

United Nations Development Programme
Uganda



ANNUAL REPORT 2018



About UNDP Uganda

We are committed to supporting the Government of Uganda to achieve sustainable development, create opportunities for empowerment, protect the environment, minimise 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 and the United Nations Development Assistance Framework (UNDAF) for Uganda for the years 2016-2020.

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Michael Mubangizi- Communications Analyst

Henry Nsubuga Mukasa- Communications Assistant

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Acknowledgement

Compilation of this report and achievements therein was made possible thanks to the support and advice of the Senior Management Team (SMT) and contribution of the wider UNDP Country Office staff including operations and programme staff in their entirety. Thank you all for your contribution to this endeavor.

Foreword



Ms. Rosa Malango
UN Resident Coordinator

2018 was a year of reform and transition for the United Nations. The Reform is mandated by the General Assembly Resolution 72/279 of 31 May 2018 which responded to the vision and proposals of Secretary-General António Guterres to reposition the United Nations Development System (UNDS) to deliver on the 2030 Agenda and its 17 Sustainable Development Goals. It entails a series of far-reaching changes in the way the (UNDS) works including a new definition of responsibilities for UNDP and the UN Resident Coordinator. The Reform seeks to reposition the UNDS with a stronger, more coherent, integrated, efficient and better-defined collective identity as a trusted, reliable, accountable and effective partner; one that member states invest in, and rely on, because they understand and support what it does, what it can deliver on, and how it functions.

2018, became the last year where I served both as the United Nations Resident Coordinator and as the United Nations Development Programme (UNDP) Resident Representative. The delinking of responsibilities came into effect as expected on 1 January 2019. By the end of November 2018, I ceased to be the UNDP Resident Representative and assumed an expanded role of the UN Resident Coordinator and Designated Official for security with oversight over all the UN agencies in Uganda. As the highest-ranking representative of the UN development system, my reporting line shifted from UNDP to the Secretary-General with a clearer shared accountability with members of the UNCT for the delivery of services in the country. This also became a year of great commitments and transformations for UNDP. With a focus on strengthening solutions in human capital development, inclusive economic growth, enhanced institutional effectiveness and innovative approaches to disasters and risk preparedness. We successfully identified, developed and supported the Government to implement solutions to complex issues ranging from green growth to livelihoods in refugee hosting districts to the responsible management of development minerals and support to indigenous efforts to enhance governance and the rule of law. We increased awareness for the Presidential Initiative on

Wetlands, supported the launch of the development minerals strategy and worked with the Parliament of Uganda to reinforce its outreach to citizens.

For Uganda in particular, the UN reform comes at a complex time. Uganda is still a least developed country, albeit with an ambitious development agenda and unmatched determination to accelerate progress on many fronts. With an estimated 1.2 million refugees and asylum seekers, Uganda is the largest host country in Africa and is globally respected because of its progressive and generous refugee policies. In fact, the 2016 United Nations Summit for Refugees declared Uganda's refugee policy a model. The 2006 Refugees Act and the 2010 Refugees Regulations allow for integration of refugees within host communities with refugees having access to the same services such as education, health, water and sanitation as nationals. In 2018 we worked with the Uganda Investment Authority and partners to mobilize direct investments in districts hosting refugees while the support of donors enabled us to work with local governments to enhance their ability to effectively coordinate access to basic services, enhance good governance and promote environmental protection. We all need to be proud of and guard these gains.

Uganda also has a young population with about 75% out of its estimated 39 million inhabitants considered to be young people (54.7% below 18 years and 20.5% aged 18-30 years.) In 2018, the UNDP partnered with the Government of Uganda, the United Nations Volunteer agency and the private sector to launch the Uganda Graduate Volunteer Scheme to enhance young graduates' employability and to bridge their transition to work. This is one of several solutions jointly developed with the government to address urgent emerging issues. 2018 was also the year of the launch of the Songhai integrated approach to agriculture, industrialization and community development. This was part of our efforts to support the exchange of knowledge in key areas in support of the South-South cooperation framework.

I sincerely appreciate the Government and people of Uganda, development partners, UN colleagues and UNDP staff for their support during the time I doubled as the UNDP Resident Representative and UN Resident Coordinator for Uganda (2016-2018). Together we did several amazing things to help the country in its path towards sustainable development, creating opportunities for empowerment, protecting the environment, minimizing natural and man-made disasters, building strategic partnerships and improving the quality of life for all Ugandans. What we did as UNDP while important is a fraction of what needs to be done if Uganda is to attain its vision of inclusive economic growth and prosperity.

The demands on the United Nations are increasing and people, nations look to the United Nations and its partners for support. In order for the UN to meet those expectations, we must do better. We must be nimble. We must deliver on the ground where our support matters the most. We need to have a shared aspiration for achieving Agenda 2030 with its unprecedented level of ambition which represents a historic challenge and opportunity for multilateralism. I look forward to working in close collaboration with the new generation UNDP to continue to support Uganda in its journey to inclusive prosperity.

Thank you.

Introduction



Ms. Almaz Gebru, UNDP Resident Representative a.i

The year 2018 was remarkable for the United Nations Development Programme (UNDP) in Uganda in many ways. We reached the midterm mark in the implementation of the current transformative, five-year Country Programme (2016 -2020) and UNDP continued its support in shaping Uganda's structural transformation agenda. With partners, we invested in climate change and disaster risk reduction and building resilience; strengthened Uganda's industrialization drive and expanded our engagement with the private sector, introduced innovations to enhance institutional effectiveness, promote peace and security and foster transparency and accountability.

Our contribution to development processes ranged from policy advisory to resource mobilization, building strategic partnerships, design and implementation of innovative projects and programmes. Our support to the government and people of Uganda achieved manifold results that contributed to the overall national development agenda and to efforts towards achieving the Uganda Vision 2040 and the Agenda 2030 with its 17 sustainable development goals, which are anchored on ensuring that no one is left behind.

In the policy arena, we supported Government of Uganda to develop the National Industrial Policy, the Multi-Dimensional Poverty index and the development of SDG roadmap to guide Uganda's effort towards the achievement of the Sustainable Development Goals (SDGs).

In the area of climate action, UNDP, in partnership with the Government of Uganda and financial support from the Green Climate Fund, started the Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project. This project provides an integrated nature-based solution to climate change effects and builds resilience of communities while tackling drivers of wetland degradation.

In disaster risk reduction sphere, together with the National Vulnerability and Risk Atlas, our investment in automation of climate information and early warning systems, continued to enable the provision of reliable and timely data to facilitate weather forecasting and disaster warning alerts to mainly farmers, the aviation sector and to the wider Ugandan public.

In the area of governance, UNDP supported the Inspectorate of Government (IG) to implement the Leadership Code Act through the establishment of the Online System for Declaration of Assets and Liabilities by Political and Public Servants. The system increased the percentage of leaders declaring their assets from below 70% to over 90% and is a big step towards promoting transparency.

UNDP also supported the Uganda Police Force to formulate the Anti-Corruption Strategy and establish the Criminal Records Management System. The strategy and the e-governance system will increase transparency and accountability and in the long-term increase public confidence in the institution.

Similarly, UNDP supported the design of an Integrated Information System for complaints management and tracking for the Equal Opportunities Commission. This management system is envisaged to assist in complaints, reduce on case backlog and ensure the efficient handling of complaints.

Our humanitarian and development support to refugee and host communities provided livelihood opportunities to more than 3,500 people in vulnerable households and strengthened the crisis management, planning and budgeting capacities of three local governments in West Nile.

Our support and partnership with the private sector continued, along with the integration of gender equality and women empowerment principles in all our programmes and contributed to the bridging of the gender gap.

“
Our support to the government and people of Uganda achieved manifold results that contributed to the overall national development agenda and to efforts towards achieving the Uganda Vision 2040 and the Agenda 2030 with its 17 sustainable development goals, which are anchored on ensuring that no one is left behind
.....”

I wish to point out that all our strides wouldn't have been possible without the support, goodwill, expertise and contribution of our different stakeholders such as; Government of Uganda, ministries, departments and agencies, development partners, implementation partners and UNDP staff to whom I am most grateful. It's my hope that you will all continue to work with UNDP as we consolidate and expand on the gains made. Thank you. Good reading.

UNDP Uganda in 2018

5,000,000

The Number of fast-growing trees planted and adopt improved charcoal production technologies.



Supported duty bearers to provide legal aid services through the Law Development Center which completed

63% of legal aid cases brought to the legal aid clinics.



The Uganda Green Growth Incubation Centre- Songhai model in Kampiringisa was launched to empower communities to sustainably harness natural resources for improved livelihoods



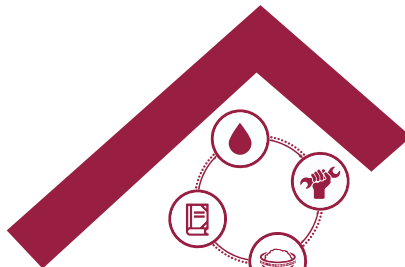
Supported the establishment of the soon to be launched Parliament of Uganda Radio envisaged to enhance the Parliament and civic engagement.



The Uganda Graduate Volunteer Scheme was launched and will create **500 graduate** volunteer opportunities annually.



Supported the establishment of a Call Center in the Judiciary to aid reporting of complaints and enhance accountability in complaints management



Our humanitarian and development support to refugee and host communities provided livelihood opportunities to more than **3,500** people in vulnerable households and strengthened the crisis management, planning and budgeting capacities of three local governments in West Nile.

24% - 21%

in 2017 in 2018

The reduction of case backlog in the Justice System, owing to UNDP support to the roll-out of innovative approaches such as small claims procedure and plea bargaining and setting up the Uganda Police Criminal Records Management System in three divisions in Kampala.

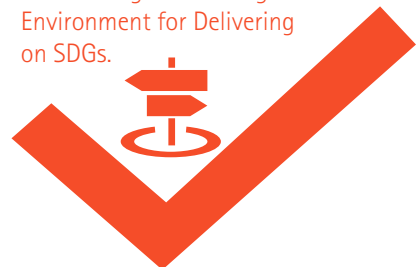
Establishment of Human Rights Desks in **60** districts enhanced the promotion and protection of human rights at the local levels.



Supported establishment of the Inspectorate of Government's (IG) Online System for Declaration of Assets and Liabilities by Political Leaders and Public Servants that raised compliance to the Leadership Code from **76%** to **96%**.



Supported government to develop a Roadmap for Creating an Enabling Environment for Delivering on SDGs.



