2016 UN Uganda Country Results Report
Executive Summary

The first year of UNDAF implementation in support of the National Development Plan II, with coincided with the first year of SDG implementation, took place against a backdrop of major global policy developments as well as regional and national challenges.

On a global level, new frameworks for sustainable development, climate change, disaster risk reduction and financing for development agreed in 2015 informed the UNDAF and provided momentum to its initial implementation, driven by the leadership and ownership of Government of Uganda. However, regional instability had a major impact on Uganda, as a haven of peace in a volatile region. Conflict in South Sudan culminated into the largest refugee influx in a single year in the history of Uganda, making Uganda one of the largest refugee-hosting countries in the world. In parallel, the Democratic Republic of Congo (DRC) borders of the Rwenzori region of Uganda had a protracted inter-communal conflict. Increased militia activity in the DRC and continued conflict in the Eastern part has had implications for Western and Northern Uganda. The conflict in DRC further exacerbated the flow of illicit arms, resulting in cases of highway banditry and abductions of people at the border regions thus, creating a militarized space.

Nationally, the presidential and parliamentary elections of February 2016 aroused tension during the pre-election period, while the disputes over the election results caused continued tensions for several months after the elections. At the same time, many refugee-hosting districts faced vulnerability, chronic poverty and increasing food insecurity. In addition, Uganda experienced successive crop failures with nearly 30 per cent of Ugandans facing increasing levels of food insecurity. Several refugee-hosting districts were affected. Food insecurity has potential to negatively impact on the nutrition status of children and adults in the affected areas.

In the face of multiple regional and national challenges, the UNDAF and its 12 joint work plans provided a strong foundation to support Government to respond to emerging crises while safeguarding efforts to pursue sustainable development for everyone in Uganda, in line with the UN Uganda Vision and Mission adopted in June 2016. Significant results were delivered against all 12 UNDAF outcomes under the three pillars Governance, Human Capital Development and Sustainable and Inclusive Economic Development. The total expenditure under the UNDAF amounted to 111 million USD in 2016. The UN also managed to enhance joint efforts on cross-cutting priorities on gender, human rights, and HIV/AIDS, while efforts will continue to enhance mainstreaming and coordination in these key areas. The UNCT supported Government to localize SDGs by engaging local values and cultural leaders, developing private sector partnerships, supporting integration of SDGs in National and Local Development Plans & UNDAF, supporting SDG communication in local languages, engaging in holistic approaches to sustainable development such as the Presidential Wetlands Initiative, and supporting the establishment of a national SDG Coordination Framework. To enhance the implementation of the human-rights based approach of the UNDAF, HRBA and gender training was provided to field staff, and the UN provided comprehensive support to Government in preparing for and following up on the 2016 Universal Periodic Review.
While supporting Government to deliver a comprehensive humanitarian response in the face of the South Sudan refugee influx, the UN also piloted the implementation of the UNCT/WB joint Refugee and Host Population Empowerment Strategy (ReHoPE) through the UNDAF, in support of Uganda’s development-oriented refugee and host community model. ReHoPE helped to inform global efforts to bridge the humanitarian/development divide through the ‘New Way of Working’ and the Comprehensive Refugee Response Framework.

In response to emerging food insecurity, the UN supported Government to heighten nutrition surveillance and further preparedness measures, including through the UN Joint Karamoja Resilience Strategy.

The UN also successfully delivered a comprehensive Electoral Support strategy in support of 2016 elections, including human rights advocacy, enhancing women’s participation, and contributing to a national Peace Architecture to manage post-election tensions, including engagement with cultural and religious leaders.

Joint Programs on HIV/AIDS, GBV and FGM contributed to significant results, including the adoption of a national GBV policy, the passing of the Children’s Act Amendment into law, protecting children from violence and harmful practices, and the development of Sexual & Reproductive Health/HIV Action Plans in priority districts in Karamoja.

In 2016, the UNCT identified key areas for development of new potential joint programs in collaboration with Government of Uganda, including youth, cross-border peace & development, non-communicable diseases and gender equality.

Following a meeting of the Government-UN High-Level Engagement in May 2017, reviewing 2016 UNDAF and SDG implementation progress, enhancing service delivery and accountability, and finalizing the Government SDG Roadmap were highlighted as key priorities for 2017. Other areas highlighted for enhanced collaboration included digitalization, fast-tracking ReHoPE roll-out, climate change resilience, HIV/AIDS prevention among youth, enhanced delivery in education and health, implementation of Universal Periodic Review recommendations, and enhanced joint resource mobilization and engagement with the private sector.

UNDAF Results Summary:

a. Governance

A key achievement under the **Rule of Law and Constitutional Democracy** results area was the UN electoral support, including through the Women’s Situation Room, enhancing women’s participation, and televised presidential debates, contributing to enhanced issue-based discourse. The UN supported the Government of Uganda (GoU) to deliver peaceful presidential and parliamentary elections, which saw an increase in voter turnout for the Presidential elections to 67.62% of registered voters from 59.29% at baseline (2011).

The endorsement and adoption of National Priority Gender Equality Indicators (NPGEIs) was one of the milestones attained under **Human Rights and Gender Equality** outcome. NPGEI facilitated the localization of gender-related SDG indicators. The gender indicators were integrated in the national results framework and National Standard Indicators (NSI). Gender indicators are also aligned to the resource allocation mechanism by the Ministry of Finance, Planning and Economic Development (MoFPED) in line with the requirements of the Public Finance and Management Act (2015) which requires all budgets to be gender- and equity-responsive. Government’s Certificate of Gender Compliance as a requirement for new bills to be approved, was adopted in 2016 and demonstrates Uganda’s leadership on gender equality.
Under **Institutional Development, Accountability and Transparency**, a web-based platform was developed that enabled the public to access and monitor infrastructure projects in Kampala; the Project Management Information System (PMIS) for infrastructure projects was also developed to enable KCCA have a real-time data base of all infrastructure projects; and six (6) NGOs received QUAM certification to enable them to detect and prevent corruption related tendencies in their work. Additionally, SDGs were localized in all local governments: SDGs Implementation Readiness report was prepared; SDG Implementation Coordination Framework was developed and disseminated; 80 out of 111 Local Governments have integrated SDGs in their Development plans; and the National Indicator Framework and the NDP II results framework have been developed.

Under **Peace, Security and Resilience**, the Refugee and Host Population Empowerment (ReHoPE) strategy was, under UN and World Bank leadership developed as a collective multi-stakeholder humanitarian and development response to support the Government’s Settlement Transformation Agenda for refugee-hosting districts. UN supported policy consultations and reviews that resulted into a draft National Peace Building and Conflict Transformation Policy and the draft Firearms bill. Additionally, a functional CSO/national platform facilitating internal dialogue, mediation and conflict transformation efforts was put in place. Impartial and independent infrastructure for peace and conflict mitigation was established, comprising of the Inter Religious Council of Uganda; The Elder’s Forum of Uganda; The National Consultative Forum; and the Women’s Situation Room.

b. **Human Capital Development (HCD)**

**Learning and Skills Development**: With UN support, GoU developed the National Integrated Early Childhood Development (NIECD) policy and a costed action plan, which was approved and launched in March 2016. Subsequently, National Council for Children (NCC) supported line ministries to include Early Childhood Development indicators in the district performance assessment framework. A planning guide for local government was developed to be used in all the 112 districts and about 30 municipalities in Uganda in 2017.

**Health**: The UN supported the development of appropriate policies, strategies and guidelines including Universal Health Coverage, Health Financing Strategy, HIV Test and Treat strategy and Revised HIV/AIDS treatment guidelines, National Nutrition Advocacy and Communication Strategy, Updated Integrated Management of Acute Malnutrition (IMAM) & Integrated Young Child Feeding Guidelines, Integrated Malaria Vector Management Guidelines, the eHealth Policy and Strategy, the Adolescent Health Road Map, Pregnancy, Child Birth, and Post-Natal Care Guidelines (PCPNC), the Essential Maternal and Newborn Care Guidelines, the Village Health Team (VHT) Revitalization Strategy, the Community Health Extension Worker (CHEW) Policy and Strategy, among others. Subsequently, the percentage of HIV positive individuals receiving ART increased from the baseline figure (adult = 48; children = 41) to 61% and 72% for adults and children respectively.

**Social Protection**: The National Social Protection Policy (NSPP) and action plan was approved in March 2016. The NSPP catalyzed the adoption of the National Labor Intensive Public Work Guidelines for Uganda. It further facilitated the finalization and launch of a business case for sustained investments in social protection. A business case of sustained investment in children and vulnerable adults is in place. This subsequently culminated in recommendations for addressing disparities, and the inception phase of
the modeling exercise in Karamoja, which will support the Government’s commitment to finalize a single registry platform.

**Gender Based Violence (GBV) and Violence Against Children (VAC):** The National GBV Policy and Action Plan was launched, with UN support. The Action Plan provides a framework for all national and local government interventions aimed at preventing and responding to GBV. It spells out the roles of various state and non-state actors, the strategic actions to undertake and the milestones for measuring progress at national and local level. The GBV policy once rolled out will guide the allocation of resources and costing on the prevention and response to GBV and Violence Against Children.

**HIV/AIDS Response:** UN provided technical for generation and development of strategic guidance documents such as; National HIV Prevention Road Map; review and revision of the National HIV Condom Strategy; and development of SRH/HIV priority action plans for 7 districts of Karamoja. In addition, a systems capacity assessment for SRH/HIV integrated service delivery was conducted.

c. **Sustainable and Inclusive Economic Development (SIED)**

**Natural Resource Management and Climate Change Resilience:** The UN supported the strengthening of national capacity for evidence-based decision making through development of; a National Wetland Atlas; an On-line Green House Gases Inventory system to track emissions from development activities; a National Charcoal Database; and Hazard and vulnerability mapping/plans for 112 districts in Uganda; analytical studies for catalyzing increased financing for Biodiversity conservation completed: - Policy institutional review, Biodiversity expenditure review, Financial gaps analysis and Biodiversity Finance Plan Global Environment Facility. Further, efforts to combat deforestation were boosted by completion of analytical studies to inform design of a country strategy on Reducing Emission from Forest degradation and deforestation and strengthened technical and functional capacity of 166 government staff (M: 100; F: 66) to monitor and enforce conservation in the Kidepo critical landscape.

**Infrastructure, Production and Trade:** Chinese sustainable practices and technologies in horticulture, cereals production, aquaculture, livestock and agribusiness were introduced and are being promoted. UNDP and UNEP jointly convened a Regional Networking Forum and hosted the 9th Africa Roundtable on Sustainable Consumption and Production (ARSCP 9) in Kampala. In addition, an International Inclusive Business Networking Forum was hosted in April 2016 and brought over 20 Countries together to learn and strategize on how to increase inclusive business in Africa. UNCDF technical assistance to Bank of Uganda and MoFPED also culminated into the formulation of policies and guidelines for National Payment System Departments. Firstly, the development of National Financial Inclusion Strategy that promoted interagency Banking, Payment Service Provider Mapping which offered a better understanding of the supply of Payment Service Provider within East Africa as well as Legal, Regulatory and Policy Review for DFS Interoperability to regulate Payment Service Providers.

**Employment:** UN provided technical support for the review of the National Youth Policy that was subsequently approved by Cabinet in September 2016. The Policy provided guidance to different stakeholders in provision of quality services to the youth to enable them enhance their competencies for improved participation in the national development. Particularly, the Policy emphasizes the need for systematic youth programming through a multi-sectoral strategy involving relevant Ministries, Departments and Agencies, development partners, private sector, civil society organizations, communities
and the youth. Additionally, UN supported the GoU to initiate an Employment Diagnostics Analysis study that aims to assess employment bottlenecks and opportunities across Uganda’s key economic sectors. The GoU was also supported ILO to develop and produce the second series of the School to Work Transition Report. The report provided information and data on Labour market transition of young people in Uganda that is important in designing labour market policies and programmes.

Results of Operating as One

The establishment of the UN Uganda Knowledge Management System (KMS) was a notable success of the Operation Management Team (OMT). It enabled UN agencies in Uganda to jointly plan, monitor and report on the UNDAF and store and share information thus, ensuring smart operation through system harmonization. The UN Uganda’s Business Operations Strategy has yielded dividends, in terms of savings derived from the use of Long-Term Agreements (LTAs). In 2016, OMT demonstrated a total procurement bulk LTAs discount savings of US $5.4m. The Common LTA usage however needs strengthening: only 13 of the 24 common LTAs in place were used, while on average, only 4 out of 12 resident and participating agencies fully adopted the use of common LTAs.

