

# United Nations Development Programme

**Uganda**



# 2019

**ANNUAL REPORT**

DELIVERING TOGETHER TO TRANSFORM UGANDA

**UNDP Uganda Annual Report 2019**

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# About UNDP Uganda



The United Nations Development Programme (UNDP) is the leading United Nations organization committed to ending injustices of poverty, inequality and climate change globally. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for the people and the planet.

In Uganda, UNDP is committed to supporting the Government to achieve sustainable development outcomes, create opportunities for empowerment, protect the environment, minimize natural and man-made disasters, build strategic partnerships, and improve the quality of life for all citizens, as set out in the UNDP Uganda's Transformative Country Programme. The year 2019 brought UNDP Uganda close to the end of the United Nations Development Assistance Framework (UNDAF) for the period 2016-2020 and the transitioning to a new development framework premised on partnerships and cooperation.



UNDP also laid the foundation for the realisation of the 2020-2030 Decade of Action and is supporting the country to achieve its Vision 2040 and its third National Development Plan.




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# List of Acronyms

<b>ACCU</b>	Anti-Corruption Coalition of Uganda	<b>GES</b>	Gender Equality Seal
<b>ACP</b>	African, Caribbean and Pacific Group of States	<b>GPEDC</b>	Global Partnership for Effective Development Cooperation
<b>AfCFTA</b>	African Continental Free Trade Agreement	<b>HP</b>	Harmful practice
<b>ASALs</b>	Arid and Semi-Arid Lands	<b>IGG</b>	Inclusive Green Growth
<b>CBA</b>	Commercial Bank of Africa	<b>IG-ODS</b>	The Inspectorate of Government - Online Declaration System
<b>CCA</b>	Common Country Assessment	<b>ISDG</b>	Integrated SDG model
<b>CERF</b>	Central Emergency Response Fund	<b>ISNC</b>	Inclusive and Sustainable New Communities
<b>COMESA</b>	Common Markets for East and Central Africa	<b>JLOS</b>	Justice, Law and Order Sector
<b>CPD</b>	Country Programme Document	<b>JTF</b>	Joint Task Force
<b>CRRF</b>	Comprehensive Refugee Response Framework	<b>JUPSA</b>	Joint UN Programme of Support on AIDS
<b>CSA</b>	Climate-Smart Agriculture	<b>KOICA</b>	Korean International Cooperation Agency
<b>DAO</b>	Delivering as One	<b>LASPNET</b>	Legal Aid Service Providers Network
<b>DENIVA</b>	Development Network of Indigenous Voluntary Associations	<b>MDALGs</b>	Ministries, Departments, Agencies and Local Governments
<b>DFA</b>	Development Finance Assessment	<b>MNE</b>	Multinational Enterprise
<b>DRM</b>	Disaster Risk Management	<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>EMBs</b>	Electoral Management Bodies	<b>MoGLSD</b>	Ministry of Gender, Labour and Social Development
<b>ERA</b>	Electricity Regulatory Authority	<b>MoLG</b>	Ministry of Local Government
<b>EU</b>	European Union	<b>MoWE</b>	Ministry of Water and Environment
<b>GBV</b>	Gender-Based Violence	<b>MPI</b>	Multidimensional Poverty Index
<b>GCF</b>	Green Climate Fund		
<b>GEF</b>	Global Environment Facility		

<b>MSB</b>	Swedish Civil Contingencies Agency	<b>SLM</b>	Sustainable Land Management
<b>NACS</b>	National Anti-Corruption Strategy	<b>SME</b>	Small and Medium Enterprise
<b>NDC</b>	Nationally Determined Contribution	<b>SRHR</b>	Sexual and Reproductive Health Rights
<b>NDP</b>	National Development Plan	<b>SSC</b>	South-South Cooperation
<b>NDPIII</b>	Third National Development Plan	<b>TIWB</b>	Tax Inspectors Without Borders
<b>NECOC</b>	National Emergency Coordination and Operations Centre	<b>TOTs</b>	Trainer of Trainers
<b>NICE-UG</b>	National Initiative for Civic Education - Uganda	<b>UAC</b>	Uganda AIDS Commission
<b>NPA</b>	National Planning Authority	<b>UBOS</b>	Uganda Bureau of Statistics
<b>NSI</b>	National Standard Indicator	<b>UGVS</b>	Uganda Graduate Volunteer Scheme
<b>ODI</b>	One Dollar Initiative	<b>UHRC</b>	Uganda Human Rights Commission
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights	<b>UN</b>	United Nations
<b>PBF</b>	Peace Building Fund	<b>UNCT</b>	United Nations Country Team
<b>POPER</b>	Police Performance Evaluation Report	<b>UNDAF</b>	United Nations Development Assistance Framework
<b>PSFU</b>	Private Sector Foundation Uganda	<b>UNDP</b>	United Nations Development Programme
<b>PWDs</b>	Persons with Disabilities	<b>UNDS</b>	United Nations Development System
<b>RCO</b>	Resident Coordinator's Office	<b>U-NEWS</b>	Uganda National Integrated Multi-Hazard Early Warning System
<b>SALWs</b>	Small Arms and Light Weapons	<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>SDGs</b>	Sustainable Development Goals	<b>UNV</b>	United Nations Volunteer
<b>SGBV</b>	Sexual and Gender-Based Violence	<b>URA</b>	Uganda Revenue Authority
<b>SIDA</b>	Swedish International Development Cooperation Agency	<b>VAC</b>	Violence Against Children
<b>SIED</b>	Sustainable and Inclusive Economic Development	<b>VAW</b>	Violence Against Women
		<b>VAWG</b>	Violence Against Women and Girls
		<b>VEDCO</b>	Volunteer Efforts for Development Concern

# Foreword



**Ms. Elsie G. Attafuah**  
*Resident Representative*

I am pleased to present this 2019 Annual Report chronicling the transformative activities and accomplishments of United Nations Development Programme (UNDP) in Uganda. What an honour it is for us to be contributing to Uganda's development agenda!

2019 was a remarkable year for UNDP in terms of redefining our development work in support of 'The Uganda We Want'. It was the year in which we consolidated development gains while also laying the foundation for a continuous journey of hope and great promise as captured in the United Nations (UN) Decades of Action and Uganda's Vision 2040. It was also a year of UNDP's reform and transition, of purpose-led reflection and transformation, and a year that marked the emergence of the next generation of UNDP.

UNDP and the Government of Uganda registered significant strides this year, implementing a series of innovative and transformative development initiatives. Our underlined programming ranged from launching the first of its kind Kenya-Uganda Cross Border Programme for socio-economic transformation; crafting a strategic roadmap to propel the Sustainable Development Goals (SDGs) through Uganda's third National Development Plan; advocating for policy to increase provisions for gender-based violence survivors; fortifying the 'Zero Tolerance for Corruption' policies through building a National Anti-Corruption Strategy; and finding nature-based solutions to revitalize the environment through climate action. With this partnership, we are witnessing the deep and lasting impact on Uganda and its citizens. Together, we continue pushing forward.

In addition, UNDP's strong institutional performance took place amid sweeping United Nations-wide reforms intended to make the UN 'fit-for-purpose'. UNDP was instrumental in ensuring the successful transition of the Resident Coordinator System and the delinking of the UN Resident Coordinator role from the UNDP Resident Representative role. Today, the UNDP Resident Representatives, of whom I am honoured to be a part, have focussed our collective energy on development. As Resident Representative, it was truly a pleasure



to lead #NextGenUNDP which helped in disrupting the way we think, deliver, invest, and push boundaries to perform better.

What was achieved in 2019 demonstrates that UNDP Uganda is on the move. We are people-centred, efficient, results-oriented, and continuously improving in the way we serve while also fully embracing our integrator function as a support platform and operational backbone of UN Development System and development thought-leader.

We also bolstered the country's drive toward greater industrialization, deepened our engagements with the private sector, and fostered peace through cross-border and regional initiatives.

Building on our successes, we will continue with our transformative work in 2020. We will focus on programmes based on the principles of partnership, complementarities, value addition, and subsidiarity. Our two primary areas of focus will be Inclusive and Effective Governance and Sustainable Inclusive Economic Development.

This year of successes and milestones would not have been made possible without the support and partnership of the Government and people of Uganda, development partners, and a dedicated team of #NextGenUNDP Uganda staff members to whom I am most grateful and highly indebted.

I also appreciate the strong partnership with the Government, private sector, donors, UN agencies, development partners, civil society, and non-state actors with whom we delivered innovative and transformative interventions.

Together, I invite you to join me in looking forward to a year of renewed cooperation in our continued efforts to eradicate poverty, combat inequalities, protect the planet, promote good governance, foster institutional effectiveness, and promote a prosperous future for the people of Uganda.

# Introduction and Report Summary

This **'Annual Report 2019: Delivering Together to Transform Uganda'** highlights key milestones and results achieved from UNDP Uganda programming. It opens with a programmatic overview, offers 2019 statistical highlights, and is categorized under four thematic areas: Governance and Institutional Strengthening; Environment Protection, Empowerment and Resilience Building; Mainstreaming Cross-Cutting issues (Youth, Gender, Refugees); and Thought Leadership, Learning and Knowledge Generation.





Chapter  
1

Chapter 1 of this report discusses several UNDP programmes, with a rich variety of collaborations. UNDP has found great support of the development agenda in partnership with the Government of Uganda, which is helping eradicate the injustices of poverty, inequality, and climate change in the country. This partnership has worked consistently to strengthen national preparedness, response to crises and shocks, and promote the domestication of Sustainable Development Goals (SDGs) in the country's development framework.

UNDP highlights its support to the Government and people of Uganda, most notably with the launch of the first ever Kenya-Uganda cross border programme for sustainable peace and socio-economic transformation. This programme targeted Turkana and West Pokot in Kenya and Karamoja in Uganda. UNDP, in partnership with the Governments of Uganda and Kenya, provided technical and financial support of about \$1 million (about UGX 3.7 billion) as seed funding to kick-start this cross-border programme supported by the UN Country Team from the two nations.

This report documents some of the most notable campaigns championed by His Excellency, President Yoweri Kaguta Museveni. The year started with the launch of the 'Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda' project on 2 February 2019 during the World Wetlands Day celebrations attended by Prime Minister, the Rt. Hon. Dr. Ruhakana Rugunda, representing the President. To demonstrate UNDP and the Green Climate Fund (GCF) contribution to wetlands restoration in building resilience to climate change, the President toured Limoto in Pallisa District to promote sustainable use of wetlands through fish farming and micro-irrigation.

Climate action programming also reinvigorated engagement with government and led to the installation of 24 automatic weather stations and 16 automatic water level stations across the country. This move to strengthen climate information and



early warning systems also extended to inform the aviation industry. Similarly, environmental protection support was scaled up through several avenues, resulting in the restoration of 4,000 hectares of wetlands in Eastern and Western Uganda. An additional 16,000 hectares are planned for restoration in 2020.

UNDP led various development partners to support the formulation of Uganda's third National Development Plan (NDP III, 2021-2025), as a strategic opportunity for the country's SDG planning. In partnership with the National Planning Authority (NPA), UNDP convened a high level inclusive consultative dialogue series that offered opportunities for stakeholders to shape the strategic direction of the plan. The organization also provided direct technical support to the drafting process.

This report goes on to speak about the ways UNDP is positioning itself at the forefront of innovation. Uganda was among the 60 countries selected to host a UNDP Accelerator Lab, bringing forth agile and radical approaches to solve complex development challenges. Over three months, the UNDP Uganda Accelerator Lab identified over 200 home-grown solutions to reverse rapid deforestation in the country, helping inform the portfolio of experiments that the Lab is currently undertaking. The Lab is exploring partnerships and collaborations with state and non-state actors, and development agencies, to scale the results and learning from these experiments.

Also, in youth empowerment and job creation, 80 young people graduated in the first cohort of the Uganda Graduate Volunteer Scheme (UGVS), which is supported by UNDP and the United Nations Volunteers (UNV) programme in conjunction with the Ministry of Gender, Labour and Social Development (MGLSD.) This scheme enhances the employability of young graduates and bridges their transition to work while strengthening the capacity of national institutions, public and private organizations to mainstream youth employment.

Building on the '2018 Multi-hazard and Vulnerability Assessments' conducted in all districts of Uganda, UNDP supported the development of the National Risk Atlas. The Atlas continued to provide evidence for integrating risk-informed planning and investment in the Third National Development Plan.

Chapter  
2

also discusses good governance, detailing the Electoral Needs Assessment Mission undertaken by UNDP collaboratively with the UN family. This analysis informed the decision to support the Ugandan Electoral Commission to conduct free and fair elections. Further, it led to the design of the Strengthening Electoral Processes in Uganda project. UNDP supported the Electoral Commission to organize the first-ever Electoral Symposium, bringing together many African countries and technical experts to share experiences on electoral processes.

This report pivots into dialogue on the current landscape of refugee livelihood in Uganda. With Uganda hosting the largest number of refugees in Africa, UNDP in partnership with UN and Korea International Cooperation Agency (KOICA) developed and secured US\$9 million to host a community and refugee empowerment initiative for Northern Uganda focused on livelihoods and protection. This initiative is going a long way to promote the humanitarian-development-peace nexus.

To address the rising trends of gender-based violence (GBV), UNDP partnered with other UN agencies and the Government and mobilized \$22 million from the European Union for the implementation of the Spotlight Initiative. The initiative seeks to eliminate GBV and violence against children (VAC) through enhanced legislative and policy advocacy. It also aimed at strengthening institutions to mainstream GBV in plans and budgets, to promote GBV prevention and change social norms, and to increase the provision of quality survivor services for Violence Against Women and Girls (VAWG), Sexual and Gender-Based Violence (SGBV) and Harmful Practices (HP).

In the effort to eliminate corruption, the UNDP Country Office and partners developed the National Anti-Corruption Strategy 2019/2020-2023/2024 and the Uganda Police Force Anti-Corruption Action Plan. Both plans are vital for the implementation of the Zero Tolerance to Corruption policy which the Cabinet approved in 2018. Additionally, our e-justice systems for enabling business efficiency and accountability supported the Uganda Police Force and the Judiciary.

The final sections of the report cover partnerships and resource mobilisation, financial resources, lessons learned in the year, success stories and an overview of the strategic priorities for the coming year.



UNDP in  
Uganda 2019

Chapter  
1

This report presents UNDP's major accomplishments for the year 2019, also the final year of the implementation of UNDP Uganda's Five-Year Country Programme that ran 2016 to 2020.

## UNDP Uganda's Five-Year Country Programme

The Country Programme contributes to both the Second National Development Plan (NDP II) and the United Nations Development Assistance Framework (UNDAF) 2016-2020. It focuses on two key portfolios and five programmes:

### 1

The Inclusive and Effective Governance portfolio promotes accountable and democratic governance, institutional capacity development, and effectiveness. It creates an enabling environment for peace, security and resilience at both central and local Government levels. Programmes under this portfolio are:

Rule of Law and Constitutional Democracy

Institutional Effectiveness

Peace, Security and System Resilience

### 2

The Sustainable and Inclusive Economic Development portfolio works towards strengthening capacities for natural resources management, climate change resilience and disaster risk reduction while expanding livelihoods options and creating employment opportunities through empowerment. Programmes under this portfolio are:

Inclusive Green Growth

Climate Change Response and Disaster Risk Reduction

## Humanitarian and Development Support

Our humanitarian and development support to refugees and host communities is contributing to strengthening the resilience and self-reliance of refugees and host communities while supporting the Government's agenda for integrating refugees within host communities, thus contributing to local development.

### Accelerator Lab

Given the ever-evolving development challenges the world is facing, Uganda was among the first cohort of 60 countries chosen to pilot the UNDP Accelerator Labs. The Labs seek to identify home-grown solutions to development challenges across sectors. They help to generate innovative ways of dealing with complex problems and provide options to governments and other stakeholders in a more inclusive manner without leaving anyone behind.

UNDP Uganda is also among the implementation agencies of the EU-UN Spotlight Initiative which seeks to eliminate Violence Against Women and Girls (VAWG).

### Geographical Reach

Although UNDP programmes run nationally, we have a specific focus on Northern and Eastern Uganda. These programmes are operated from the UNDP's main office in Kampala with support from field offices based in Gulu and Moroto.

### Key Partners

Government partners include the Office of the Prime Minister, Ministry of Finance, Planning and Economic Development, Ministry of Foreign Affairs, Ministry of Public Service, Ministry of Water and Environment, Ministry of Gender, Labour and Social Development, Ministry of Local Government, Ministry of Tourism, Wildlife and Antiquities, Ministry of



Trade and Cooperatives, Ministry of Internal Affairs, Ministry of Energy and Mineral Development and Ministry of Agriculture, Animal Industry and Fisheries. Other Government partners include the National Planning Authority, Uganda Bureau of Statistics (UBOS), Kampala Capital City Authority (KCCA), National Environment Management Authority, Uganda National Meteorological Authority, Uganda Wildlife Authority, Directorate of Ethics and Integrity, Inspectorate of Government, Parliament, the Judiciary, the Uganda Police Force, Justice, Law and Order Secretariat (JLOS) and other public sector institutions.

UNDP is an active member of the Local Development Partners Group. In Uganda, we work closely with various development partners including the European Union (EU) and its member states, the Federal Republic of Germany and the State of Qatar (through the Qatar Fund for Development). Other partners include Japan, Republic of Korea, Norway, Sweden, the Global Environment Facility (GEF), the Green Climate Fund (GCF), and Common Market for Eastern and Southern Africa (COMESA). UNDP has dynamic partnerships with other UN agencies, Civil Society Organizations, and private sector actors at the national and subnational level.

## Top UNDP Contributors

UNDP is funded by a diverse set of partners - Member States, multilateral partners, non-governmental entities, private and philanthropic sectors, and financial institutions. UNDP recognizes the important role of all its partners, and remains grateful for their continued trust and support.

### Our top government contributors in 2019 globally

1. Germany	6. Ukraine
2. Japan	7. Switzerland
3. United States of America	8. Netherlands
4. United Kingdom	9. Argentina
5. Norway	

# UNDP 2019 in Numbers

1,745



1,000



1,307



793 male  
& 514 female  
in 15 districts

1,307 Ugandans benefitted from UNDP support of legal awareness engagements countrywide. Community legal representatives and lower courts were engaged to discuss the gravity of their roles in dispensing justice.



20 FREE CALLS

...made by citizens on the Judiciary toll-free facility established with UNDP support. The toll-free line provides personalized assistance and tele-justice consultation on various areas such as legal awareness, referrals and handling of judicial misconduct. The goal of the toll-free facility is to increase client responsiveness and reduce cost and distance barriers related to accessing justice.

80

SMEs in seven districts equipped with skills and tools to prevent, curb and address gender-based violence (GBV) in their businesses.



Emergency employment opportunities created for refugees and host communities in eight districts in West Nile and South Western Uganda. Sixty-five percent of beneficiaries are female or youth. UNDP applies the 70:30 principle; comprising 70 percent refugees and 30 percent members of host communities.

Professional/technical experts from Government, UN development system, other Development Partners, the private sector, CSOs, the community and academics who attended the UNDP-National Planning Authority high-level consultations. These meetings informed the strategic direction of the third National Development Plan (NDPIII).



