, UNDP, UNFPA

ILO

ILO, UNDP

|   |                      |   |   |           |
|---|----------------------|---|---|-----------|
| Percentage of private recruitment agencies that have been inspected annually  | 50% (2014)           | 85%   | Social development sector performance report        |           |
| Number of graduates who have received internship placement under the employment innovation scheme, by sex   | 0 (2014)             | Total = 5,000<br>Female = 3,000<br>Male = 2,000 | Social development sector performance report        |           |
| <b>Planned Interventions</b>  |                      |   |   |           |
| 3.3.2.1. Strengthen institutional capacity of MGLSD, employers' and worker's organizations and private employment agencies to promote compliance of labour laws and standards to ensure healthy, safe, secure and gainful employment  |                      |   |   |           |
| 3.3.2.2. Provide technical and functional support to MGLSD for effective sector coordination and management of public-private, social sector and bilateral partnerships   |                      |   |   |           |
| 3.3.2.3. Support public private sector to establish innovation entrepreneurship schemes and labour intermediation services  |                      |   |   |           |
| <b>Output 3.3.3. Monitoring Capacity and System</b>   |                      |   |   |           |
| By end 2020, targeted MDAs with adequate technical and functional capacity to work with Private sector to develop effective and efficient information systems to track progress in labour market growth, youth- and women led business enterprises development, labour externalization, as well as in compliance to employment regulations. |                      |   |   |           |
| Number of policy papers and diagnostic studies generated on the labour market with Labor Market Information System data   | Baseline<br>0 (2014) | Target<br>5                                     | MoV<br>Social development sector performance report | ILO, UNDP |
| Existence of a functional labour market information system (LMIS)   | No (2014)            | Yes   | Social development sector performance report        |           |
| Existence of a regulatory, monitoring and reporting framework for externalized labour   | No (2014)            | Yes   | Social development sector performance report        |           |
| <b>Planned Interventions</b>  |                      |   |   |           |
| 3.3.3.1. Strengthen the functional and technical capacity of MGLSD, UBOS, NPA and the private sector to coordinate the generation, analysis, dissemination and harmonization of labour market data  |                      |   |   |           |
| 3.3.3.2. Provide functional, technical and financial support to MGLSD, NPA and selected districts for evidence-based employment planning at national and district levels  |                      |   |   |           |

1 IFAD will contribute to outcomes 3.1 and 3.2, by investing in improving agricultural production, productivity and climate resilience; increasing market integration of smallholder producers; and enhancing access to financial services in rural areas. However, due to its specific modus operandi, whereby it provides financing for the implementation of Government projects, monitoring and reporting for IFAD-funded projects follow separate M&E systems and procedures as agreed with the respective Government implementing agencies and is not captured under this logframe. Results of IFAD-funded projects will therefore not be reported under the UNDAF M&E framework.

2 In-situ conservation: conservation of ecosystems and natural habitats and the maintenance and recovery of viable populations of species in their natural surroundings and, in the case of domesticated or cultivated species, in the surroundings where they have developed their distinctive properties. Protected areas are a vital contribution to the conservation of the world's natural and cultural resources. Indigenous and community conserved areas are also relevant in this category. Sustainable use of biodiversity: one of the three objectives of the Convention for Biological Diversity, is essential to achieving the broader goal of sustainable development and is a crosscutting issue relevant to all biological and natural resources. Sustainable use entails the introduction and application of methods and processes for the utilization of biodiversity to prevent its long-term decline, thereby maintaining its potential to meet current and future human needs and aspirations. In the CBD Aichi Biodiversity Targets, sustainable use applies primarily to agriculture (including grazing), forestry and fisheries.