Results of Communicating as One

As the Chair of the UN Communication Group (UNCG), the Resident Coordinator (RC) provided leadership in the UN Country Team strengthening relationship with Government of Uganda (GoU) which subsequently raised the UN’s profile and visibility in the country; increased awareness on SDGs; supported GoU to respond to emerging challenges including the South Sudan and broader refugee and host community response. The UNCT contributed to global advocacy for ReHoPE and Uganda’s unique refugee and host community model and wider vulnerability situation, including at the World Humanitarian Summit, UN General Assembly and the CERF High-Level Conference. Innovative non-expensive impactful approaches for communication and advocacy particularly through social media were used. Hashtags were formulated for joint UN events such #UN4U during the UN Awareness Month in October and members of the UNCG used their agency social media accounts as well as individual accounts to tweet and raise awareness about key issues. Op-eds by the RC on key issues leveraging important UN international dates published in the press were found to be more impactful and cost effective than newspaper supplements. For 2017, UN Communications Group can further enhance results of Communicating as One through increased interaction with the Outcome Results Groups to leverage advocacy in joint priority areas.

Lessons learned

The implementation of UNDAF activities in 2016 took place in a complex environment with multiple challenges affecting delivery. While noting significant results in 2016, limited government absorption capacity, delays due to
2016 elections, and limited resource mobilization posed challenges across the board for UNDAF implementation, affecting all three Pillars’ delivery and expenditure rates. Boosting UNDAF delivery requires continued and amplified government engagement, performance commitment and mutual accountability, both at technical and political level. Enhanced engagement through the UNDAF Joint Steering Committee will also be essential. The UNDAF remained under-funded in 2016. There is need to widen the scope of partnership by prioritizing resource mobilization options beyond the traditional donors. Empowering the ORGs to be more pro-active in terms of regular joint advocacy and resource mobilization will be a priority in 2017 and beyond. Enhanced humanitarian/development coordination at national and local levels, as well as strengthening of the UN Area Coordinators, will also be key.
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I. Key Development Trends

Presidential and Parliamentary Elections

Uganda held general elections in February to March 2016. The National Resistance Movement (NRM) under the incumbent President Yoweri Museveni, retained the Presidential seat for a fifth consecutive term. The elections ushered in largely, a new team of first-time legislators (parliamentary turnover was 83%). Whereas the absolute number of women members of parliament increased by 11, the percentage of women in parliament declined from 34.4% in 2011 to 32.8%). The President appointed a new cabinet in June 2016, with 11 out of 31 cabinet ministers being women.

The United Nations Country Team (UNCT) and its partners, collaboratively supported the electoral process in Uganda, through strengthening national platforms for conflict resolution/mediation and conflict early-warning systems. This included support to a broad range of partners including The Elders’ Forum of Uganda, The National Consultative Forum and The Inter-Religious Council of Uganda. The UN also support the two televised Presidential debates, which contributed to an increase in voter turnout, women participation and a shift to issue-based politics.

Disputes over the election results however impacted the political climate for several months after the elections. There were continued protests, by opposition against the 2016 election results. The flux environment that followed the electoral phase prompted the UN to support the country towards a National Dialogue, consisting of three interlinked levels: the top leadership level, the political parties level and the citizenry level. The UN Uganda Resident Coordinator was invited as an observer in the Dialogue.

The elections delayed UNDAF implementation in the first quarter of 2016, owing to the fragile political climate. The transition to a new government however, offered an opportunity for strengthened collaboration with Government of Uganda (GoU) in key areas. In his new term office, the President for instance prioritized delivery of programmes and resources.

The post 2016 general elections period was also marred with violence in some areas such as Kampala, Rwenzori/Kasese, Elgon and Kayunga. In the Rwenzori region, several people died while others were displaced. In November 2016, a series of events in Kasese district on the Democratic Republic of Congo (DRC) border killed over 50 people, both civilians and members of Uganda Police Force. The attacks and counter attacks between the Royal Guards of the Rwenzururu King and police force resulted in the arrest and charges of murder on the King. The conflict was viewed as part of a secessionist movement for the creation of the Yiira Republic.

Regional Political outlook

Generally, the conflict and humanitarian outlook of the region painted a gloomy picture. The convergence of forced displacement from conflicts, violent extremism and economic shocks left the region in a fragile situation. DRC borders of the Rwenzori region of Uganda, had a protracted inter-communal conflict. Increased militia activity in the DRC and continued conflict in the Eastern part has had implications for Northern Uganda. The highly porous and un-demarcated border facilitated movement of negative elements into Uganda. The conflict in DRC
further exacerbated the flow of illicit arms, resulting in recent cases of highway banditry and abductions of people at the border regions thus, creating a militarized space.

The year 2016 was also characterized by violence and tension in the DRC owing to President, Joseph Kabila’s bid to contest a third term of office. Burundi was not an exceptional, the fragile peace process therein led to movement of refugees into Western Uganda. The gradual withdrawal of troops from AMISOM, the increased attacks by Al-Shabaab inter-clan conflicts and other forms of violence also become more prevalent in Somalia. The levels of displacement remained high, with refugees from Somalia arriving in Western Uganda, Isingiro and Nakivale Settlements. The President of Uganda however, played an active role in the mediation of the South Sudan conflict.

**Humanitarian/Development Response**

Uganda's refugee asylum policy and refugee settlement approach is widely regarded as an exemplary model where refugees are integrated within the host communities and have access to the same services as nationals. The policy gives the refugees the right to work and establish businesses, the right to go to school, freedom of movement, access to documentation, and access to land for agricultural use. The enabling laws provide a pathway for refugees to become self-reliant. UNHCR is leading the refugee response and the management of settlements with the Government of Uganda and coordinates UN agency and NGO support through the Refugee Coordination Model. UNHCR on behalf of the RC is also took the lead in coordinating the Central Emergency Response Fund (CERF) funding and projects. Uganda was the top recipient of CERF funding in 2016 with USD 28 million.

The instabilities in the region culminated into the largest refugee influx in a single year in the history of Uganda. For instance, South Sudan once again descended into a wave of violent conflict in July 2016. 553,000 new refugees fled to Uganda in 2016, most of them from South Sudan (489,000), but also from the DRC (39,000), Burundi and Somalia. This brought the total refugee population hosted by the country to 983,000 refugees and asylum-seekers in Uganda at the end of 2016, nearly doubling the refugee population.

Refugee population verification and detailed individual biometric registration of the emergency influx was conducted, with the hope that it could possibly reduce on the influx. With the influx of refugees from South Sudan in the second half of 2016, Uganda became one of the largest refugee-hosting countries in Africa. At the same time, many refugee-hosting districts faced vulnerability, chronic poverty and increasing food insecurity.

The humanitarian response to refugees in Uganda was under-funded. With thousands of refugees fleeing to Uganda, the needs grew larger. This compromised the capabilities of the UN and its partners to provide vital life-saving assistance to refugees. By the end of 2016, the South Sudan refugee response plan in Uganda was 36 per cent funded and the Burundi refugee response plan in Uganda was 33 per cent funded. WFP faced a 57 million USD shortfall to extent humanitarian assistance for additional six months. There was also an urgent need for support for the provision of basic social services for refugees and host communities, including health, education, water and sanitation, livelihoods, as well as protection and prevention of Gender- Based Violence (GBV).

The humanitarian situation and risks in 2016 undermined Uganda’s progressive refugee policy, which is based on settlements rather than camps, and grants refugees almost all the same rights as Ugandan citizens, including the right to move freely, own land and start a business.
Uganda however, with UN support invested significant domestic resources in the protection, management and integration of refugees, through the provision of, inter alia, land, social services and security. Per International Monetary Fund (IMF), the refugee influx in Uganda did not strain the macro economy. However, the effect at local level, especially on service delivery was profound. The influx also had some positive externalities for instance, some host communities had improvements in terms of access to social services because of the refugee response. Supporting the refugee-hosting districts as part of a comprehensive response is thus a priority for the UNCT.

Drought, experienced in many parts of the country posed a serious challenge. Uganda experienced successive crop failures with nearly 30 per cent of Ugandans facing increasing levels of food insecurity, adding to underlying vulnerabilities of poverty. Several refugee-hosting districts were affected, potentially undermining the refugee host model. Food insecurity has potential to negatively impact on the nutrition status of children and adults in the affected areas. The UN thus, supported heightened nutrition surveillance and preparedness for response to a malnutrition crisis that could emerge.

**Economic Situation**

Uganda’s economic outlook remained optimistic (IMF review mission), with its GDP growth rate at 4.8% for the financial year 2015/16. The GDP growth rate is projected to grow to 5.5% in the 2017/18. Overall, the IMF was satisfied with the way the Government of Uganda was managing the macro economy and expressed confidence in the institutions managing the economy. Uganda in relative terms performed far better than the average for Africa and Sub Saharan Africa. However, the perception by the wider public and the media that Uganda’s economy is weakening may affect the business climate. The Ugandan economy is not returning to a rapid growth path, 7% per annum, which was the case before 2011. It should also be noted that IMF projections for growth did not take into consideration the recent drought in Uganda and the increasing food insecurity. In addition, the assumption that front loading of infrastructure projects will accelerate growth should also be approached with care, as there are huge delays in the implementation of these projects.
II. Results of One Programme

This section highlights the collective progress of the UN development system towards the Outcomes of the One Programme. Specifically, it provides an overview of outputs achieved through the implementation of joint work plan. The analysis is done per outcome area as clustered in the three strategic intents: Governance; Human Capital Development (HCD); and Sustainable and Inclusive Economic Development (SIED). Overall, as highlighted in figure 1 below, some outcome Result Groups (ORGs) had little progress in attaining their respective output indicators.

![Output Indicator Status](image)

**Figure 1: Percentage of indicators on-track/off-track per ORG**

**Strategic Intent 1: Governance**

The Governance Strategic Intent aims that by 2020, Good Governance and institutional robustness is the backbone of social and economic transformation of Uganda whereby a constitutionally driven Rule of Law ensures full separation of powers, guarantees peace, gender equality/human rights and equitable access to justice; a participatory democratic system ensures transparent and credible electoral processes; effective, efficient and innovative institutions with functional, decentralized structures that are run by well-informed leaders and ensures equitable access to quality services and a culture of accountability is entrenched in the national value systems with zero tolerance for corruption.
Outcome 1.1: Rule of Law and Constitutional Democracy.

The outcome envisages that by end 2020, Rule of Law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice. The work plan 2016/2017 prioritized interventions with focus on; legal reform capacity; electoral cycle support; strengthening capacity of key institutions for the implementation of laws and policies; and social mobilization. UNDP and OHCHR are the lead agencies for this outcome. Other contributing agencies include, UNESCO, UNFPA, UNICEF, UN Women, WHO, ILO, UNHABITAT and UNAIDS.

Overall, the implementation of the 2016 ORG 1.1 Work Plan started late in August partly due to the 2016 general elections that polarized the political space and later ushered in new leadership, especially in technical offices. This affected delivery of the planned 2016 activities.

In 2016, the UN pursued delivery on three key indicators in area of Rule of Law and Constitutional Democracy. There was some progress in the percentage of people who have trust in courts of law institutions: 65.9% (in 2016) compared to 64% baseline (in 2010/11) and against a target 70%.

Uganda held general elections in February to March 2016 – the third under its multiparty political dispensation. All elective positions were filled, except those for Local Council that were postponed to 2017. The percentage of people who think Uganda has democracy (or with minor problems) regressed that is, 39% compared to a baseline figure of 52% (female = 58% male = 46%), and the target of 60% (female 60%; male = 60%). This development is partly linked to the defiance campaign in the pre- and post-election period (Source: Afro barometer survey 2015/16). Although the absolute number of women in Parliament increased to 143 in 2016, compared to 136 in 2011, there was a percentage declined to 33.5% in comparison to the baseline figure of 35% %. Besides, women largely contested for district quota positions (affirmative action seats) as opposed to venturing into the open constituencies/direct seats. Overall the direct seats for women increased to 19 in 2016 as compared to 11 in 2011.

By December 2016, nine out of ten indicators were making progress while one was off track. The 2016 interventions that delayed and/or were off-tracked will reprogrammed in the 2017 joint work plans.

Lessons learned in 2016 include that there is a need for strengthening the role of OPM and Ministry of Finance in monitoring and delivery of results on UNDAF and the NDP. UNDAF delivery will require engagement, performance commitment and mutual accountability at the technical and political level. Instituting regularity/feedback meetings will be facilitative of government commitment and advance delivery on the work plan. There is also a need to widen the scope of partnership since donors traditionally funding Rule of Law and Constitutional Development are channeling their funds to the Democratic Governance Facility. An additional challenge is that because of low delivery in 2016, some agencies’ core resource allocations may be decreased further in 2017.