2,803

...community members who received legal redress in Northern and Eastern Uganda through legal aid and alternative dispute resolution mechanisms (mediation and reconciliation) by the Law Development Centre and the Legal Aid Service Providers Network (LAPSNET).



**\$250,000** (about UGX920 million)

Mobilized in cash and pledges as part of the One Dollar Initiative (ODI) that seeks to raise financial resources for HIV and AIDS financing. UNDP is leading Joint UN efforts under the Joint UN Programme of Support on Aids (JUPSA) to support the private sector to articulate a business case for the ODI.



# 4,000

Hectares UNDP contributed to the restoration of wetlands. These include the restoration of River Rwizi catchment through planting 800 hectares of forest.

# 566

Energy-saving stoves constructed with the support of the UNDP. The stoves contribute to reductions in the volume of firewood used and helps save forest cover to combat global warming.



# 825



400 male & 425 female

...people equipped with skills on sustainable land and forest management, and climate change mitigation.

# 100

Youths enrolled in the Graduate Volunteer Scheme in the second admission cohort bringing the number of beneficiaries to **206**.

# 3m

Impressions or views UNDP messages earned on Facebook and Twitter.



# 43



Companies that assented to the UNDP Gender Equality Seal (GES) Certification Programme for private enterprises in Uganda. The initiative seeks to close the gender gaps in workplaces.

# 200

Home-grown solutions to deforestation were identified by the Accelerator Lab in just three months.





2019 Milestones

Chapter  
2



## Governance and Institutional Strengthening

**BELOW:** The WFP Country Director, El-Khidir Daloum (Left), Uganda's Trade, Industry and Cooperatives Minister, Hon. Amelia Kyambadde (Centre) and the UNDP Resident Representative, Ms. Elsie Attafuah (Right).

©UNDP Uganda/  
Henry Mukasa Nsubuga

**EFFECTIVE GOVERNANCE** is critical in achieving a people-centred, inclusive and equitable development. This is achievable if the Government puts in place deliberate policies and institutional mechanisms to combat corruption, improve service delivery, ensure inclusive participation in decision-making and promote economic development. In 2019, our work in supporting governance and institutional strengthening achieved multiple results.





## Strengthening the UN system strategic engagement in the development of the third National Development Plan for Uganda

In 2019, the Government of Uganda commenced the preparation of the Third National Development Plan (NDP III: 2020/2021- 2024/2025). The goal of the Plan is to increase household income and improve quality of life through sustainable industrialization for inclusive growth, employment and sustainable wealth creation. UNDP led development partners to support the formulation of NDPIII. This process mainstreamed SDGs in the country's development planning landscape.

### UNDP played a key integrator role in the development of NDPIII, including:



#### A Supporting NDPIII Consultations

-  During the commencement of the NDPIII preparation process, UNDP developed an internal discussion paper detailing a proposal to strengthen the UN system's strategic engagement with the Government around the development of the Plan. In light of this proposal, the UN Country Team tasked UNDP to coordinate Government engagement with the UN and Development Partners around the preparation of the Plan.
-  The five-part NDPIII Breakfast Policy Consultation Series was held on 18 July to 8 August 2019. The focus was on five strategic thematic areas: Human Capital Development; Value Addition and Inclusive Growth; Good Governance; Financing and Development Cooperation; and Cross-Cutting Issues. Consultations provided a forum for stakeholders to engage with the Government on the strategic direction of the Plan. UNDP worked on the policy consultations through the Delivering as One (DoA) approach with other UN agencies, including having heads of UN agencies, UNFPA and FAO as expert panellists.



ABOVE: The UNFPA Country Representative, Mr. Alain Sibenaler (2nd Right), speaking on the theme 'Investing in Human Capital for Shared Prosperity in Uganda' during the first NDP III Breakfast Policy Series. Other panellists included Makerere University Business School Principal, Prof. Wasswa Balunywa (Right), former Chairperson of the Uganda Medical Association, Dr. Ekwaro Obuku (Left) and Education Expert on People and Potential, Ms. Audrey Dralega.

©UNDP Uganda/  
Henry Mukasa Nsubuga

The series drew the participation of close to 1,000 experts from the Government, private sector, CSOs, academics, and other members of the development community. A strategic issue note prepared with Government and UN Agency experts based on respective mandates informed each of these meetings. The discussions provoked in-depth dialogue on policy and sectoral issues about national development, with outcomes carefully documented and used by the NDPIII drafting team.

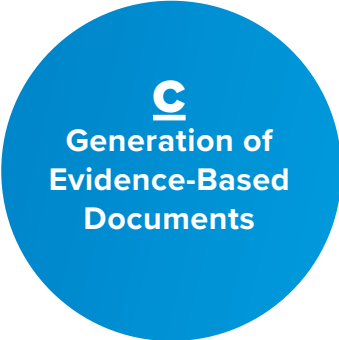


By the end of the year, UNDP organised a UN Country Team consultative meeting on the draft NDPIII and a local Development Partners' (DPs) retreat, and Civil Society and Private Sector consultations, to consolidate an emerging issue report to be presented to UNCT on behalf of UNCT and DPs.

## **B** Integrated UN and Development Partner Support

Building on the successful undertaking of the consultations, UNDP coordinated the Government's requests for further technical and financial assistance from UNCT and development partners to support several aspects of the NDPIII roadmap. This drew official commitment from UNDP, UNICEF, UNCDF, and the European Union. Specifically, UNDP committed to supporting national-level consultations for the private sector and civil society and to provide technical assistance (TA),

in terms of supporting six experts in line with the UNDP/NPA NDP III support work plan, in the following areas: 1) Integration of SDGs, Africa Agenda 2063, EAC Vision 2050, and African Continental Free Trade Agreement (AfCFTA) into the Plan; 2) Mainstreaming of cross-cutting issues into the Plan; and 3) Costing of the Plan.



**C**  
Generation of  
Evidence-Based  
Documents

UNDP supported the Government to generate evidence-based documents to inform the Plan through an inclusive consultative process that involved actors such as local development partners, the UN SDG Technical Working Group and the Donor Economics Group. Some of the knowledge products include the '2019 Poverty Status Report', with its two background papers namely: Multidimensional Poverty Index (MPI) by Uganda Bureau of Statistics (UBOS), and Vulnerability to Poverty and Inequality (by UNDP). Both reports shaped the NDPIII programme on human capital development, the SDG policy and institutional gap analysis that informed the National SDG Mainstreaming framework, the Development Finance Assessment (DFA) that is guiding the preparation of the financing strategy of the Plan, and the review of the development partnership architecture that is shaping the partnership arrangements for the Plan.

## Embracing Regional Approaches in Addressing Development Challenges

A historic achievement was witnessed in 2019 under the auspices of the Uganda-Kenya Cross Border Programme. A Memorandum of Understanding (MoU) was signed and a cross-border programme for sustainable peace and socio-economic transformation for Turkana and West Pokot (Kenya) and Karamoja (Uganda) launched by H.E. President Yoweri Kaguta Museveni of Uganda and H.E. President Uhuru Kenyatta of Kenya under UNDP technical and financial support.

The Karamoja-Turkana region has over the last four decades hosted a variety of clashes, some linked to wider cross-border and regional





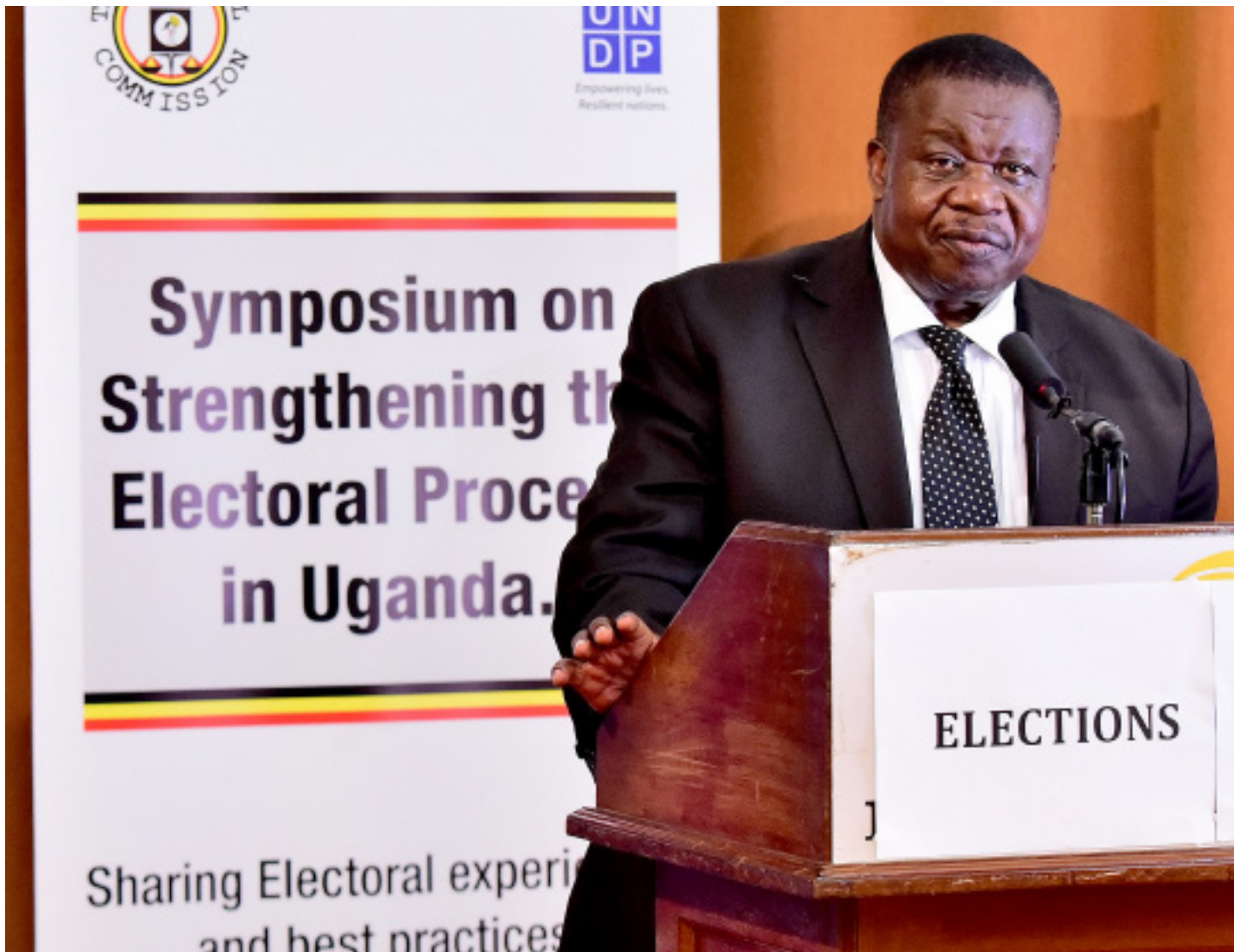
**ABOVE:** Presidents H.E. Yoweri Museveni (Uganda) and H.E. Uhuru Kenyatta (Kenya) together with their delegations after inspecting Kobebe Valley Dam in Karamoja ahead of the signing of MoU on a cross-border programme for sustainable peace and socio-economic transformation for Turkana and West Pokot (Kenya) and Karamoja (Uganda).

Courtesy © PPU Photo

conflicts. The root of these conflicts includes dwindling shared natural resources and ever-changing political and historical dynamics. A legacy of economic and social marginalization looms large in all border conflicts within the Karamoja cross-border area. There is reduced access to land, water and other natural resources due to increasing demographic and environmental pressure which consequentially escalates competition. Reduced access to credit, markets and extension services all culminate in poverty and play a role in escalating conflict which have political, economic, social and cultural implications.

Border conflicts have over the years contributed to a reduction of economic productivity, weakening of political institutions of governance, incapacitation of the provision of essential services, destruction and depletion of existing resources, loss of food production and capital flight, loss of potential foreign and domestic investment, loss of tourism income and infl ux of refugees and internal displacements.

UNDP supported the mobilization of the Uganda and Kenya country teams, working with both governments, to launch the Kenya-Uganda Cross-Border Programme for Sustainable Peace and Development. On 12 September 2019, H.E. President Yoweri Museveni (Uganda) and H.E. President



**ABOVE:** Former Minister of Justice and Constitutional Affairs, Hon. Kahinda Otafiire, opening Symposium for Strengthening the Electoral Process in Uganda in Kampala.

©UNDP Uganda/  
Henry Mukasa Nsubuga

Uhuru Kenyatta (Kenya) witnessed the signing of an MoU to launch the joint Cross-border Integrated Programme for Sustainable Peace and Social-Economic Transformation for Turkana and West Pokot (Kenya) and Karamoja (Uganda). This joint cross-border initiative will address the common governance and economic challenges in the Karamoja cluster.




The transboundary initiative is the first of its kind between the two governments and the UN addressing the chronic challenges to development including economic, governance and peace in a coordinated and comprehensive manner across the two borders. This has resulted in the development of a draft project document, which will form a basis for further resource mobilization to implement the commitments of the MoU. The United Nations' support to this programme is part of a global commitment to support governments



to put people and planet first, advancing the implementation of SDGs and Agenda 2030, particularly SDG16 – Peace, Justice and Strong Institutions, and SDG17 – Partnership for the Goals. The joint programme enables us to respond to national visions of both countries, the East African Community Vision 2050 and the aspirations of the African Union agenda 2063.

## Supporting Uganda's Electoral Process

Elections and other political processes are vital to the quality of the country's governance. Ahead of the 2021 general elections, UNDP has contributed to strengthening the management of the electoral process in various ways:

-  UNDP supported the Electoral Commission to host the 2019 Electoral Symposium Conference, which focused on confidence-building in the electoral process as well as sharing of best practices in electoral management from various African countries including Malawi, Kenya, South Africa, Zimbabwe, Mauritius and Botswana as well as the African Union. The symposium also promoted South-South learning, drawing on expertise from across Africa and regional bodies on key areas such as the trend of elections in Africa, confidence-building in the electoral process, electoral management bodies (EMBs), mitigating violence in elections and fostering electoral justice. All these areas inform Uganda's readiness and preparation for the forthcoming 2021 national elections.
-  In collaboration with the UNDP Joint Task Force on Electoral Assistance (JTF) Brussels, and the UNDP Regional Service Centre, UNDP engaged with donors and development partners to support Uganda's 2021 electoral cycle.
-  In early 2019, the UN undertook an election needs assessment that resulted in risk analysis and strategies for informing UN/ UNDP electoral assistance for the 2021 elections as well as media capacity strengthening on evidence-based reporting and review of the Press and Journalism Act.



ABOVE: A panel discussion on experiences in managing elections in Africa in the Symposium for Strengthening the Electoral Process in Uganda in Kampala.

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Henry Mukasa Nsubuga

## Legal Reform and Legislative Support

Working with partners, UNDP contributed to the advocacy for electoral reforms which resulted in tabling five electoral reform bills before the Ugandan Parliament. A draft Legal Aid Bill was developed after obtaining a certificate of financial implication. The bill seeks to provide a framework for state-funded legal aid, which will ensure affordable and accessible justice for all. The Judiciary Administration Bill was also presented to the Cabinet, while further advocacy was conducted on the National Graduate Service Bill and the amendment of the Press and Journalism Act.



## The Approval of Transitional Justice Policy

With UNDP support, the Cabinet approved the first-ever Transitional Justice Policy. The policy seeks to address justice, accountability and reconciliation needs of the post-conflict Uganda. It provides a holistic intervention for lasting peace in a country whose history was until recently marred by political and constitutional instability.

## Supporting the Fight Against Corruption

As part of the UNDP Country Office's contribution to the national efforts in eliminating corruption, a NACS 2019/2020-2023/2024, including the Uganda Police Force Anti-Corruption Action Plan, was developed with support from UNDP and other partners. Both action plans were rolled out to operationalize the Zero Tolerance to Corruption Policy which the Cabinet approved in 2018. E-Systems for enabling business efficiency and accountability were supported at the Uganda Police Force and the Judiciary.

In addition, UNDP supported the Directorate of Ethics and Integrity to develop a comprehensive five-year plan of action, the NACS 2019/2020-2023/2024, to inform coordinated action by anti-corruption agencies, Ministries, Departments, Agencies and Local Governments (MDALGs), Private Sector and other stakeholders to effectively respond to corruption. The NACS, 2019-2024 was launched jointly with the Zero Tolerance to Corruption Policy of 2019 on 4 December 2019 by H.E. President Yoweri Museveni.

UNDP also supported five accountability institutions in establishing functional mechanisms for the detection and prevention of corruption. These are the Inspectorate of Government, the Directorate of Ethics and Integrity, the Anti-Corruption Coalition of Uganda (ACCU), the Development Network of Indigenous Voluntary Associations (DENIVA) and Uganda Revenue Authority (URA).

Through a partnership with ACCU, an assessment was conducted on the implementation of recommendations of the 'Auditor General's Value for Money Audit' Reports, focusing on the livelihoods programme, thus enabling citizens to demand accountability.

The Inspectorate of Government's Online Declaration System (IG-ODS) for income, assets and liabilities of civil servants and political leaders has significantly increased compliance. In FY 2018/2019, 21,182 (or 85 percent) leaders' declarations were made from an estimated target of 25,000.

UNDP also partnered with Tax Inspectors Without Borders (TIWB) and URA to train staff on international tax audits and transfer pricing using tax experts. This enabled the audits of 14 multinational enterprises (MNEs) in the banking, telecom, breweries and retail sectors and recovery of over \$6.3 million from some MNE cases. The initiative demonstrated the capacity of URA to increase revenues through efficient international tax audits.

## Improving Access to Justice

The Rule of Law, access to justice and civic engagement programmes were enhanced through support to the Judiciary and the Law Development Centre to roll out Alternative Dispute Resolution procedures such as mediation and plea bargaining. These improvements have contributed to the reduction of the case backlog in the justice sector. Access to justice has also been enhanced through the provision of legal aid services to over 200 clients and the operation of the Judiciary toll-free call centre which receives over 20 calls a day and has reduced cost and distance barriers. Through UNDP support, there has been increased legal awareness for 1,307 leaders and lower courts on their role of dispensing justice in 15 districts.

In conjunction with the Office of the United Nations High Commissioner for Human Rights (OHCHR), UNDP supported the training of already established Human Rights Desks in over 60 districts. The training is crucial in promoting their capacity to effectively prevent and respond to human rights violations at the local level. As a result, the Ministry of Local Government has maintained the presence of functional Human Rights Desks in 132 District Local Governments as part of their responsibility to promote human rights.

UNDP partnered with Justice Law and Order Institutions to automate business processes to increase accountability and improve justice service delivery. This was facilitated by increasing coverage of the Criminal Records Management System of the Uganda Police Force to five more divisions within Kampala Metropolitan (KMP) Area (Kasangati, Kakiri, Nsangi, Entebbe and Kajansi). The Judiciary toll-free facility also became operational and is currently being upgraded to a call centre which will play a key part in reducing costs and distance barriers to accessing justice.

## National Dialogue for Political Parties

UNDP supported political parties' national dialogue to promote inter-party discourse, alongside six regional discussions which resulted in stronger functional regional structures that address the "Uganda We All Want." Over 250 women and youth were sensitized on the need to engage in civic activities, promoting good governance, national dialogue process and nation-building. Election regulations for independent candidates were developed into a bill which has been adopted by the Cabinet and is before Parliament.