SUSTAINABLE DEVELOPMENT GOALS

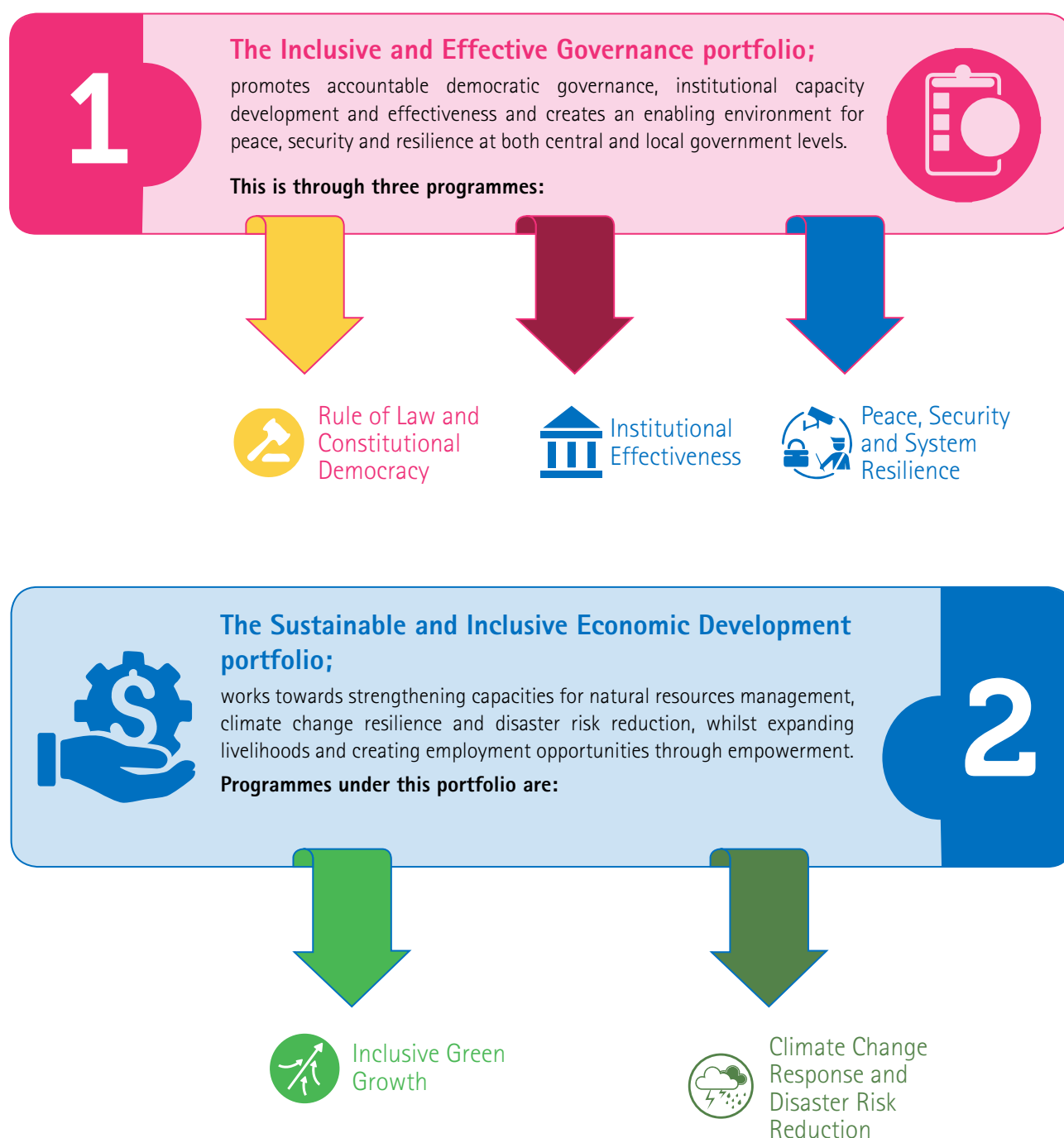
Introduction:

Reaching for sustainable development

The year 2018 saw UNDP Uganda reach the midterm mark in the implementation of its current five-year Country Programme (2016 -2020).

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.

These are:



CHAPTER

1



Promoting Inclusive and Effective Governance



Institutional Effectiveness

Under UNDP's Institutional Effectiveness Programme, the focus was on building institutional capacities for effective policy implementation; prevention, detection and addressing corruption in the public sector as well as strengthening public demand for transparency and accountability. Our key achievements in 2018 include:

1 | Strengthening the Inspectorate of Government and building public trust in government's anti-corruption mechanisms. UNDP supported the Inspectorate of Government (IG) to implement the Leadership Code Act through the establishment of the Online System for Declaration of Assets and Liabilities by Political Leaders and Public Servants. The system increased the percentage of leaders declaring their assets from below 70% to over 90% and is a big step towards promoting transparency among public officials. In addition, the Asset Recovery Unit of the Inspectorate of Government was strengthened, resulting in the extraction of court orders (recoveries) worth over one billion Uganda shillings.

This was achieved through a public-private partnership arrangement with court bailiffs. Forty-two senior officials in the Inspectorate of Government were provided with specialized training which was instrumental in the operationalization of the Ombudsman function in the IG's regional offices. These interventions have contributed to an increase in the number of Ugandans who think that Government is doing well in handling the fight against corruption from 16% in 2017 to 26% in 2018. This exceeds the target of 10% by 2020 set in the United Nations Development Assistance Framework of 2016 - 2020.



Deputy IGG, Justice George Bamugemereire (Seated second from left) together with officials from the DEI, UNDP Uganda and ACCU at the end of the public dialogue on stopping cross border corruption

2 | Strengthening Uganda Revenue Authority (URA)'s capacity to effectively undertake international tax audits and increase domestic resource mobilization by improving compliance by multinational companies (MNCs). UNDP partnered Tax Inspectors Without Borders (TIWB) to provide specialized training to URA in international tax audits. This was done through specialized audit experts who delivered hands-on training in transfer pricing audits of multinational companies in the banking and telecom sectors. As a result, URA has already initiated four audits for four big taxpayers in the banking and brewing sectors. An estimated 12 taxpayers will be audited in 2019. Increased capacity in international tax audits is anticipated to lead to increase in revenue collection in the coming years, which will in turn lead to an increase in domestic resources for development.



One of Uganda's border points

Improving Public Sector Management

3 | Promoting green growth. UNDP supported the Government of Uganda to develop an engendered Uganda Green Growth Development Strategy (UGGDS) 2017/18 - 2030/31. The strategy provides specific guidance on catalytic investments needed to accelerate national and sub-national economic transformation. The strategy brings together stakeholders of economic activities related to production, distribution and consumption of goods and services to ensure efficient use of environment and natural resources. The industrialization policy and strategy is currently being reviewed with UNDP support and the process will be finalised in 2019.

4 Strengthening Public Sector Management and implementation of Local Economic Development reforms at the subnational level.

UNDP supported the Office of the Prime Minister to develop the First Public Sector Management Sector Development Plan which has provided a framework to guide coordination in the implementation of public sector reforms in Uganda. Relatedly, UNDP supported the Ministry of Local Government to strengthen approaches for the implementation of the National Local Economic Development (LED) Policy and revise the National Anti-Corruption Strategy (NACS) 2019-2024 to strengthen coordination and effectiveness of the national anti-corruption effort.

5 Building an e-system to ease the administration of privileges and immunities for foreign diplomats. UNDP supported Uganda's Ministry of Foreign Affairs (MoFA) to develop an automated

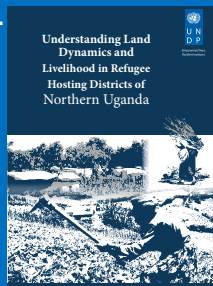
management information system for the protocol services. The Protocol Management Information System (PIMS) facilitates fast and efficient administration of privileges of the diplomatic corps. The system automated all the protocol processes such as: Arrival Notification, Accreditation and IDs, Tax Identification Numbers; Permits and Passes; Motor Vehicle Registration; Driver's License; Customs Clearance, Tax Refund, Airport Pass, and Aircraft Clearance.

The system has contributed to strengthening e-governance in the Ugandan public sector and is already benefiting diplomatic missions, public agencies and citizens by providing easy and efficient access to archived records. It is set to become the gold standard for diplomatic corps and will ensure the digital archives are future-proofed. During the launch of the system in June 2018, US \$300,000 (about UGX 1.1 billion) was donated by Trade Mark East Africa (TMEA) to build linkages to other e-systems.

Key publications/knowledge products

The policy paper 'Understanding land dynamics and livelihoods in refugee hosting districts of Northern Uganda'.

This paper highlights the impact of land decisions on household livelihoods, gender and the environment and proposes options for optimising Uganda's progressive refugee policy.



The Private Sector Engagement (PSE) Study for Uganda

Produced in partnership with OECD, the study identifies the opportunities and challenges of making PSE effective through development co-operation in the country and generates unique country-specific evidence through a mapping of 271 engendered PSE projects.



Key partners



Office of the Prime Minister
The Government of Uganda



NATIONAL
PLANNING
AUTHORITY



Ministry of Finance, Planning and
Economic Development



Uganda Bureau of Statistics



Ministry of Trade,
Industry and Cooperatives



INSPECTORATE
OF GOVERNMENT



Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER



MINISTRY OF LOCAL GOVERNMENT



DIRECTORATE OF ETHICS AND INTEGRITY



Peace, Security and Systems Resilience

The Peace, Security and System Resilience programme remained focused on cross-border peace efforts supporting refugees and their host communities, addressing conflicts related to natural resources; inter-communal and cross-border conflicts, terrorism and violent extremism, small arms proliferation and international border demarcations. We contributed to addressing capacity gaps among public institutions to establish and implement the regulatory frameworks to foster peace, dialogue, social cohesion and equal participation of youth and women in peace building.

Our key results in 2018 include:



UNDP contributed to the strengthening of institutional mechanism for improved border management: political, administrative and economic cooperation; and facilitation of trade between the bordering communities. This include 120km of borderland between Uganda and Rwanda which was demarcated with UNDP support. The borderland worked on represents 60% of the Uganda/Rwanda borderline. Cumulatively, 158km (46%) of 342km borderland has been demarcated with UNDP support since 2016.



Working in conjunction with the government of Uganda, UNDP sponsored the establishment of eight survey control borderline points on Uganda-Tanzania border spaced by 39km apart and covering the stretch of Isingiro, River Kagera to Kyotera on Lake Victoria which were highly contested areas and regular cause of conflict between the neighbouring countries and bordering communities.



UNDP also contributed to the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo (DRC) and the Region. This was coordinated by the office of the Special Envoy of the United Nations Secretary General (UNSG) to the Great Lakes Region and resulted in government's closure of all camps in Kisangani, Kanyabayonga and Walungu in eastern DRC.




UNDP also supported legal and policy framework formulation for sustaining peace in the country alongside the National Peace Architecture which has been instrumental in preventing and mitigating conflicts particularly during electoral periods. The proposed inclusive National Dialogue supported by UNDP was launched by the President on 18th December 2018 following on the heels of a summit of political actors held on 12th December 2018 and attended by four of the five political parties represented in the 10th

Parliament. The milestones are a testament of an issue-based dialogue culture and debate gaining momentum in Uganda.

Relatedly, UNDP supported the formulation of seven draft policies and bills aimed at fostering peace and social cohesion. These regulations have already started improving the general prosecution and preventative and victim support functions. UNDP facilitated two cross-border dialogues between Uganda and Kenya which resulted in the signing of a memorandum of understanding and formation of the Joint Karamoja Cluster Initiative that addresses community conflicts and fosters peace and development initiatives.



UNDP contributed to the strengthening of an enabling environment for peace and security between Uganda and South Sudan by supporting the first-ever South Sudan-Uganda joint commissioners' high-level dialogue that was held in Kitgum, Northern Uganda. A key outcome of that dialogue was a resolution by the two border communities to implement the signed action plan for improved peace and security. The action plan addresses: weapons control, cattle theft, illegal trade in prohibited wild animal parts, trade in contraband, illegal timber logging as well as promotion of cultural exchange and information sharing.



Policies and bills supported by UNDP include:

- The draft National Peace Building and Conflict Transformation Policy
- The draft Small Arms and Light Weapons Bill
- The draft Transitional Justice Policy
- The draft Strategy and National Plan of Action for the Prevention/Countering Violent Extremism



Peace platforms: UNDP facilitated the functionality of the National Peace Architecture to foster effective internal dialogue, mediation and conflict transformation efforts.

Additionally, seven indigenous structures and platforms comprising government officials, insider mediators, cultural institutions, women organizations and interreligious institutions were established and equipped and strengthened to prevent, mitigate and mediate conflict.



UNDP supported the formulation of the first-ever harmonised curriculum on human trafficking, community policing, small arms, counter terrorism and prevention and countering violent extremism using a human rights-based approach. The curriculum has since been adopted by the Uganda Police Force and is being rolled out to the entire police force. In 2018, 150 police officers (30% female) benefited from the training and are already reporting improvements in detection, planning, coordination, management and monitoring of conflict and cross-border security.



Our Key Partners

- The Interreligious Council of Uganda
- National Consultative Forum
- Women Situation Room
- The Elders Forum
- Citizens' Coalition for Electoral Democracy in Uganda
- The Nnabagereka Development Foundation
- Acholi Kingdom
- Alur Kingdom
- Busoga Kingdom
- Bunyoro-Kitara Kingdom.