Output 1.1.1: Legal Reform Capacity

In the period under review, four bills out of the targeted seven were reviewed and compliance with human rights and gender equality standards enabled, with UN support. Further, awareness was raised about anti-discriminatory laws, Human Rights Based Approach and gender equality. In addition, institutions of democracy such as, Electoral Commission and Human Rights Commission partially met minimum core functions/performance benchmarks. In accordance to the Elections Act, the Electoral Commission could fully implement the elections roadmap.
However, the electoral process faced some challenges e.g. delay in arrival of ballots in some polling areas, pre and post-election defiance campaigns as well as an incomplete consideration of electoral reform proposals prior to the 2016 elections i.e. by the duty bearers. 230 staff of Uganda Human Rights Commission were trained to monitor the elections for human rights compliance. This enabled observation and reporting on the 2016 elections from a human rights perspective.

Following the elections, the UN supported an analysis of the electoral observation reports through the impartial spaces of dialogue such as National Consultative Forum (the constitutionally mandated body that brings together political parties) and The Elders Forum Of Uganda. This enabled consensus around critical electoral reform within the electoral cycle period 2016 - 2021. For instance, consensus was reached on that reforms should be finalized in the second year of the new government; an independent body of seven eminent persons be drawn in consultation with key stake holders including political parties, CSOs, professional bodies etc. to advertise, interview and conduct public hearings for appointment of Electoral Commission’s commissioners; and that Members of the Electoral Commission shall hold office for seven years and their appointment shall be non-renewable. The consensus has informed the preparations for national dialogue between the president and the opposition.

**Output 1.1.2: Electoral Cycle**

In 2016, the voter turnout for the Presidential elections was at 67.62% of registered voters compared to 59.29% at baseline (2011). This was partly due to an array of targeted interventions implemented under the UN Electoral Support Project in the pre-election, during, and post-election phases. For instance, the UN provided technical assistance to enhance the capacity of the Electoral Commission for confidence building; assurance of a smooth electoral process and equitable access to justice. The UN provided further support to relevant media entities by developing and adopting a media Code of Conduct that guided actions of media entities; increasing access to information and amplifying citizens' voice for participation in democratic processes. In addition, the UN strengthened institutional capacities for conflict prevention; enhanced participation of women in the electoral process as voters and candidates through operationalization of the Women’s Situation Room; and enhanced accountability of target state institutions for human rights advocacy, monitoring and compliance in relation to electoral process.

National platforms for conflict resolution/mediation and conflict early-warning systems were established and strengthened. Financial and technical support was accorded to the Women’s Situation Room (WSR), The Elder’s Forum of Uganda (TEFU), The National Consultative Forum (NCF) and The Inter-Religious Council of Uganda (IRCU). This resulted into an established strong partnership between the Electoral Commission (EC) and the UN System, and laid a firm foundation for mutual respect and potential partnership between the EC and media ownership in the country.

The UN also supported the Electoral Commission to administer elections in a gender-responsive manner that enhanced women’s participation through reviews of Party’s manifestos for gender sensitivity. Subsequently, gender was mainstreamed in the Elections Media Guidelines. Electoral officials, especially Regional Elections Officers, District Returning Officers, Assistant District Returning Officers and senior staff of the Electoral Commission were trained on gender dimensions of election management and the importance of mainstreaming gender throughout the electoral cycle. By the end of the training, the officials appreciated the different gender dimensions of electoral management (such as opening times of the polling station, long distances to the polling station, amount of time taken at the polling station, voter registration complications for women voters, electoral-
related violence, etc.). This fostered effective women participation in the electoral process both as voters and candidates for political office.

The UN supported training and dialogue for editors, journalists and reporters. This led to better understanding and utilization of the media Code of Conduct as it relates to the elections, improved media coverage and analysis during the 2016 general elections, and enhancement of the capacity of the media in key areas around the Media Ethical and Professional Conduct and Conflict-sensitive report. In addition, post–election media dialogue was conducted in four regions. Further, the Uganda Police Force was trained on protection of public freedoms and violence against women in elections (VAW-E).

The first ever live televised Presidential debates, supported by the UN, offered an opportunity for discussion on issue-based politics and granted an audience to the citizens to engage with their candidates in a candid and sober atmosphere. This innovation reached audiences that would not have ordinarily been reached through rallies, hence influencing participation and therefore democracy. The Presidential debate innovation has now been adopted in some districts and higher institutions of learning whereby candidates of leadership elective positions at Local Council V level and Guide Presidents have gone through an issue-based debate to compete for the position. The EC is considering incorporating the Presidential debates to its electoral road map for 2021 general elections.

The UN also supported the commemoration of the International day of Democracy, resulting in a Parliament resolution clarifying and confirming the role of parliament in the implementation of the 2030 Agenda. In addition, technical and operational support was provided to the National Consultative Forum (NCF); resulting in its popularization in all four regions of the Country; the fielding of Presidential Candidates from Minority political parties (Farmers Party of Uganda, Peoples Development Party, Ecological Party of Uganda); and the operationalization of the NCF website, providing vital information to the public on NCF operations in the run-up to the elections.

Output 1.1.3: Laws/Policies Implementation Capacity

With the support of the UN, gender and child-friendly systems were instituted in the Police and Judiciary. The UN, under the leadership of UNICEF, supported training 151 out of 310 judicial officers in child protection and gender sensitive justice. Furthermore, 207 police officers were trained on child friendly guidelines and this ensured that the Police Family and Juvenile Protecting Units in 34 districts (30%) had the capacity to provide child and women friendly judicial services.

The UN further supported the Justice, Law and Order Sector with the training of 168 prosecutors, police, registrars, magistrates, probation officers and health professional on how to deal with the cases of children. It also supported the launch a handbook on child friendly proceedings for prosecutors. This coupled with the support of 13 regional justice for children coordinators strengthened the coordination between justice actors and the social welfare. Subsequently, 2,701 children in conflict with the law were diverted from formal judicial proceedings in 43 districts. 65 children in contact with the law benefited from audio-visual links installed and launched in four regional High Courts. The links ensured that their presence wasn’t required in the court room, which prevented them from being re-traumatized and helped to ensure that court procedures were child-friendly.

Through the annual Justice, Law and Order Sector review, a system to capture dialogue on access to justice was enabled. A Memorandum of Understanding (MoU) was formed to enable technical & financial support to Legal Aid Service Providers Network (LASPNET) to facilitate legal aid service delivery and access to justice.
Output 1.1.4: Social Mobilization Capacity

With UN support, NGOs have partnered through the Quality Assurance Mechanism (QUAM) process to detect and prevent corruption tendencies in their work. Six NGOs have received QUAM certification and will thus, train others. CSOs have partnered with police, judiciary and the media to increase public awareness in government’s role in the fight against corruption.

To increase the perception of women as equally legitimate and effective political leaders as men; twelve episodes of Mini-Buzz, a TV series supported by the UN, were run over a period of one month focusing on topics such as women in political parties, affirmative action and women in leadership, reaching on average 1 million viewers on any given day (IPSOS 2015), having 46,719 followers on Facebook and Twitter, and 28,419 subscriptions on YouTube. The discussions helped open dialogue on the role of women in political leadership and gave space for the electorate to deliberate, thus facilitating change of negative attitudes towards women taking part in politics at all levels. Subsequently, the percentage of population strongly agreeing that women should have same chance of being elected to political office as men increased to 59% from 56% at baseline (2012).

The UN also continued to strengthen the capacities of institutions of democracy such as Parliament and Political Parties (through the National Consultative Forum) to deliver on their mandate. Technical and financial support was provided for the induction of the newly elected 10th Parliament. Further select committees and forums such as the Legal and Parliamentary Affairs committees and the Human Rights as well as the Parliament SDG Forum were inducted on their roles and expectations from the public. In addition, 120 newly elected women legislators of the 10th Parliament were equipped with skills in engendering legislation and forging strategic partnerships for Gender Equality and Women’s Empowerment (GEWE). Participants were oriented on the International and Regional Gender Equality and Human Rights frameworks including Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), Beijing Platform for Action, International Conference on Population and Development (ICPD) of 1994, UN Security Council Resolution (UNSCR), Maputo Protocol, AU Solemn Declaration, SDGs as well as the AU Agenda 2063. The training provided a timely and strategic platform for future engagement with these new MPs. A key result from the training was that MPs requested UN support in reviewing key legislation affecting women from a gender perspective including, the Marriage and Divorce Bill, the Succession Act and the Labour Act.

Outcome 1.2: Human Rights and Gender Equality

Overall, this outcome envisions that by 2020, gender equality and human rights of all people in Uganda are promoted, protected and fulfilled and that rights based approaches and gender considerations will be mainstreamed in UNDAF implementation. Agencies contributing to this result include; OHCHR (lead agency), UN WOMEN, UNDP, UNICEF, UNFPA, ILO, WHO, and UN HABITAT. Four outputs were planned to contribute to this outcome:

Output 1.2.1: Regulatory Framework for Human Rights, Gender Equality and Social Inclusion.

The UN worked closely with local government officials, traditional leaders, and CSOs to integrate human rights and gender equality principles into their work, and the role this plays in achieving overall development. Subsequently, the Government of Uganda endorsed and adopted the National Priority Gender Equality Indicators
The NPGEIs, which was a major step towards the localization of gender-related SDG indicators. The NPGEIs are a set of 103 priority gender indicators and three (3) indices that are aligned to the National Development Plan (NDP II), Sector Development Plans and Sustainable Development Goals (SDGs). The government committed to providing the necessary support to monitor and report on the NPGEIs, and to strengthen coordination, partnerships and the financial support required for the successful collection, analysis and dissemination of data.

The operationalization of the adopted gender indicators was initiated in national planning processes and budgetary outflow by integrating them in the national results framework and National Standard Indicators (NSI). Additionally, the gender indicators have been aligned to the resource allocation mechanism by the Ministry of Finance, Planning and Economic Development (MoFPED) in line with the requirements of the Public Finance and Management Act (2015) which requires all budgets to be gender- and equity-responsive.

Non-traditional sectors such as Roads, ICT, agriculture, Energy, Public sector management and Justice Law and Order adopted gender budgeting as a core approach to their planning and budgeting processes, analyzing their respective gender gaps and priorities guided by the SDGs and the National Development Plan II. Subsequently, the sectors identified key interventions to close the gender gaps and specified implementation and financing arrangements for the gender targets. UN Women technical support included participatory development of gender equality compacts for each sector, capacity development on gender budgeting and development of a vibrant monitoring and evaluation system to monitor progress on the gender priorities and budgets.

The UN also supported the Equal Opportunities Commission to adapt its Gender and Equity Assessment Tools to bring them in line with the requirements of the law and the new programme based budgeting. Government’s Certificate of Gender Compliance was adopted as a requirement for new bills to be approved, demonstrating Uganda’s leadership on gender equality. The tools were disseminated to the different sectors to prepare for the 2016-2017 budget. A report was made by the EOC on the level of compliance by the different sectors in the same financial year.

### Output 1.2.2: Capacity for Human Rights and Gender Mainstreaming

OHCHR and UN Women, with the support of RCO, conducted training on Human Rights Based Approach (HRBA), gender mainstreaming in development plans and SDGs for UN programme officers and heads of sub-offices in northern and western Uganda. This culminated in significant increase in the application of the HRBA and gender principles as evidenced in the context of South Sudan refugee emergency in northern Uganda.

The UN also supported the Equal Opportunity Commission (EOC) to conduct technical dialogues for 45 technical officers from key ministries, departments and agencies (MDAs), on how to mainstream gender into financial instruments and ensure that non-discrimination standards are integrated and respected. Subsequently, technical officers whose financial instruments had failed the gender equality compliance standards, successfully revised them and re-submitted them to Parliament. The dialogues also led to the creation of mechanisms where EOC could engage in technical consultations with individual MDAs on a regular basis to ensure integration of non-discrimination standards in different aspects of the government work.

The UN provided technical and financial support to the Government of Uganda to develop the five-year Social Development Sector Plan (2016-2021) which ensured that gender was mainstreamed in the four key thematic areas of the social development sector, namely: Labor productivity and descent employment; Community mobilization and empowerment; Social protection; and institutional capacity strengthening. In addition, technical
support was provided to the gender equality and women’s empowerment thematic area of the social development sector, to ensure its priorities had clear targets for the next five years. Thus, the Social Development Sector Plan incorporated a monitoring mechanism with clear indicators and targets aligned to the SDGs, Agenda 2030, and the National Development Plan II.