## Crime Prevention and Management

UNDP, in collaboration with the Uganda Police Force, reduced the turnaround time for examining and reporting firearms cases from one month to less than seven days. This has drastically reduced the backlog accumulation and enhanced the provision of timely intelligence. Among others, UNDP supported Uganda Police to procure important equipment for crime prevention and management.

## Countering and Preventing Violent Extremism

Uganda is a country considered "at-risk" from violent extremism, which has already manifested itself in domestic insurgency, cross-border and regional threat. With UNDP's support, the national strategy on countering and preventing violent extremism was validated and is due for ministerial approval.



## Controlling the Proliferation of Small Arms

The illicit proliferation of small arms and light weapons (SALWs) represents a direct threat to pillars of democracy and development of Uganda, the Great Lakes Region, Horn of Africa and bordering states. SALWs are responsible for escalating and sustaining conflict and abetting terrorism and other serious crimes. Within the Great Lakes Region and the Horn of Africa, many lives have been lost, communities destroyed, and economic activities disrupted as a result of the presence of illegal small arms.

Uganda is already addressing the proliferation of SALWs not only by assenting to the various international and regional treaties and protocols (such as the UN Programme of Action, the Nairobi Declaration, Nairobi Protocol) but also through various initiatives. In 2019, UNDP supported the development and review of the National Action Plan (NAP) on control of SALWs through the Ministry of Internal Affairs.



## Protecting the Environment, Green Growth and Resilience Building

**UGANDA'S ECONOMIC** and human development have direct linkages to natural resources such as dry land and wetlands for agriculture and mining, water bodies for water and fish, landscape, flora and fauna for tourism activities. As such, Uganda's productivity and sustainability are highly dependent on the management of the environment. Uganda's economy is based on natural resources with over 60 percent of the population deriving their livelihood from natural resource management. The industrial sector also relies on natural resources for raw materials, while the agricultural sector is also climate dependent. This makes protection of the environment, the conservation of biodiversity and the mitigation of the effects of climate change critical to Uganda's path to inclusive, sustainable development.



ABOVE: Limoto wetland project

© UNDP Uganda/2018.

UNDP's interventions have contributed to the protection of natural resources, improved capacities in climate change response, disaster risk reduction and inclusive green growth through supporting environmental policy development and enforcement. UNDP's efforts have improved farming methods as well as the protection and restoration of forests and wetlands.

## Restoring and Promoting Effective Wetlands Use

In response to the impact of climate change and other factors that have increased the degradation of wetlands and their associated ecosystems in Uganda, an eight-year Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda project was launched on 2 February 2019 by the Prime Minister of Uganda, Rt. Hon. Ruhakana Rugunda, in the Limoto-Pallisa District. It was later visited by H.E. President Yoweri Kaguta Museveni to promote the effective use of wetlands through fish farming and micro-irrigation. The project led to the restoration of 4,000 hectares of degraded wetlands and demarcation of an estimated 148.2 kilometres of wetland boundaries.

The restored wetlands have resulted in improved water supplies and local micro-climates in operational areas. At a national level, the Government has prioritized implementations to reverse wetland degradation and encroachment and is set to increasing the country's



**TOP:** The Prime Minister of the Republic of Uganda, Rt. Hon. Dr. Ruhakana Rugunda, launching the Wetlands Restoration Project on World Wetlands Day on 2 February 2019.

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Michael Mubangizi

**CENTER:** H.E President Yoweri Kaguta Museveni together with the UNDP Resident Representative, Ms. Elsie G. Attafuah took a host of ambassadors accredited to Uganda on the tour of the project to demonstrate wise use of wetlands.

Courtesy © PPU Photo

forest cover in the Third National Development Plan (NDP III).

The project is an initiative of the Government of Uganda and supported by Green Climate Fund (GCF) and UNDP. It seeks to restore degraded wetlands and increase the resilience of both the fragile ecosystems in 20 districts in eastern and south-western Uganda, with a population of about four million people.

Once severely degraded and drained for agriculture, wetlands in Limoto are now fully restored and its aquatic life is blossoming. Additionally, a water retention facility was installed at Nyaruzinga Wetland in Bushenyi district and works on a similar facility at Ruhorobero-Kandekye Wetland in Sheema district commenced. In Mbale district, the boundary of the buffer zone for wetlands was conducted at the Namakole inlet stream where 200 community members were sensitized on wetland wise use.

## Deepening Collaboration with Cultural Leaders to Protect the Environment

Ugandan communities and traditional institutions have rich environmental conservation cultures. In Buganda, for instance, it is taboo to kill one's totem for food because the reduction in such animals negatively affects the well-being of the people. There are also cultural beliefs and superstitions within the society that discourage the hunting of such animals.

In 2019, UNDP intensified collaboration with the Kingdoms of Buganda and Tooro in the preservation of nature and ecosystems and brokered partnerships between the two kingdoms and other monarchs across

**BELOW:** The Nnabagereka of Buganda Kingdom, Her Royal Highness Nagginda addressing the Global Landscapes Forum in Accra, Ghana.

©UNDP Uganda/  
Michael Mubangizi



**RIGHT: The Nnabagereka (Queen) of Buganda Her Royal Highness Sylvia Nagginda and royals from the Ashanti Kingdom during the 2019 Global Landscapes Forum.**

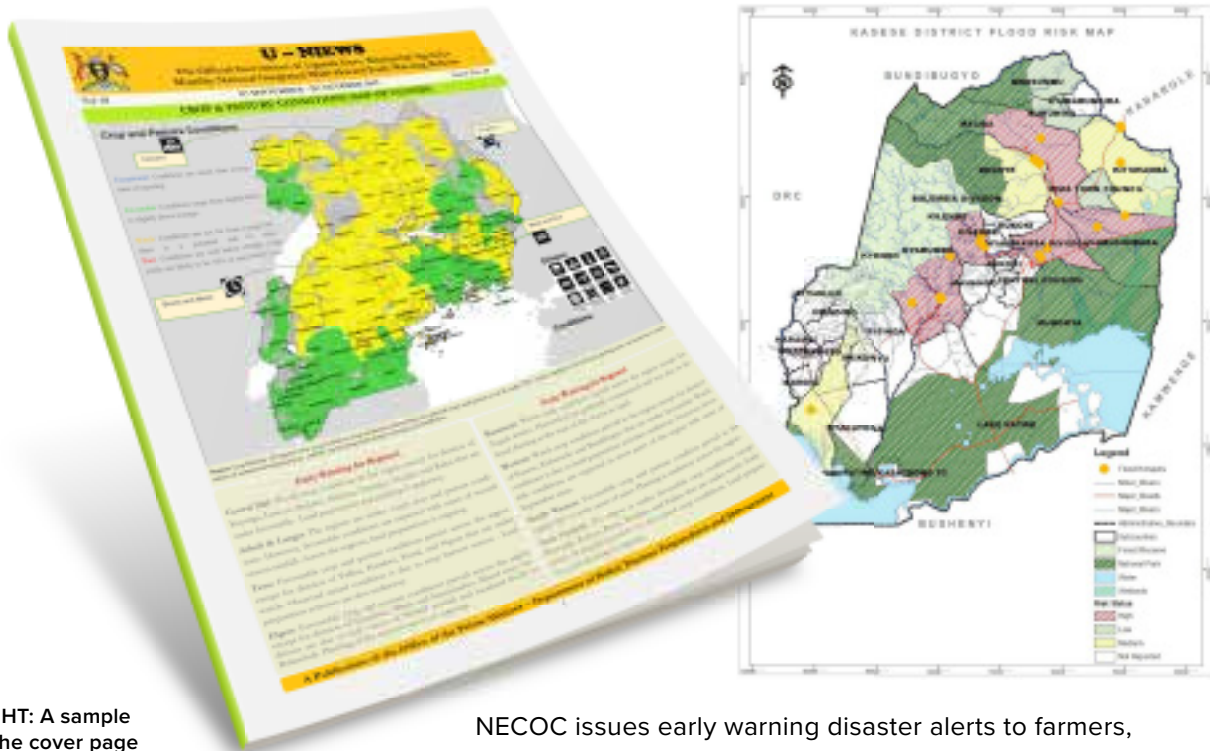
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the continent such as the historic Ashanti Kingdom of Ghana. As a result of these engagements and in partnership with UNEP, FAO and UNDP Africa, Her Royal Highness the Nnabagereka (Queen) of Buganda Kingdom, Her Royal Highness Sylvia Nagginda and His Highness the King Tooro graced the Global Landscape Forum and the UNDP ‘Africa Cluster Meeting’ in Ghana. In these forums, the Nnabagereka and His Highness the King Tooro shared experiences in using traditional norms, cultural practices and initiatives to foster the restoration of degraded and destroyed ecosystems as well as enhance food security, water supply and biodiversity. The forums provided the kingdoms with an opportunity to learn about strategies and new ideas tailored for local settings.

## **Strengthening Resilience to Shocks Through Early Warning Alerts**

In 2019, the Group on Earth Observations (GEO) in Canberra-Australia awarded Uganda’s National Emergency Coordination and Operations Centre (NECOC) the ‘SDGs Award for Management of Famine and Drought Disasters’ in recognition of its work. Established in 2014 by with the support of the Office of the Prime Minister, NECOC has played a critical role in strengthening the resilience of the country to crisis and shocks. The centre is a 24-hour facility for early warning and coordination of emergency and crisis response and recovery action.



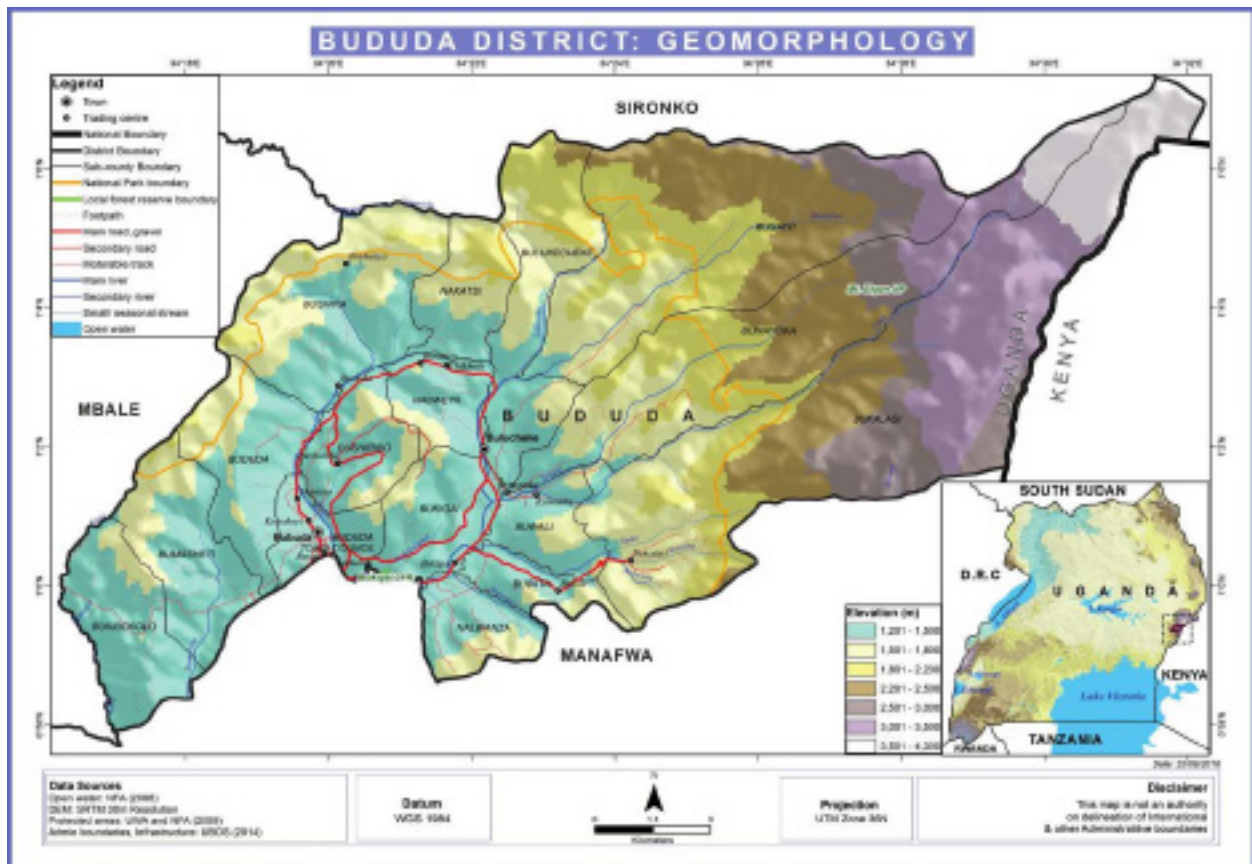
**RIGHT:** A sample of the cover page of the NECOC Bulletin.

@Photo: Partners 2019

NECOC issues early warning disaster alerts to farmers, vulnerable groups, the business community and the public based on information it draws from the automatic weather station infrastructure established by UNDP. This infrastructure also informs the work of the aviation industry. UNDP continues to provide technical and financial support to enhance the capacities of NECOC. As a result, Uganda made tremendous savings that would have, otherwise, financed the 57 natural disasters averted by NECOC through its early warning system. NECOC has also been able to trigger disaster risk financing as a result of its work. The story of NECOC exemplifies how UNDP supports countries to be resilient to shocks and crises. NECOC is the third such centre in Africa with the other two located in Ethiopia and South Africa.

Building on the 2018 multi-hazard and vulnerability assessments, which was completed in all districts of Uganda, UNDP supported the development of a National Risk and Vulnerability Atlas. The atlas has provided an evidence-base for integrating risk-informed planning and investment under NDP III.

UNDP also supported the production of the Uganda National Integrated Multi-Hazard Early Warning System (U-NIEWS), a monthly bulletin used to communicate crop and pasture conditions, food insecurity hotspots, weather and climate forecast, and to forecast potential future disasters. The publication also provides disaster and humanitarian response status updates based on monthly statistics.



ABOVE: Map showing the geomorphology of landslide prone Bududa district.

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## Improving Livelihoods and Strengthening Resilience to Shocks on Mt. Elgon

Uganda is susceptible to natural disasters of which economic losses can be significant. As part of our work to promote resilience to shocks, a total of 1,142.70 kilometres of contour bunds, 525 kilometres of grass bunds, 17.93 kilometres of stone bunds, 40.2 hectares of woodlots, 330 hectares of agroforestry and 13 kilometres of hedgerows were established in the districts bordering Mount Elgon (Sironko, Mbale, Manafwa and Bulambuli) to avert climate change effects such as heavy rains, floods and mudslides.

The planting of Napier grass and calliandra on contour bunds served a dual purpose of reducing soil erosion while increasing fodder available for livestock. Alongside the use of composite manure, these practices improved soil fertility and water retention capacity.

Additionally, 66 energy-saving stoves were constructed and are contributing to reductions in volumes of bioenergy (firewood) used by most communities for cooking.

The establishment of a total of 33 demonstration plots of coffee-banana systems in the Elgon subregion showcases and supports the uptake of sustainable land and forestry management, climate change mitigation technologies and approaches at household levels.

**BELOW:** Community participation in the integrated landscape management is key, with the project staff supported by officials from the Ministry of Agriculture, Animal Industry and Fisheries ensuring the CBO members grassroots the techniques.

©UNDP Uganda 2019





## Saving Uganda's forests

According to the 2015 Uganda National Charcoal Survey, 65.7 percent of the households in urban areas use charcoal 33.4 percent for cooking. About 4,961 metric tonnes of charcoal is used in the average Ugandan household each day, increasing pressure on Uganda's forests. UNDP's green charcoal project concluded in 2019 after four successful years of addressing barriers to the adoption of improved charcoal production technologies and popularising sustainable land management practices in the districts of Kiboga, Kiryandongo, Mubende and Nakaseke. These communities were introduced to efficient charcoal making technologies and encouraged to plant trees to replace those that are used for charcoal production. A total of 120,741 metric tons of wood were saved by the introduction of more efficient Casamance kilns, which translates to 6,674 hectares of avoided deforestation and 30,621 hectares of forest land. Subsequently, this enhanced carbon sequestration of 1,310,872 metric tons of carbon equivalent.

In 2019, UNDP in partnership with the Ministry of Energy and Minerals Development and the Uganda National Bureau of Standards (UNBS), updated the National Charcoal Standards of 2007 to guide the production of quality energy for industrial and household use.

## Making Tourism All-Inclusive

Tourism has over the last decade emerged as Uganda's largest foreign exchange earner, generating over \$1.6 billion and supporting over 667,000 jobs. Harnessing the potential of tourism is therefore critical for Uganda's social and economic transformation.

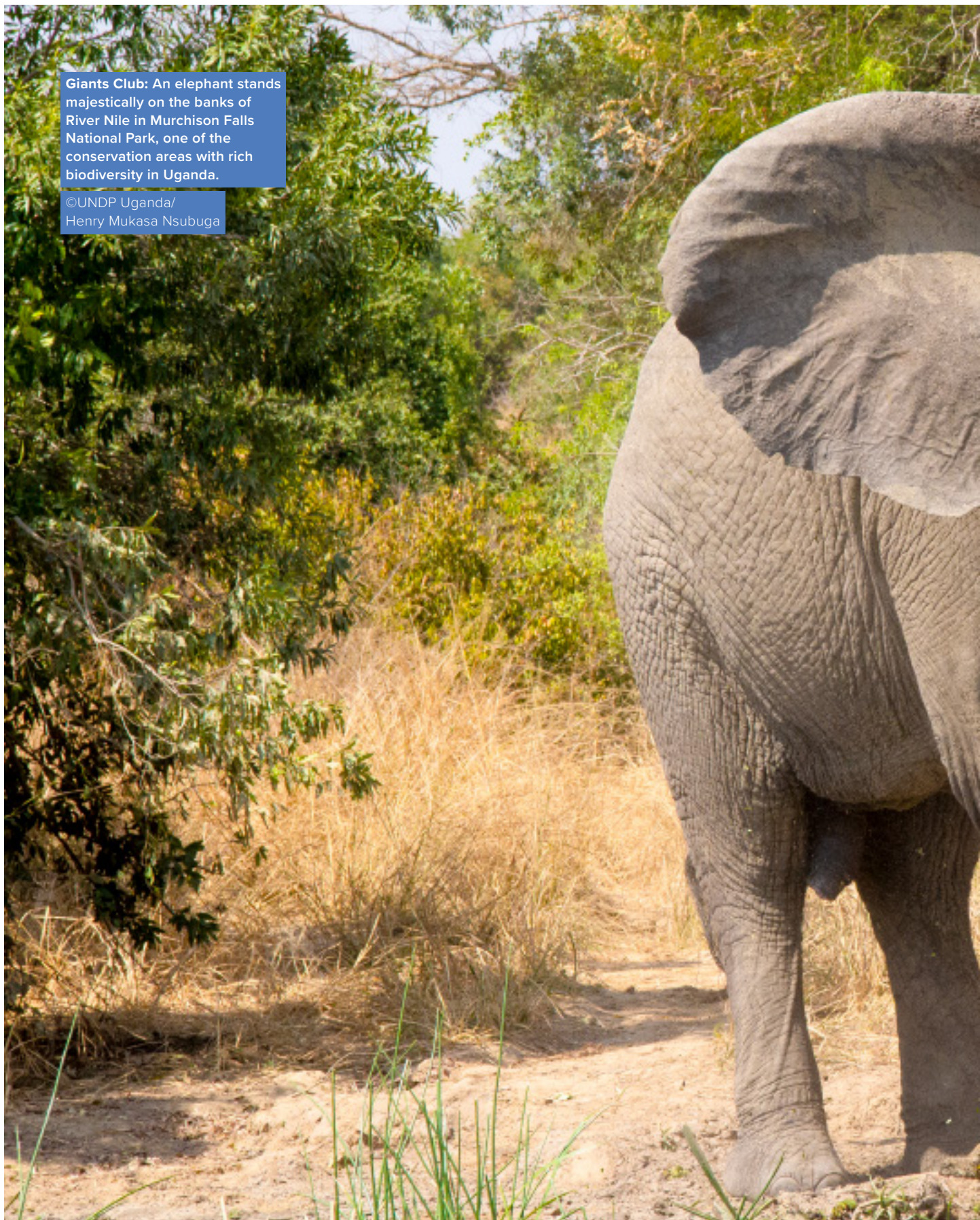
UNDP supported the Government of Uganda to develop inclusive business policies in the tourism sector that enable and encourage private sector enterprises to include local communities as part of their value chain, as suppliers, distributors, retailers and customers.