3 Polly to provide districts

4 Amuria, Soroti, Bukedea, Kaberamaido, Serere, Kumi, Moroto, Kotido, Abim, Nakapiripiri

5 1 = Not adequately: No action has yet been taken and/or it has not yet led to the desired results. 2 = Very partially: Finance is accessed and is used to implement adaptation and/or mitigation activities, and plans are being made to develop an adequate or improved system to monitor, report on, or verify the finance; 3 = Partially: The institution has a system in place to monitor report on and verify the use of the accessed climate finance but with support (i.e. capacities are not yet in place to do so alone); 4 = Largely: The institution is able to directly access, deliver, monitor, report on and verify climate finance

6 Labor, Sesame, - to be confirmed

7 Sustainable development options include, among others: sustainable production technologies, access to modern energy services and energy efficiency, natural resource management (NRM), extractive industries, population security, social protection, and risk management for resilience

8 1.2 EXTRACTIVES/HD SECTOR/AGRICULTURE/NATURAL RESOURCES/GOVERNANCE/CRISIS PREVENTION

9 Guidelines on Recruitment and Placement of Uganda Migrant Workers Abroad

10 The Employment (Recruitment of Ugandan Migrant Workers Abroad) Regulations, 2005

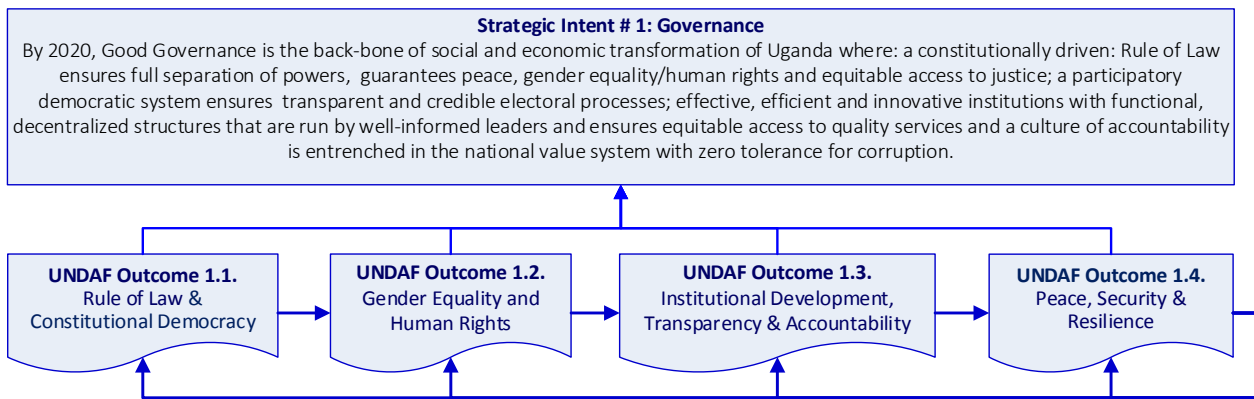
# ANNEX B PLANNING WORKSHOPS OUTCOMES SUMMARY



## Governance Theory of Change

Good governance is a fundamental pre-requisite for social and economic transformation. It involves various components, which are both interrelated and mutually reinforcing, such as Rule of Law and Constitutional Democracy, Human Rights and Gender Equality, Institutional Development, and Peace, Security and Resilience. The UN should therefore support the GoU to ensure that required progress in Rule of Law and Constitutional Democracy is achieved early in order to create an enabling environment for addressing Human Rights issues and achieving gender equality. This will create the requisite conditions for harnessing the full potential of men, women and youth in developing sustainable, effective, transparent and accountable national institutions, as well as resilient communities as a guarantee for peace and security.

**Governance Intervention Model and Theory of Change**



## Key Assumptions for Governance

### Government of Uganda

- Will ensure that there is political will and commitment towards enhanced and sustained Good Governance,
- Will ensure that bottlenecks such as conflict of interest at various decision making levels are adequately analyzed and responded to through innovative strategies and tools, such as the proposed High-level Independent Research and Evaluation function,
- Will ensure greater involvement of Non-State actors (media, CSOs, Academia, Private sectors), and
- Will guarantee the effectiveness of the High-level Evaluation and Learning Function by placing it within a likely conflict of interest-free structure, which reports to both the Executive and the Legislature.