Religious leaders have been key in mediation efforts



One of the vehicles used to coordinate UNDP interventions for peace building



Rule of Law and Constitutional Democracy

Under Rule of Law and Constitutional Democracy programme, UNDP supported the entrenchment of rule of law, and constitutional democracy as well as ensuring that all individuals have equitable access to justice and are treated equally under the law. UNDP contributed to efforts to increase access to justice as well as legal aid. In 2018, our key achievements include:



UNDP Supported duty bearers to provide legal aid services through the Law Development Center which completed 63 % of legal aid cases brought to the legal aid clinics.

The case backlog in the Justice System reduced from 24% in 2017 to 21% in 2018, owing to UNDP support to the roll-out of innovative approaches such as small claims procedure and plea bargaining and setting up the Uganda Police Criminal Records Management System in three divisions in Kampala. Establishment of Human Rights Desks in 60 Districts enhanced the promotion and protection of human rights at the local levels.

UNDP also supported the establishment of a toll-free telephone line within the judiciary to serve as a customer feedback facility. By enabling the public to provide feedback and complaints on court services, this toll-free line promotes transparency and accountability, and will therefore improve the credibility and public trust in the judiciary whilst also increasing access to justice. As a result of this support, trust in the courts of law improved from 49% in 2017 to 59% in 2018 and case backlog reduced from 24% to 21% respectively.



UNDP contributed to the strengthening two institutions with E-governance systems which promoted efficiency and accountability in three divisions of Police and at the Equal Opportunities Commission.



We also supported civic education on key laws by the Judicial Service Commission and Uganda Human Rights Commission for over 600 duty bearers at Local Council 3 and 5 level and support to the Judiciary to roll out innovations on Alternative Dispute Resolution such as small claims procedure and plea bargaining.



UNDP made technical and financial contributions to strengthening Access to Justice and accountability within JLOS institutions. This saw an increase in completion of registered cases from a target of 91% to 96% for all courts and reduction of case backlog from 24% in 2017 to 21% in 2018. 63% of cases registered with the Law Development Centre were also completed.



UNDP supported the formulation and enactment of various bills, strategies and policies aimed at combating corruption and deepening the rule of law. This includes the drafting of the Legal Aid Bill which, once passed, will improve access to justice and ensure the formal system is fair and accessible, especially for the most vulnerable people.



Hon. Jovia Kamateeka, the former Chairperson of Parliament's Human Rights Committee during advocacy sessions for the Legal Aid Bill



UNDP also supported the Uganda Police Force to formulate the Anti-Corruption Strategy and establish the Criminal Records Management System. The strategy and the e-governance system will increase transparency and accountability and in the long-term increase public confidence in the institution.

Similarly, UNDP supported the design of an Integrated Information System for complaints management and tracking for the Equal Opportunities Commission. This e-case management system is envisaged to assist in tracking complaints, reduce on case backlog and ensure the efficient handling of complaints. It has already

informed the establishment of a system that tracks gender-related complaints and their impact to society.



UNDP in collaboration with the Media Council of Uganda trained 47 journalists, media managers and editors on evidence-based reporting, conflict sensitive journalism, development reporting with a focus on rule of law, democracy and human rights and constitutional democracy, gender-based violence (GBV.) This enhanced issue-based reporting and the quality of reporting on the above issues.

Institutional support for enhancing democracy

UNDP supported three institutions to meet their minimum core functions.



The Electoral Commission was supported to evaluate the 2016 elections. The findings informed EC's Strategic Plan and preparedness for the forthcoming 2021 national elections. Best practices from Kenya were shared and informed Electoral Commission's strategies for partnering local civil society organisations (CSOs) on voter education and electoral observation. As a result, a key CSO whose accreditation had been revoked by EC was reinstated. Similarly, UNDP gave technical and financial support towards evaluations, bench-marking visits, constitutional and electoral reform proposals and self-assessment tools which informed the EC strategic plan, civic and voter education as well as planning for the Local Council 1 and 2 elections.

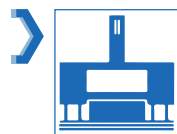


Training of 60 human rights desk officers across district local governments



UNDP supported the **Uganda Human Rights Commission (UHRC)** to enforce human rights compliance through the review of five bills and four ordinances. These include the Sugar Bill 2016, the Administration of the Judiciary Bill 2018. This review has ensured that the proposed bills are in line with international and regional human rights standards. In addition, UNDP supported the establishment of 60

Human Rights Desks in 60 district local governments. Conducted by the Ministry of Local Government and UHRC, this has enhanced the promotion and protection of human rights at the local level.



UNDP supported **Parliament of Uganda** to improve capacities to undertake inclusive, effective and accountable law-making. In this regard, we supported the Parliament Forum on SDGs to prepare a strategic plan that influenced structured entry points for advocacy at Parliament and constituency levels. Through contribution to advocacy, the executive designated MP and Minister for General Duties Hon. Mary Karoro Okurut as the Coordinator for SDGs implementation in Uganda.



Executive Studio Operation test for the Parliament Radio

We also supported the alignment of the Parliamentary Committees to SDGs and the establishment of the Parliament of Uganda FM radio expected to be launched in 2019. The radio is expected to enhance parliament-public interface and civic engagement.



Buyaga County Member of Parliament and Chairperson of the Parliament Forum on SDGs Hon. Barnabas Tinkasimire, advocating for SDGs at a training workshop in Jinja

The Equal Opportunities Commission

Additionally, a UNDP funded study on the Status of Marginalized Groups in Decision-Making Processes at Local Government and National Levels, informed policymakers and activities geared towards the participation of various marginalized groups, including women, youths, older persons and persons with disabilities in governance issues. The findings will enhance involvement and participation of marginalized groups in decision-making processes in order to

address their development needs. UNDP support also resulted in increased civic awareness and skills development among target institutions.

Additional strengthening has been through the capacity development of police, judiciary and prosecution, as well as support to institutions to carry out reforms and produce gender-sensitive guidelines on how to effectively investigate and expedite such cases.



Participants attending the dissemination of the study on the Status of Marginalized Groups in Decision-Making Processes at Local Government and National Levels

Civic engagement

UNDP supported different civic engagements. This is evident in the increase in the number of Ugandans who think that Uganda's ranking in democracy increased from 54% in 2017 to 61% in 2018. In collaboration with Makerere University,

UNDP also prepared six analytical papers on various themes including revitalizing civic education, constitutionalism and youth participation, constitutional rights of refugees and democratic accountability. These thematic papers have informed issue-based debate and democracy in the country.

Key publications/ knowledge products

- ➔ Electoral Commission 2015-2016 Post-Elections Evaluation Report
- ➔ Study on Status of Marginalized Groups in Decision making Processes at Local government and National Levels by Equal Opportunities Commission.
- ➔ Study on Harmonization/ Approximation of National Laws with the EAC Regional Good Governance Sector Framework by Ministry of East African Community Affairs.

Key partners



CHAPTER

2



Sustainable and Inclusive
Economic Development



Climate Change Response and Disaster Risk Reduction

Uganda remains vulnerable to climate variability and associated impacts and disasters. The 2018 United Nations Office for Disaster Risk Reduction Index for Risk Management statistics Uganda as high risk. Uganda's vulnerability is compounded by the high rate of environmental degradation which reduced forest cover to 9% from 11% in 2017.

This programme focuses on promoting climate-resilient development with emphasis on supporting government and local communities in the fight against climate change and its effects. In 2018, our focus was on supporting policy development and implementation, strengthening climate information and early warning systems, renewable energy, technology transfer, improved farming methods, promoting integrated nature-based solutions- protecting and restoring forests and wetlands, among other things. In 2018, our key achievements include:



i Promoting youth engagement. UNDP supported government to organize the annual conference of Youth on Climate Change and Disaster Risk Reduction. The conference provided an opportunity for youth across the country to discuss emerging climate change issues and their role in addressing the challenge. The ideas shared will be integrated in the national position paper to be presented to the 24th UN Climate Change Conference in Poland. The conference was crowned with the now annual SDGs run (marathon) which UNDP supported under the auspices of the Youth Go Green. The conference and the SDG run have provided a platform for youth engagement in Climate Action and raising awareness on SDGs among young people. UNDP is proud to have worked in partnership with the government of Uganda, private sector and civil society. The new partners include; Office of Prime Minister, Ministry of Defense, National Media Group (Daily Monitor, NTV and KfM), National Social Security Fund (NSSF), Uganda Tourism Board (UTB) and Action Aid Uganda.

ii In response to the refugee challenge, the UNDP facilitated establishment and operationalization of the technical working group on energy and environment including organizing monthly meetings of partners. As a result, an Environment and Energy Plan was developed and has provided a framework for preparation of sector specific response plans.

iii In line with her commitment to Paris Agreement on Climate Change, government launched the Nationally Determined Contribution (NDC) partnership plan. The Plan developed by the Ministry of Water and Environment in collaboration with the National Planning Authority (NPA) and the Ministry of Finance, Planning and Economic Development; provides a framework for coordination of efforts among development partners in supporting government deliver on its climate action commitment under the Paris Agreement. In support of this partnership, UNDP supported development of a costed Nationally

Determine Contribution implementation plan. As chair of the environment and climate change development partners group, UNDP steered engagement with government on strategic issues and resource mobilization to support achievement of the 2030 Agenda especially SDG 13 on Climate Action, including convening monthly meetings.

Strengthening climate information and Early Warning systems/Building national resilience to disaster

In 2014, a functional national early warning system was established at the National Emergency Coordination Centre (NECOC), generating monthly bulletins. This was outstanding, and Government offered to invest in its sustainability. In addition, Climate Change and Disaster Risk Management platforms were merged to allow for synergies to be exploited by the national agencies managing the two. UNDP provided financial resources to maintain a functional NECOC including the online portal and provided technical support to collect and update data on losses arising from climate change in the agriculture sector. In support of this, UNDP achievements included;



a. Distribution of early warning information by the Uganda National Meteorological Authority (UNMA), on a monthly basis which guided farmers in choosing when to plant, preventing loss of seed and food to floods. Up to 102 districts received early warning information bulletins to guide their actions. UNDP supported production of the bulletins throughout the year, as well as the data collection processes to generate the information. Going forward, UNDP working with government will ensure that the distribution of disaster alerts is more comprehensive especially to communities

which are very vulnerable to floods and droughts. Coordination mechanisms between national and sub-national levels will also be strengthened to allow quick actions to be taken before, during and after disasters. The cumulative support of UNDP helped reduce the economic loss from natural hazards from \$3.1million (Shs 11.5 Billion) (in 2013) to \$71,887 (267 Million.)

b. In 2018, UNDP also supported the development of a National Risk Atlas (NRA) that covers the major prevailing hazards.

Enhancing climate-smart agriculture to improve crop yields and protect the environment



Residents of Mbale & Bulambuli have been taught how to dig contours to stop soil erosion and degradation

b. In response to spells of disaster around Mount Elgon in eastern Uganda, United Nations Development Programme (UNDP) introduced the Integrated Landscape Management (ILM) for Livelihoods Improvement and Ecosystems Resilience in the Mt Elgon Region, to help communities cope with climate variability. UNDP in collaboration with Ministry of Agriculture, Animal Industry and Fisheries provided 15 civil society organisations in the Mt Elgon region, each with 25 members (50% women), with technical support and small grants of about USD 10,000 each (about Shs 37 million), which was used to purchase tools. They identified erosion hotspots in their villages and constructed up to 72 kilometres of contours and stabilized them with grass-bands, significantly reducing soil erosion and interrupting the trend of mud-slides in the region.

Communities in 33 parishes of the Mount Elgon sub-region increased investment in production of marketable high-quality Arabica coffee. Government through the Operation Wealth Creation provided up to 100,000 coffee

seedlings (worth UGX 50,000,000) for planting, while UNDP provided five mechanized pulping machines (worth UGX 20,000,000) to aid quick processing.

b. The communities also learned and implemented the use of data-informed development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation. In addition to these interventions, communities were supported to construct up to 3,000 household fuel-saving stoves, to reduce the cutting of trees for firewood and charcoal.

b. Capacity building was done to empower beneficiaries (technical specialists at sub-national level and target farmers) on how to use appropriate methodology and gadgets to monitor soil erosion rates and carbon stocks accumulation in the sub-region. Remedial practices were undertaken to address the drivers of erosion in the sub-region.

b. Farmer-to-farmer learning visits were carried out between communities from the Mt. Elgon sub-region in Eastern Uganda and communities in the Mt Mufumbira area in Western Uganda. They learnt how to terrace their land as a way of halting soil erosion and land degradation. On return, communal construction of contours and terraces was done to cover up 30 hectares of land. This intervention worked well because communities want to learn and be encouraged from people that have similar characteristics and challenges as themselves.