In response to the Human Rights Council technical guidance on the application of a human rights-based approach to the implementation of policies and programmes to reduce preventable maternal mortality and morbidity, OHCHR, UNFPA, and WHO supported the elaboration of a multi-sectoral prevention and response strategy to reduce preventable maternal mortality. The strategy was presented to the Ministry of Health Senior Management Committee and approved with recommendations to the core team, to engage with other MDAs to develop a costed action plan to ensure effective programming response in addressing the underlying determinants of health. In a related development, UNFPA also developed an accountability tracking tool to build the capacity of Uganda Human Rights Commission to track sexual reproductive health rights. Additionally, OHCHR strengthened capacities of 100 district medical and other technical personnel from Western Uganda, West Nile and Karamoja region to apply relevant Human Rights standards related to Sexual and reproductive health (maternal health) in district level programming.

In collaboration with the Chieftaincy of Military Intelligence (CMI), OHCHR in partnership with UN WOMEN trained 36 law enforcement and security personnel on “Human Rights and non-coercive interrogation techniques” as part of the overall strategy against the use of torture by State agencies. In July, OHCHR organized a ToT for 25 CMI instructors to disseminate knowledge and skills on HR, the right to physical and mental integrity, gender and SGBV in conflict, among other areas. The trainings have resulted in improved investigations and interrogation techniques currently used by the military. The training has also led to an improvement in ensuring accountability for violation of human rights by State agents during investigations.

**Output 1.2.3: Social Engagement Capacity**

The UN supported civil society shadow reports on the Universal Periodic Review, including a coalition of women’s rights organizations, submitting their alternative report to on gender equality and the status of women in Uganda. Furthermore, on inter-governmental processes for gender equality and empowerment of women, UN Women supported 8 representatives from Government, CSOs and three young women, to participate at the pre-CSW summit for Africa in Addis Ababa, under the theme, “Women’s Economic Empowerment in the changing world of work”. The representatives brought to the meeting, experiences from Uganda, which were useful to inform the Africa position to CSW. UN Women supported capacity development of 111 officers of the Uganda Police Force (UPF) from the districts of Kaabong, Moroto and Kotido and 55 middle level managers of UPF on the prevention, management and planning for Gender Based Violence programmes. The training focused on addressing the challenges and gaps that victims of GBV report when working with the police. The UPF in Karamoja engaged 141 duty bearers, cultural and religious leaders to enhance their capacity to prevent and report GBV cases through community policing. In 2016, OHCHR conducted a regional training for law enforcement officers on public freedoms in northern Uganda and West Nile. A total of 45 police officers were trained on human rights principles and standards relating to public freedoms, the nature and extent of state obligations to respect, protect and fulfil HR in the context of elections and, the limitations to the enjoyment of certain rights.

In October 2016, UN Women supported the Justice, Law and Order Sector (JLOS) to develop and launch the Gender Bench Book (GBB) on “Women’s Access to Justice and Effective Implementation and Enforcement of Women’s Rights in Uganda”. The GBB was launched by Chief Justice Bart Katureebe and outlines local and
international best practices on enhancing gender responsiveness of the judicial system in improving access to justice for women. It aims at ensuring that judicial procedures, systems and decisions integrate and respect non-discrimination standards and principles and are increasingly gender sensitive. It will be used as a learning tool by judges, magistrates, lawyers, and other professionals in dispensing their duties to ensure gender equality and access to justice including on cases of violence against women.

In addition, a joint Human Rights Day commemoration of the Universal Declaration of Human Rights was supported by OHCHR and UNDP; a joint training on human rights and gender for military and intelligence officials was conducted with support from OHCHR and UN Women. In collaboration with the Chieftaincy of Military Intelligence (CMI), OHCHR trained 36 law enforcement and security personnel, on “Human Rights and non-coercive interrogation techniques” as part of the overall strategy against the use of torture by State agencies. In July, OHCHR organized a Training of Trainers for 25 CMI instructors to disseminate knowledge and skills on HR, the right to physical and mental integrity, gender and SGBV in conflict, among other areas. The trainings have resulted in improved and a greater number of human rights compliant investigations and interrogation techniques currently used by the military. The training has also led to an improved accountability for violation of human rights by State agents during investigations.

Output 1.2.4: Human Rights Reporting Capacity

The United Nations provided direct support to the Universal Periodic Review process in Uganda in several ways: The UN Uganda Human Rights and Gender Equality Advisory Group held initial consultations and drafted the UNCT UPR Report, which adopted by the UN Country Team and submitted to the Human Rights Council in March 2016. The UN supported the Uganda Human Rights Network to organize the stakeholder consultative meetings to compile a holistic CSO alternative report for the UPR. OHCHR provided technical and financial support to the Ministry of Foreign Affairs (MoFA) to draft an initial Government report, to participate in the UPR in Geneva, and undertake consultations with key stakeholders. OHCHR also supported Government to launch a Human Rights Recommendations Database in 2016 – an online platform/search engine to monitor the status of government’s implementation of human rights recommendations, including the UPR. Several ministries took part in the piloting and populated the e-platform with human rights recommendations that relate to them from various domestic, regional and international instruments. The engine is currently being hosted by UHRC and will assist the government keep track of its human rights obligations and status of compliance. The UN contributed to extensive engagement with development partners on the draft Uganda UPR reports, including through the Partners in Democracy Group of Ambassadors. The UNCT is supporting Government to proceed to quickly adopt a Human Rights Action Plan to help follow-up on the UPR recommendations. With UN support, the Ministry for Gender, Labour and Social Development developed a multi-sectoral framework to monitor compliance with human rights obligations relating to gender equality.
Outcome 1.3: Institutional Effectiveness, Transparency and Accountability

Under the leadership of UNDP and OHCHR, the outcome envisages that, by end 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by strategic evaluation function; and with Uganda’s population enforcing. Other contributing agencies include; UNICEF, WHO, UNFPA, UN Women and UNCDF.

Key milestones attained include; a web-based platform was developed that enabled the public to access and monitor infrastructure projects in Kampala; the Project Management Information System (PMIS) for infrastructure projects was also developed to enable KCCA have a real-time data base of all infrastructure projects; and six NGOs received QUAM certification to enable them to detect and prevent corruption related tendencies in their work. Additionally, SDGs were localized in all local governments: SDGs Implementation Readiness report was prepared; SDG Implementation Coordination Framework was developed and disseminated; 80 out of 111 Local Governments have integrated SDGs in their Development plans; and the National Indicator Framework and the NDP II results framework have been developed.

As per the National Service Delivery Survey report (2016), 16% of the population is aware of any Government efforts to fight bribery while 10% were aware of the fight against embezzlement/diversion of funds. 98.4% of local governments met the standard performance measures of service delivery that is, of the 2,507.3 billion annual approved budgets of the 110 districts, 2357.0 billion (94.7%) was released of which 2,314.4 billion was spent. In terms of Corruption Index, Uganda ranked 139 of 168 countries assessed, regressing from 26 in 2013 (baseline figure) and 2014 to 25. This in part was due to high incidence of corruption cases in government normative institutions, as presented in courts of law/press.

Political developments in 2016 affected and facilitated the achievement of Outcome 1.3 in several ways. The NGO Act (2016) provides for a strong and effective collaboration between MDAs, CSOs, and private sector in fostering public policy effectiveness and a culture of transparency, accountability and zero tolerance to corruption. In a 2016 State of the Nation Address, the President committed to fight corruption among the political leaders and the public servants, which indicates a demonstration of political will.

Lessons learned by Outcome Results Group 1.3 include that more inter-agency joint monitoring and regular review meetings would help track results throughout the year. Enhanced efforts to communicate joint results are also called for. Another reflection regarding advocacy priorities is that enhanced UN and Government engagement with CSOs, private sector and the citizenry could help strengthen the demand side of accountability. Based on the funding situation in 2016, the following areas are highlighted as priority areas for future joint resource mobilization: Combatting cross boarder corruption – strengthening role of Communities and linkage with Border Authorities; SDG Localization and local governance strengthening; Tax inspection without/Across boarders; Scale up of Inclusive and Sustainable New Communities (ISNC); Scale up of Clean Construction System.

Output 1.3.1: Regulatory Framework & Tools

No progress was attained in achieving this output, partly due to the late start of the programme implementation yet developing regulatory framework and tools needed ample time. For instance, the service delivery standards for key extractives and infrastructure sectors were not developed as envisaged nor there were any regulations passed in line with observed public sentiments as measured through digital and traditional media.
Output 1.3.2: Public Sector Management & Capacity

With technical and financial support from UN, ten (baseline one and target five) Ministries, Departments and Agencies implemented strategic development and investment plans. In addition, 80 districts had District Development Plans that integrate population, gender and human rights. Whereas this figure was below the target of 112, it surpassed the baseline figure of 15 districts. On the other hand, no progress was registered in approving Minimum Wage Bill owing to political and economic connotations attached to it.

UN further supported tracking of government commitments to resources for Family Planning at both national and district level and a report - Reproductive Health Commodities budget tracking FY2015/2016 is in place with evidence to guide advocacy for government fulfilment of the FP commitments. The evidence has been used by Parliamentarians in their advocacy work for increased reproductive health financing, culture of mutual accountability, transparency and accountability.

Output 1.3.3: Monitoring & Reporting capacity

The Integrated Financial Management System was developed with UN support, including an output budgeting tool. The system has facilitated data capture, reporting and management. The system is being upgraded to outcome-based budgeting processes. As one of 22 countries, Uganda undertook a Voluntary National Review of SDG Readiness, supported by the UN, and presented at the High-Level Political Forum in July 2016. With UN support, Government developed a coordination framework for the implementation of SDGs, chaired by the Office of the Prime Minister, and five Technical Working Groups, namely; Data TWG; Communication and Advocacy TWG; Coordination, Monitoring and Evaluation and Reporting TWG; Financing TWG; and Planning TWG were established. The UN Data group chaired by UNFPA was re-launched, to support Government’s SDG Data TWG and coordinate UN support to Government on SDG Data and Monitoring.

The UN provided support to Uganda Bureau of Statistics to launch the 2014 Final Census report. The up to-date data set provides Uganda with a new disaggregated dataset for planning and decision-making at the lowest planning level. Sub-national data was disseminated in 14 regional meetings. To ensure widespread dissemination of the census results, census applications and a census mobile website were developed. The Census and other survey data is being used to develop the Sustainable Development Indicator (SDG) baseline which is in line with the National Development Plan and National Standard Indicator framework. Development of the youth monograph, equity-focused Children Report and District-level child poverty maps through statistical triangulation of data from population Census and other surveys is on-going. Two assessments on IDP profile and Humanitarian Crisis Assessments with disaggregated data by sex, vulnerability were undertaken with UN support. Government, with UN support, undertook data profiling of internally displaced people and refugee hosting areas using the 2014 census results.

The UN (UNFPA and UNICEF) supported the Uganda Demographic survey including development of survey tools, pretesting of the questionnaires, data collection and analysis. This will generate data to report on demographic and health indicators required for the SDGs.

To achieve the envisioned result of a functional harmonized national information system, UN supported updating of the Government Integrated Management Information System. The harmonized Database remained operational in 14 districts and discussions are on-going with the National Identification Registration Authority on Civil Registration and Vital Statistics (CRVS) to harmonize and integrate management information systems with one unique identifier - National Identification Number. Population Projections up to sub county level were done and
reports awaiting to be printed. In addition, fourteen (14) districts have harmonized data management systems (baseline 14 and target 30).

**Output 1.3.4: High Level Strategic Research & Evaluation Function**

As a step towards setting up a National Research and Evaluation Agenda, a demographic Dividend Research Committee was established and work on-going to identify researchable areas. Popularisation of the demographic dividend was done and still on-going for the sub-national level targeting district leaders while work on the Demographic dividend roadmap was on-going and a draft roadmap is in place.

**Output 1.3.5: Systems for Prevention, Detection and Redress**

Five Institutions (Inspectorate of Government, Office of Auditor General, Public Procurement and Disposal of Public Assets, Uganda Police and Parliament of Uganda) have functional mechanisms for detection, prevention and redress of corruption. 85% of corruption cases were concluded in anti-corruption court against the baseline figure of 76.7% (2013/14).

**Outcome 1.4: Peace, Security and Resilience**

The overarching objective of this outcome is to ensure that by 2020, Uganda enjoys sustainable peace and security, underpinned by resilient communities and institutions that are efficient and effective in preventing and responding to natural and man-made disasters. The outcome area is co-chaired by UNHCR and WFP. Other contributing agencies include: FAO, IOM, ITC, OHCHR, UNDP, UNFPA, UNICEF, UN Women and WHO.