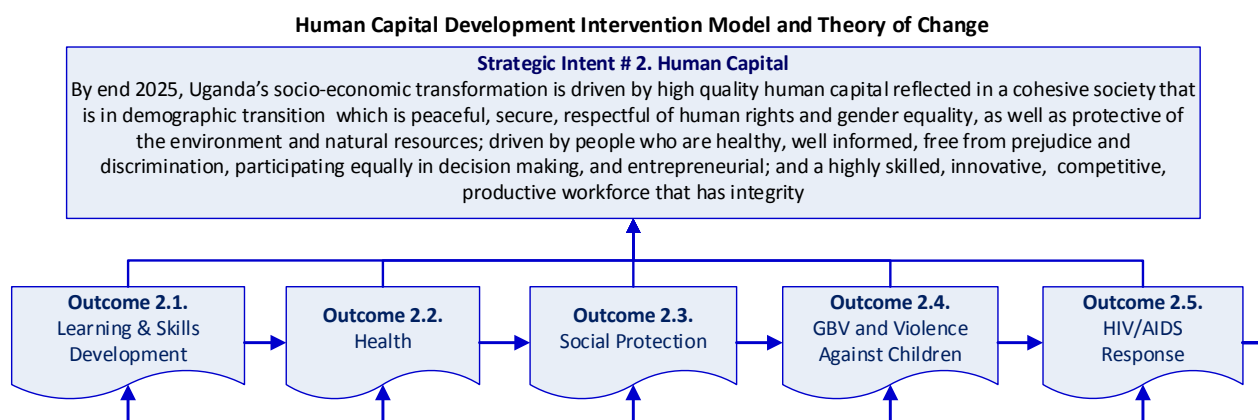
### The UN

- Will focus its joint upstream support, working in complementarity and synergy with other development partners, to strengthen the key drivers of sustainable development for maximum impact on national institutional capacity, leadership capacity, institutionalisation of relevant knowledge and good practices, and development of tools to promote and enforce culture of accountability and transparency,
- Provides high quality support to establishment and functioning of high level Oversight and Learning functions (such as the Research and Evaluation Function)
- Continues to recognize the role of communities in achieving the Governance goals. The UN will provide support to people-focused platforms, which in turn will create cohesive and resilient communities and strengthen their ability to contribute to the human development and sustainable growth of Uganda.



## Human Capital Development Theory of Change

The logic underlying the HCD results framework is based on three key parameters; (i) when people are knowledgeable and skilful, they are likely to be significantly healthier and able to control their fertility than those who are not, (ii) when people have manageable number of dependents and have access to quality health care, it is easier to eliminate extreme poverty and inequalities in their communities, and (iii) communities that are not encumbered by extreme poverty and inequalities are less likely to tolerate violence, particularly against women and children, and have increased capacity to address existing and emerging challenges, including HIV and climate change. UN support will therefore focus on accelerating progress in acquisition of relevant knowledge and skills of the population throughout their life cycle.



### Key Assumptions for Human Capital Development:

#### Government of Uganda:

- Has political will and commitment to allocate adequate resources to the social sector, for example, by meeting its international commitments and obligations such as Abuja declaration,
- Has political will and commitment to support effective decentralisation, to ensure that decentralised public institutions have adequate capacity to deliver quality services,
- Has political will and commitment to promote transparency and accountability in the management of social services, and
- Has commitment for effective engagement of the Civil Society and communities in the design, implementation and oversight of social development.