Climate proofing development

b. UNDP in collaboration with FAO supported government to integrate climate change adaptation and disaster risk reduction in the national development strategies especially in the agriculture sector. As a result of this support, agriculture disaster loss data has been integrated in the DesInventar. Following the completion of the National Risk Atlas in 2017, the National Adaptation Framework for Agriculture Sector and its monitoring and evaluation plan were completed and launched by government in 2018. The development of the plan was informed by initial support provided in 2016 and 2017 towards development of the climate-smart agriculture strategy and on-ground demonstrations. Going forward, UNDP will work with partners to close institutional gaps amongst target sectors to ease integrating climate change mitigation, disaster-risk recovery and resilience into budgets.



The UN Resident Coordinator Ms. Rosa Malango hands over one of the vehicles for the wetlands restoration project to Water & Environment Minister Hon. Sam Cheptoris

Promoting integrated nature-based solutions

UNDP, in partnership with the Government of Uganda and financial support from the Green Climate Fund, started the Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda Project to provide an integrated nature-based solution to climate change effects and build resilience of communities while tackling drivers of wetland degradation. The project built the awareness of stakeholders, especially the vulnerable wetland-dependent communities who have now gained a better understanding of the social, environmental and economic context in which the project is operating. The projects will be formally launched in early 2019.

UNDP supported the Government of Uganda through the Ministry of Water and Environment to engage two non-governmental organisation; namely, World Vision Uganda and Environmental Alert to complete a Livelihood, Market Analysis and Gender Study which informed implementation in the targeted areas and provision of the “No Regrets Interventions.”

Based on the hydro-met assessment conducted at the start of the project, 25 automatic weather stations and 16 automatic hydrological stations were procured to expand infrastructure for climate information and surface water monitoring. This is expected to improve accuracy and reliability of forecasting early warning information on weather and climate change.

Wetlands restored

Community-based wetland management plans have been developed for Limoto wetland in Pallisa and Kibuku districts in the South-East and Nyaruzinga wetland in Bushenyi district, South-Western Uganda. These include detailed maps which will be used for demarcation in subsequent years.

A total of 40 hectares of wetland have been restored to date and there is evidence of immediate improvements in both the quality and quantity of water in these formerly degraded wetlands. Also worth noting is that wetlands species have begun the process of recolonizing the once degraded area. The water detention facility (valley tank) in Limoto has been able to harness some of the additional water which has become available. In turn, this water has been used for irrigating vegetable gardens and watering animals as alternative sources of livelihoods for the communities.



Hadjja Were of Limoto, Pallisa District and her husband with their heifer acquired under the livelihood packages (no-regret interventions)

This project made a commitment to ensure that at least 52% of its beneficiaries are women. To date, this commitment has been translated into meaningful action through the gender-sensitive studies which have been carried out.

Livelihoods improved

The preliminary restoration efforts in Limoto have been closely complemented by alternative livelihood activities which were identified during the gender/market/livelihood research. A total of 510 households, 250 represented by women and 260 by men, who previously were farming in the wetland, have directly benefited from training, formed groups and benefited from a range of customised livelihood packages (no-regret interventions). These packages include 70 calf heifers and 1,600 turkeys. In Limoto, four hectares of community land were provided with year-round irrigation and five fish ponds were filled and stocked with 15,000 fingerlings for use by the livelihood groups. These livelihood activities are anticipated to double the annual income of beneficiaries.

The project has so far constructed five community fish ponds at the edge of Limoto wetland, one fish pond for women, one for youth, one for men, one for the elderly and the fifth one for the household that originally owned the piece of land where the fish ponds have been constructed. A total of 100 households benefited from this intervention, 50 targeting the women and 50 targeting the men heads of household.



Simon Okwaringa of Limoto, Pallisa District feeds his turkeys acquired under the livelihood packages

The project beneficiaries have started reporting improved food security and household income from utilization of a complete solar-powered irrigation system on four hectares of land. The solar-powered drip irrigation system is comprised of a valley tank which can accommodate up to 20 million litres, reservoir tanks, agro-nursery bed, pump house, store/farm house and community gardens. The four hectares have been sub-divided into plots to accommodate 160 households. The irrigated area already is propelling the communities to engage in resilient agriculture /horticultural best practices with high-value crops (tomatoes, cabbage, green pepper, watermelon, etc) throughout the year.

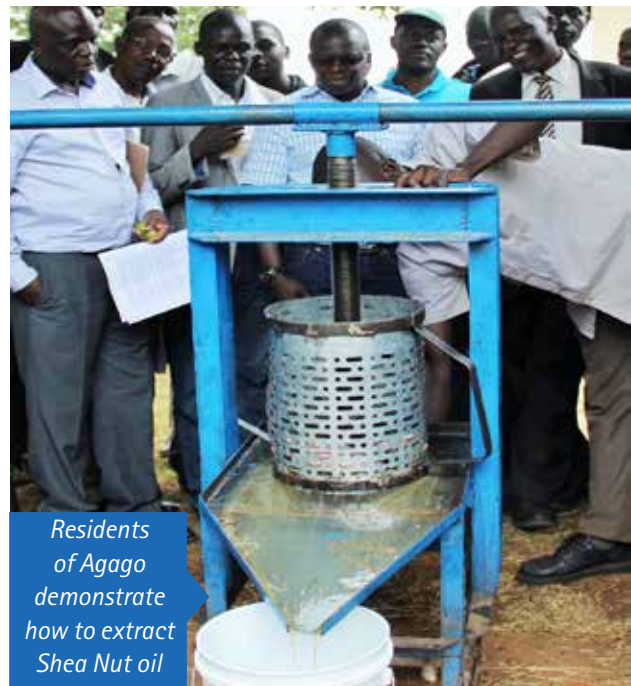
Saving the shea nut tree and the Kidepo landscape

By 2012, the shea nut tree was threatened with extinction. The tree species, only found in Northern Uganda and West Nile sub-region, became highly endangered due to uncontrolled rampant and illegal cutting of trees for charcoal, firewood and logs. Consequently, the Government of Uganda through Ministry of Water and Environment suspended any cutting, transportation and sale of the shea nut tree and its products. UNDP started the *Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda* project to strengthen protected area management within a landscape of 655,700 ha of savanna woodland. The aim was to reduce threats to biodiversity in the landscape by putting in place sustainable use management practices for wild resources. The achievements in 2018 include:

- In Otuke and Agago districts, using funds provided by Global Environment Facility (GEF), UNDP established community shea nut processing and technology development sites. These sites are equipped with a cold processing plant which improves the quality of the oil as residents no longer use the rudimentary methods. Residents have also been trained on how to brand their products after getting a stamp of approval from the Uganda National Bureau of Standards (UNBS).
- Two market information centres established in Agago and Otuke districts by government with UNDP support, have led to improved access to market information, value addition technologies and markets for women producers and processors of

shea nut products, resulting in increased income and employment for women involved in production and processing of shea products.

- Gender concerns were integrated in the UNDP-funded National Shea Export Strategy to ensure that the untapped potential of Ugandan women shea nut producers and processors is unlocked. Capacities of the Uganda Export Promotion Board were strengthened to provide relevant, targeted support services to women engaged in shea nut export trade.
- As show of support and to further ensure sustainability of these efforts to conserve the shea nut tree belt, the local governments in both Agago and Otuke districts have passed a by-law to punish any member of the community who cuts a shea nut tree. A culprit is required to plant 10 other trees, pay a fine of a goat and do a week's community service. Residents are happy, and the trees are flourishing again.



Residents of Agago demonstrate how to extract Shea Nut oil

Renewable energy technology transfer:

- Under the Green Charcoal project, UNDP promoted the adoption of more efficient charcoal-producing technologies. As a result of the use of the modern and more efficient Casemance method of making charcoal, less trees have been cut by the communities of Kiryandongo and Nakaseke districts which are highly dependent on charcoal burning for their livelihood. Under the project, which also promotes trees planting for sustainable harnessing of wood fuel, at least 5,127 hectares of land have been converted into forest areas. The Casamance method, which is an improvement on the traditional method of charcoal



The UN Resident Coordinator, Ms. Rosa Malango together with Kiryandongo district leaders, tour sites where the Green Charcoal project was implemented

burning, adds a kiln to the mound where logs are placed. The method increases the charcoal recovery by about 10-15%. While in the earth mound method, you can recover about 20% of the wood that you have used, the use of Casamance takes it up to 45%. Casamance kilns were distributed and user training and after installation service were provided to communities who had formed groups.

Over 5,600 people (including 4,225 women) living in peri-urban areas and rural areas benefited from the capacity building initiatives associated with production of charcoal briquettes. This did not only generate income from waste but also saved the environment from the highly destructive charcoal production from tree biomass. The population which has access to modern cooking stoves also increased from a baseline of 10% in 2013 to 21% in 2018.

Enhancing media capacity to report climate change

Editors from six media houses in Uganda were equipped with reporting skills on charcoal production and climate change mitigation. The training was attended by 30 women and 38 men, resulting into better reports in the media on the impacts of climate change on livelihoods.

Up to USD 500,000 was committed by government to support investment in institutional cook stoves for schools. This amount was leveraged from public sources through UNDP's support for the national programme on promotion of low-carbon technologies, including institutional stoves and biogas.

Partners:



Office of the Prime Minister
The Government of Uganda



Ministry of Water and Environment



Ministry of Agriculture, Animal Industry and Fisheries



Ministry of Energy and Mineral Development





Inclusive Green Growth

The programme's main aim is to support government's efforts towards economic transformation. *Under this programme, UNDP supports the government to enhance its capacity in natural resource management, particularly among women and the younger generation to promote entrepreneurship, livelihood and job creation, industrialisation, inclusion, business and tourism.* Our achievements in 2018 include;

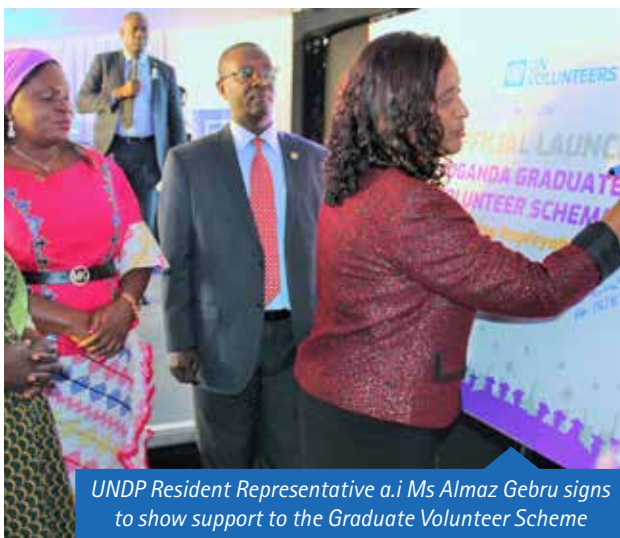
Leveraging volunteerism to enable youth gain jobs and employable skills

The Uganda Graduate Volunteer Scheme (UGVS)

UNDP working in partnership with the United Nations Volunteers (UNV) programme and the Government of Uganda through the Ministry of Gender, Labour and Social Development launched the Uganda Graduate Volunteer Scheme (UGVS), that leverages volunteerism to enable youth to access to work spaces and attain the necessary work experience and an essential mechanism for skills development. The UGVS seeks to enhance young graduates' employability and bridging their transition to work. The Project also seeks

was developed to support both volunteer and host institution application and matching processes. In times of the actual placement, a total of 97 youth; 49 males, 48 females and five persons with disability; have been placed in 23 institutions across Uganda to develop their capacity and employability skills. This is in line with the national development strategy to increase availability and quality of gainful employment and enhancing human capital development in the country.