It was envisaged that by 2020, the Political Stability and Absence of Violence/Terrorism Score increase to 50 from a baseline at 20 (2013). In the period under review there was an improvement from 20 to a score of 23. Similarly, mortality rate from natural hazards reduced to 37 from a baseline of 74 (2013) thus, over-performing against the UNDAF target of 50. These results can be attributed to UN through the support to the electoral process as well as support to Government capacity for disaster risk management. Given the long-term nature of these issues however and the low expenditure rate and difficulty in mobilizing resources in 2016 the results should also be attributed to efforts by Government, UN and other actors under the previous UNDAF period.

**Output 1.4.1: Peace & Security Regulatory Framework**

Two draft policies were developed (baseline = 0; target = 2). A policy framework for ensuring a cohesive national response to conflict and violence was designed. UN partnered with the ministry of internal Affairs and Office of the Prime Minister to hold policy consultations and reviews that resulted into a draft National Peace Building and Conflict Transformation Policy and the draft Firearms bill.

A functional CSO/national platform facilitating internal dialogue, mediation and conflict transformation efforts was put in place. To compliment government efforts, impartial and independent infrastructure for peace and conflict mitigation was established, comprising of the Inter Religious Council of Uganda; The Elder’s Forum of Uganda; The National Consultative Forum; and the Women Situation Room. These non-partisan structures were instrumental in facilitating dialogue between political parties for the management of emerging conflicts, before, during and after the 2016 general elections. Portals for early warning system disseminated, through the establishment of sub-national structures in 4 traditional regions, providing mechanisms for resolving electoral-related disputes from escalating thus contributing to the maintenance of peace and stability.
Disaster Risk Management was mainstreamed in the National Development Plan II. Similarly, the target of 50% of target sectors integrating disaster risk reduction and resilience in their development plans and budgets was met (from a baseline of 20%).

For better results, however, UN agencies and the GoU need to work together to prepare and build consensus on a National Strategy to guide efforts to the draft legislation for peace building and conflict transformation and the transitional justice policy – all pending approval. This will include discussion on the peace architecture. Among the factors that threaten peace was the fact that Uganda has several districts challenged by porous borders. There was repeated conflict along the borders linked to border demarcation and cattle rustling (Bundibugyo/Kasese, Lake Albert).

**Output 1.4.2: System Resilience & Responsiveness Capacity**

Whereas the envisaged gender and human-rights sensitive district contingency plans are not yet in place, a National Methodology for their design was developed. In addition, UN supported the establishment and operationalization of five (5) platforms to facilitate effective internal and cross-border dialogues, mediation, reconciliation and conflict resolution efforts. Further, a partial harmonized National Early Warning System is in place.

Efforts were undertaken to increase availability of key infrastructure, equipment and IT systems for immigration and border management to strengthen border security in Uganda. Four additional borders (two with Kenya and two with DRC) were equipped with a border management information system which allows the Government of Uganda to electronically register travelers. In addition, UN provided tools and equipment for the Government of Uganda to carry out border patrols and set up travel document inspection labs in the Directorate of Citizenship and Immigration Control headquarters and Entebbe International Airport. Also, UN provided technical assistance for the creation of an Immigration Intelligence Unit. Trainings on border management information systems and immigration intelligence greatly contributed to increase the capacity to effectively manage borders and apply international best practices.

**Output 1.4.3: Capacity for Regional Peace Building & Conflict Prevention**

2016 saw the largest refugee influx in a single year in the history of Uganda because of ongoing instability in the region. South Sudan once again descended into a wave of violent conflict in July 2016. Since July 2016, 489,234 refugees from South Sudan arrived in Uganda, adding up to a total of approximately 983,000 refugees and asylum-seekers in Uganda at the end of 2016, including also from Burundi and DRC – thereby nearly doubling the refugee population. Apart from the resulting refugee influx in Uganda, the conflict places the stability of the region at a precarious juncture. The President of Uganda has played an active role in the mediation of the South Sudan conflict. 2016 has also seen violence and tension in the DRC as a result of indications that the current president, Joseph Kabila, might run for a third term of office. The fragile peace process in Burundi has led to movement of refugees into Western Uganda. While the peace process and the displacements seem to have stagnated, the outlook on Burundi projects potential additional refugee movements with the majority fleeing into Uganda. The gradual withdrawal of troops from AMISOM, the increased attacks by Al Shabaab inter-clan conflicts and other forms of violence have become more prevalent in Somalia. The levels of displacement have remained high, with refugees from Somalia arriving in Western Uganda, Isingiro and Nakivale Settlements.

Throughout however 100% of refugees had access to international protection.
UN also undertook efforts to build the capacity of civil society in slum communities to ensure social cohesion and prevent radicalization.

**Regional and cross-border dimensions**

A high level international cross border dialogue between Kenya and Uganda was held in Pokot, Kenya aimed at consolidating peace and security amongst pastoralist communities along the Kenya-Uganda-South Sudan border. This resulted in a joint communiqué for peaceful management of emerging and recurrent conflict. The dialogue also contributed to registration of firearms by the Kenyan Government including promoting a joint animal vaccination initiative to address trans-boundary animal disease outbreak.

The UN also supported a 17 kilometers’ border demarcation between Uganda (Vuraa border) and the Democratic Republic of Congo. This enhanced peaceful co-existence and increased economic links through trade. Additionally, a high level bilateral cross border mechanism, was established between Uganda and the Democratic Republic of Congo.

**Output 1.4.4: Resilience Building Capacity**

**ReHOPE:** The development of the Refugee and Host Population Empowerment (ReHoPE) strategy was one of the most significant joint initiatives undertaken. Championed by the UN, the Refugee and Host Population Empowerment (ReHoPE) initiative is designed as a collective humanitarian and development response to support the Government’s Settlement Transformation Agenda for refugee-hosting districts. Building on the UN’s initial implementation of ReHoPE through the UNDAF, the joint strategy developed in 2016 seeks to foster a multi-year, multi-sectoral partnership between the Government of Uganda, the UN, the World Bank, and humanitarian and development actors. The aim is to have in place strong and resilient institutions that can deliver appropriate, accessible, cost-effective, and affordable services to all people in the refugee-hosting districts in ways that build resilience and self-reliance among both refugee and host communities, and that maintains and promotes the asylum space. The consultative exercise has led to the expansion of partnerships for refugee hosting districts with the engagement of other development actors including line ministries, development partners and CSOs.

The UN undertook multiple activities to support social cohesion in refugee-hosting districts and as part of the ReHoPE implementation under the UNDAF (beyond ORG 1.4), UN agencies invested an estimated total of USD more than US 50 million into ReHoPE activities in refugee settlements and refugee hosting districts. District wide interventions included: integrated nutrition and health outreach, national immunization exercises; protection and social services, application of national standards and systems to the refugee response; strengthening preparedness and emergency response capacity of local governments to reduce effects of additional shocks to vulnerable populations; and an expansion of cash transfers in place of food aid.

In terms of integrated social services important progress were made in 2016, despite the ongoing refugee influx:

- Integrated health service points served a total number of 1,350,646 people in 2016, whereof 28% were from host populations. Prior to the July South Sudanese influx 92% of Health facilities were accredited/coded with national system to facilitate government budget allocations and a gradual phase-out of UN support, and in 2016 the process started to code an additional 4 health centres which will

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1 The ReHoPE total expenditure 2016 also includes some emergency-related activities.
make all or 100% of qualified health facilities registered with government. Coded health facilities have allocation of Government staff and basic medical supplies but UN still continues to support depending on needs of both host and refugee populations.

- 113,428 people were served by integrated education services, whereof 27% were host population children and 43% females. End 2016, 52% of qualified schools are coded or integrated with the Government system. Coded schools have allocation of Government teachers and basic grant allocation but UN still continues to support depending on needs of both host and refugee children.

- A total of 554,443 people were served through these sustainable water supply systems, whereof 18.6% were from the host population. For refugee settlements in South West region, 65% - 98% of the water delivered is through sustainable water supply systems; and 100% of the water supply in the settlements in mid-West region. None of the water infrastructure is connected to the local government water supply systems currently. Efforts are being put in place to exit out of the unsustainable water trucking interventions in the ongoing emergency response. For the non-emergency sites in the mid-west and South West regions latrine coverage range from 79.8% to 93%.

A food security and nutrition assessment of refugees and host communities was undertaken towards the end of 2016 and trend analysis is being undertaken to compare with the situation at end 2015.

In addition, a UN and University of California Davis study examining the economic impact of refugees was conducted in relation to two settlements: Rwamwanja and Adjumani. The study established that humanitarian assistance for refugees in these settlements creates significant economic benefits for the local economy, and that these benefits are greater when the assistance is in the form of cash transfers and land for agricultural production (through stimulating local agriculture and retail activities in and around refugee settlements and driving demand for locally available food and other goods and services). Specifically, the study found that annually each cash-receiving refugee household added US$1,100 to the local economy with each in-kind food receiving household adding US$850. In addition, the study found that through trade and spillover to the local economy, each refugee household could generate up to US$220 per annum from land donated by the Ugandan Government.

In 2016, the country’s progressive refugee policy and the ReHoPE initiative established Uganda as a front-runner for strengthening the humanitarian-development nexus in various global fora, including the World Humanitarian Summit, the UN General Assembly and the Uganda Side Event during the CERF High-Level Conference in New York in December 2016. The UN provided technical support to the Government’s advocacy on the global stage. Thus, Uganda has been selected as a model country for the Comprehensive Refugee Response Framework of the New York Declaration following the UN General Assembly. Government of Uganda and the United Nations also agreed to host a Solidarity Conference in Uganda in 2017 to further mobilize support and resources for Uganda’s unique refugee and host community model.

**Karamoja**

A Multi-Agency Joint Resilience Strategy for Karamoja was finalized. Current emphasis is on ensuring a Joint approach to food security and nutrition assessments. Prior to 2016 there was no existence of any food security monitoring systems developed in a participatory manner.

The community asset score for Karamoja stands at 3 out of 16, compared to a baseline of 3.6. Joint support was provided towards the establishment of a database which will assist in tracking beneficiaries of social protection
programmes in Moroto and Napak. At the national level, UN agencies are working in consultation with Ministry of Health and partners to define options for scaling up MNP’s or other micronutrient interventions including training of Health workers where UN partners have undertaken joint detailed planning for the region and agreed on roles and responsibilities.

The UN has held joint coordination and planning meetings to enable efficient resource utilization with appropriate division of labor. The agencies have conducted 2 joint support supervision missions with partners.
Strategic Intent 2: Human Capital Development

The Human Capital Development pillar of UNDAF envisions that by end 2025, Uganda’s socio-economic transformation is driven by high quality human capital reflected in a cohesive society that is in demographic transition, peaceful, secure, respectful of human rights and gender equality, as well as protective of the environment and natural resources; driven by people who are healthy, well informed, free from prejudice and discrimination, entrepreneurial and participating equally in decision making; and a highly skilled, innovative, competitive, productive workforce that has integrity. Five outcome areas will contribute to the attainment of this result.

Outcome 2.1: Learning and Skills Development

Joint initiatives under this outcome were undertaken by UNESCO, UNICEF, WFP, UNDP, ILO, FAO and UNFPA.

UNICEF and UNFPA supported the 2016 Secondary Schools’ Music Dance and Drama competition in all secondary schools across the country, as part of the teenage pregnancy and child marriage campaign. The theme was “Harnessing young people’s potential for Uganda’s socio economic transformation”. The UN also supported development of the draft Teacher Policy and Teacher Competency frameworks, as well as the launch of the Child friendly Reporting, Tracking, Referral and Response (RTRR) guidelines on Violence Against children & Conflict Disaster Risk Management (CDRM) booklets. A Special Needs in Education (SNE) Policy and harmonized pre-service curriculum framework were approved, also with UN support. The UN supported the development of the National Integrated Early Childhood Development (NIECD) policy and a costed action plan that was approved and launched in March 2016. The monitoring and evaluation framework for NIECD is being developed with support from Educational Partners. Through UN support the National Council for Children (NCC) supported line ministries to include Early Childhood Development indicators in the district performance assessment framework. A planning guide for local government is being developed to be used in all the 112 districts and about 30 municipalities in Uganda in 2017.

The UN further supported Ministry of Education and Sports to scale up Sexuality Education through curriculum based teaching and learning. The support was through capacity building of the HIV and Health unit, advocacy for political commitment and mobilization/organizational development of the young people living with HIV and AIDS. To that effect, there has been increased appreciation of the need to provide age appropriate, culturally relevant and scientifically accurate information that will safeguard young people and adolescents against harmful practices and focus on teaching essential life skills. Sexuality education has been integrated in new curriculum for lower Secondary Education, achieved through creating a new Learning Area; Life Education, Physical Education, Personal, Social and Health education. The objectives are to provide the learner with life skills to reduce early sexual debut and its negative consequences, including STIs such as HIV, early unwanted pregnancies, school dropout, etc. The Programme also empowers young people to avoid drug and substance abuse and improve on their personal hygiene. UNFPA supported the convening of an inter-ministerial meetings to review Uganda's performance in implementing the East & Southern Africa (ESA) commitments on provision of sexuality education and the National Framework on Sexuality Education.