Over 300 households comprising more than 500 individuals benefitted from improved livelihoods and opportunities created by ten medium and large-scale tourism businesses that adopted the UNDP inclusive business model. The pilot and demonstration projects for business models initiated or scaled up by national partners also increased from 14 in 2018 to 16 in 2019.



**Giants Club:** An elephant stands majestically on the banks of River Nile in Murchison Falls National Park, one of the conservation areas with rich biodiversity in Uganda.

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**ABOVE:** Former Minister of Tourism, Wildlife and Antiquities, Prof. Ephraim Kamuntu (2nd Left) introduces Ms. Attafuah to the Vice President of Uganda, H.E. Edward Ssekandi, during the World Tourism Day 2019 at Pece Stadium in Gulu district, northern Uganda.

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**RIGHT:** Murchison Falls, one of the mythical tourist attractions to visit in Uganda.



In addition, construction of a Community Eco-lodge in Wenyi Wenyi, Karenga, adjacent to Kidepo Valley National Park, was initiated to enhance the participation of neighbouring communities in the tourism value chain by selling crafts, providing tour guides and showcasing the Karamajong heritage.

## Sustainable Management of the Development Minerals Sector

Uganda's economic growth over the last two decades has seen infrastructure become one of its largest sectors. The infrastructure boom and rapid urbanisation have led to increased demand for construction materials such as sand, marble and limestone. However, the needed attention and resources are seldom directed towards forming businesses to trade the minerals despite their potential to accelerate job creation and value addition.

UNDP partnered with the Ministry of Energy and Mineral Development and the African, Caribbean and Pacific (ACP) group of States, the European Union (EU) to implement several interventions to unlock the potential of the sector. Under this initiative, several miners were trained on environmental and health safeguards and making mining more profitable.

Building on the 2018 Baseline Study and profile of the development minerals sector in Uganda, UNDP supported further research on the enhancement of women's participation in Uganda's nascent extractives sector, including Development Minerals.

The study informed future targeted interventions on equitable livelihood outcomes for women in mining. In addition, over 80 SMEs in seven target districts are now equipped with the skills and tools to prevent, curb and address gender-based violence in their businesses.

**RIGHT:** Mr. Adam Saidi, who has mined Pozzolana for over 18 years, earns about Shs 100,000 (approx: \$27) from selling the fine, sandy volcanic ash, used to fortify cement. Pozzolana mining is a key economic activity supporting livelihoods in the two sub-counties of Harugogo and Kichwamba in Kabarole district in Western Uganda.

Photo: ©UNDP Uganda/Kaskaa

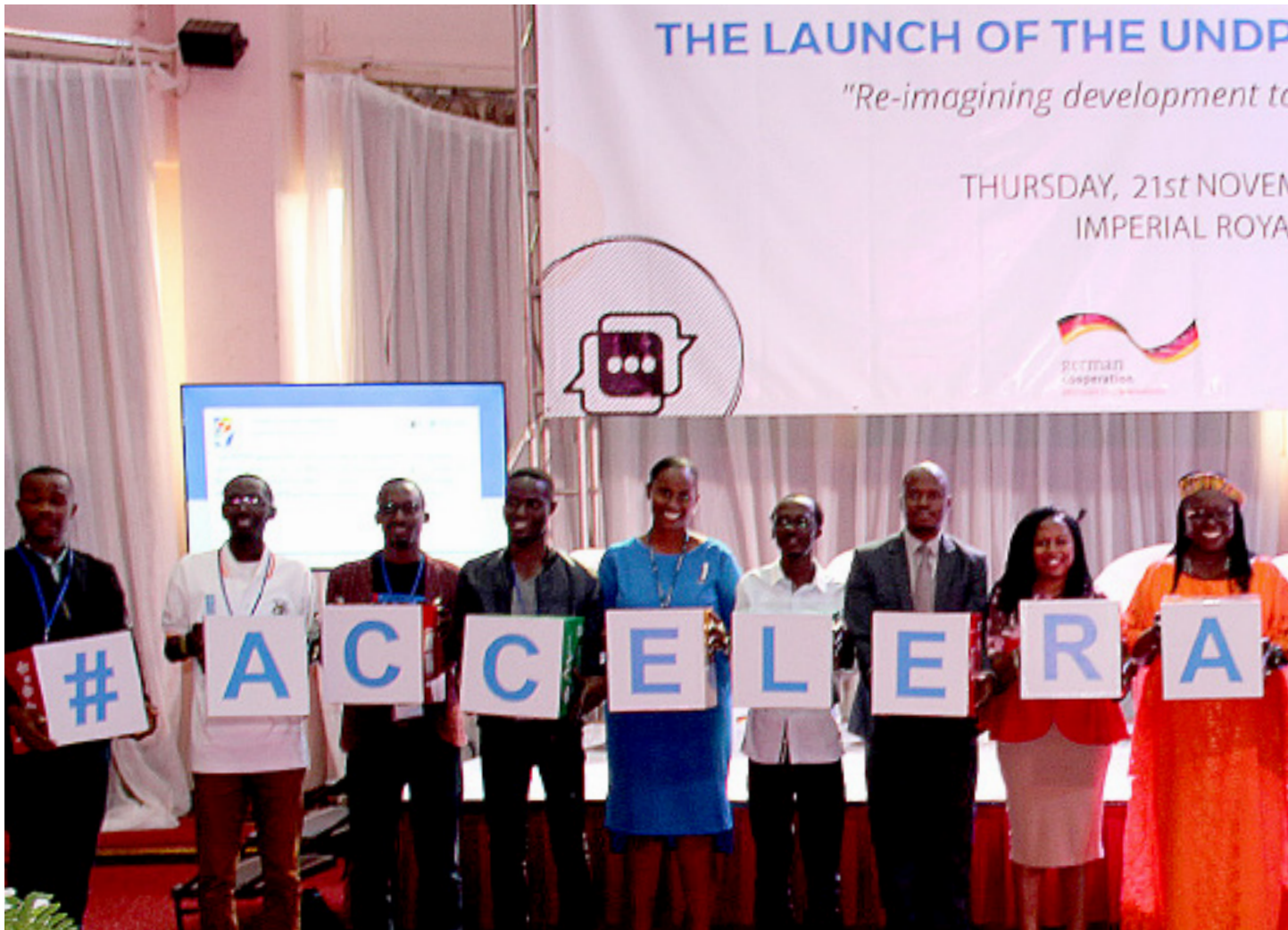


The capacity of small-scale salt miners on Lake Katwe in Kasese district has been built to understand environment and safety safeguards.

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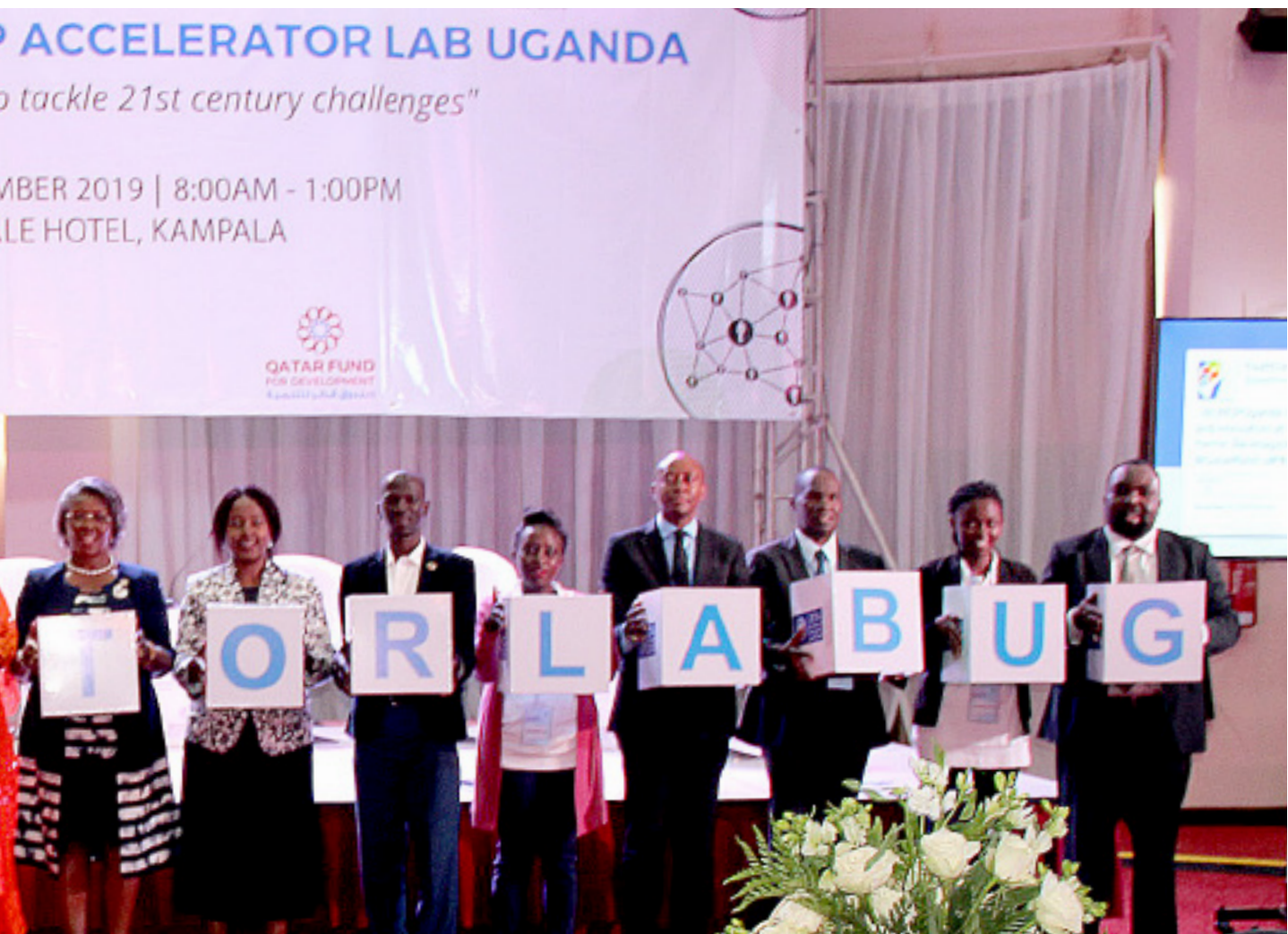




## Mainstreaming Cross-cutting Issues: Youth, Gender, Refugees

**PEOPLE GET** left behind when they lack the choices and opportunities to participate in and benefit from development processes. Integrating cross-cutting issues such as women, youth, refugees, science and innovation in development is thus critical to achieving sustainable development and ensuring equitable and inclusive growth. Addressing structural barriers to the full participation of all segments of society is incorporated into the UNDP development offer.





ABOVE: On 21 November 2019, the launch of the UNDP Accelerator Lab in Uganda was graced by the Minister of State for General Duties in the Office of the Prime Minister and Government SDGs Coordinator, Hon. Mary Karooro Okurut (Top right), and the German Ambassador to Uganda, H.E Albrecht Conze (Top left).

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Henry Mukasa Nsubuga

## ***The UNDP Accelerator Lab Uganda Hits the Ground Running***

Uganda was chosen to join the global network of UNDP Accelerator Labs, designed for implementation in 60 countries. The Lab was launched on 21 November 2019 and is part of UNDP's efforts to generate innovative solutions to complex development challenges.

The UNDP's initial engagement with the Government of Uganda led by the Office of the Prime Minister and Private Sector partners identified several development challenges that the Accelerator Lab could address. The first strategic focus of the Accelerator Lab is to reverse the rapid rate of deforestation in Uganda by exploring innovation, identify strategic levers, and implementing interventions.



**ABOVE LEFT:** On 21 November 2019, the launch of the UNDP Accelerator Lab in Uganda was graced by the Minister for General Duties in the Office of the Prime Minister and Government SDGs Coordinator, Hon. Mary Karooro Okurut

**ABOVE RIGHT:** The German Ambassador to Uganda, H.E Albrecht Conze

Photo: ©UNDP Uganda/  
Henry Mukasa Nsubuga.

The Lab deployed unique methodologies of sense-making and agenda-setting through the engagement of the UNDP Country Office and key stakeholders, to collectively identify the first frontier challenge of deforestation in Uganda that reinforces the work of two essential programme portfolios: the Sustainable and Inclusive Economic Development (SIED) and Inclusive Green Growth (IGG). The Lab has explored innovative data to generate evidence on deforestation, conducted in-depth stakeholder and solutions mapping through safaris and crowdsourcing, and identified over 200 home-grown solutions. This has birthed the portfolio of experiments geared toward efficient energy-based solutions and a national digital platform for data and stakeholder collaboration on better governance of forests and related natural resources.

The portfolio of experiments designed to tackle the deforestation problem includes a digital platform for real-time data visualization and collaboration on forests. It was rolled out to strengthen the evidence base and accountability mechanisms in the governance of forests and related natural resources. A rapid energy audit was also launched to determine the demand and supply dynamics of energy. This particular experiment will inform the design of energy-based experiments to reverse the 20-year decline in forest cover, such as scaling-up use of clean energy solutions in health facilities, educational institutions, prisons, and urban households, scaling-up local production and use of efficient cooking and heating technologies, scaling-up use of agricultural waste for extensive production of briquettes, and structuring innovative financing to promote clean energy solutions. Lastly in the portfolio is a partnership with the Electricity Regulatory Authority (ERA), identified through UNDP's open call for solutions.

This is being explored to co-experiment innovative instruments to scale-up electricity use for cooking and heating in urban households and educational institutions.

The next frontier challenge is youth unemployment. Solutions are currently being explored on innovative ways to achieve skilling, re-skilling and positioning youth for jobs for the future as well as modernizing supply chains through digital innovations.

## UN-EU Spotlight Initiative to End Violence Against Women and Girls

Violence against women and girls is one of the most widespread, persistent and devastating human rights violations in our world today. UNDP partnered with other UN agencies and the European Union (EU) to develop the UN-EU Spotlight Initiative, a \$22 million four-year joint programme seeking to “eliminate violence against women and girls” in line with the 2030 Agenda for Sustainable Development. Under the leadership of the UN Resident Coordinator’s Office, UNDP partnered with other UN agencies such as UN Women, UNFPA, UNICEF, UNHCR, IOM, OHCHR and Pulse Lab in realising this initiative. UNDP is leading on strengthening services in the justice administration systems, strengthening legislation and oversight, building institutional capacity for preventing Gender-Based Violence (GBV) with a focus on national and sub-national level multisectoral coordination and accountability, and enhancing livelihoods and resilience for artisanal miners. This joint programme is promoting a whole of Government and society approach to strengthen accountability and end violence against women and girls.





**RIGHT:** Former Minister of Gender, Labour and Social Development, Hon. Janat Mukwaya, and the UN Resident Representative, Ms. Rosa Malango, display copies of the implementation agreement of the UN-European Union Spotlight Initiative, after the signing ceremony held at the Ministry headquarters in Kampala.

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Henry Mukasa Nsubuga





## Achievements Under the Spotlight Project

-  The initiative conducted a gap analysis household survey and review of justice service providers in 11 sub-counties and 34 parishes across Kasese districts. The findings are already informing interventions to eliminate violence against women and girls.
-  The project designed a Police Performance Evaluation Report (POPER) tool to evaluate case files on Violence Against Women and Girls (VAWG), sexual violence and harmful practices. In Kasese district, POPER evaluated 147 case files. The evaluation findings will inform the mentoring of police officials.
-  The Spotlight Project, in partnership with the Uganda Human Rights Commission (UHRC), conducted training on the formulation and enactment of Human Rights-Based Compliant Ordinance and by-laws to eliminate violence against women and girls, sexual violence and harmful practices in Kyegegwa, Kasese, Kitgum and Tororo districts. Participants included district and sub-county political and technical officers, law enforcement officers and representatives of CSOs. Consequentially, the districts have agreed to develop specific ordinances and by-laws, as well as strategies for formulation, enactment and enforcement.
-  UNDP engaged women and girls, including members of Parliament, technical committee members and CSO representatives, in the pre-legislative review process of the draft National Legal Aid Law to address issues of GBV and improve access to justice for women and girls. These engagements resulted in increased support and involvement by civil society and parliamentarians in the pre-legislative process of the legal aid law, and in a private member securing a certificate of financial implication and permission from the Minister of Justice and Constitutional Affairs to present a Legal Aid Bill in Parliament as a private members' bill.

- UNDP assessed the gaps in the training curricula for in-service and pre-service training institutions to mainstream GBV, Violence Against Children (VAC) and Sexual and Reproductive Health Rights (SRHR). This study, conducted in partnership with the Ministry of Gender, Labour and Social Development and Ministry of Public Service, is informing the design of an integrated curriculum for institutions to integrate GBV issues.
- UNDP undertook a study on the training and capacity needs for MDAs and District Local Governments to inform the design and roll-out of public sector training and mentorship across government on gender mainstreaming in planning and budgeting with a focus on VAWG/HP/SRHR.
- The Private Sector was also supported to address GBV in policies. A curriculum was developed for Trainer of Trainers (TOTs) on workplace initiatives to prevent and respond to GBV and Violence Against Women (VAW).

**BELOW:** The UN Resident Coordinator, Ms. Rosa Malango (speaking) and heads of UN agencies during the launch of the Spotlight Initiative.

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Michael Mubangizi

It was heralded by both a needs-assessment and TOTs training on GBV and VAWG to facilitate the training of SMEs on prevention and response to GBV and VAWG in the workplace.



## Private Sector Engagement

HIV and AIDS remain one of the global development challenges for more than three decades. Despite numerous efforts and innovations to combat it, its prevalence in Uganda remains high at 5.7 percent. Over the years, UNDP has been at the forefront of the fight against HIV and AIDS. In 2019 through JUPSA, UNDP led the Governance and Human Rights thematic working group working directly with the government, civil society and the private sector.