The Graduate Volunteers receive a package of services including; coaching, mentorship, learning from enterprise role models, connection to potential employers in the private and public sectors, and facilitation for access to finance. The scheme leverages volunteerism as an essential mechanism for skills development.



UNDP Resident Representative a.i Ms Almaz Gebru signs to show support to the Graduate Volunteer Scheme

to build the capacity of national institutions, partners and key stakeholders to mainstream and create employment for youth. The three-year project will build capacities of at least 500 young graduates all over the country annually, through paid placements at public and private institutions. The scheme is one of the strategic responses to the high youth unemployment problem.

In 2018, implementation guidelines and procedures were developed and validated by stakeholders to ensure they reflect the reality in the Ugandan labour market. An online system

List of Volunteer Host Institutions

- ▶ National Planning Authority (NPA)
- ▶ Makerere University, College of Agriculture and Environmental Sciences
- ▶ Uganda Parliamentary Forum on Youth Affairs (UPFYA)
- ▶ National Youth Council
- ▶ Uganda Blood Transfusion Service (UBTS)
- ▶ Ministry of Gender Labour and Social Development (MGLSD)
- ▶ SNV Netherlands Development Organization
- ▶ World Vision Uganda
- ▶ Helpchild Karamoja (HCK)
- ▶ Westminster Foundation for Democracy (WFD)
- ▶ Anthill Foundation Uganda, Self-Help Africa (SHA)
- ▶ Global Health Network Uganda
- ▶ National Union of Disabled Persons of Uganda (NUDIPU)
- ▶ International Institute of Rural Reconstruction (IIRR)
- ▶ Catholic Relief Services (CRS)
- ▶ Federation of Uganda Employers (FUE)
- ▶ Hima Cement Ltd
- ▶ Nation Media Group; (NTV, KFM, Daily Monitor)
- ▶ Greenheat (U) Ltd
- ▶ Agripoint Initiatives Limited



President Yoweri Museveni Launches the Songhai Model at Kampingisa in Mpigi District

The Uganda Green Incubation Programme – Songhai

In pursuit of the Green Growth pathway to development, UNDP working with the Government of Uganda launched the Songhai Model. The Songhai Model is an integrated approach that empowers youth, women and communities to sustainably harness natural resources for improved livelihoods through agriculture. The model focusses on regenerative agriculture, which uses agro-ecological practices to boost soil fertility, increase yields while protecting the environment. It was identified as one of the key approaches to achieve UNDP's current five-year Country Programme, which started in 2016. The model is a key component of the Inclusive Green Growth (IGG) programme.

The model was launched by President Yoweri Museveni at celebrations to mark the International Youth Day 2018. The introduction of the Songhai Model in Uganda is one of the many such interventions by UNDP to support the Government address youth unemployment, increase agricultural productivity and foster sustainable growth. The primary stage

of the model which focuses on production of raw materials like crops and livestock, created 153 jobs (35 males; 118 females). It has equally transformed the little village of Kampingisa in Mpigi district as residents have gained essential skills among other benefits from the programme.

In the secondary stage where the model promotes processing and value addition of the raw materials, more jobs will be created. The model will also incorporate marketing of its products and provision of training services for youth, women and community members interested in the model.

For UNDP, promoting the model is part of its role as a knowledge broker, promoting South to South Cooperation while enabling the Government of Uganda to achieve its Vision 2040 toward middle income as well as agenda 2030 and its Sustainable Development Goals (SDGs) particularly Goal 1 on ending poverty and Goal 8 on good jobs and economic growth.

Voices during the Uganda Green Incubation programme - Songhai Launch



This model reminds us to go back to our indigenous knowledge to boost our agriculture. It improves yields by using a method that is healthier for the soil. This is a new science for us to practise
-H.E Yoweri K. Museveni,
President of the Republic of Uganda.



"We see Songhai Model as a nexus connecting agriculture, science, industry, service provision and tourism. I request Government to declare this site, a centre of excellence for Uganda and East and Southern Africa," -
Ms. Rosa Malango,
UN Resident Coordinator.



"The Songhai Model initiative is not just another agriculture method but a project of the new Africa. It is about how to radically and sustainably address the vicious cycle of poverty" –
Prof. Fr. Godfrey Nzamujo,
Founder of the model.

Boosting Development Minerals

Artisanal and small mining sector has experienced rapid growth in recent years due to the rising value of mineral prices and the increasing difficulty of earning a living from agriculture and other rural activities. In 2018, UNDP continued to implement the Development Minerals programme it finances with the European Union through the African, Caribbean and Pacific (ACP) Group of States. The ACP-EU Development Minerals Programme aims at improving the management of development minerals while building knowledge and awareness about them. Achievements in 2018 include;

i) With the support of UNDP through the ACP-EU Development Minerals Programme, four (4) districts Local Governments, and four (4) community-based mining associations, three (3) Civil Society Organisations (CSOs) and three (3) SMEs were supported through small-grants to address various challenges pertinent to mining activity in Uganda. This support has been critical in delivering vocational and business development services to artisanal and small miners to operate market-oriented and sustainable businesses as well as establishment of community-based conflict management systems. Other areas addressed include management of health, safety and environmental implications of mining. The interventions targeted small scale miners and SMEs who are majorly comprised of women and youth, especially those that are living under the national poverty line as well as rural and urban communities.



Representatives of financial institutions tour Kyogo Mazinga, one of the enterprises dealing in stone veneer manufacturing in Kira Municipality, Wakiso District.

ii) UNDP brokered a partnership between the African Guarantee Fund for Small and Medium Enterprises (AGF) which has availed US \$12 Million in credit guarantees to facilitate lending to Development Minerals SMEs in Africa. In Uganda, 12 Financial Institutions were trained in inclusive financing and understanding Development Minerals Value Chains in order to extend credit to SMEs/ artisanal and small-scale miners. This intervention is timely given that lack of financing, absence of a responsive policy framework to guide actors as well as a limited technical oversight of the Development Minerals sector, have been identified as bottlenecks to the sector's growth.

The financial institutions include:

- ▶ Barclays Bank
- ▶ Housing Finance Bank
- ▶ DFCU Bank
- ▶ Stanbic Bank
- ▶ Eco Bank
- ▶ Finance Trust
- ▶ Post Bank
- ▶ United Bank of Africa
- ▶ Micro Finance Support Centre
- ▶ Rushere SACCO
- ▶ Five Talents Uganda
- ▶ Pride Micro-Finance
- ▶ The Association of Micro-Finance Institutions in Uganda (AMFIU).



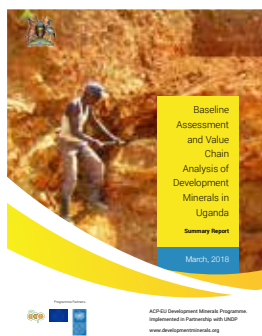
The Financial Institutions, working in partnership with UNDP, will develop a certification mechanism for the SMEs in the sector so as to de-risk lending by Financial Institutions. The funding is expected to spur investment in the sector, increase efficiency and hence grow the operators' profitability. Inadequate capital and use of crude methods of mining have been identified as the key factors holding back the efficient harnessing of resources in the sector. The Financial Institutions were provided detailed information on the investment opportunities in the Development Minerals Sector and also interacted with representatives of the operators in the sector during a workshop on, "Inclusive Financing for Development Minerals," organized by the UNDP implemented ACP-EU Development Minerals Programme in conjunction with the African Guarantee Fund for SMEs (AGF) in April last year (2018).

iii) The UNDP also supported revision of Uganda's Mining Regulations 2018 which include a provision for enterprises applying for renewal of their mining licenses to report on the status of their gender equity provisions and practices. The regulations also provide for enterprises applying for new mining licenses to demonstrate that gender concerns have been integrated in their planned mining operations. The new regulations also facilitate transition to an online licensing portal envisioned to ease access and navigation through Uganda's mining cadaster and license management.

iv) Partnerships were made with Ministries, Districts Local Governments, Vocational and business development services, Community-based associations worked well and were a success factor in delivery of planned interventions.

Publications/Knowledge Products

In March 2018, UNDP published the Baseline Assessment and Value Chain Analysis of Development Minerals in Uganda to inform policy and practice in efforts to transform Uganda's Mining sector. The Report provides an in-depth profile of the Development Minerals sector in Uganda as well as the optimal Value Chains of Development Minerals to support investment and promote the sector. Link to report: <http://developmentminerals.org/index.php/en/resource/studies-handbooks>



intrinsic to everyday life and can play a giant role in achieving the sustainable development goals. Development Minerals are economically important, close to the location where the commodity is mined and include industrial minerals, construction materials, dimension stones and semi-precious stones. African Ministers, as part of the African Union's First Specialized Technical Committee on Trade, Industry and Minerals have called on member states to prioritize Development Minerals as part of Africa's industrialization agenda.

Future plans

The ACP-EU Development Minerals Programme Phase 2 design is under way and focus will be on business acceleration and sector formalization as well as continued efforts to harness inclusive and sustainable natural resource management.

South - South Cooperation



Uganda, being a Focus Country of the ACP-EU Development Minerals Programme, supported and participated in the International Conference on Artisanal and Small-scale Mining and Quarrying which was held on 11-13 September 2018, in Livingstone, Zambia. The Conference was an opportunity to foster dialogue about the development opportunities and challenges of Artisanal and Small-Scale Mining (ASM). The conference reaffirmed the centrality of ASM for enhanced livelihoods, employment creation, poverty reduction and sustainable development.

What are Development Minerals?

'Development Minerals' are minerals and materials that are quarried, processed, manufactured and used domestically in industries such as construction, manufacturing, and agriculture. From toothpaste, to paints and buildings to plates, local materials like sand, gravel, limestone and clay are



UNDP Deputy Resident Representative a.i, (middle) Thomas Ole-Kuyan and the Head of Delegation of the European Union to Uganda, H.E Attilio Pacifici at the Minerals wealth conference

Partners:



EUROPEAN UNION



African, Caribbean and Pacific Group of States (ACP)



African Guarantee Fund for Small and Medium Enterprises (AGF)



Ministry of Energy and Mineral Development



Uganda Chamber of Mines and Petroleum (UCMP)

CHAPTER
3



Humanitarian Work - UNDP
Emergency Response and
Resilience Strategy



Humanitarian Work - UNDP Emergency Response and Resilience Strategy

UNDP Emergency Response and Resilience Strategy (ERRS) aims at demonstrating that humanitarian, development and peace building efforts are complementary and need to reinforce each other to respond to sudden and protracted crisis. By providing longer-term, socio-economic solutions, engaging earlier to prevent violent conflicts or disasters and reduce humanitarian need, UNDP is addressing dependence and hopelessness, thereby ensuring no one is left behind by providing conducive environment for crisis-affected communities. Several of our programmatic interventions directly contribute to the government's humanitarian response to the refugee situation. As such, UNDP's refugee response and resilience work is supported and embedded in the work of all UNDP Uganda's five flagship programmes; namely, Climate Change Response and Disaster Risk Reduction, Inclusive Green Growth, Rule of Law and Constitutional Democracy, Peace, Security and System Resilience, and Institutional Effectiveness. The effort is also supported by several other partners.

Our key achievements in 2018 include:

→ In 2018, UNDP supported the strengthening of the humanitarian development nexus through a resilience-based approach by establishing effective partnerships to build the capacities of the refugee-hosting and crisis-affected districts to cope with challenges and to strengthen systems that allow recovery from the shocks. This was done by supporting livelihoods options for affected populations while strengthening the crisis management and the planning and budgeting capacities of three refugee-hosting district local governments. In 2018, UNDP intended to demonstrate how to leverage humanitarian investments to benefit the long-term development agenda while addressing the life-saving needs of affected communities.