Further opportunities for the UN in Uganda to support the education sector include a planned revision of a Government White Paper on Education; Education Sector Strategic Plan 2016-2020, and Gender & Equity in Education Policy to further align sector priorities with the SDGs. The UN will work together with the World Bank to
leverage support for the Universal Secondary Education Improvement Project which includes the Lower Secondary Curriculum, Assessment & Examination reform. The roll out of the lower secondary curriculum has been further delayed and has met significant opposition from various stakeholder groups. Support to the Ministry of Education and Sports and Kyambogo University resulted in the development of a resource book and a teacher’s hand book on inclusive approaches. Although the development of Inclusive Education Policy was delayed on technical grounds, it will be pursued further with the Ministry of Education and Sports in 2017.

The Draft National Framework for Adolescent Girls programme, Guidelines on Re-entry of Child Mothers into School and the School Health Policy were developed pending approval by Government. UNFPA supported dissemination of the guidelines on prevention of teenage pregnancy and HIV in over 40 districts and the development of a guideline to integrate sexual and reproductive health and HIV in both formal and informal education sectors.

The UN supported the development of the Draft Revised Gender and Education Policy, the Implementation Guidelines to Monitoring Evaluation Working Group and the Study Report on Linkage between teenage pregnancy and drop-out that were presented and endorsed.

The UN supported the implementation of the National Strategy on Elimination of Violence against Children in Schools (VACiS) and the National Strategy on Ending Child Marriage and Preventing Teenage Pregnancy, and Reporting, Tracking, Referral and Response (RTRR) guidelines. 2,521 adolescents in the 24 priority districts have enhanced improved their life skills/capacity to recognize violence, say No, report and provide peer support as part of the preventive and response strategies in schools. In addition, 700 teachers completed training on positive disciplining as alternate to corporal punishment. The National Strategy on ending child marriage and teenage pregnancy was disseminated in 30 districts which resulted in the development of multi-sectoral work plans for each district.

UNICEF supported the Ministry of Education and Sports to develop the Revised Education Sector HIV Strategic Plan 2017-2022 that prioritizes adolescent specific challenges and interventions. The draft plan is pending validation and approval from the Ministry. Meanwhile guidelines for prevention, management of HIV/AIDS and teenage/unintended pregnancy in school setting were implemented along with the enhanced Presidential Initiative on AIDS Strategy for Communication to Youth (PIASCY) programme package in selected Primary and Secondary schools. UNICEF supported the Ministry of Education and Sports to finalize and pilot test the Guidelines on Formation of School Clubs which will be disseminated and implemented in target district to support the revival and functionality of school clubs as a key platform for building critical life skills for adolescents.

Capacity building efforts resulted in 480 teachers and 624 learners from 6 districts in Karamoja completed training on Menstrual Hygiene Management (MHM) that included gender sensitive pedagogy and use of a MHM tool kit. 540 Primary and Secondary school teachers from 30 schools in six pilot districts received training on the enhanced PIASCY programme which improved their knowledge and skills on communicating HIV prevention messages to adolescents to increase their ability to make informed sexual and reproductive health choices.

Through UNESCO support, a teacher training manual on gender-sensitive and community socialization was finalized, and teachers, CCTs and inspectors in 276 primary schools in Karamoja were trained. UNESCO provided three Teacher Training Institutions (TTIs) with 298 ICT and Studio Equipment and a server; developed a Learner Management System (LMS) accessible by all the 3 TTIs from the URL: www.moodle.ac.ug; developed seven
teacher training modules and manuals and facilitated 24 training workshops that built the capacities of 170 Teacher Educators and Ministerial officials.

UNICEF supported expanding support for early grade reading (EGR) and thematic curriculum implementation in 15 districts outside of other EGR programs though enhanced support supervision by the Coordinating Centre Tutors in 687 schools and training of 1,504 teachers teaching in lower primary. This has improved teachers’ understanding of thematic curriculum and will enable them to better deliver the curriculum to over 120,000 children. 494 district stakeholders from 10 districts can provide mentoring and support supervision to teachers on EGRA and on Special Needs child to child methodology. They form the pool of trainers for the roll-out this approach for inclusive education.

WFP provided 2,206 metric tons in food assistance to 290 schools (261 primary and 29 secondary/vocational schools) in the Karamoja sub-region, benefitting 116,800 children (49,763 Female, 67,037 Male). This resulted in a 20% increase in attendance rate compared to 2015. WFP provided technical support in post-harvest handling and delivery of food commodities to the government of Uganda through the Office of the Prime Minister (OPM) to increase local food production meant for school meals programme in Karamoja schools, supplemented with non-food items distribution and refresher training to Schools Meals Programme Focal Points to improve skills in monitoring, supervision and management of schools’ meals programme. 370 metric tons of maize grain was received from the Namalu Prison Farm to WFP’s school feeding programme in Karamoja in 2016 under the Memorandum of Understanding (MOU) signed between the Office of the Prime Minister (OPM) and WFP. Work with local governments has leveraged home grown school feeding programme in greenbelts in the Karamoja region.

**Outcome 2.2: Health**

Under the Health UNDAF outcome, it is envisioned to have by end of 2020, strengthened national capacity to deliver improved health outcome and nutrition through delivering preventive, promotive, curative and rehabilitative services that are contributing to: reduced mortality and morbidity, especially among children, adolescents, pregnant women and other vulnerable groups, and sustained improvements in population dynamics. WHO, UNICEF, UNFPA, IOM and WFP together with other partners contributed to health systems strengthening in Uganda through supporting the components and priorities of the health system.

**Output 2.2.1: Effective and Responsive Health System.**

Three indicators measured progress against this output that is; proportion of districts implementing the revised community health strategy; existence of a functioning Logistics Management Information System (LMIS); and percentage of positions for health workers filled.

By December 2016, none of the districts implemented the revised community health strategy (baseline 2013/14 = 0; target 50%). However, the CHEW Policy and Strategy was developed and finalized; the training curriculum and manual for the CHEW was developed; and the strategy was disseminated in over 80% of the districts. On the other hand, a functional logistic management information system was put in place, notwithstanding the fact that reporting was still inadequate and the sector LMIS is not inter-operable with the NMS ERP. The percentage of positions for health workers filled increased to 71%, from 69% (2013/14), thus, tending towards the 2020 target of 75%.
Output 2.2.4: SRMNCAH Partnerships, Coordination and Good Practices Scale-up

11 districts (target 11) have resourced and integrated SRMNCAH implementation plan and review mechanism of scorecard. RMNCAH investment case for Uganda was finalized with support of UNICEF, WHO, UNFPA and other partners. The RMNCAH investment case was subsequently approved to receive funding of USD150 million under GFF global initiative to support RMNCAH activities including vital registration and performance based incentives for the health facilities in the selected districts. Furthermore, with joint advocacy, increased domestic financing for health was achieved with additional 10 billion shillings approved by Government for the health sector.

Output 2.2.5: Dual Burden of Communicable and Non-Communicable Diseases (NCD)

The UN also supported the development of appropriate policies, strategies and guidelines including Universal Health Coverage, Health Financing Strategy, HIV Test and Treat strategy and Revised HIV/AIDS treatment guidelines, National Nutrition Advocacy and Communication Strategy, Updated Integrated Management of Acute Malnutrition (IMAM) & Integrated Young Child Feeding Guidelines, Integrated Malaria Vector Management Guidelines, the eHealth Policy and Strategy, the Adolescent Health Road Map, Pregnancy, Child Birth, and Post-Natal Care Guidelines (PCPNC), the Essential Maternal and New-born Care Guidelines, the Village Health Team (VHT) Revitalization Strategy, the Community Health Extension Worker (CHEW) Policy and Strategy, among others.

Subsequently, the percentage of HIV positive individuals receiving ART increased from the baseline figure (adult = 48; children = 41) to 61% and 72% for adults and children respectively.

Additional progress made in strengthening service delivery at national, health facility and community levels included the following

a) Strengthening immunization services at facility and community levels including the national switch to Injectable Polio Vaccine (IPV), and from trivalent oral polio vaccine to bivalent oral polio vaccine as a step towards polio end game goal of eventual withdrawal of oral polio vaccine. This was mainly supported by WHO and UNICEF. Furthermore, efforts to “reach every child” eligible for immunization were supported. In 2016, 1,597,976 children under one year of age were vaccinated against vaccine preventable diseases in the national immunization programme. Additionally, 8,196,782 children were vaccinated during the Polio national immunization days that were largely supported by WHO and UNICEF.

b) To address the low coverage of the postpartum and newborn care, UNICEF and WHO supported Village Health Teams to implement community based maternal, newborn and child care interventions including post-natal care for the mother and newborn and integrated community case management for diarrhea, pneumonia, and malaria.

c) Establishment and launch of a Multi-Sectoral Coordination Committee on Prevention and Control of Non-Communicable Diseases, with support from WHO and the other UN agencies. This committee, launched by the Minister of State for Health in charge of General Duties in August 2016, has embarked on development of a Multi-Sectoral Response Plan to the increasing burden of NCDs and NCD risk factors in Uganda. The UNCT has agreed to amplify joint support to prevent Non-Communicable Diseases in 2017 and beyond.
Building stronger surveillance and information systems to support monitoring and evaluation of interventions and reporting on SDG achievements. In this regard, the Ministry of Health (MoH) and other relevant sectors were supported to strengthen civil registration and vital statistics thereby increasing national capacity for improved relevant, timely and quality data for evidence based decision making. The MoH systems for data capture, analysis and dissemination using DHIS 2 were also strengthened. Nutrition indicators were revised and integrated into DHIS2 for the first time and are regularly reported on and analysed.

In the context of the South Sudanese refugee crisis in the West Nile and Kiryandongo districts, as a result of the heightened surveillance and response systems supported, a yellow fever outbreak was detected in a timely manner and an effective and appropriate response mounted that controlled the outbreak within a very short period.

**Outcome 2.3: Social Protection**

Social protection outcome envisions a nation with resilient communities and reduced extreme poverty and inequalities, by 2020. Contributing agencies include; UNICEF, UNFPA, WFP, UN WOMEN and WHO. The allocation for FY 2016/17 (UGX Billion) for vote function "Social protection for vulnerable groups" is 99.90 UGX billion. This represents 0.52% of the national budget. The planned allocation for FY 2017/18 for vote function "Social protection for vulnerable groups" is 89.95 UGX Billion. This represents 0.43% of the national budget (a 8.59% decrease in terms of nominal allocation).

On the policy side of things, in close collaboration with DFID, Irish Aid, WFP, the World Bank and the Ministry of Gender, Labour and Social Development (MGLSD) among others, 2016 witnessed the approval of the National Social Protection Policy and action plan in March. This was a result of concerted high-level advocacy. Furthermore, UNICEF supported the Government to formulate a business case for sustained investments in social protection which was launched in November 2016. Coordination mechanism were also strengthened with the elevation of the development partner’s task force into a working group. These developments will be consolidated and built on as support will continue in terms of the implementation framework of the policy, capacity building and continued efforts to strengthen coordination in the sector.

The joint national level advocacy contributed to the adoption of the National Social Protection Policy (NSPP) and the Programme Plan of Interventions (PPI) as well as a roadmap. The policy identified and addressed underlying factors in the cycle of vulnerability factors for women, protection and security of older women. The strategy further ensured that social protection programme were linked to other programmes such as prevention of teenage/ unwanted pregnancy, violence against women and girls, inheritance and property rights of women among others. Furthermore, an approved National Policy and costed Action Plan on Social Protection is in place; and a scaled up social protection programme that encompasses the most vulnerable persons is also in place. The government committed to the rollout of the Senior Citizens Grant to all districts, beginning with 55 districts by 2020. The UN provided financial and technical assistance in the development of a gender strategy for the implementation of the Social Protection Policy.

The NSPP catalyzed the adoption of the National Labor Intensive Public Work Guidelines for Uganda. It further facilitated the finalization and launch of a business case for sustained investments in social protection. A business case of sustained investment in children and vulnerable adults is in place. This subsequently culminated in recommendations for addressing disparities, and the inception phase of the modeling exercise in Karamoja, which will support the Government’s commitment to finalize a single registry platform.
Gender based violence interventions and reproductive health commodities were implemented both in humanitarian and development settings. Subsequently, a GBV coordination mechanism was instituted and a consolidated database established (e.g. Social Protection-MIS). A functional social protection coordination mechanism is also in place, with UN support. The Development Partner Social Protection Working Group (previously the Taskforce) has been (and will continue) to provide support to Government in the implementation of the National Policy including the process of developing a single registry and an integrated Information Management System for social protection. In addition, the End Child Marriage Programme was implemented, where girls in school and out of school were provided with life skills and livelihood trainings. School environments that respond to adolescent and sexual reproductive health (ASRH) needs of girls were also created, and the UN supported a collaborative national adolescent health risk behaviors study.