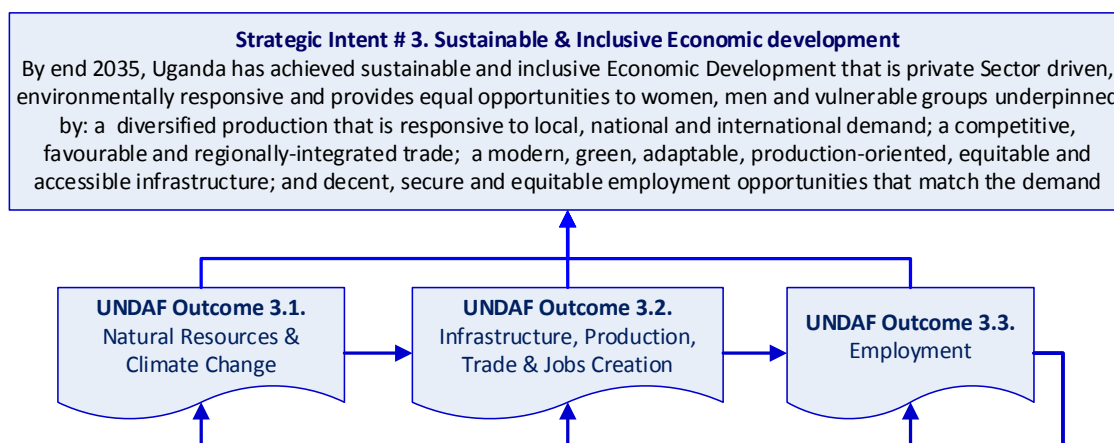
#### The UN:

- Will provide coherent upstream support to build national capacity to formulate and implement effective social development programmes,
- Will harness the comparative advantages of all relevant agencies at each phase and step of the HCD logic, with special emphasis on involving other partners from WASH and REACH initiatives (FAO, WFP, UN-Habitat; World Bank and participating donors), to ensure adequate funding, better coordination of efforts,
- Will build on its international experience to promote national adaptation of international best practices, including through support to South-South and Triangular Cooperation,
- Will promote collaboration and partnership with other international development partners to ensure optimal complementarity, coherence and synergies between normative and funding support,
- Will promote and facilitate use of evidence-based decision-making, and promote a culture of accountability for results.

## Sustainable and Inclusive Economic Development Theory of Change

To achieve rapid progress in environmental protection, natural resources rehabilitation, climate change resilience, the country should develop and implement appropriate policies and regulatory instruments. Since Uganda is on the verge of beginning oil exploitation and mining industry expansion, it is critical that the appropriate regulatory instruments are put in place early on, in order to minimize the negative impact of mining on ecosystems and biodiversity and create conditions for continuous diversification of productive activities. The UN should leverage its comparative advantage for integrating the planning of infrastructure development, production and trade expansion to support Government's efforts, especially in upstream policy support and capacity building.

### Sustainable and Inclusive Economic Development Intervention Model and Theory of Change



## Key Assumptions Sustainable and Inclusive Economic Development

### The Government of Uganda:

- Will show political will and commitment to develop and implement policies, strategies and regulatory systems that involve all key stakeholders (public and private) to effectively address issues of conflict of interest in the areas of natural resource exploitation and environmental protection,
- Will allocate adequate resources to natural resources and ecosystem rehabilitation efforts, with special emphasis on re-forestation,
- Will assure that mining, including oil exploitation, benefits local development and preserves the environment and the Uganda's bio-diversity,
- Will effectively consider women and youth, not only as groups in need, but also as backbone of Uganda's social development and economic prosperity and, in this regard, ensure equitable access to development opportunities.
- Will develop and implement employment policies that ensure that jobs are decent, safe, secure and provide opportunities to employees to grow in career and entrepreneurship.

### The UN

- Provides coherent joint upstream support including in the areas of evidence generation, coordination, and domestication of international best practices,
- Collaborates with other international development partners to ensure optimal complementarity, coherence and synergies between normative and funding support.