UNDP supported Uganda AIDS Commission (UAC), National Planning Authority and other MDAs to mainstream HIV and AIDS sector programmes within the third National Development Plan (NDPIII). In partnership with UAC, UNDP conducted a study on HIV and GBV financing among capital/infrastructure projects in Uganda. The study has since triggered more resource inflow into the HIV response such as government ministries and agencies implementing capital projects including the Uganda National Roads Authority and the Ministry of Works and Transport which all allocated resources consistent with the national HIV mainstreaming strategy.

UNDP supported the deployment and advocacy of the One Dollar Initiative (ODI). ODI is a private sector-led innovative domestic resource mobilization mechanism geared towards complementing and sustaining Government and development partner responses to HIV and AIDS in the country. By the close of 2019, through UNDP's support, ODI had mobilized \$250,000 (about UGX 920 million) in cash and pledges.

UNDP worked with the JLOS sector and Civil Society to support actions that promote human rights and reduction in stigma and discrimination. In this regard, several judges at the local and international level were sensitized and equipped on how to contribute to interventions that promote human rights.

Also, during the International Human Rights Day of 2019, UNDP, in partnership with Uganda Network on Law, Ethics and HIV/AIDS (UGANET), held the inaugural high-level dialogue on HIV and the Law: Risks, Rights and Health to catalyse leadership, action and partnership in ending HIV-related abuses in Uganda.

Under the theme '**Leaving No One Behind: Working in Unison towards Effective Approaches to Address Human Rights Barriers**, HIV Stigma and Discrimination among Vulnerable Groups', the dialogue improved understanding of the linkage between HIV, human rights and the law as well as improving the understanding that HIV punitive laws are barriers to the success of the national HIV response.

## Business Case for Private Sector Engagement in Climate Action Pitched

To stimulate private sector engagement in climate action, the UNDP NDC Support Programme created a partnership with Private Sector Foundation Uganda (PSFU) and the Government of Uganda through the Ministry of Water and Environment's Climate Change Department. In April 2019, a survey was conducted to engage the private sector in Uganda to help build the business case for climate action in Uganda. This survey assessed the enabling and regulatory framework to enable private sector investments, partnerships and initiatives at international, regional and national levels to support these initiatives, opportunities to access climate finance and access to technology and capacity development elements to enable private investments in climate action. Based on the survey, 53 companies signed up to use the digital tool for SDG-NDC reporting.

## The UNDP's Gender Seal Programme

Three large-sized companies, Stanbic Bank, Centenary Rural Development Bank and Commercial Bank of Africa (CBA), consented to the UNDP Gender Equality Seal Certification Programme for private enterprises aimed at closing the gender gaps in the workplace. This brings the number of companies that have committed to implement the Gender Equality Seal to 43. They are from diverse sectors including media, banking, manufacturing, ICT, agriculture and education. The certification programme provides tools, guidance and assessments to: eliminate gender-based pay gaps; increase women's roles in decision making; enhance women's access to non-traditional jobs; eradicate sexual harassment at work; and enhance work-life balance.

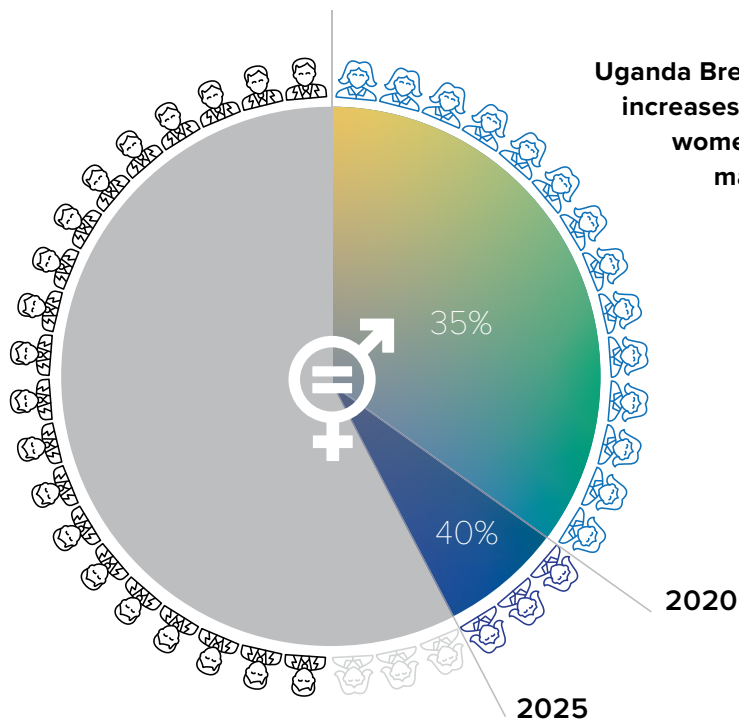


ABOVE (L-R): Stanbic Bank's Head of Corporate Banking, Mrs. Emma Mugisha, the Executive Director of the Private Sector Foundation of Uganda, Mr. Gideon Badagawa, the UN Resident Coordinator, Ms. Rosa Malango, the Managing Director of Stanbic Bank, Mr. Patrick Mweheire, UNDP Resident Representative, Ms. Elsie G. Attafuah, UN Women Representative, Dr. Maxime Houinato, and the UNDP Deputy Resident Representative, Ms. Sheila Ngatia, at the signing ceremony

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In 2019, Uganda Breweries Limited, one of the pioneer companies to subscribe to UNDP's Gender Seal Certification Programme, introduced six-months of maternity and one-month paternity leave for employees. It also set a target to increase the presence of women in senior management by 35 percent by 2020 and 40 percent by 2025. By making gender equality central to its business practices, the private sector can be a driver of progress that benefits all.

**Uganda Breweries Ltd, increases targets for women in senior management**





**Organizations/companies that have assented to UNDP's Gender Seal Certification Programme as of 31 December 2019**

<b>S/N</b>	<b>Organization/Company</b>	<b>Date of signing</b>
1	Development Finance Company of Uganda Limited (DFCU) Bank	October 2016
2	Graphic Systems Limited	October 2016
3	Standard Chartered Bank	October 2016
4	Alam Group	October 2016
5	Finance Trust Bank	October 2016
6	Victorious Education Services	October 2016
7	Nile Breweries	October 2016
8	Nina Interiors	October 2016
9	NBS Television	October 2016
10	Delight Uganda Limited	October 2016
11	Hostalite	October 2016
12	Simba Telecom	October 2016
13	Eye to Eye Consult	October 2016
14	Aloesha Organic	October 2016
15	Africa Customer Service Agency	June 2018
16	Association of Uganda Tour Operators	June 2018
17	Amagara Skin Care	June 2018
18	Shalom Organics	June 2018
19	Rena Beverages	June 2018
20	Uganda Funeral Services	June 2018
21	Masterlinks (U) Limited	June 2018
22	Computerwise (U) Limited	June 2018

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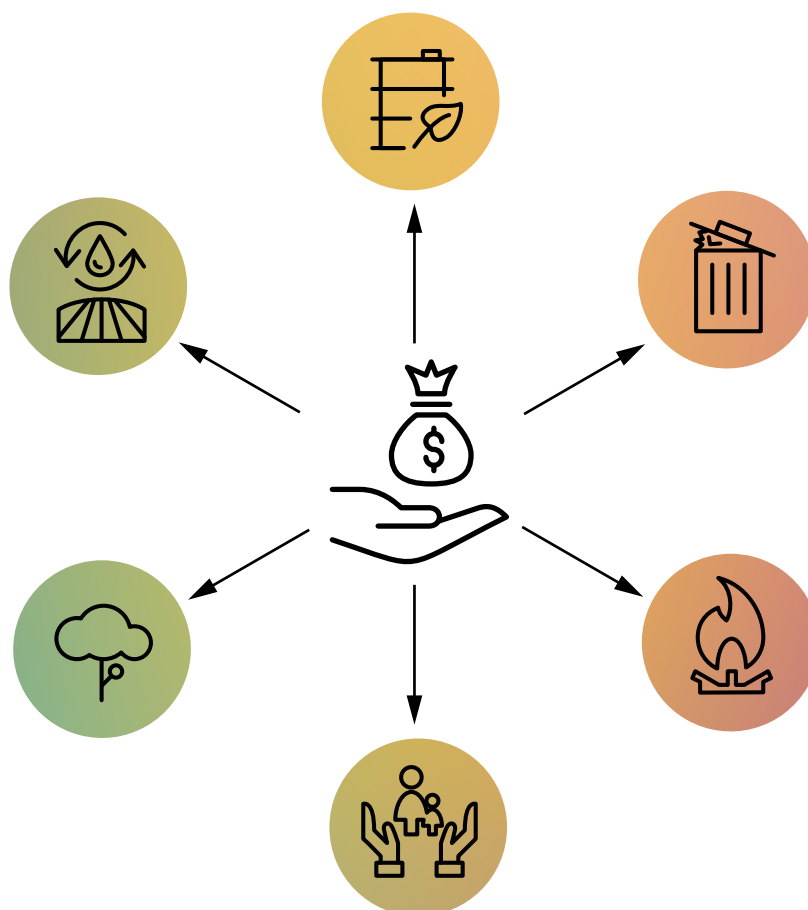
**Organizations/companies that have assented to UNDP's Gender Seal Certification Programme as of 31 December 2019**

<b>S/N</b>	<b>Organization/Company</b>	<b>Date of signing</b>
23	Morie Limited	June 2018
24	Hammam Spa	June 2018
25	Energizing Solutions	June 2018
26	Maendeleo Company Limited	June 2018
27	Victory School of Beauty and Hospitality	June 2018
28	Besmart Consultancy Limited	June 2018
29	Mice Uganda	June 2018
30	Focus International Women and Youth Network	June 2018
31	Uganda Hair & Beauty Alliance	June 2018
32	Uganda Breweries Limited	June 2018
33	Crown Beverages	June 2018
34	Uganda Women Entrepreneurs Association	June 2018
35	Uganda Small Scale Industries Association	June 2018
36	Uganda National Farmers Federation	June 2018
37	Desire Beauty Products	June 2018
38	Oribag Innovations Uganda Limited	June 2018
39	Prof Bio Research	June 2018
40	K. Roma Limited	June 2018
41	Stanbic Bank	August 2019
42	Centenary Bank	December 2019
43	Commercial Bank of Africa (CBA) Bank	December 2019

## Advancing Gender Equality Through Nationally Determined Contributions

Domestication of Uganda's Nationally Determined Contributions (NDCs) is crucial to advancing gender equality and sustainable development while meeting climate targets. The UNDP Country Office supported the infusion of gender in the country's NDCs in 2019. The development of a Gender Action Plan followed the completion of gender analysis for agriculture, energy and environment sectors.

Moroto and Mbale District Local Governments along with the Karamoja Private Sector Development Centre and Uganda Manufacturers Association also committed to lowering global Green House Gas emissions. Further, six youth and women-led community-based groups received grants worth \$50,000 to take decisions on green investments and enhance their contributions to climate change mitigation and adaptation.



**\$50,000 grants awarded to six youth and women and youth led groups for green investments**

These six groups included:

- ③ **Uganda Muslim Rural Development Association**; biogas
- ③ **Youth for Community Empowerment**; mobile drip irrigation
- ③ **Jane Kidi Memorial Group**; forestry/tree planning
- ③ **Community Empowerment and Rehabilitation Initiative for Development**; capacity development for women and youth to promote energy efficient cookstoves
- ③ **Yo Waste**; mobile application for waste management
- ③ **Friends of Nature – Uganda**; institutional energy efficient cookstoves and tree planting

UNDP also started developing an online tool to track gender indicators on SDGs and implementation of the Gender Action Plan for Integrated Landscape Management (ILM) in Mount Elgon District. The capacities of 33 community-based groups with 825 people were strengthened on sustainable land and forest management and climate change mitigation. Formative research to inform mainstreaming of GBV into the large-scale wetland restoration programmes was concluded and is already informing ongoing efforts to address gender gaps.

#### CBOs that are Grantees to the ILM project.

S/N	Name	District
1	Buwerwe Women Mixed Farmers Association	Manafwa
2	Bumatoola 1 Women Farmers Association	Manafwa
3	Khanzala Farmers Association	Manafwa
4	Sibembe Women Farmers Group	Manafwa
5	Nasya Yungana Farmers Savings and Credit Group	Manafwa
6	Bushiuyo Village Health Team Diary Farming and Tree planting Gp	Mbale
7	Khaukha Farmers Group	Mbale
8	Nabumali United Farmers Savings and Credit Group	Mbale
9	See Light Ahead	Mbale

This table continues next page »

## CBOs that are Grantees to the ILM project.

S/N	Name	District
10	Wanale Highland Farmers Association	Mbale
11	Bukibologoto Integrated Farmers Association	Bulambuli
12	Dubana Farmers Association	Bulambuli
13	Kikuyu Farmers Association	Bulambuli
14	Namisuni Nature Conservation Association	Bulambuli
15	Zamalenyi Action for Women Development	Bulambuli
16	Kalaha Rural Agricultural Development Group	Manafwa
17	Bumufuni Women Farmers Association	Manafwa
18	Bumufuni II Yetana Group	Manafwa
19	Bugobero Women Ramba Naabi	Manafwa
20	Bunawiire Horticulture Growers Group	Mbale
21	Shitulwa Farmers Group	Mbale
22	Bufukhula Peace Farmers Group	Mbale
23	Bubetsye Carbon Farmers	Mbale
24	Gamatimbei Farmers Association	Bulambuli
25	Nambekye Farmers Association	Bulambuli
26	Kolela Wongane Farmers Association	Bulambuli
27	Nalufudu Farmers Association	Bulambuli
28	Nabuziba Farmers Association	Bulambuli
29	Kisubi Association	Bulambuli
30	Nabuya Farmers Association	Bulambuli
31	Mabono Integrated Farmers Group	Bulambuli
32	Bumu Farmers Association	Bulambuli
33	Namisuni Model Farmers Association	Bulambuli





Dr Jerome Lugumira, the Natural Resources Manager (Soils & Land Use) at the National Environment Management Authority (NEMA) shows farmers in Bulambuli district the dimensions for digging trenches on the lower side of grass strips to slow down surface run-off and reduce soil erosion in the mountainous district in the Elgon region in Eastern Uganda.



ABOVE: The second cohort of United Nations Volunteers (UNVs) was concluding job-placement readiness training at Entebbe near Kampala.

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Henry Mukasa Nsubuga

## The Graduate Volunteer Scheme

With approximately 78 percent of the population below thirty years of age, Uganda has one of the youngest populations in the world which presents the need for job creation to leverage the potential of this youthful segment.

In partnership with the Ministry of Gender, Labour and Social Development and the United Nations Volunteers (UNVs), UNDP created employment avenues for young graduates and built the capacity of national institutions and private sector to mainstream youth employment through a pilot Uganda Graduate Volunteer Scheme (UGVS).

The scheme facilitated 206 youth volunteers (115 females and 91 male) to secure work placements in 33 host institutions comprising the public service, civil society and private sector. Of these, 97 graduated from the scheme after completing a one-year placement, and 25 were retained and offered longer-term contracts.





**RIGHT:** As the first cohort of UNVs (left) graduated, the second cohort of UNVs (right) was concluding job-placement readiness training at Entebbe near Kampala.

**BOTTOM LEFT–RIGHT:** A graduate volunteer, Ms. Daphine Nabirye shares her work experience before receiving her graduate certificate from the former Minister of Gender, Labour and Social Development, Hon. Janat Mukwaya (centre), and the UNDP Resident Representative, Ms. Elsie Attafuah (right)

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Henry Mukasa Nsubuga



## Strengthening the Role of Youth in Peace-building

Harnessing the youth's potential for the Sustaining Peace in Uganda Initiative received funding of \$2,487,750 from the Secretary General's Peacebuilding Fund. The initiative is envisaged to strengthen the engagement of youth in peacebuilding and political processes in Uganda by enabling their meaningful inclusion in platforms for dialogue and mediation.

**BELOW:** The Minister of State for Local Government, Hon. Jennipher Namuyangu, launching the Uganda Host and Refugee Community Empowerment Project (2019-2022) together with the UNDP Resident Representative, Ms. Elsie Attafuah (second right, front row), and the Republic of Korea Ambassador, H.E Byung-Kyoo Ha (right, front row). Also present was the KOICA Country Director, Mr. Taeyoung Kim (standing between the two ladies, with a maroon tie) and local district leaders.

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Henry Mukasa Nsubuga

The initiative also covers the development of youth champions for peace and the engagement of cultural leaders in favour of greater youth inclusion in decision-making processes at national, district and local levels.

## Support for Refugees and Host Families

Uganda is the largest refugee-hosting country in Africa and has one of the most progressive refugee policies that allow refugees to find a home-away-from-home, in Uganda.





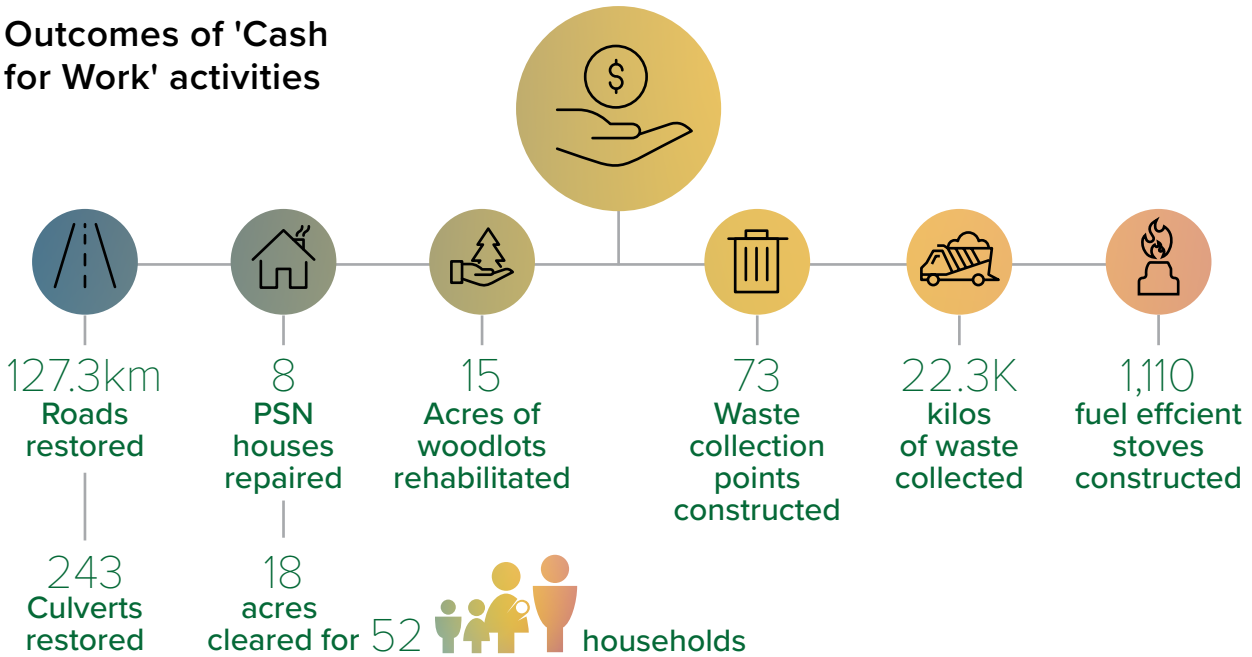
**ABOVE:** The Country Director of KOICA Uganda Office, Tae-young Kim interacts with refugees at Palorinya Refugee Settlement in Obongi district, one of the refugee hosting districts in Northern Uganda

©UNDP Uganda/  
Henry Mukasa Nsubuga

## Emergency Livelihood for Refugees and Host Communities

As part of strengthening the humanitarian– peace development nexus UNDP, in partnership with UNICEF and UNHCR, supported the Government to prepare the Water and Environment Sector Response Plan for Refugees and Host Communities. The plan provides an overarching framework for improving access to water and sanitation and tackling environmental degradation in refugee settlements and host communities. Further, UNDP support generated emergency employment for 1,745 refugees and host communities, which has contributed to improved social cohesion within and between refugee and host communities. UNDP applies the 70:30 principle; which comprises 70 percent refugees and 30 percent members of host communities, and most beneficiaries (sixty-five percent) being female or youth. In close collaboration with UNHCR Uganda, UNDP also designed a ground-breaking, evidence-based beneficiary selection methodology, firmly rooted in both protection and livelihood criteria, to select the most vulnerable refugee households as beneficiaries for the livelihood interventions.