Support was further provided to the scaling of the temporary Development Partner Social Protection Taskforce into a permanent Development Partner Social Protection Working Group. This provided an important forum for strengthened coordination, collaboration and joint advocacy on social protection.

In addition to strengthening partnerships with the government of Uganda, and the Expansion of Social Protection secretariat, new partnerships with civil society organizations, the UN supported the strengthening of the Uganda Social Protection Platform and the Uganda National NGO Forum to advocate for broader social protection at national and sub-national levels.

Limited prioritization of funding for comprehensive social protection constrained the gains made. However, this constraint is being addressed through the Social Protection Investment Case which includes costing of various interventions as well as a fiscal space analysis providing evidence that such programmes are feasible. In addition, the lack of consistency and cohesion around asset creation in public works programmes was a challenge, and was addressed through the development of national standards and parameters in the national public works guidelines.

**Outcome 2.4: Addressing Gender Based Violence (GBV) and Violence against Children (VAC)**

Overall, the outcome envisions that by 2020 incidence and impact of GBV and VAC on women and children is substantially reduced, underpinned by a strong institutional, societal and response. Contributing agencies include; UN Women, UNICEF, UNFPA, WHO, WFP, UNAIDS, UNHCR and FAO.

**Output 2.4.1: Policy, Strategies and National Standards**

The UN Uganda Joint Programme on GBV through the GBV reference group continued to support discussions for the Marriage & Divorce Bill, with the provisions criminalizing rape. UN funded CSOs (UWONET & CEDOVIP) advocacy campaigns focusing on the most strategic way of re-tabling the bill. In addition, the cabinet approved the policy for Elimination of Gender Based Violence, following continued lobbying by the Domestic Violence Act Coalition. The President of the Republic of Uganda His Excellency Yoweri Kaguta Museveni launched the policy with reservations in November 2016. The policy paved the way for the implementation of the Domestic Violence Act 2010 and mandated government to allocate resources for the implementation of GBV laws including the Domestic Violence Act 2010, Anti-Female Genital Mutilation Act 2010 and Prevention of Trafficking in Persons Act 2009.
The Gender-Based Violence National Action Plan was also launched, with UN support. The Action Plan provides a framework for all national and local government interventions aimed at preventing and responding to GBV. It spells out the roles of various state and non-state actors, the strategic actions to undertake and the milestones for measuring progress at national and local level. The GBV policy once rolled out will guide the allocation of resources and costing on the prevention and response to GBV and Violence Against Children.

**Output 2.4.2: Multi-sectoral Prevention and Response Services**

With UN support, a functional GBV coordination mechanisms, including implemented referral pathways in the different refugee settlements is in place. This resulted in improved reporting of GBV cases within 72 hours. UN provided technical and financial support to the development of sector-wide approach to GBV and VAC prevention and response. The development of a national model on prevention and response to GBV and VAC is underway. The communication strategy on GBV and VAC prevention and response was developed in 2016 by Communication for Development Foundation Uganda (CDFU). The strategy will be rolled out in the 11 targeted districts of UN Women Country Strategy.

The UN supported the Uganda Police Force (UPF) to train 120 top and middle police managers i.e. Directors, Heads of Departments and Regional Police Commanders in gender responsive community policing and the national, regional and international legislations and the roles and responsibilities of managers in the UPF towards preventing and responding to VAWG and the need for professionalism and good conduct while handling cases of VAWG. The training provided officers with gender lenses to issue gender sensitive instructions as opposed to the former practice of following “orders from above”. It opened a window of opportunity for gender considerations in top management; for instance, the acceptance and inclusion of the gender training module in the police training curriculum and the ongoing development of gender policy were a result of the training.

**Advocacy for The Establishment of a GBV Directorate Within the Police:** The ORG advocated for the approval of the proposal by the Police Advisory Committee (PAC) to establish a GBV Directorate, vis-à-vis the Assistant Inspectorate of Police in charge of Political Commissariat Absence of a GBV directorate is an impediment to planning and implementation of EVAW laws and policies within the police force. The revised proposal awaits the approval of PAC and CEDOVIP intends to support UPF to ensure that the directorate is functional once established.

**Community Dialogues:** 1,796 people were engaged in community dialogues on their rights, available services and legal implications of VAWG organised by UPF, FIDA and ULS in Moroto, Kotido, Kaabong, and Kamuli. Moroto had the most dialogues because of the Joint Programme on GBV implemented there since May 2016. More females than males were targeted during the dialogues since they are more vulnerable to violence. The dialogues resulted in increased reporting of cases of violence as evidenced by the trend of case intake over the past months. Participants reported FGM as a deeply rooted practice, in fact they said “practitioners cross over to Kenya to mutilate the girls for fear of being caught in Uganda where FGM is prohibited by law”. Cross-border interventions may be necessary in future to end the practice of FGM. Domestic violence, assault and land grabbing were primarily the most reported types of VAWG perpetuated by over consumption of alcohol and poverty.

Legal assistance; 150 women and girls were provided with legal assistance by FIDA in Kampala and Moroto through mobile and static clinics between May and December 2016. Overall, 49% of the reported cases were domestic violence (49%), followed by land disputes (21%) and child trafficking (13%). 61 % of all the cases seeking legal assistance were from Kampala, while all the cases of child trafficking were reported to FIDA in Moroto district. Of the 150 reported cases; 100 were disposed of through the formal justice system, 12 were concluded
through mediation, 24 are pending mediation, three pending prosecution, and one ongoing prosecution. 10 referrals were made to other stakeholders in the referral pathway i.e the police, cultural leaders and partner organizations.

Output 2.4.3: Capacity for Coordination and Information Management
The National Gender Based Violence Database (NGBVD) was upgraded to Case Management, in partnership with Norwegian embassy. The NGBVD is currently in 73 out of a total of 112 districts. The analysis from the National GBV Database shared by the Ministry of Gender, Labor and social Development (MGLSD) revealed that from January 2014 to October 2016, 16,500 GBV cases have been recorded with 81% of survivors being women and 19% being men. The Child Helpline – SAUTI 116 is currently functional in 14 districts but receives call from all parts of the country. Two action centres have been established in Gulu and Kitgum.

Outcome 2.5: HIV & AIDS Response
UNAIDS, WHO, UNICEF, UN Women and UNFPA had interventions targeting HIV and AIDS Response. The outcome envisions that by end 2020, there is a multi-sectoral HIV & AIDS response that is gender and age-responsive, well-coordinated, effective, efficient and sustainably financed to reverse the current trend and reduce the socio-economic impact of HIV and AIDS. The three outputs planned to contribute to the outcome include;

During the period January-December, 2016, The United Nations, through the Joint UN Programme of Support on AIDS (JUPSA) in Uganda remained a key partner in the national HIV response. The programme established strong delivery mechanism through 11 member agencies and enhanced partnerships with government and civil society institutions at national, sector and local government levels. This facilitated and expedited the delivery of programmes funded by the UN and Irish Aid and also nurtured strong partnerships with other bilateral partners resulting in increased funding and harmonized approaches.

The UN further initiated and implemented a third strategic programming cycle for 2016-2020 that is fully aligned to the key national and global strategic and development frameworks. In the second half of 2016, Irish Aid renewed a funding partnership with JUPSA. A nested project within the JUPSA strategic framework was developed with specific results aligned to the JUPSA results framework. The project titled KARUNA/HP supported some national level activities with priority focus on the underserved Karamoja region.

Data management Systems including DHIS 2 and GBV data bases were enhanced and provide timely and accurate reports. In addition, sustainable financing options were explored as evidenced in the support for the preparation of concept note under Global Fund; finalization of process for the national Aids Spending assessment and the national HIV resource mobilization strategy.

HIV/AIDS prevention

Technical support was provided for generation and development of strategic guidance documents such as the national HIV prevention road map, review and revision of the National HIV Condom Strategy, development of SRH/HIV priority action plans for 7 districts of Karamoja, SRMNCAH/HIV integration processes under the leadership of Ministry of Health. In addition, a systems capacity assessment for SRH/HIV integrated service delivery was conducted. The Ministry of Gender, Labor and Social Development was also to develop an SRH/HIV tool for government community development extension workers. Curriculum for the Migration Health Training Course was developed and pilot-tested.
Through the Office of the First Lady of Uganda - the national safe motherhood ambassador and EMTCT and adolescent health champion, a Parliamentary champions group was formed. It passes a resolution on maternal health specifically, midwifery. The Parliamentary champions also provided advocacy support and contributed to the FL’s efforts to address increasing new HIV infections amongst adolescents and young people, especially the Adolescent Girls. In addition, support was extended to nine cultural institutions and seven national faith based denominations were supported to review and/or develop SRH/HIV/GBV action plans. As part of enhancing SBCC, a comprehensive campaign on SRH/HIV for Karamoja region and Ministry of Works and Transport was developed. Condom programming was strengthened (installed at the Alternative RH Commodity Distribution Facility (UHMG) and 7 MARPs hotspot districts) with focus on systems strengthen increased supply of stock and guarding against condom stock outs.

At Karamoja regional level, JUPSA supported a community mapping exercise working with District Health Officials, HIV & Condom Focal points and community leaders to identify and establish 526 distribution points. These also covered MARPs hotspots, workplaces and entertainment centers, etc. Up to 204 Peer distributors were identified as well and linked to specific Health Facilities’. A total of 1.7m condoms were moved to the region and 500,000 distributed to the community. The Ministry of Health finalized and endorsed the National HIV Testing Services Policy and implementation guidelines based on the 2015 WHO Global guidance that among other aspects provide for access to unaccompanied young adolescents from 12 years of age. Supported procurement and distribution of 300 reusable Safe Male Circumcision kits and 30 sterilizers for 30 lower level health facilities.

Subsequently, there was significant progress in reducing the number of new HIV infections. For instance, adults’ new HIV infections reduced from 137,000 in to 2013 to 83,000 in 2016. For females, it reduced from 78,306 in 2013 to 35,677 in 2016; while for males it reduced from 60,919 to 47,020, in the same period.

**Treatment and care**

The UN Team provided technical and financial support to the Ministry of Health (MoH) to develop and update components of the National Consolidated HIV Prevention and Treatment guidelines based on the 2015 WHO guidance. The MoH thus developed and updated the national comprehensive HIV training package and other related tools and job aides. The UN Joint Team further strengthened national capacity for uninterrupted supply of essential commodities such as ARVs, HIV test kits and EID related logistics and supplies. Subsequently, there was increase in ART coverage from 830,000 to 940,000; PMTCT coverage reached 97%.

As a mitigation against recurrent stock outs, UNICEF for example provided test kits for an estimated 125,000 pregnant women in 13 focus districts of Karamoja and East Central regions. Under Karamoja Economic Empowerment (KEEP) Project UN Women in partnership with Action Africa Help -International - Uganda (AAH-U) also identified, assessed, trained and provided Enterprise Development Assistance to 270 Women and Girls Living with HIV/AIDS and 17 men in Karamoja - Moroto and Kaabong. By the end of September 2016, a cumulative total of 922,140 HIV positive individuals were already initiated on lifelong ART. These include 64,540 out of 89,102 infected children representing a 72% pediatric ART coverage. In addition, 857,600 out of 1, 418,373 infected adults accessed ART representing 61% adult ART coverage. The country also initiated a total of 42,094 HIV positive pregnant women on ART for e-MTCT as captured from different entry points such as Ante Natal Clinics (32,280), Post Natal Clinics (5,064) and Maternity wards during labor (4,750).
Governance

There was notable improvement in reporting evidenced by holding of the joint annual AIDS review including decentralized regional review meetings; the 2016 country HIV progress report and finalization of Karamoja baseline study report. Systems for data management including DHIS 2 and GBV data bases have been enhanced to provide timely and accurate reports. Further there has been noted support for the preparation of concept note under Global Fund, finalization of process for the National AIDS Spending Assessment, finalization of national HIV resource mobilization strategy and the launch of the KARUNA/PACK HIV programme in Karamoja.

Key challenges however included; disparities in HIV and AIDS programme coverage with some regions underserved; the weak health and social services systems coupled with a long dry spell strained the sector especially in the Karamoja region; periodic shortage of HIV commodities; and HIV response remained donor dependent.
Strategic Pillar 3: Sustainable and Inclusive Economic Development

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

Outcome 3.1: Natural Resource Management and Climate Change Resilience

UNDP, FAO, UNIDO and OHCHR contributed to the outcome, which envisions that by end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.