→ In 2018, UNDP strengthened the capacity of three district local governments (Arua, Yumbe and Moyo) to lead community engagement, planning, coordination, delivery and monitoring of refugee response and resilience efforts. More than 600 district, sub-county, parish and village leaders were trained on bottom-up and evidence-based planning and budgeting in partnership with JICA, and all political leaders were sensitized on the importance of this approach. Our interventions here demonstrate our belief that the district local government's role in delivering the basic (life-saving) services to the refugees and host communities should not be neglected, and that their capacities need to be strengthened as early as possible within the humanitarian response.



A training session of district leaders in community engagement, planning, coordination and delivery of refugee-response efforts

Supporting refugee and host community establish stable income is key to ending the need for humanitarian support and ensuring cost-efficiency and sustainability of the refugee response. To that end, in 2018, UNDP created about 105,000 emergency employment opportunities, benefiting 3,500 persons including refugees and host communities. The beneficiaries were trained and involved in Village Saving and Loan Associations (VSLAs) which enabled them to capitalise and grow their incomes. Besides directly providing cash for the beneficiaries to meet all of their households' basic needs

during employment, the emergency employment created also allowed the opening and rehabilitation of 358.2km of roads, the construction of two markets of 32 stalls, one community hall, 23 garbage pits, 10 culvert lines, a two-stance pit latrine, the drainage of 2.1km of canals, and the fencing of one market and football pitch. About one-third of UNDP emergency employment beneficiaries received additional training and coaching and were provided with cash grants to complement their saving towards the establishment of sustainable income generation through the creation of micro businesses.



Created 105,000 daily emergency employment and constructed 358 kilometers of roads among others.



Coached and supported 1,066 refugee and host community to establish sustainable livelihoods through micro-businesses.

→ UNDP validated district risk profiles and related contingency plans in the refugee-hosting districts of Arua, Moyo and Yumbe and procured basic emergency equipment for refugees. Similarly, a total of 175 District and Village Disaster Management Committees members were trained on emergency response management and procedures. Staff from

the Office of the Prime Minister were also taught about drone mapping and analysis and successfully developed and piloted a Village resilience assessment and planning methodology.

→ A total of 30.6 acres of woodlots were planted to mitigate the massive deforestation trends within and around refugee settlements.



Part of the estimated 30.6 acres of woodlots planned with and around refugee settlements

CHAPTER 4



Generating evidence
and policy advice

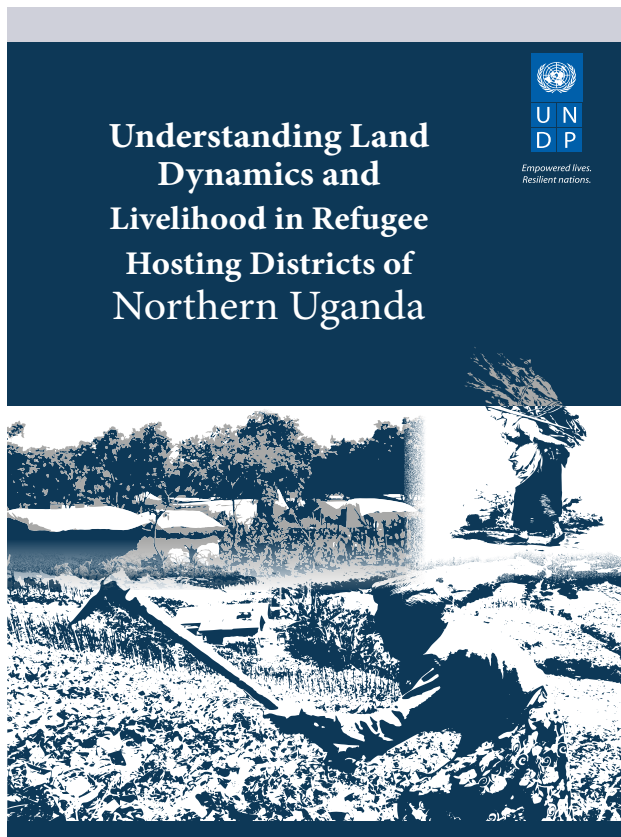


Generating evidence and policy advice

Several knowledge products were published to shape the policy direction in the country. Some of these products include the following:

1 UNDP supported the preparation of knowledge products to support policy processes. The policy paper 'Understanding land dynamics and livelihoods in refugee-hosting districts of Northern Uganda' was prepared. It highlights the impact of land decisions on household livelihoods and the environment and proposes options for optimising Uganda's progressive refugee policy. Among the key recommendations, the paper proposes: profiling, mapping and zoning land to ensure that livelihood interventions are based on peculiarities of different communities; promotion of alternative livelihoods; facilitation of group formation among hosts and refugees; and promotion of affordable renewable cooking technologies to replace the use of fuelwood and charcoal. Some of these recommendations are already informing programming by several development partners engaged in humanitarian and development support to refugees and host communities.

2 Under the framework of the Global Partnership for Effective Development Cooperation (GPEDC), UNDP partnered the Organisation for Economic Cooperation and Development (OECD) and the Government of Uganda to publish the Private Sector Engagement (PSE) Study for Uganda. The study identifies the opportunities and challenges of making PSE through development co-operation in the country effective and generates unique country-specific evidence through a mapping of 271 PSE projects, a review of existing literature and interviews with various stakeholders. Informed by the results of the PSE study, UNDP Uganda Country Office developed its first-ever framework for engaging the private sector to deliver on the national development aspirations in Uganda. The framework provides a basis for rallying private actors to be mindful of the way they do business so that their activities contribute to all the dimensions of sustainable development. It is also instrumental in fostering partnership for investment in catalytic interventions for sustainable development.



The framework anchored on the UNDP's country programme (2016-2020), provides a basis for rallying private actors to be mindful of the way they do business so that their activities contribute to all the dimensions of sustainable development. It is also instrumental in fostering partnership for investment in catalytic interventions for sustainable development. The framework embraces the principles of the UNDP's Private Sector and Foundations Strategy for the Sustainable Development Goals (2016-2020) and is implemented within the realm of international commitments such as the Nairobi Declaration for Development Effectiveness (2012); the GPEDC and the Addis Ababa Action Agenda.





Driving the industrialization agenda

The country office sustained its support to Uganda's industrialisation agenda. Building on the engagements in 2016 and 2017, focus in 2018 was on facilitating the Ministry of Trade, Industry and Cooperatives to prepare the National Industrial Policy. UNDP's support to this process included

technical review of several drafts, facilitation of more than 10 consultative meetings across sectors, and the national validation. Building on this momentum, deliberations are ongoing to position industrialisation at the centre of Uganda's strategic direction for the third National Development Plan.



Trade & Industry Minister Amelia Kyambadde, UNDP Resident Representative a.i. Ms Almaz Gebru with other stakeholders during the Industrial Policy Validation workshop

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Building on this momentum, deliberations are ongoing to position industrialisation at the centre of Uganda's strategic direction for the third National Development Plan.

CHAPTER 5



UNDP support to the
implementation of the
2030 Agenda

UNDP support to the implementation of the 2030 Agenda

For the third year running, UNDP continued to co-chair, with the UNICEF, the UN Technical Working Group on the 17 Sustainable Development Goals (SDGs). This group has been instrumental in ensuring coherence of UN system support, including direct technical support and joint resource mobilization. For instance, following sustained advice from the group, the Government of Uganda officially appointed a cabinet focal point to lead on all issues pertaining to the implementation of the SDGs in the country. Resources were mobilized to deliver on some knowledge products, as well as the preparation of the SDG roadmap. Not least, efforts were made to ensure that engagements by non-resident UN agencies were cognizant of ongoing work of the UN Country team.

Our support to the implementation of the 2030 Agenda and its 17 Sustainable Development Goals (SDGs) in 2018 includes:

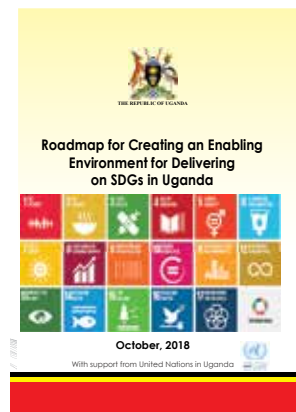
➤ Enhancing implementation of the Sustainable Development Goals (SDGs). UNDP supported the development of the National SDGs Implementation Roadmap which was launched by the Prime Minister Rt. Hon. Dr. Ruhakana Rugunda. The roadmap identifies strategic priority actions for building an enabling environment to localize and implement the SDGs. To operationalize the roadmap, UNDP, working with other UN agencies, supported government to undertake an in-depth study on the policy and institutional gaps in the public sector to inform planning and mainstreaming of SDGs. This study's findings are envisaged to inform policy support and institutional capacity building efforts for the acceleration of SDG implementation for annual budgets. Several development partners have expressed interest in supporting critical activities in the roadmap, while lead government agencies are scaling up efforts to implement areas mandated to them. Clearly, the roadmap is instrumental in ensuring coordinated efforts in implementation.



The Prime Minister Rt. Hon. Ruhakana Rugunda, UN Resident Coordinator Ms. Rosa Malango, Minister General Duties, and SDGs Coordinator Hon. Mary Karoro Okurut and other officials during the launch of SDG roadmap.

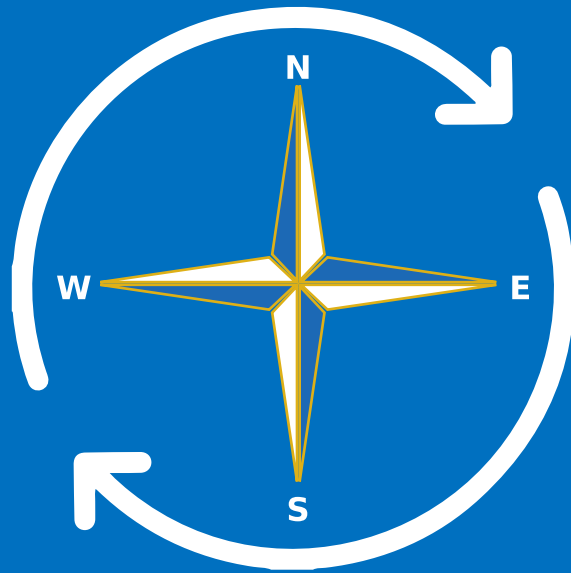
➤ Accelerating Uganda's efforts to report and end poverty. Now, there is a glimmer of hope that in 2019, Uganda will be among the very few countries globally to confidently report progress on the achievement of SDG1 on ending poverty in all its forms everywhere. Following protracted engagement of UNDP and the Government of Uganda, and commencement of technical engagements in 2017, the first draft of the Multi-dimensional Poverty index (MPI) for Uganda is in place. The MPI will be useful in targeting resources and designing policies for the most vulnerable.

➤ Documenting UNDP's contribution to achieving SDGs. UNDP for the first time prepared its publication, UNDP's Contribution to Uganda's SDGs Journey. The publication prepared in-house showcases the progress made since the post-2015 consultations, demonstrating UNDP's direct country programme response to the 2030 Agenda. This publication has attracted requests for more 3,000 copies to inform engagements by government, civil society, private sector, development partners and academia.

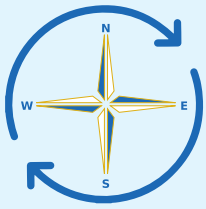


➤ UNDP supported the alignment of the Parliamentary Committees to SDGs which eased division of labor and attention across them. UNDP reinforced the Parliamentary Forum on Sustainable Development Goals by supporting it to prepare a strategic plan that influenced structured entry points for advocacy at parliament and constituency levels.

CHAPTER 6



South-South and Triangular
Cooperation



South-South and Triangular Cooperation

South-South cooperation (SSC) is “a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions”.

On the other hand, triangular cooperation (TrC) is “Southern-driven partnerships between two or more developing countries, supported by a developed country(ies) or multilateral organization(s), to implement development cooperation programmes and projects”. UNDP supports South-South and triangular cooperation (SSTC) because of the myriad benefits it presents including in the area of sharing experiences and best practices. In 2018, we registered the following accomplishments under our SSTC missions:



South-South cooperation and triangular cooperation guided the development of the Strategic Plan for the Mauritius Parliamentary Gender Caucus. This was achieved through a visit by UNDP Mauritius and Mauritius National Assembly Parliamentary Gender Caucus to Uganda, to acquaint themselves on Gender Equality aspects both at UNDP Mauritius Country Office and the Parliamentary Gender Caucus.