**ANNEX C  
INTEGRATED  
MONITORING  
AND  
EVALUATION  
PLAN(IMEP)**



**Uganda UNDAF 2016 – 2020: Strategic & Integrated Research, Monitoring and Evaluation Plan (IMEP)**

|  | 2016  | 2017   | 2018   | 2019  | 2020 |
|--|---|--|--|---|------|
| Key Decision-Making Opportunities        |   |  | <ul style="list-style-type: none"> <li>• UNDAF MTR (Q1)</li> <li>• NDP-2 MTR (Q3-4)</li> </ul> | New UNDAF Preparation   |      |
| Evaluations                              |   | Governance programme performance assessment – Focus on: Accountability & Control of Corruption; Government effectiveness and Regulatory quality (end year)   | Evaluation of UN's capacity building strategy in context of DaO (Q4)                           |   |      |
| Studies and Surveys with UN Contribution | <ul style="list-style-type: none"> <li>• Survey: Stakeholder perception of UN relevance and UN staff perception of their role (Q1)</li> <li>• Survey: Demographic Health Survey under UBOS/MoH</li> <li>• Survey: Comprehensive Food Security and Vulnerability Analysis w/UBOS</li> <li>• Survey: Performance Monitoring and Accountability 2020 Survey, Annual (Makerere School of Public Health and UBOS)</li> </ul> | <ul style="list-style-type: none"> <li>• Survey: Stakeholder perception of UN relevance and UN staff perception of their role (Q3)</li> <li>• Survey: Uganda National Panel Survey</li> <li>• Survey: Performance Monitoring and Accountability 2020 Survey</li> </ul> | Survey: Performance Monitoring and Accountability 2020 Survey                                  | Survey: Uganda National Panel Survey<br><br>Survey: Performance Monitoring and Accountability 2020 Survey |      |
| M&E System Strengthening                 | <ul style="list-style-type: none"> <li>• Integration of IMEP into eMIS (2015/2016)</li> <li>• Institutionalization of Global Pulse Lab Tool</li> </ul>  |  |  |   |      |
| M&E Capacity Building                    | RBM M&E Training for UN and Government Counterparts   |  |  |   |      |

|  |   |  |  |  |  |
|--|---|--|--|--|--|
| <p>Relevant M&amp;E activities supported by other partners</p> | <ul style="list-style-type: none"> <li>• Survey: Uganda National Household Survey (WB) (2015/2016)</li> </ul> <p>For Governance Evaluation:</p> <ul style="list-style-type: none"> <li>• Corruption Perception Index (Transparency International)</li> <li>• World Wide Governance Index Indicators (WB)</li> <li>• Auditor General Report</li> <li>• Afrobarometer</li> <li>• Mo Ibrahim report</li> <li>• Curbing corruption to enhance public service delivery (Presidential Economic Council)</li> <li>• National Governance Baseline Survey (UBOS supported by UNDP)</li> <li>• Effectiveness of LG systems study</li> </ul> | <ul style="list-style-type: none"> <li>• Sector performance report (Sectors)</li> <li>• LG assessments (MoLG/JARD)</li> <li>• Annual and semi-annual Government performance report (OPM)</li> <li>• Service Delivery Indicator Survey (WB)</li> <li>• Afrobarometer</li> <li>• UNDAF progress reports</li> <li>• Perception data monitoring/sentiment analysis (GPL)</li> <li>• Data from UN Enterprise Resource Planning Systems (ATLAS, Vision etc). Possible if systems adjusted.</li> <li>• Treasury Single Account database (MoFPED)</li> </ul> |  |  |  |
|--|---|--|--|--|--|