### Outcomes of 'Cash for Work' activities



Through Cash for Work activities, beneficiaries assisted in the construction, rehabilitation and cleaning of community infrastructures such as roads, PSN houses, safe water points, woodlots and waste pits at public places, food distribution points, health centres and reception centres. As a result, there was road restoration of 127.3 kilometres of access roads with 243 culverts. There was a repair of eight PSN houses, rehabilitation of woodlots on 15 acres, construction of 73 waste collection points, 22,300 kilogrammes of waste collected, and the construction of a latrine block with four stances.

Furthermore, there was the construction of 1,110 fuel-efficient stoves, and 18 acres of land cleared to settle new arrivals, which by the end of the year amounted to 52 households. Additionally, the FMNR approach drove the rehabilitation of 16 acres of degraded land. The UNDP emergency livelihood interventions created community assets that will contribute to long-term sustainable economic growth and social development in both refugee and host communities.

These will enable easy access to markets, health facilities and schools, improved sanitation, reduced consumption of wood fuel, protected environment, improved nutrition, easy access to wood fuel and better service provision in communities.

The report identifies the rule of law, access to justice and security needs for refugees and host communities.

UNDP conducted an assessment and perception survey of the rule of law, access to justice, and security needs for refugees and host communities in Arua and Isingiro districts. Evidence from the study informed the inclusion of access to justice in the Comprehensive Refugee Response Framework and roadmap. A prepared programme document will help to respond to access to justice and security needs of the refugees and host communities.



ABOVE: Former Minister of Justice and Constitutional Affairs, Hon. Kahinda Otafiire (Centre), former UNDP Country Director, Ms. Almaz Gebru, and the LASPNET Executive Director Ms. Sylvia Namubiru Mukasa, launching the report.

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Henry Mukasa Nsubuga

## Making Uganda's Development Journey Disaster-Proof

UNDP, in partnership with the Swedish Civil Contingencies Agency (MSB) and funding from Swedish International Development Cooperation Agency (SIDA), supported the implementation of the resilience pillar of the Comprehensive Refugee Response Framework (CRRF) in Uganda.

As a result, Disaster Risk Management (DRM) has been integrated into the Third National Development Plan (NDP III), providing a vehicle to deliver resilience across all sectors. To inform evidence-based resilience programming, UNDP also provided technical assistance for the development of a framework for resilience assessment targeting refugee-hosting districts.



## Legal Aid Services and Mediation

Two hundred community members from refugee settlements and host communities received free legal aid services through UNDP support to the Legal Aid Service Providers Network (LAPSNET). A total of 2,630 cases in northern and eastern Uganda were handled through mediation and reconciliation by the Law Development Centre with support from UNDP.

A focus on gender, as well as refugees and host communities, ensured that the programme follows a human rights-based approach by paying attention to key vulnerable groups such as youth, women and persons with disabilities (PWDs).

Milestone  
D




### Thought Leadership, Learning and Knowledge Products

**UNDP PRIDES** itself as a trusted development partner of choice and thought leader in the fight against poverty and reducing inequality in all its forms in Uganda. It is also the go-to UN agency for information, statistics and data on SDGs. UNDP's efforts are made possible through working more collaboratively with local, regional and international partners to set the agenda. As an integrator of the United Nations Development System (UNDS), UNDP works closely with partners across the UN to deliver impacts at scale and to utilize resources efficiently. The breadth of UNDP expertise and presence in 170 countries makes it unique within the UNDS to provide support in addressing complex sustainable development challenges. In Uganda, UNDP has demonstrated the following:

## Supporting the Development of the UNSDCF Process



The United Nations Sustainable Development Cooperation Framework (UNSDCF) articulates the United Nations' collective response to support the Government of Uganda in addressing national priorities and gaps in their pathway toward meeting the SDGs. Under the leadership of the UN Resident Coordinator, the UNCT in Uganda started developing the Cooperation Framework in August 2019.

### UNDP's support to the UNSDCF process included:

-  Strengthening UN Development System (UNDS) strategic engagement in the development of NDPIII. This ensured that the UNSDCF was developed in full alignment with the NDPIII priorities.
-  Taking leadership in several thematic areas of the Common Country Assessment (CCA). UNDP was the co-lead on CCA and contributed in the areas of UNDP's expertise including economic growth, poverty, vulnerability and inequality, development plan implementation, governance, and natural resource and disaster and risk management.
-  Technically and financially supporting the development process of the CCA.

## Strengthening the SDG Implementation Framework

UNDP supported the Government in undertaking several initiatives under the SDG implementation framework, including mainstreaming SDGs in national development priorities and supporting coordination framework. Specifically, UNDP:

-  Supported a total of 14 out of 72 critical interventions of the National SDG Roadmap to the tune of \$3.3 million.
-  Supported the NPA to integrate SDGs in NDPIII fully.



- iii. In partnership with the UN Economic Commission for Africa, UNDP supported Government to build national capacity to utilize the Integrated SDG model (iSDG) for integrated policy analysis to ensure full mainstreaming of the SDGs in the plan.
- iv. Kick-started a debate and work on integrated financing for the SDGs through supporting the Government to develop the Development Finance Assessment (DFA).

ABOVE: The Uganda delegation led by the UN Resident Coordinator, Ms. Rosa Malango and the Government Chief Whip, Hon. Ruth Nankabirwa at the Ghana Ministry of Foreign Affairs during the benchmarking visit to Accra

©UNDP Uganda/  
Hadijah Nabbaale

Integrating SDGs indicators into national processes through the National Standard Indicator (NSI) framework, earmarking of an SDG Focal Point Minister - Minister for General Duties in the Office of the Prime Minister, and creation of an SDG Secretariat in partnership with the United Nations Country Team (UNCT). UNDP has been instrumental in the implementation of the framework, having supported Government to undertake various initiatives including integrating SDGs indicators into national processes through the National Standard Indicator (NSI) Framework, earmarking of an SDG Focal Point Minister-Minister for General Duties in the Office of the Prime Minister, and creation of an SDG Secretariat in partnership with the United Nations Country Team (UNCT).



## Strengthening Partnership for Effective Development Cooperation

The Ministry of Finance, Planning and Economic Development (MoFPED), with financial and technical support from UNDP and the GPEDC Secretariat, designed the country 'Development Partnership Review Report' for Uganda. The report is one of the first ten country pilots globally on development co-operation, undertaken within the framework of Global Partnership for Effective Development Cooperation (GPEDC). The report demonstrates the impact of effective development co-operation in Uganda, laying a basis for rekindling a shared vision among development actors in the country's journey to transition to middle-income status and realization of the 2030 agenda. It does so by focussing on the global partnership principles of effectiveness, accountability, ownership and inclusiveness.

## Promoting Learning Through South-South Cooperation

South-South cooperation (SSC) is at the heart of UNDP's support to help Uganda achieve development goals. UNDP is an effective interlocutor, leveraging on the agency's network of offices, policy centres and expertise to foster South-South and Triangular Cooperation (TrC). Under SSC, UNDP helps countries like Uganda learn from shared experiences with other nations with whom they share contexts and, in the process, facilitate knowledge sharing and learning.

UNDP supported a team of Government, civil society, and academics led by the Government Chief Whip, Hon. Ruth Nankabirwa, to benchmark Ghana on electoral reforms, civic education, peacebuilding and coordination of SDGs. The lessons from the exchange are already influencing the National SDG Secretariat and plans to strengthen SDG coordination and engagement of the private sector for SDG financing, informing the ongoing discussions on national electoral reform, are and enabling the EC to strengthen its institutional capacity to manage the 2021 elections.

The lessons learned also informed UNDP electoral assistance and programming and ongoing efforts to support Uganda's electoral cycle ahead of the 2021 elections, national peace-building efforts and consultations on the National Initiative for Civic Education (NICE-UG).

- Through the Global Inclusive and Sustainable New Communities (ISNC) Initiative 2015-2018, UNDP worked with the Ministry of Local Government to successfully pilot proactive community approaches for local and territorial development in Bunyangabu, Maracha and Luuka Districts. The lessons shaped the re-orientation of Local Governance toward a local economic development agenda. The model is currently shaping the implementation of the National LED Policy and the national discourse on the role of rural development for inclusive growth and sustainable development.

**BELOW:** The President of Uganda H.E. Yoweri Museveni, launching the National Initiative for Civic Education (NICE) in the presence of the UN Resident Coordinator, Ms. Rosa Malango, the UNDP Resident Representative, Ms. Elsie G. Attafuah, and the NICE Chairperson, Mr. Joseph Biribonwa.

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UNDP Country Office participated in the Global UNDP Accelerator Lab Boot Camps in Senegal, Rwanda and Ecuador. This positioned the team to operationalize the UNDP Accelerator Lab Uganda to roll out a portfolio of experiments on the deforestation challenge.





**ABOVE:** The Uganda delegation touring the project of Mr. Nixon Ngumo, who harvests rainwater for commercial fish farming and irrigation.

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Andrew Ssesanga



UNDP held a successful cross-country learning mission on the Resilient Food Systems Initiative to Kenya from 19 May to 25 May 2019. Lessons learned are already informing improvements in our Sustainable Land Management (SLM) and Climate-Smart Agriculture (CSA) technologies and practices such as innovative water harvesting and micro-irrigation schemes in the Mount Elgon Region.



UNDP's participation in the Africa Mining Forum has already informed integration of various transformative efforts targeting artisanal and small-scale miners such as training of young entrepreneurs in the minerals sector.



In the area of streamlining labour externalization and curbing trafficking in persons, UNDP supported an Inter-ministerial fact-finding mission composed of the Ministry of Foreign Affairs, Ministry of Internal Affairs and Ministry of Gender Labour and Social Development to the Middle East on matters of labour externalization and combating human trafficking. A detailed report with recommendations has informed ongoing efforts to streamline labour externalization and curb trafficking in the region. It has also strengthened the applicability of the law and improved the general prosecution, preventative, interception and victim support functions.



UNDP supported the Kampala Capital City Authority and Ministry of Lands and Housing to participate in the Harare Innovation Days on Urbanization.

## Driving SDGs Implementation Through Evidence Generation

The UNDP Country Office also generated evidence to inform planning and resource mobilization and driving the implementation of SDGs in the country. The NDPIII focus on industrialization is partly a result of UNDP's sustained advocacy and knowledge generation on reactivating Uganda's industrialization since 2017.

UNDP, in collaboration with development partners, supported the preparation of other knowledge products and diagnostic studies which contributed to the mainstreaming of SDGs in development frameworks such as the NDP III. These included:

SDG Policy and Institutional Gaps, which was conducted in partnership with the National Planning Authority (NPA) and made recommendations to improve Uganda's readiness to implement SDGs Agenda 2030.

A Data Gap Analysis for SDG16, which was finalized in partnership with the Uganda Bureau of Statistics (UBOS) and the International Security and Development Centre (ISDC). The SDG16 data audit entailed a review of data sources, data producers, data processes, and data gaps for Uganda.

Through the UNDP's partnership with NPA and UNECA, technical work commenced for the Integrated SDG (iSDG) modelling work aimed at identifying fast-movers for SDG prioritization purposes.

An Issues Paper was developed on 'Integrating Disaster Risk Management Concerns into National and Sector Development Plans for Resilient and Sustainable Development'. This was conducted through UNDP's partnership with the Swedish Civil Contingencies Agency (MSB) that provided technical support to the Government of Uganda to strengthen resilience programming at the national and subnational level. The collaboration also supported the implementation of the resilience pillar of the Comprehensive Refugee Response Framework (CRRF) in Uganda.

The preparation of the '2019 Poverty Status Report' and review of development partnership architecture and revision of sector planning guidelines

An Issues Paper on 'Integrating Disaster Risk Management Concerns into National and Sector Development Plans for Resilient and Sustainable Development.'

Several advocacy engagements are undertaken with the Parliamentary Forum on SDGs and Makerere University.



A review of the efficacy of the development partnership architecture to deliver on national development priorities, shaping conversation on reformation of the national strategy for partnership and development co-operation.

A report on 'Rule of Law, Access to Justice and Security Needs in Refugee Settlements, and Host Communities in Arua and Isingiro Districts' was launched and disseminated.

Two research papers in the area of democracy and separation of powers were published in Mawazo University journal and were circulated in all universities and institutions, informing political dialogue and empowering new leaders.

The first multi-dimensional poverty index for Uganda to facilitate reporting on SDG1.

The first Development Finance Assessment for Uganda, shaping the financing strategy of NDPIII.

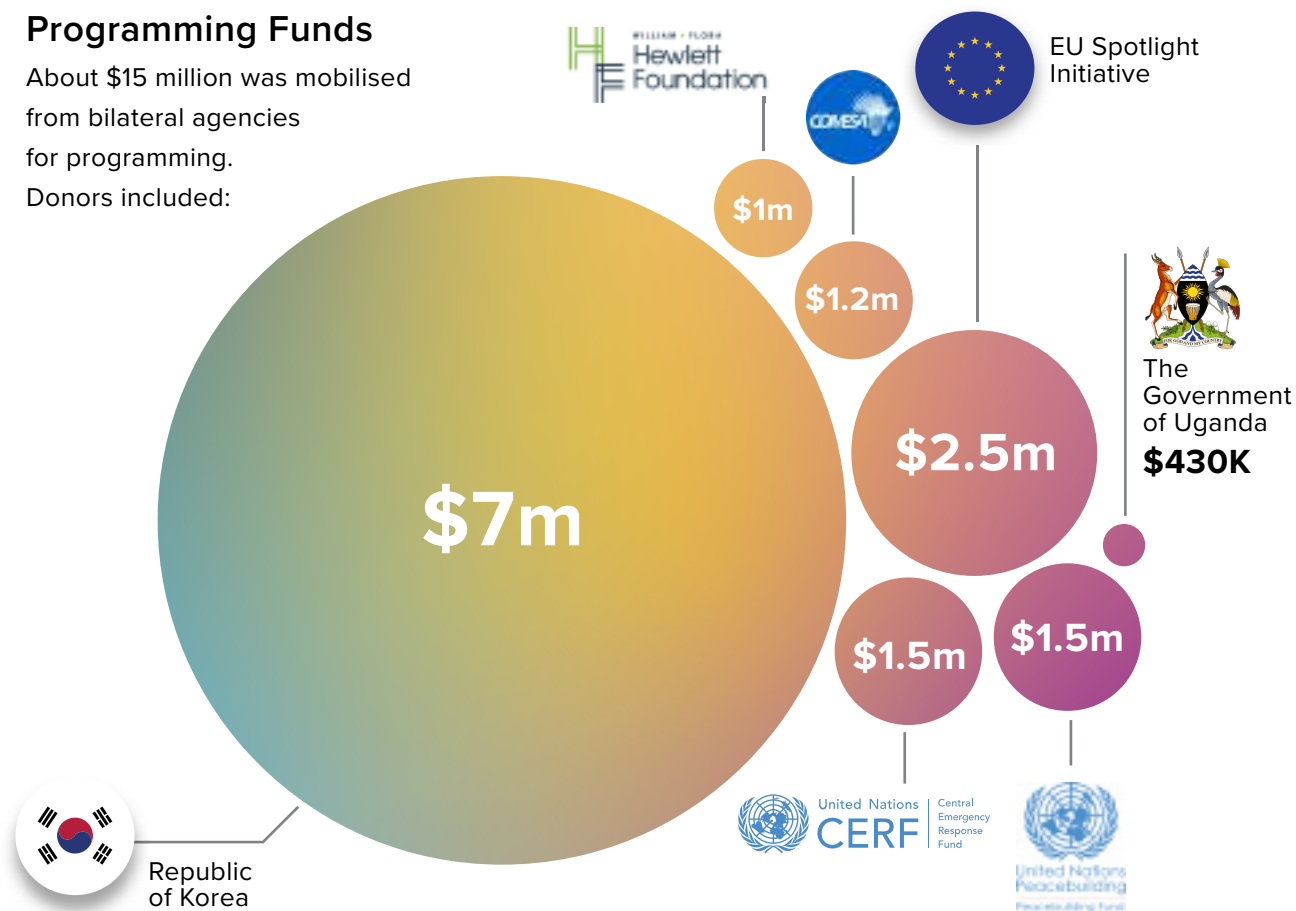
A man wearing a white UNDP cap and a white polo shirt with the UNDP logo and the slogan "empowered.ii" is holding a wooden staff. He is standing in a field with green foliage in the background. The image has a blue and green color overlay.

# Partnerships and Resource Mobilization

## Chapter 3

## Programming Funds

About \$15 million was mobilised from bilateral agencies for programming. Donors included:



## Financial Resources

UNDP received a total amount of \$8,507,667 for its refugee response. From the Government of Republic of Korea, \$7,000,000 was granted to be used over four years (2019-2022) and \$1,507,667 from the UN Central Emergency Response Fund. UNDP received \$950,000 to mobilize the Uganda-Kenya cross-border initiative. UNDP facilitated a platform for UN Agencies and two governments to address inequality for border communities of Karamoja and Turkana communities of Uganda and Kenya respectively. This project is aimed at promoting human security by bridging the humanitarian, development and peace nexus for the realization of SDGs. This resulted in the development of a draft project document, which will form a basis for further resource mobilization to implement the commitments of the MoU.

Additional funds were secured from the Regional Service Centre for the Prevention of Violent Extremism work as part of its Regional PCVE programme. Several pipelines are underway, including two project documents being prepared to scale up the cross border, PVE work and the Lake Victoria Basin Initiative.