Ms Almaz Gebru, the UNDP Resident Representative a.i meets the delegation before leaving for Mauritius



SS/triangular cooperation interventions have influenced modification in select government entities; for example, the Transformation Development Approach to programming has been integrated in the Civic Education content of the Judicial Service Commission, and training content for Makerere University as well as modification in the structuring of government ministries, departments and agencies.



The successful design and rollout of the Automated Protocol Management Information System (PIMS) in the Ministry of Foreign Affairs is evidence of what South-South cooperation can offer in facilitating innovation and inspiring leadership for transformational development.



UNDP supported a senior management team from the Ministry of Foreign Affairs to travel to Pretoria in South Africa (2016) to study the protocol management system there. This inspired vision-with-action, leading to the development of a local solution, using local expertise here in Uganda to adapt the South African system to the Ugandan context. As a result, the local IT practitioner has been able to develop an understanding of protocol systems, on how these can be automated, and is, therefore, now resourceful and can provide his/her expertise in other countries in the region.

UNDP supported an inter-ministerial fact-finding mission comprising 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. The visit informed government interventions on streamlining labour externalization and curbing trafficking in the region including the need for government to pursue the externalization of more professional workers while minimizing export of domestic workers unless better guarantees for their safety have been secured. Government of Uganda also initiated criminal prosecution of labour recruitment agencies on allegations of involvement in trafficking. The government also elevated Uganda's Coordination Office to Combat Trafficking in Persons (COCTIP) to an official department with a small permanent budget allocation, which enabled the office to improve its anti-trafficking efforts.



UN VOLUNTEERS

Volunteerism in Uganda

Voluntary action is deeply embedded in most cultures especially in Africa where it emerges from long-established, ancient traditions of sharing, whether understood as mutual aid and self-help, philanthropy and community service, or civic participation and advocacy. Over the years, volunteerism in Uganda has promoted sense of helping one another among community members, without expecting personal or individual gains. Rather to help the whole community, for example, road maintenance popularly known as Bulungi bwa nsi in Buganda. The government appreciates that volunteerism makes an essential contribution to its economic output though it has been overlooked in national statistics mainly because there is no single accepted method for measuring its economic value.

UNV Programme in Uganda

The UNV programme in Uganda started in 1983 with the first volunteers deployed under the World Food Programme (WFP) relief projects. In 1986, the first UNV Programme Officer was recruited for better coordination of programme activities following the effort to assist the country, which had just emerged from a civil war, in its reconstruction and rehabilitation. Since then, the programme has grown to 78 UNVs in 2008, and currently, the UNV Field Unit

(FU) is managing 45 UNV volunteers, both national and internationals. Another 85 Ugandans are currently serving as UN Online Volunteers; a platform that offers opportunities for those who wish to share their experience, skills and knowledge from their own homes. Some key areas where the UN Volunteers work include in agriculture, health and nutrition, education, vocational training, ICT, poverty reduction, energy and environmental conservation, governance, human rights, gender, reproductive health and population, HIV/AIDS, Communication, Environment, Livelihood, Education, UN Coordination, social work, etc. More engagements are expected as various UN Agencies have just launched their new CPDs.

UNDP as a chair of the UN Youth Engagement and Employment (YEE) convergence group in collaboration with UNV and the government of Uganda started the Uganda Graduate Volunteer Scheme (UGVS). The programme, conceived as a complementary to the larger UN Volunteers programme aims at enabling more youth obtain mentoring and professional on-the-job experience, through volunteerism. In 2018, UNDP continued supporting the work of UN Volunteers working in Uganda and Ugandan UNVs serving abroad, as well as efforts to inspire others to join them in empowering the lives of the people and building resilience.

Uganda Graduate Volunteer Scheme Launch



Graduate volunteers at the launch of the scheme



International Volunteers Day 2018 Celebrations



UN volunteers march through Nabilatuk during IVD celebrations. The theme was, "Volunteers Build Resilient Communities."



Reviving degraded land through improved land management practises in the Elgon region



Mbale, Eastern Uganda—For communities around Mountain Elgon, in Eastern Uganda, the onset of rain often spells disaster.

This is so because when rains come pounding on the slopes of the 4,321-metre-high mountain landscape, they trigger landslides and flooding in the low-lying plains ruining planted gardens, homes and affecting the livelihoods of the communities that live there.

In the past, this happened occasionally, giving communities time to recover from such disasters, in this era of climate change however, the incidence of disasters is more frequent. Therefore, supporting communities to cope with the effects of climate change is now more pertinent than ever.

It is for this reason that United Nations Development Programme (UNDP) introduced the; Integrated Landscape

Management (ILM) for Livelihoods Improvement and Ecosystems Resilience in the Mt Elgon Region, to help communities cope with climate variability.

Sylvia's Story

For the last ten years, 33 year old Sylvia Kakai, a married mother of four living on the slopes of Mount Elgon in Bushiuyo village, Mbale district was distraught about the state of her land.

Her family's half acre of land was badly degraded by frequent soil erosion and loss of organic matter making it unproductive and leaving her family with no source of income.

In 2016, the Integrated Landscape Management (ILM) Project came to her rescue.

The project team in partnership with the local government officials met with communities in hot spot communities which are along the Mt. Elgon landslide belt. Through these community meetings, landscape committees were formed to address the issues of soil erosion and land degradation. Leaders for these committees were elected by the communities following a criteria shared by the local government officials during the meetings.

Sylvia was elected by her community to lead their village level environment protection committee in Bushiuyo. She was given the responsibility of mobilising her neighbours to take part in trainings and actions on sustainable land management.



Sylvia explains to the minister of Agriculture and other officials how the project is helping them to use their land in a sustainable manner.

With support from the Parish level trainers for sustainable land management and the district extension workers, Sylvia and her group were taught how to construct proper contours, stabilise them with grass and stone bunds, dig permanent planting basins to reduce the frequency of tillage as well as mulching to conserve soil moisture. These sustainable land management methods were intended to reduce soil erosion and reverse land degradation which are widespread in the Elgon belt.

After trying out these new techniques on her land, Sylvia realised that the contours which trap running water collected very fertile soil which she would scoop out and put back in her garden where she grew tomatoes, onions and Irish potatoes.

During the first season of employing this technique, Sylvia harvested almost double the number of tomatoes she had harvested before. She is hopeful that the other crops will also double when she harvests.

"This project is a blessing to us. I had lost hope because the number of tomatoes we were harvesting kept reducing every season. Now, our harvests have increased again and our land is much better," Sylvia says happily.



Sylvia's garden before harvest.

After implementing some of the integrated agricultural practices, her yield doubled and she was able to harvest 11 basins (77kg) of tomatoes compared to one basin (7kg) of tomatoes she had reaped previously on the same half-acre piece of land. She sold each basin of tomatoes at Shs25,000 (\$6.55) and earned Shs275,000 (approximately \$72.00).

From the income, Sylvia was able to buy herself a smart phone which she now uses to get market prices and information about government plans for the agriculture sector.

"With the smart phone I bought, I receive and can share information about commodity prices with women and men in the village, so nobody can cheat us anymore," Sylvia said, adding that her community almost missed seed distribution by the district if she had not received the information in time.

About the Integrated Landscape Management (ILM) Project

Since 2016, the "Integrated Landscape Management (ILM) for Livelihoods Improvement and Ecosystems Resilience in the Mt

Elgon Region" has been working to help communities cope with climate variability.

The three-year ILM project, implemented UNDP with funding from the Global Environment Fund (GEF) is being implemented in the highland agro-ecological zone of Eastern Uganda's districts of Mbale, Bulambuli and Manafwa.

In the integrated landscape management approach, communities are taught to plan for their land in ways that will increase productivity today, without reducing its ability to produce more for them tomorrow. The overall goal is to improve productivity and household incomes while simultaneously popularising practices that make the ecosystem able to withstand harsh weather conditions.

With improved productivity, the districts of Mbale, Manafwa and Bulambuli have the potential of becoming the region's food basket since various staple foods such as, maize, beans, vegetables and fruits flourish in this part of Uganda.

How the project works:

The implementation of the project is community-based. Trained members of the Catchment Management Committee (CMC), lead others to implement climate smart or sustainable land-use activities. Key among the tasks is to control the heavy run off of water downhill which leads to soil erosion, loss of soil nutrients and fertility as well as landslides in extreme cases.

Residents, working in groups, dig trenches across the mountain slope, which trap the rain surface run-off. On the contours, bunds and edges of fields, trees and napier grass (*Pennisetum*) are planted to hold the soils and control run-off. The trees, apart from acting as wind breakers, provide wood fuel and timber.

SDG linkage

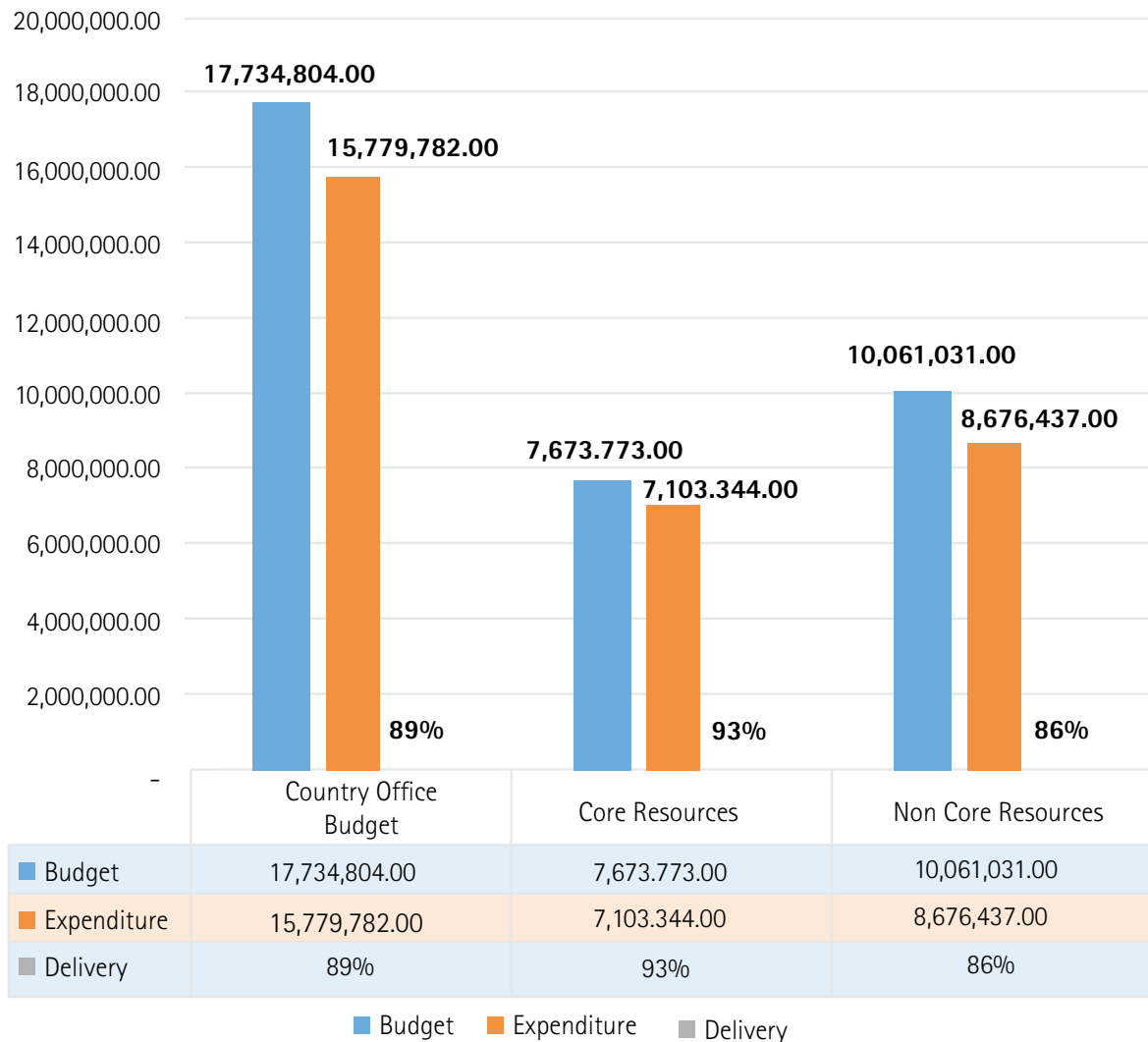
The ILM project is one of the many ways the UNDP is helping Uganda achieve the Sustainable Development Goals (SDGs). Conservation and restoration of terrestrial ecosystems such as forests, wetlands, drylands and mountains by 2020 is a thread that runs through the 2030 Agenda.