UNDAF M&E Calendar

| Activity Types             | Year 1 (2016)   | Year 2 (2017)  | Year 3 (2018)  | Year 4 (2019)  | Year 5 (2020)   |
|----------------------------|---|--|--|--|---|
| <b>Studies and Surveys</b> | <p><b><u>UN Agency-level Surveys</u></b></p> <ul style="list-style-type: none"> <li>• TB prevalence survey (WHO)</li> <li>• Food security and nutritional survey in refugee settlements(WFP, UNICEF, UNHCR)</li> <li>• Child Labour Survey</li> <li>• Study on Women’s Political Participation 2016 and beyond - UN Women</li> <li>• National Commitments and Policy Index Survey - UNAIDS</li> <li>• Service survey</li> <li>• Labour Force Survey – ILO, IOM</li> <li>• AIDS indicator survey (WHO)</li> <li>• EPI Coverage Survey (WHO)</li> </ul> | <p><b>UN Agency-level Surveys</b></p> <ul style="list-style-type: none"> <li>• Food security and nutritional survey in refugee settlements (WFP, UNICEF, UNHCR)</li> </ul> | <p><b>UN Agency-level Surveys</b></p> <ul style="list-style-type: none"> <li>• Food security and nutritional survey in refugee settlements (WFP, UNICEF, UNHCR)</li> </ul> | <p><b>UN Agency-level Surveys</b></p> <ul style="list-style-type: none"> <li>• Food security and nutritional survey in refugee settlements (WFP, UNICEF, UNHCR)</li> </ul> | <p><b>UN Agency-level Surveys</b></p> <ul style="list-style-type: none"> <li>• Food security and nutritional survey in refugee settlements (WFP, UNICEF, UNHCR)</li> <li>• TB prevalence survey (WHO)</li> <li>• AIDS indicator survey (WHO)</li> </ul> |

|                           |  |  |   |  |   |
|---------------------------|--|--|---|--|---|
| <p><b>Key Reports</b></p> | <ul style="list-style-type: none"> <li>• Integrated Phase Classification Analysis Report – FAO, WFP</li> <li>• State of Uganda Population Report – UNFPA</li> <li>• Poverty Status Report – UNDP</li> <li>• Joint Assessment Mission on refugee programme – WFP, UNHCR and other interested agencies</li> <li>• Uganda National Climate Change Finance Analysis Report – UNDP</li> </ul> | <p>Integrated Phase Classification Analysis Report – FAO, WFP</p> <p>State of Uganda Population Report – UNFPA</p> <p>Human Development Report - UNDP</p> <p>SDG Report – UNDP</p> | <p>Integrated Phase Classification Analysis Report – FAO, WFP</p> <p>State of Uganda Population Report – UNFPA</p> <p>Poverty Status Report – UNDP</p> <ul style="list-style-type: none"> <li>• Joint Assessment Mission on refugee programme – WFP, UNHCR and other interested agencies</li> </ul> | <p>Integrated Phase Classification Analysis Report – FAO, WFP</p> <p>State of Uganda Population Report – UNFPA</p> <p>Human Development Report - UNDP</p> <p>SDG Report – UNDP</p> | <p>Integrated Phase Classification Analysis Report – FAO, WFP</p> <p>State of Uganda Population Report – UNFPA</p> <ul style="list-style-type: none"> <li>• Joint Assessment Mission on refugee programme – WFP, UNHCR and other interested agencies</li> </ul> |
| <p><b>Evaluation</b></p>  | <p>Child-sensitive social protection pilot/RCT evaluation (UNICEF)</p>   | <p>Evaluation of the Costed Implementation Plan (CIP) for Family Planning Scale up (UNFPA)</p>   | <p>Sharpen RNMCH plan Process and impact evaluation (UNICEF)</p>  |  |   |



**ANNEX D  
BASIS OF  
RELATIONSHIP**



## Partnerships, Values and Principles

Whereas the Government of Uganda (hereinafter referred to as “the Government”) has entered into the following:

- a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA)), which was signed by both parties on 29 April 1977). Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNDAF together with a work plan (which shall form part of this UNDAF, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- b) With the United Nations Children’s Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 20 July 1995.
- c) With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement concluded between the Government and UNHCR on 2 September 1994
- d) With the World Food Programme a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 22 March 1972.
- e) The relationship between the Government of Uganda and UNFPA is based on Resolutions 2211 (XXI) of 17 December 1966, 34/104 of 14 December 1979 and 50/438 of 20 December 1995 of the General Assembly of the United Nations, the Standard Basic Assistance Agreement (SBAA) between Government of Uganda and UNDP of 29 April 1977, and the exchange of letters between the Government of Uganda, Ministry of Foreign Affairs and UNFPA dated 22 January 2009.
- f) With UNIDO the Agreement between the Government of Uganda and Director General for UNIDO for the establishment of the UNIDO Office as established in 1994 May 27.
- g) With the Food and Agriculture Organization of the United Nations the Agreement for the opening of the FAO Representation in Uganda in 1981.
- h) For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency’s governing structures in references to FAO, WHO, UNHCR, ILO, UNCDF, UN-HABITAT, UNWOMEN, IAEA, IOM, UNEP, OCHA, IFAD, UNAIDS, UNESCO, UNIDO and OHCHR.