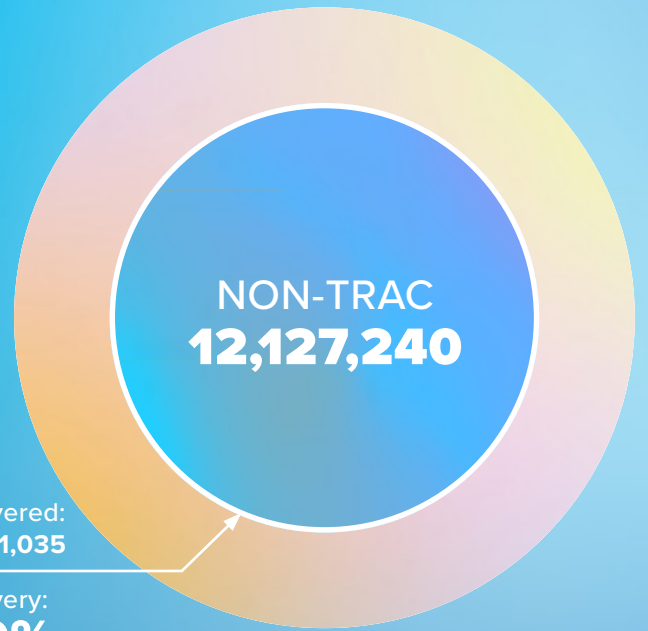
## Financials (USD)

Delivery  
FY 2019



Delivered:  
8,115,688

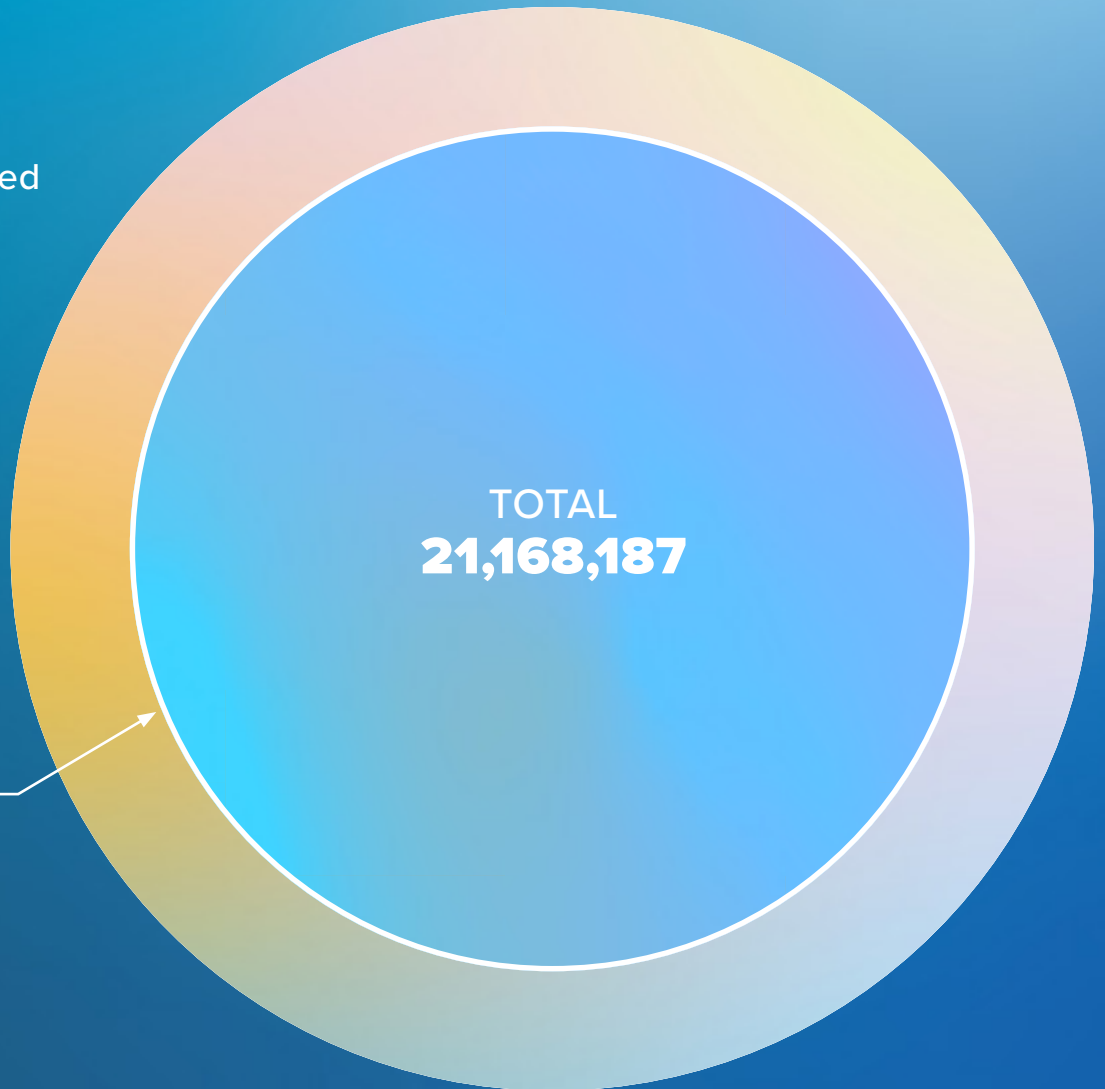
Delivery:  
**90%**



Delivered:  
8,391,035

Delivery:  
**69%**

-  Budget
-  Delivered

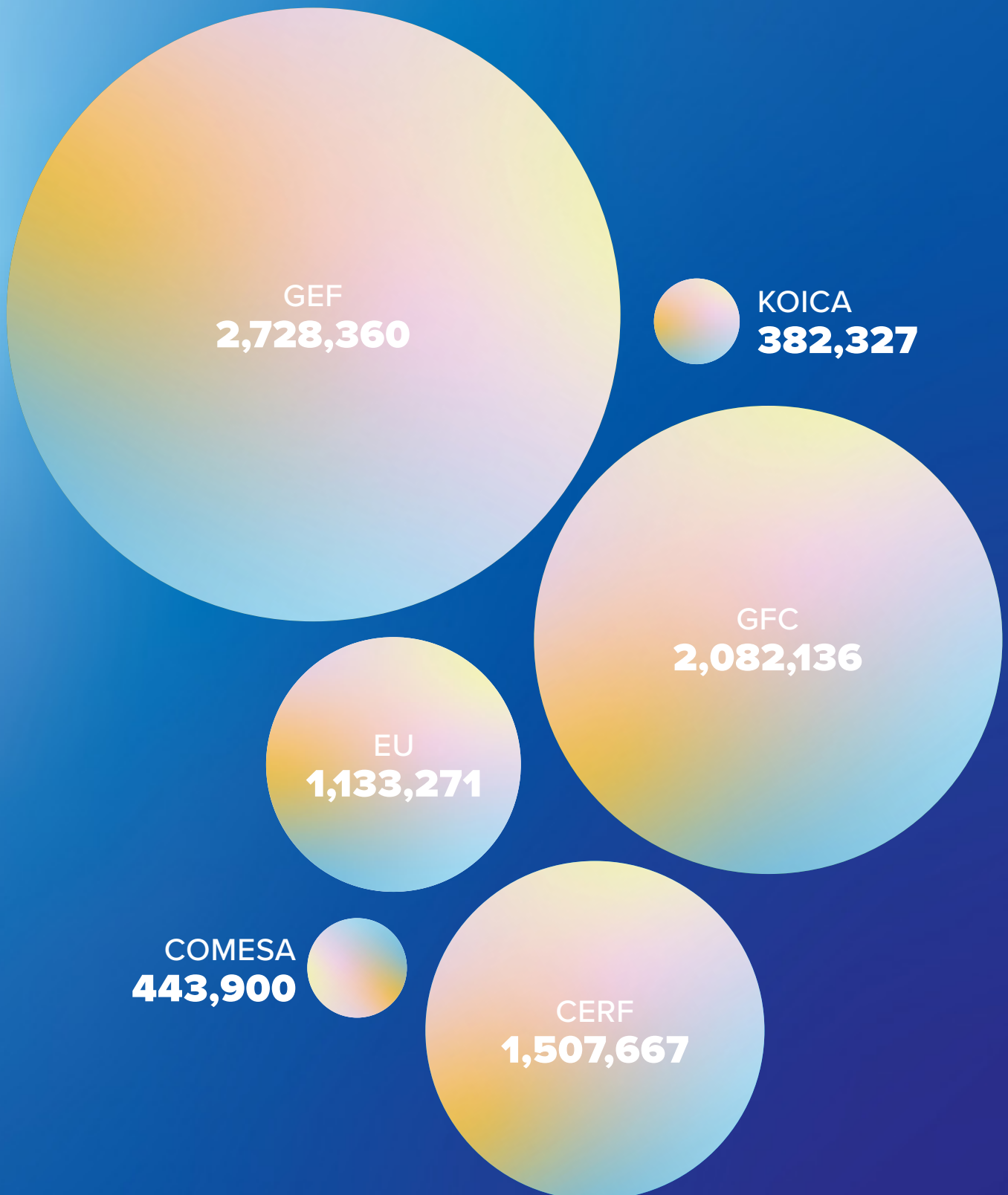


Delivered:  
16,506,723

Delivery:  
**78%**



## Amounts provided by key donors in FY 2019





Lessons Learned

Chapter  
4

**This chapter presents some of the key lessons learned from evaluations, programme reviews and monitoring reports and overall implementation of UNDP programmes in Uganda.**


- 1** **Value of Partnerships:** Partnership with the private sector and civil society has continued to be a factor that complements Government processes and fast tracks resource delivery. Projects that have CSOs and private sector in their implementation modalities tend to have accelerated delivery. This partnership is also key to the development of sustainable market-based solutions that expand opportunities for the poor, women and youth. The UNDP Country Office has ensured that new projects fully incorporate both the private sector and civil society as programme partners in implementation.
- 2** **Goal Setting:** Creating or setting realistic goals is the key to achieving set targets. Thus, having annual work planning informed by credible evidence on real gaps is critical to accelerating programme delivery. The Country Office will continue to ensure evidence-based decision making and planning.
- 3** **Processes:** Lengthy processes of fund disbursement still affect the timely implementation of activities. With the feedback from project reviews and monitoring processes, the direct payment modality to partners/grantees was used, which saved on time for fund disbursement and improved the implementation process.
- 4** **Integration:** An integrated approach to the sustainable utilisation of natural resources to enhance livelihood and employment opportunities as well as gender equality and empowerment of women is still critical in addressing the key development challenges of Uganda. The Country Office will continue to adopt this mechanism in its programming.
- 5** **Generating evidence:** Credible and innovative research building on existing indigenous knowledge in form of South-south and Triangular cooperation is key to generating evidence to inform planning, decision making, peer-to-peer learning, conducting outreach and communicating results in a compelling way. Collaboration and networking with national statistical institutions, citizen's engagement and innovative inclusive research in partnership with the private sector, academia, CSOs proven to be of very paramount importance.

CSOs are adopted to create an environment that enables consolidation of gains from the peace dividends.

- 6** **Strengthening Institutions:** Strengthening institutions, groups including youth and women, and communities, to respond to today's peace and security challenges is critical for enhancing public confidence in institutions and the promotion of indigenous approaches to the peaceful resolution of conflict. These have been informed by cultural values that emphasize the dignity of everyone critical for social cohesion and ultimately peaceful societies. Special recognition of the uniqueness of border areas and using a holistic integration of intervention such as peacebuilding, Small Arms and Light Weapons management, support to immigration control, violent extremism, and trafficking in persons are all necessary for stabilisation of border areas.
- 7** **Portfolio Approach Challenge:** Whereas a portfolio approach offers encouraging prospects for synergy across Government sectors, operationally it is challenging for implementation purposes. Due to implementation challenges faced by some of the key implementing partners, the Country Office applied a mix of National Implementation Modality and Direct Implementation Modality for programmes. In a portfolio approach to programming, it is important to clearly define roles, functions, partnership arrangements, and responsibilities for projects implemented with the participation of multiple stake-holders in order to enhance the effectiveness of project interventions.
- 8** **Capacity Building:** Capacity building for implementing partners and responsible parties through orientation on UNDP policies and procedures and Harmonized Approaches to Cash Transfer (HACT) has proved to be essential for delivery as there has been fast-tracking of resource delivery by these partners after the training.
- 9** **Procurement Processes:** Procurement processes were a challenge for Government agencies. Therefore, early consensus on the use of the UN system for major procurements is instrumental in significantly reducing time wastage and delays related to procurements.

A photograph of two young women standing outdoors. The woman on the left is in profile, looking towards the right. She has dark hair styled in braids. The woman on the right is looking forward, her hand raised near a large, abstract sculpture. She has a large brown bow in her hair. The background shows trees and a building under a clear sky. The text 'Success Stories' is overlaid in a white oval on the right side of the image.

Success Stories

A photograph of two young women standing outdoors. The woman on the left is in profile, looking towards the right. She has dark hair styled in braids. The woman on the right is looking forward, her hand raised near a large, abstract sculpture. She has a large brown bow in her hair. The background shows trees and a building under a clear sky. The text 'Chapter 5' is overlaid in a white circle on the right side of the image.

Chapter  
5

## Kenya-Uganda border pact to foster peace, spur sustainable development

From one standpoint of view, nomadic life, drought, food scarcity, harsh climatic conditions and cattle rustling describes the Karamoja cluster.

Yet from a different perspective, an interesting image emerges: A region with a variety of mineral deposits, numerous tourist sites, a beautiful landscape, rich heritage and vast land with a high potential for commercial agriculture powered by irrigation.

**BELOW:** Hon. Eugene Wamalwa (Left) and Hon. Eng. John Byabagambi (Right) during the signing of the MoU for the Kenya-Uganda Cross-Border Integrated Programme for Sustainable Peace and Socio-economic Transformation of the Karamoja Cluster in Moroto in Uganda.  
©UNDP Uganda/  
Michael Mubangizi

This sums up the Karamoja cluster inhabited by pastoral communities of the Karamojong of Uganda, the Turkana and Pokot of Kenya, the Toposa from South-Sudan and the Daasanach and the Nyang'atom from South West Ethiopia. The inhabitants share the same socio-cultural and dialectical roots with pastoralism as the dominant socio-economic activity that sustains livelihoods.



Statistics show that the Karamoja Cluster has low human development indicators; high illiteracy, poor health and high poverty levels. The traditional nomadic nature of its inhabitants has made adaptation difficult. However, their shared identity presents a great opportunity to build bridges of unity, cross-border trade, shared infrastructure and use of indigenous approaches to development.

The above scenario forms the basis for United Nations-wide; Kenya-Uganda Cross-Border Integrated Programme for Sustainable Peace and Socio-economic Transformation for the Karamoja Cluster. The United Nations system in Uganda and Kenya is supporting the Governments of the two neighbouring nations, to address chronic vulnerabilities and development challenges of the area, in a coordinated and comprehensive way, to deliver transformative results.

The overall objective of the programme is to promote human security by bridging the humanitarian, development and peace nexus for the realization of Sustainable Development Goals (SDGs). It will therefore bring to life SDG targets related to the elimination of poverty (1), the eradication of hunger (2), gender equality (5) and the promotion of peace, justice and strong institutions (16).





TOP LEFT: Dress like us: H.E President Uhuru Kenyatta (L) and H.E Yoweri Museveni (R) being dressed in Karamajong regalia.

CENTRE LEFT: UNCT Country teams from Uganda and Kenya in Karamoja

BOTTOM LEFT: Peace committee members during the launch





**ABOVE:** UN Country teams of Uganda and Kenya pose for a photo with H.E. President Kaguta Museveni (Uganda) and H.E. President Uhuru Kenyatta (Kenya) after the launch of the cross-border programme

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Michael Mubangizi

President Yoweri Kaguta Museveni of Uganda and H.E Uhuru Kenyatta of Kenya witnessed the signing of the Memorandum of Understanding and launch of the Programme in Moroto district on September 12, 2019. Hon. Eng. John Byabagambi, the Minister for Karamoja Affairs signed on behalf of Uganda while Hon. Eugene Wamalwa, the Minister for Devolution and the Arid and Semi-Arid Lands (ASALs) signed on behalf of Kenya.

President Uhuru welcomed the partnership of the two countries saying that the MOU would facilitate solutions for issues affecting the border residents. On his part, President Museveni said his government has in the past dug boreholes

to provide drinking water to the residents as well as communal valley dams, the watering points for the animals, to reduce nomadism.

According to the UN Country Team of both Uganda and Kenya, the programme offers renewed optimism for tangible transformational development of the area. “We commit to support efforts to scale up public and private investments for the SDGs and by doing so create conditions for long-term investments that can generate prosperity,” the UN Resident Coordinator in Uganda, Ms. Rosa Malango, and her Kenyan counterpart, Mr. Siddharth Chatterjee, said in a joint statement at the launch.

UN agencies’ Country Representatives resident in Uganda and Kenya attended the ceremony, which was also graced by several government ministers, political leaders, development partners and residents from the two countries.

## Potential of Karamoja area

Despite challenges facing the Karamoja region, vast opportunities for development exist. The region has a large herd of livestock, arable land, tourism attractions including Kidepo National Park that has been described as “possibly the most beautiful place in the world.” The Karamoja cluster is also endowed with minerals such as; gold, limestone, uranium, marble, graphite, gypsum and iron ore. The vast flat land and bright sun rays piercing from the sky make renewable energy such as solar and wind energy viable. The people in the region also have rich heritage!

However, these resources have largely remained not efficiently and effectively tapped due to conflict among the pastoral communities in the region; over the shared natural resources like water and pasture and the vice of cattle rustling.

Unlocking the potential of the area lies in a coordinated and inclusive approach and the cross-border joint initiative gives development partners the opportunity to work closely with the indigenous communities on transformation anchored on local values fused with global best practices, leaving no one behind.

## UNDP commended:

Hon. John Byabagambi, the Minister for Karamoja Affairs, commended United Nations Country Teams of both countries, IGAD and other Development Partners for partnering with the two Governments.

“Related to the initial support on the Cross-border Programme for Sustainable Peace and Development, I would like in a very special way to thank UNDP Kenya and Uganda for securing a total of USD 950,000 for funding the Joint Work Plan Priorities of the two countries under the MoU for 2019,” Hon. Byabagambi said.

Uganda procured 308 communication gadgets that were distributed to Peace Committees during the launch and was in process of procuring two ambulances for Amudat and Kaabong districts, plus two vehicles and dozens of motorcycles to coordinate security operations across the border and another for national programme coordination, and solar power for selected health units.

## Call for more funding

With the \$950,000 used up for the preparatory work and the initial implementation, Minister Byabagambi appealed to the two governments and development partners to support the actualization of the provisions of the MOU.

Both the UNDP Uganda Resident Representative Ms. Elsie Attafuaah and the UNDP Kenya Resident Representative Mr. Walid Badawi lauded the initiative and pledged continued UNDP support.

“What we are doing today is the signature of a historic moment, we’ve already dedicated catalytic resources for both countries in a coordinated way meaning that we are going to be looking at the resources going to both countries in a manner that also leverages and creates efficiency gains so as to benefit the communities in a maximal manner,” said Walid adding that this programme builds on similar work already supported by UNDP in Kenya and Ethiopia.



**ABOVE:** Karamoja arable land that supports both pastoralism and agriculture.

**CENTRE:** Youth who are members of LOTRADCO, a miners' association in Karamoja, load gravel on a lorry. LOTRADCO has partnered with the ACP-EU Development Minerals Programme to train youth acquire skills that will boost the value chain for raw materials like sand, aggregates and stone-dust.

©UNDP Uganda/Kaskaa

**CENTRE RIGHT:** Pastoralism is another one of the economic potentials of Karamoja.

©UNDP Uganda.



On her part, Ms. Attafuah also pledged UNDP's support especially in the context of the historic reform and repositioning of the United Nations Development system in which UNDP was mandated to play the role of an integrator and support platform to the UN development system,

“What we did was to provide the catalytic resources of about a million dollars to help with the consultations, the framing, thinking and conceptualization of the programme and to bring the stakeholders, private sectors and UN agencies together. That's one of the things that UNDP did.”