The project's work is halting the destruction of land due to human activity and the effects of climate change. This is an answer to SDGs 13 and 15 which focus on climate change action and life on land respectively.

It also addresses SDG 2 on Zero hunger by enabling communities to use more sustainable methods to grow food while reaping higher yields from their gardens. All these goals invariably lead to the achievement of SDG one which focuses on reducing poverty in communities as envisioned by both Agenda 2030 and the National Development Plan for Uganda.

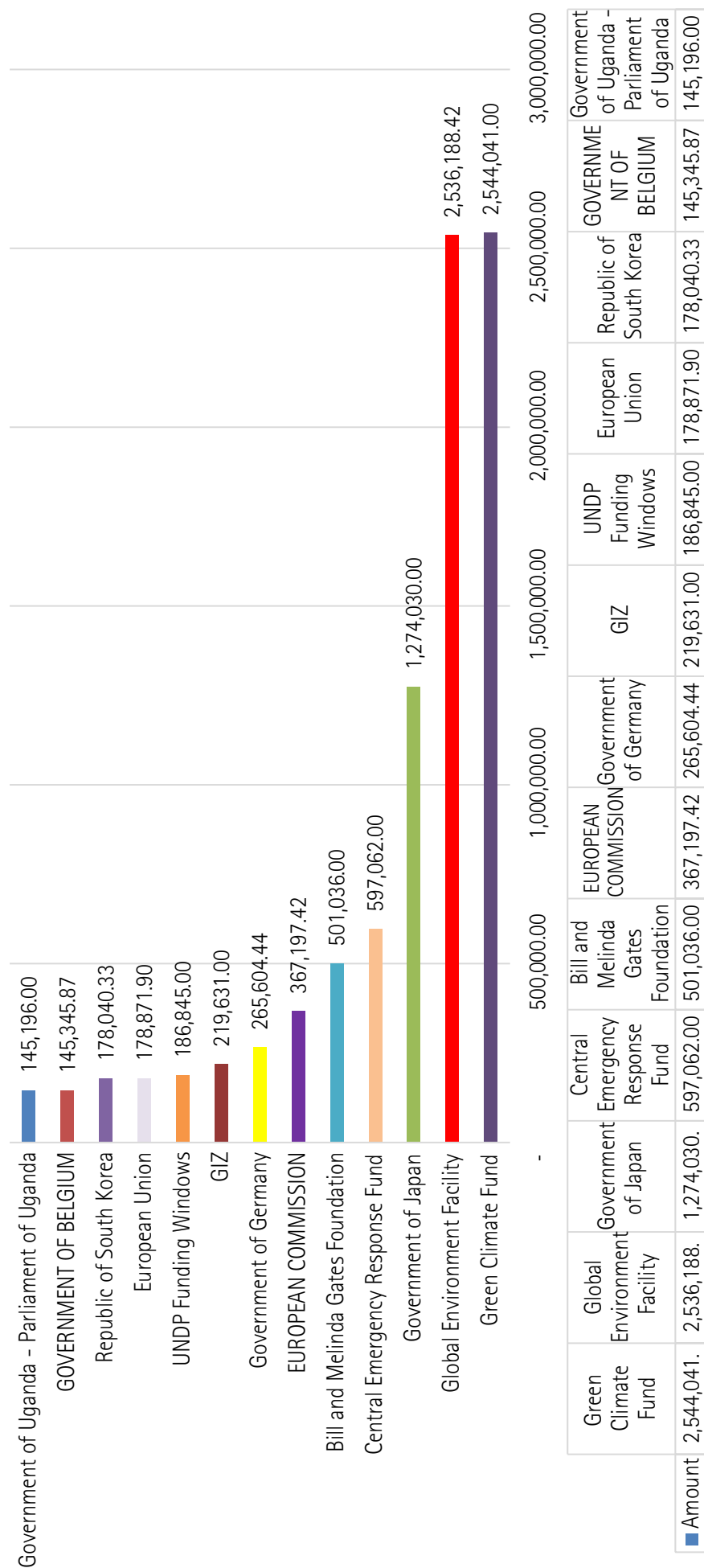
Text & Photos by: Henry Nsubuga, Communications Unit -UNDP Uganda.

2018 Financial resources



Programme Expenditure by Strategic Results Area			
Strategic Results Area	Budget (USD)	Expenditure	Delivery
Rule of Law & Constitutional Democracy	995,196	871,934	88%
Institutional Effectiveness	3,508,328	3,265,712	93%
Peace Security & Systems Resilience	1,293,907	1,155,991	89%
Inclusive Green Growth	4,960,237	4,434,919	89%
Climate Change Response & DRR	5,951,104	5,104,235	86%
RCO & Operational projects	1,026,031	946,961	92%
	17,734,804	15,779,752	89%

Funding Sources - Non Core Resources FY 2019





UNDP FOOTPRINT IN UGANDA

United Nations Development Programme (UNDP)

Plot 11, Yusuf Lule Road, P.O. Box 7184, Kampala, Uganda
 Email: registry.ug@undp.org Web site: www.ug.undp.org



Empowered lives.
Resilient nations.

2010-2015 Programme Cycle Accountable Democratic Governance Growth & Poverty Reduction, Energy & Environment	Cross cutting themes: Gender Equity & Empowerment HIV/AIDS	Strategic Policy Advice	(2016-2020) Programme cycle Inclusive Effective Governance (IEG) Rule of Law & Constitutional Democracy; Institutional Effectiveness; Peace, Security & Systems Resilience
			Sustainable and Inclusive Economic Development (SIED) Inclusive Green Growth, Climate Change Response & Disaster Risk Reduction

Key

UNDP footprint in Uganda

Sustainable, Inclusive Economic Development (SIED)

Inclusive Effective Governance (IEG)

Gender Equality & Women Empowerment (GEWE)

UNDP Office

International Boundary

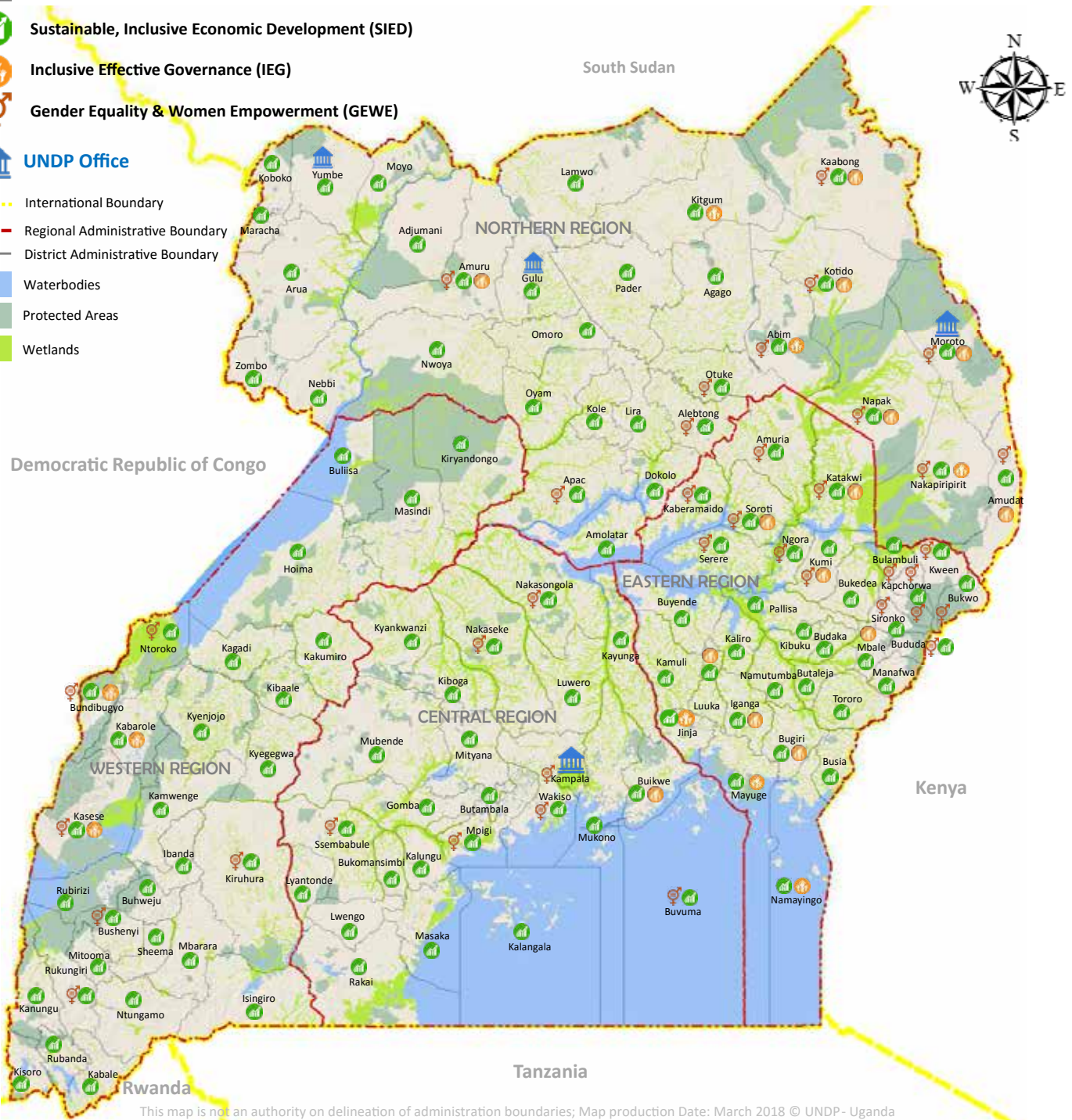
Regional Administrative Boundary

District Administrative Boundary

Waterbodies

Protected Areas

Wetlands



This map is not an authority on delineation of administration boundaries; Map production Date: March 2018 © UNDP - Uganda

Inclusive Green Growth

- | | |
|---|---|
| 1 NO POVERTY | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE |
| 2 ZERO HUNGER | 8 DECENT WORK AND ECONOMIC GROWTH |
| 4 QUALITY EDUCATION | 7 AFFORDABLE AND CLEAN ENERGY |
| 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES |
| 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION |
| 15 LIFE ON LAND | 17 PARTNERSHIPS FOR THE GOALS |

UNDP's Direct Programme and Policy Response in Uganda

Inclusive & Effective Governance

- | | |
|-------------------------|---|
| 5 GENDER EQUALITY | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |
| 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS |

Climate Change & Disaster Risk Reduction

- | | |
|---|---------------------------------------|
| 1 NO POVERTY | 11 SUSTAINABLE CITIES AND COMMUNITIES |
| 2 ZERO HUNGER | 13 CLIMATE ACTION |
| 7 AFFORDABLE AND CLEAN ENERGY | 15 LIFE ON LAND |
| 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 17 PARTNERSHIPS FOR THE GOALS |



United Nations Development Programme (UNDP)

Plot 11, Yusuf Lule Road,

Nakasero P.O. Box 7184

Kampala, Uganda.

Tel: +256 417 112100/301

Fax: +256 414344801

Email: registry.ug@undp.org

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