The UNDAF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

## Programme Management and Accountability Arrangements

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

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies'
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

The remainder of this section refers only to agencies using the Harmonized Approach to Cash Transfers (HACT)<sup>18</sup>.

All cash transfers to an Implementing Partner are based on the Work Plans (WPs<sup>19</sup>) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner: a. Prior to the start of activities (direct cash transfer), or b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner.

A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

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<sup>18</sup> In Uganda HACT implementing agencies are UNDP, UNFPA, UNICEF, WFP.

<sup>19</sup> Refers to results Groups' or agency specific work plans

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

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in 30 days from the date of receipt of request. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 30 days from the date of receipt of request. The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNFPA, UNICEF or WFP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP, UNFPA, UNICEF or WFP will provide UN system agency or its representative with timely access to: • all financial records which establish the transactional record of the cash transfers provided by UNDP, UNFPA, UNICEF or WFP, together with relevant documentation; • all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed. The findings of each audit will be reported to the Implementing Partner and [UN organization]. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP, UNFPA, UNICEF or WFP that provided cash and where the Office of the Auditor General (OAG) has been identified to conduct the audits, to the OAG so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA, UNICEF or WFP.
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN system Office of the Auditor General (OAG) has been identified to conduct the audits, to the OAG on a quarterly basis or as locally agreed.

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## Commitments of the Government

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the first section on Annex D: Basis of the Relationship. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.

The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

- (a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".
- (b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this Note Verbale or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circular.

A young girl with dark skin and braided hair is smiling and holding a small green sapling in a black plastic bag. The background is a blurred outdoor setting with trees and a dirt path. The text 'ANNEX E PROPOSED SUSTAINABLE DEVELOPMENT GOALS' is overlaid in the top right corner in blue, bold, uppercase letters.

**ANNEX E  
PROPOSED  
SUSTAINABLE  
DEVELOPMENT  
GOALS**

## PROPOSED SUSTAINABLE DEVELOPMENT GOALS

|         |  |
|---------|--|
| Goal 1  | End poverty in all its forms everywhere  |
| Goal 2  | End hunger, achieve food security and improved nutrition and promote sustainable agriculture   |
| Goal 3  | Ensure healthy lives and promote well-being for all at all ages  |
| Goal 4  | Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all   |
| Goal 5  | Achieve gender equality and empower all women and girls  |
| Goal 6  | Ensure availability and sustainable management of water and sanitation for all   |
| Goal 7  | Ensure access to affordable, reliable, sustainable and modern energy for all   |
| Goal 8  | Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all   |
| Goal 9  | Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation  |
| Goal 10 | Reduce inequality within and among countries   |
| Goal 11 | Make cities and human settlements inclusive, safe, resilient and sustainable   |
| Goal 12 | Ensure sustainable consumption and production patterns   |
| Goal 13 | Take urgent action to combat climate change and its impacts*   |
| Goal 14 | Conserve and sustainably use the oceans, seas and marine resources for sustainable development   |
| Goal 15 | Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss |
| Goal 16 | Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels            |
| Goal 17 | Strengthen the means of implementation and revitalize the global partnership for sustainable development   |

# UN AGENCIES IN UGANDA



International  
Labour  
Organization



Enabling poor rural people  
to overcome poverty



United Nations Entity for Gender Equality  
and the Empowerment of Women





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