Ms. Attafuah called for the integration and mainstreaming of developmental issues of cross-border nature into national policies, national programs, national plans and budgets including into the third National development plan.



## Background

The Kenya-Uganda Cross-Border Programme will promote regional cooperation for stability and development; prevent violent extremist and crime, and promote access to justice and human rights. It will also promote inclusive and equitable growth, increasing access to basic services and securing livelihoods especially for children, women and youth. The programme will also work for environmental sustainability, climate change and resilience.

The programme is linked to various global and continental frameworks, including: Sustainable Development Goals (SDGs), the African Union Agenda 2063; and the Continental Africa Free Trade Agreement (CAFTA), which paves the way for free movement of goods and people.

For Uganda, this programme is linked to the Uganda National Vision 2040, which aims at transforming the country from a predominantly peasant to a middle-income country; the second National Development Plan (NDP II), whose overall goal is to strengthen Uganda's competitiveness for sustainable wealth creation and the Karamoja Integrated Development Plan II.

For Kenya, the programme is linked to Kenya's Vision 2030, which identifies security as a foundation for national transformation; the Big Four Agenda which identifies food security as a key to development; the Medium-Term Plan III as well as the County Integrated Development Plans (CIDPs 2018-2022) for Turkana and West Pokot Counties.

The cross-border programme is also aligned with the UN Secretary-General's prevention agenda through which the UN and partners address growing challenges of climate change, environmental degradation, urbanization and population growth.

**“** *The United Nations believes that the potential of Karamoja, Turkana and West Pokot hinges on peace, stability and the ability to manage the impact of climate change, cattle rustling and the prevalence of weapons, which are accentuating the vulnerability of the people,*”

- Ms. Malango commented.

The joint cross-border initiative allows development partners to work closely with these indigenous communities on transformation anchored on local values and fused with global best practices, leaving no one behind.

SUCCESS STORY FOCUS

## UNDP's SDGs Integration: Moving From Theory to Practice



ABOVE AND LEFT: Panel discussions during the second and fourth breakfast policy series under the theme *Enhancing Value Addition for Inclusive Growth in Uganda* and *“Mainstreaming Cross-cutting issues for enhancing delivery of NDPIII”* respectively.

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Henry Mukasa Nsubuga

The United Nations (UN) in 2018 undertook a major reform to reposition the UN Development System (UNDS) to deliver on the 2030 Agenda for Sustainable Development. This reform required UNDP to play two critical roles: serve as an integrator and provide operational support to the UN system at the country level. UNDP defines SDGs integration as a way of working that promotes continuous learning among stakeholders, to help countries discover solutions to complex development challenges.

The breadth of its expertise and presence in 170 countries makes UNDP unique within the UN system to provide the needed support. **First**, through SDG integration, UNDP is implementing innovative development programmes and is working closely with national partners and UN Country Teams (UNCT) to formulate strategies aligned to the SDGs. **Second**, UNDP is providing operational support for the UN Resident Coordinator Office (RCO) and other UN partners. The development reform also separates the UN coordination function from the UNDP Resident Representative role.



ABOVE: Resident Representative of UNDP Uganda, Ms. Elsie Attafuah, (left), with Chairperson of the National Planning Authority, Prof. Pamela Mbabazi, (right) during the preparation of the Breakfast Policy Series.

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Henry Mukasa Nsubuga

## The Uganda Story

In Uganda, UNDP is working closely with the Resident Coordinator and the UN Country Team in demonstrating this role visibly and tangibly. Under the leadership of the Resident Representative, Ms. Elsie Attafuah, it has supported the preparation of the third National Development Plan (NDP III), which is a strategic opportunity for mainstreaming, prioritizing, targeting and integrating SDGs in the development processes of the country.

UNDP, in conjunction with the UNCT, engaged the National Planning Authority (NPA) and led the UN's engagement on the NDP III process to effectively reposition the UN system. In line with this, NPA organized a Breakfast Policy Series to inform the strategic direction of the National Development Plan between 18 July and 8 August 2019. Attended by distinguished participants from the Government, UN agencies, academics, civil society and the private sector, these forums provoked in-depth dialogue on policy and sectoral issues on the national development blueprint and have been welcomed by stakeholders, creating a buzz in the development sectors and opening up opportunities for in-depth and unscripted debates, constructive criticism and cross-fertilization of ideas.

“NPA continues to count on your partnership to deliver on its mandate of producing comprehensive and integrated development plans for Uganda,”

- said the Chairperson of the NPA, Prof. Pamela Mbabazi, during the Breakfast Policy Series.

## Success Factors

Initiating the five-part national dialogue policy series involved discussions and partnership brokering with the UN agencies in Uganda, the National Planning Authority, line ministries, academics, CSOs, members of Parliament and the private sector. Five strategic thematic areas identified to anchor the series were human capital development, enhancing value addition and inclusive growth, good governance, mainstreaming cross-cutting issues (including youth, gender and climate change), and financing and development cooperation.

The breakfast meetings featured top experts including over a dozen heads of UN agencies in Uganda. The UNFPA Country Representative of Uganda, Mr. Alain Sibenaler, and a FAO Representative, Dr. Antonio Querido, were among the expert panellists. The organizers decisively sourced out partners, drawn not only from UN agencies but also other development partners such as the World Bank, to help shape and support the strategic direction of the next National Development Plan.

Part of the Uganda strategy was ensuring maximum visibility across communications platforms such as television, radio, newspapers and on social media before, during and after the Breakfast Series. The dialogues were live-streamed, with live updates posted on Twitter, Facebook and YouTube, to showcase UNDP's digital approach to facilitate open discussions with all stakeholders.

Another success factor was the articulation of issues that resonate with the aspirations of most Ugandans. The Uganda story is one of the many examples of how UNDP is supporting the UN system at the country level to collectively support national counterparts.

## SUCCESS STORY FOCUS

From Rake to  
a Sewing Machine

LEFT: Ms. Josephine Kyaligonza's work productivity increased after buying a sewing machine thanks to 'Cash for Work' activities.

ABOVE: Beneficiaries of 'Cash for Work' activities doing road rehabilitation in Kyangwali, Kikuube District.

©UNDP Uganda/ Rosemary Imagoro

**Ms. Josephine Kyaligonza**, a single mother of four children, lives in Kyangwali sub-county, in Western Uganda. This refugee settlement hosts more than 112,000 refugees following an influx of Congolese migrants since 2017. People in the region, refugees and host communities alike, face several challenges ranging from access to health care, protection, education and livelihoods. Living on small subsistence farming, Josephine was struggling to pay school fees. She enrolled her children in an overcrowded public school three kilometres away. Yields from her farm were poor, and Josephine could barely earn UGX50,000

(approximately \$13) per month. Her dream was to buy a sewing machine to boost her family income. However, with no purchasing power, it did not seem like an achievable goal.

As part of the response to Josephine's plight, the United Nations Development Programme (UNDP) Uganda has been implementing a livelihood project in partnership with Living Earth Uganda, World Vision, Volunteer Efforts for Development Concern (VEDCO) and Save the Children, funded by the UN Central Emergency Response Fund (CERF). The project provides emergency employment opportunities to over 1,700 vulnerable refugees and host communities in eight districts to support their basic life needs. There are 330 beneficiaries, including Josephine in Kikuube District.



SUCCESS STORY FOCUS

## Youths Graduate from UNDP – Government of Uganda Employment Scheme

A total of 80 youth (36 male and 44 female) graduated from the Uganda Graduate Volunteer Scheme (UGVS) in 2019 following completion of their one-year work placement in various state and non-state institutions including public and private institutions, CSOs and United Nations agencies.

A total of 97 youth (48 male and 49 female) were recruited in 2018 and placed in various host institutions as the first cohort of UGVS. Out of the 97 pioneer young graduates, 80 completed their work placement and graduated on 28 November 2019. Out of the 80 that graduated, 12 were retained and offered jobs by their host institutions.

UGVS is an initiative of UNDP and the United Nations Volunteers (UNV) Programme in partnership with the Ministry of Gender, Labour and Social Development. The initiative seeks to enhance young graduates' employability and bridge their transition to work while strengthening the capacity of national institutions, public and private organizations to mainstream employment for youth.

### Don't despise jobs

Speaking during the graduation ceremony of the first cohort of the UGVS held at Skyz Hotel in Naguru, the Minister for Gender, Labour and Social Development, Hon. Janat Mukwaya, challenged the youth to be more innovative,

**RIGHT:** Former Minister of Gender, Labour and Social Development, Hon. Janat Mukwaya, hands over a certificate to graduate Ms. Clare Aduett, who was placed at Self Help Africa during the graduation ceremony of the first cohort of the UGVS.

©UNDP Uganda/  
Violet Namata





## SUCCESS STORY FOCUS CONTINUED

trustworthy and flexible. She advised them not to ignore jobs in rural areas. She also called for more exposure opportunities for young people as a springboard for self-discovery and connections.

The UNDP Resident Representative for Uganda, Ms. Elsie Attafuah, urged the youth to be dynamic and acquire as many skills as possible to be competitive and relevant in the job market. She observed,

*“The job skills that were needed ten years ago are quite different from the ones needed now, and they will be drastically different from the skills-set needed in the coming years. While having a degree, diploma, or certificate is important, what is more important is the skills and the right mindset. The degree syndrome should not blind parents and students from acquiring business, technical and vocational skills that enhance one’s employability and preparedness for the job market in the digital-led fourth industrial revolution.”*



ABOVE: UNDP Resident Representative, Ms. Elsie Attafuah, hands over a certificate to Ms. Hannah Namatovu, a graduate placed at World Vision Uganda as the Acting Commissioner for Employment Services at the Ministry of Gender, Labour and Social Development, Mr. Milton Turyasiima, witnesses.



RIGHT: The Uganda Graduate Volunteer Scheme has brought smiles to the faces of many Ugandan youth.

ABOVE: Some of the graduate volunteers at work. The scheme has enabled youth to acquire work experiences and jobs

©UNDP Uganda/  
Henry Mukasa Nsubuga



Speaking on behalf of host institutions, the People and Culture Director of World Vision Uganda, Ms. Deborah Maitum, challenged organizations to review their policies to institutionalize volunteerism and placements for young graduates.

On their part, the young graduates commended UGVS for the many opportunities it presented them. The scheme, the first of its kind in Uganda, has since provided access to workspaces, employability and enterprise development skills to 206 youth while leveraging volunteerism as an essential mechanism for skills development.

The scheme is part of measures addressing the unemployment challenge, especially among youth, which presently stands at 13.3 percent. Uganda has one of the fastest growing and youngest populations in the world, with approximately 78 percent of the population below 30 years of age. According to the Uganda National Household Survey 2016/2017, youth unemployment rose from 12.7 percent in 2012/2013 to 13.3 percent in 2016/2017 with female youth unemployment higher at 14.7 percent than that of male youth at 11.4 percent.

A woman wearing a white headwrap and a colorful, patterned traditional Ugandan dress is shown in profile, casting a ballot into a white box. The box has the text 'THE REPUBLIC OF UGANDA' and 'THE ELECTORAL COMMISSION' printed on it. The background is a blurred wooden structure. The image is overlaid with a purple-to-blue gradient and contains text in white circles.

# Future Forecast and 2020 Priorities

## Chapter 6

Going forward, while drawing on our performance thus far and lessons learned, the UNDP Country Office will focus on a few specific and impactful programmes that are based on the principles of partnership, value-addition and subsidiarity. The two main areas will be Inclusive and Effective Governance and Sustainable Inclusive Economic Development (SIED).

UNDP will support the Government in the implementation of NDPIII and placing strong focus on financing for SDGs implementation and local economic development. In addition, UNDP will support the Government to fast track economic recovery, especially the key sectors where UNDP has a comparative advantage, such as in tourism and manufacturing.

In the area of governance, a strong focus will be on the Uganda 2021 electoral cycle through the roll-out of electoral support interventions. Further resources will be put forth to promote civic engagement, capacity development, advocacy for the enactment of crucial bills, policies and access to justice.

There will also be a focus on strengthening local governance as an integrator for the acceleration of targeted SDGs. This will include the enhancement of the E-Systems of governance in public and private sectors to enhance efficiency in service delivery, accountability, use of technology, and to build the resilience of institutions by fast tracking economic recovery.

There will be priority placed on strategic public sector coordination of SDG delivery with a focus on capacity development for national planning, policy development and evaluation. Finally, governance work will focus on cross-border initiatives, prevention of violent extremism, and promotion of the humanitarian-development nexus.

The SIED will focus on the regulatory framework for inclusive business in the growth sectors of the economy, improving SMEs access to finance for value addition, promoting the adoption of sustainable consumption and production practices by the private sector, and enhancing youth productivity across sectors.

In addition, there will be a strong focus on climate action commitment and the Nationally Determined Contributions (NDCs), which prioritizes





nature-based solutions while leveraging the private sector to achieve mitigation and adaptation targets. The focus will be on the scale-up of integrated livelihood and landscape restoration initiatives, broadening the effective use of climate information products and services in early warning for resilience building. UNDP will collaborate with private sector and government to establish a climate-resilient financing facility.

Regarding the SDGs, UNDP will be focusing on supporting the Government to strengthen institutional and coordination frameworks for SDG implementation. Specifically, UNDP will support the SDGs Secretariat in the following ways:

- 1 **Preparation of the '2020 SDG Progress Report';**
- 2 **Preparation of the '2020 Voluntary National Report';**
- 3 **Development of sub-national level data collection; and**
- 4 **Development of an SDG integrated website**

UNDP will also continue to support the SDG Secretariat with high-level technical expertise.

Following on UNDP's work on the Development Finance Assessment (DFA), and within the leadership of the Resident Coordinator, UNDP will continue to support the Ministry of Finance, Planning and Economic Development to develop an Integrated National Financing Framework for SDGs.

On the other hand, the UNDP Country Office Accelerator Lab will continue to test the portfolio of experiments aimed at concluding the learning cycle of the deforestation challenge. The Uganda Accelerator Lab is one of the few that has informed drafting of the Global Accelerator Lab Scaling Strategy and continuous peer-to-peer mentoring on the Accelerator Lab Global Network. Its learning experience will be shared with various stakeholders for scaling and growing. The Lab will then work with the Country Office team to deploy its unique methodologies to develop the Country Programme Document (CPD) 2021-2025, especially in the designing of the projects therein. The Lab will also work with the Inclusive Green Growth (IGG) unit to tackle the issue of youth unemployment in Uganda.

# UNDP Staff Retreat

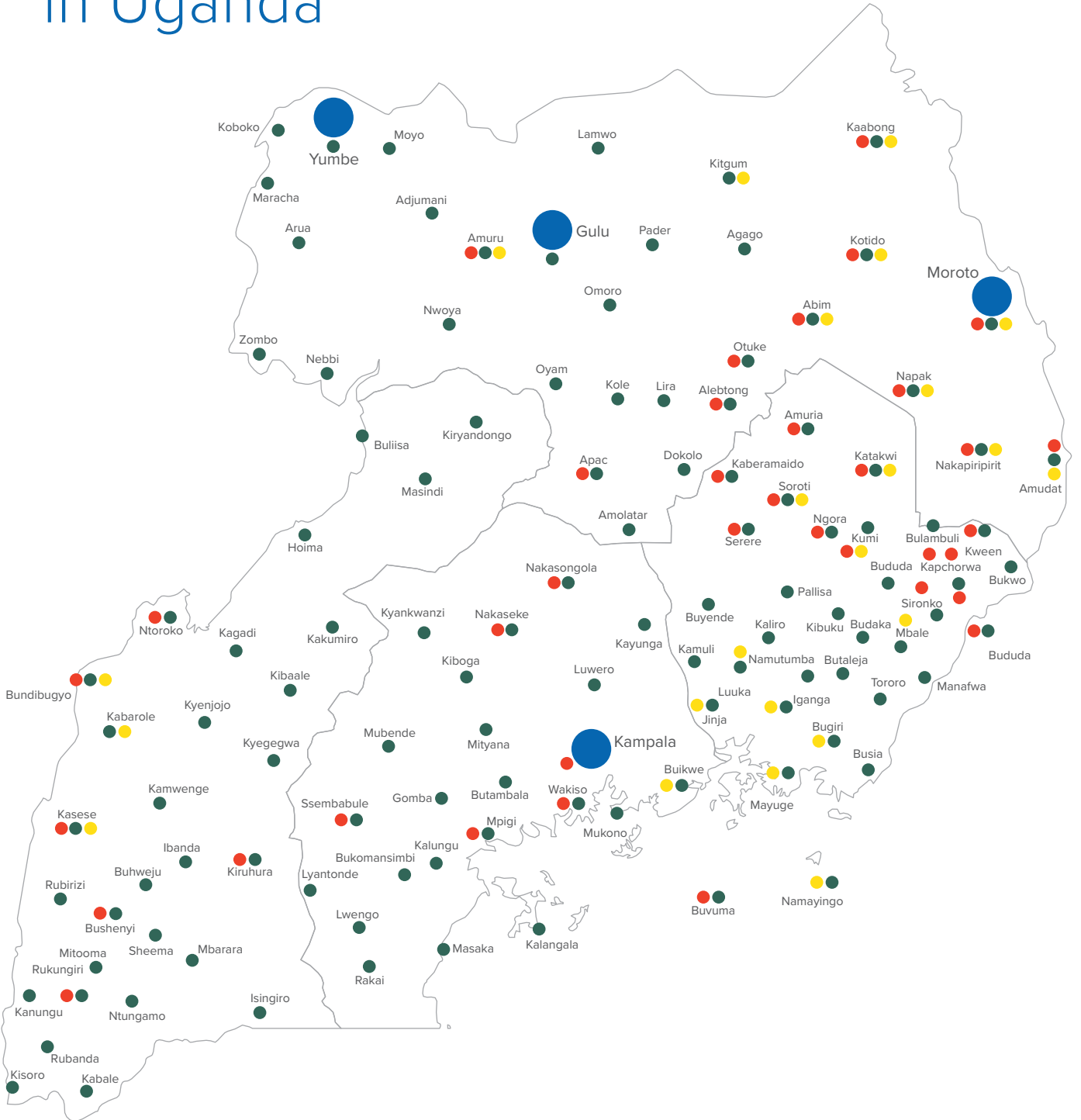


United Nations Development Programme (UNDP) Uganda Country Office staff pose for a group photo after the staff retreat which reviewed the programming and operational efficiency options. They were joined by Mr. Alain Sibenaler, the UNFPA Country Representative (5th Right); Ms. Elizabeth Lwanga, the former UNDP Resident Representative and Coordinator of UN System Operations in Kenya (6th Right); Mrs. Thelma Awori, the former Assistant Administrator and Director of the Regional Bureau for Africa of UNDP (7th Right) the FAO Country Representative, Mr Antonio Querido (9th Right) and NBS News Anchor, Mr. Samson Kasumba 7th Left). The staff committed to work diligently towards “The Uganda We Want.”





# UNDP Footprint in Uganda









- UNDP Office
- Sustainable, Inclusive Economic Development (SIED)
- Inclusive Effective Governance (IEG)
- Gender Equality and Women's Empowerment (GEWE)





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