The target population with access to modern cooking energy increased from 10% in 2013 to 21% in 2016 largely due to UN support to promotion of briquetting technologies and establishment of high efficiency cook stoves in 3,200 households and 5 institutions. This reduced biomass uses by 50%, provided for smoke-free kitchens and reduced the cost of cooking. The overall rate of Wetland encroachment reduced as evidenced by an equal coverage at 10.9% for 2013 and 2016 respectively. On the other, the rate of forest loss registered from 90,000 hectares (1994-2005) to 200,000 hectares (2005-2015) especially on private forests while economic loss due to natural disaster increased from $3.1 m (2013) to $ 3.6 m (2016) due to the widespread and prolonged drought which extended into 2017.

In addressing environmental degradation and building a low emission and climate resilient economy, the UN system in Uganda has enhanced management of the extractives industry with preparation of a final draft Mining and Minerals Policy 2016 aligned to the Africa Mining Vision and the SDG framework. Further, a draft National Green Growth Development Strategy produced to guide investment in green and climate resilient options.

The UN has also supported the strengthening of national capacity for evidence-based decision making through development of a National Wetland Atlas; an On-line Green House Gases Inventory system to track emissions from development activities; a National Charcoal Database; and Hazard and vulnerability mapping/plans for 112 districts in Uganda; analytical studies for catalyzing increased financing for Biodiversity conservation completed: - Policy institutional review, Biodiversity expenditure review, Financial gaps analysis and Biodiversity Finance Plan Global Environment Facility. Further, efforts to combat deforestation were boosted by completion of analytical studies to inform design of a country strategy on Reducing Emission from Forest degradation and deforestation and strengthened technical and functional capacity of 166 government staff (M: 100; F: 66) to monitor and enforce conservation in the Kidepo critical landscape.

With UN support, hydro-meteorological network has been automated enabling Uganda National Meteorology Authority to provide real time information for forecast and early warning, disaster preparedness and management. This has been made possible with the procurement and installation of 30 automatic weather stations and 16 automatic water level stations that are linked to the automatic messaging system at the National
Meteorology center in Entebbe and NECOC at OPM. In addition, institutional capacity of District local government and NGOs to support community-based adaptations has been strengthened to mainstream Climate Change Adaptation into Agriculture Production Sector Plans, District Development plans and preparation of District Climate Change Adaptation plans. Enhanced access to water for production through rainwater harvesting that benefiting 58,832 people and 424,975 livestock in the cattle corridor through the completion of 36 rainwater harvesting reservoirs (valley tanks), 14 sub-surface dams, seven solar powered irrigation systems (motorized boreholes) and one small community rock catchment (gravity flow scheme).

A Country Gender Assessment for the agriculture sector was completed, with UN support, to provide gender disaggregated data for on access and control of resources, services, technologies and economic opportunities. This provides a basis for policy makers and programmes to work towards removing the obstacles and advance gender equality in all interventions. In addition, a Gender Strategy for Environment and Natural Resources Sector was formulated and launched by government. This has informed gender integration/ mainstreaming guidelines to ensure that needs of both women and men are considered during implementation of the district environment and natural resource management interventions.

The UN has supported private sector engagement in climate change to facilitate reduction of emissions and building climate resilient communities including brokering partnerships between government and private sector. Thus, Uganda pioneered installation of Automatic Weather Stations on Cell-Phone Towers in Africa to improve Storm Forecasts and Protect Lives through a partnership between Uganda National Meteorology Authority and Earth Networks and telecommunication companies.
**Outcome 3.2. Infrastructure, Production & Trade**

The outcome contemplates that by end 2020, Uganda’s stock of infrastructure adheres to physical planning policies and standards to support production and trade; production systems (agriculture, industry, mining & tourism) are internal & international market oriented, competitive, climate resilient, environmentally friendly, gender responsive, green technology driven and generating sustainable job opportunities for all, particularly women and youth; trade is formalized, competitive, scalable, ICT-enabled, regionally integrated, promoting MSMEs and corporate governance. UNDP, FAO and UNFPA contribute to delivery of the outcome.

**South-South Cooperation:**

Chinese sustainable practices and technologies in horticulture, cereals production, aquaculture, livestock and agribusiness were introduced and are being promoted. UNDP and UNEP jointly convened a Regional Networking Forum and hosted the 9th Africa Roundtable on Sustainable Consumption and Production (ARSCP 9) in Kampala. This provided a platform for key stakeholders to discuss opportunities, challenges and barriers faced by the private sector in scaling up and replicating green business; and promoting sustainable consumption and production (SCP) practices and patterns in Africa. In addition, an International Inclusive Business Networking Forum was hosted in April 2016 and brought over 20 Countries together to learn and strategize on how to increase inclusive business in Africa.

**Access to Productive Assets**

Financial Services: UNCDF technical assistance to Bank of Uganda and MoFPED also culminated into the formulation of policies and guidelines for National Payment System Departments. Firstly, the development of National Financial Inclusion Strategy that promoted interagency Banking, Payment Service Provider Mapping which offered a better understanding of the supply of Payment Service Provider within East Africa as well as Legal, Regulatory and Policy Review for DFS Interoperability to regulate Payment Service Providers.

In addition, UNCDF partnership with MTN in the establishment of MOKASH that attracted registration of over 1.7 Million people (71% Male, 21% Female, and 8% Data Anomalies) for micro - saving (3.8 Billion Ugandan Shillings) and lending (3.6 Billion Ugandan Shillings). Additionally, six banks (KCB, Centenary, Equity, DFCU, FINCA and Post bank) have been supported to strengthen agency banking particularly to the unbanked population with the same objective of improving access to financial security further

Land: FAO worked with Government to secure tenure rights especially for the most vulnerable. Subsequently, the government through the Ministry of Lands has approved 4500 Customary Certificates of Ownership in Kasese District, and registered 62 private and community forests across five districts. For the first time in Uganda history customary and forest land rights will be granted full protection.

**Partnerships**

UNDP partnered with the PSFU to promote gender equality in businesses through implementation of the “UNDP Gender Equality Seal for Private Enterprises“ Certification Programme, which is a mechanism for the private sector to contribute towards the attainment of SDG 5 on gender Equality. Thus, 13 companies have signed the Gender Equality Seal Certification programme.

**Challenges**

Drought, resulting in crop failures, with nearly 30 per cent of Ugandans facing increasing levels of food insecurity, added to underlying vulnerabilities of poverty.
**Outcome 3.3: Employment**

UNDP, ILO, FAO, IOM and UNFPA contributed to this outcome. ILO and UNFPA for instance provided technical and financial support to the review of the National Youth Policy while UNDP also supported the final editing of the revised National Youth Policy that was subsequently approved by Cabinet in September 2016. The revised National Youth Policy provided guidance to different stakeholders in provision of quality services to the youth to enable them enhance their competencies for improved participation in the national development. Particularly, the Policy emphasizes the need for systematic youth programming through a multi-sectoral strategy involving relevant Ministries, Departments and Agencies, development partners, private sector, civil society organizations, communities and the youth.

Improving youths’ job prospects and productivity, especially among the most vulnerable, is not only a key priority in Uganda but has also put youth employment at the center of the national development agenda. The government’s recent employment creation strategies that included; the Green Jobs Strategy, the National Employment Policy, National Policy for the Externalization of Labour, the Youth Entrepreneurship Capital Venture Fund, the Youth Livelihoods Programme, the Uganda Women Entrepreneurship Programme, and Enterprise Uganda are some of the most salient youth employment related initiatives that the UN continues to complement through extending technical assistance to enhancing the capacity of government in ensuring an enabling policy environment for youth employment, opportunities for benchmarking and generation of evidence-based youth employment programming and awareness creation.

**Policy engagement**

UNDP, ILO, FAO, IOM and UNFPA contributed to policy review and development. ILO and UNFPA for instance provided technical and financial support to the review of the National Youth Policy while UNDP also supported the final editing of the revised National Youth Policy that was subsequently approved by Cabinet in September 2016. The revised National Youth Policy provided guidance to different stakeholders in provision of quality services to the youth to enable them enhance their competencies for improved participation in the national development. Particularly, the Policy emphasizes the need for systematic youth programming through a multi-sectoral strategy involving relevant Ministries, Departments and Agencies, development partners, private sector, civil society organizations, communities and the youth.

As part of the capacity building efforts, the ILO supported the Ministry of Gender, Labour and Social Development, Ministry of Finance and Economic Development and the National Planning Authority to initiate an Employment Diagnostics Analysis study that aims to assess employment bottlenecks and opportunities across Uganda’s key economic sectors. The study will analyze the extent to which the existing fiscal and legislative policy environments contribute positively to meaningful job creation. The exercise is envisaged to be finalized by June 2017 and the findings will be used to inform pro-employment growth policies as well as to develop a plan of action for implementing the Employment Policy. This analysis of the study will also provide evidence-based employment planning both at national and district levels.

The Ministry of Gender Labour and Social Development in partnership the Uganda Bureau of Statistics, were supported by the ILO to develop and produce the second series of the School to Work Transition Report. The STWT report provided information and data on Labour market transition of young people in Uganda that is important in designing labour market policies and programmes. The reports also provided key baseline
information that is essential for tracking future progress on youth employment and the reports will potentially inform progress on the SDG targets and indicators that relate to employment of young people.

The on-going policy development by the UN on youth employment has been recommendable in complementing and guiding national youth employment programmes. However, more effort is needed assisting government to monitor and evaluate youth employment programmes in order to improve the various models and strategies used in promoting youth employment.

*Capacity Building*

A number of capacity building interventions on youth and employment were development and implemented by FAO, UNDP, ILO, IOM an UNFPA in the various sectors of development as guided their the respective agency mandates. The following were some of the remarkable deliverables attained through capacity enhancement of government, CSOs and private sector:

- Mainstreamed youth issues in policies and programmes for agriculture and rural development
- Broadened understanding of government and private sector on the Songai model for youth empowerment
- Finalized the medium, small and micro enterprise policy as basis for government to guide and support their operations
- Finalized guidelines for migrant workers and regulations on externalization of labour
- Developed services guidelines on protocol for delivering sexual reproductive health and family planning to young people engaged in business enterprises

*Youth entrepreneurship development*

The UNDP, IOM and ILO provided technical assistance towards development and implementation of youth entrepreneurship programmes and life-skills development. The IOM supported entrepreneurship schemes for vulnerable youth in slum settings. UNDP provided startup grants for income generation activities, livelihoods productive equipment and training in Business and entrepreneurship to young people engaged in business enterprises.

*Public-Private Partnerships*

Through public-private partnerships, the ILO supported processes for strengthening capacity of government institutions on enterprise development. The public-private partnerships ensured sustainability through training of the government and private sector institutions to deliver entrepreneurship development services. For instance; Wazalendo UPDF SACCO, UPDF Spouses Desk SACCO and the Uganda Police SACCO in entrepreneurship and business development services. The interventions have helped to improve financial inclusion, improved business performance and enabled new businesses started and jobs created. In addition, through partnership, the ILO provided technical support to Centenary Bank to provide financial literacy training to youths as part of the components towards extension of loan facilities. A total of 750 youth (73% being males and 27% being females) from fourteen (14) bank branches received financial literacy training, which included introduction to financial services and management, opened up bank accounts, where 38% of the youth were able to access loans from Centenary Bank and other financial resources. The ILO supported eight SACCOs from the districts of Kampala, Jinja, Oyam, Soroti, Arua, Nebbi and Kitgum. The support has enabled youth to access affordable finance as business start-up kits. The SACCOs have participated in sensitization and awareness creation, appraisals, capacity building, disbursements of loans, monitoring, recovery and reporting. Youth members of the SACCOs have benefitted from access to affordable finance to start and improve their businesses but have also acquired the saving culture.
Awareness raising and advocacy

In the reporting period, the UN continued to support public awareness on youth employment through participation in the national events to commemorate the International Youth Day, World Labour Day and the International Women’s Day. For instance, UNDP and UN Women raise public awareness on the national theme for the IWD “Women Empowerment in the Changing World of Work”. The ILO also supported the MGLSD to organize capacity building seminars that targeted 250 young men and women in preparation for the IYD and IWD.

As part of activities to commemorate ILO’s centenary in 2019, the ILO conducted a National Dialogue on the “Future of Work”, in the context of globalization, changing technology, climate change and growing inequalities that the world is expressing. Relevant stakeholders in this future of work dialogue included, MGLSD and other MDA’s, Private Sector, Civil Society participation. A set of resolutions were generated to be put into perspective of the government and the private sector planning processes to help improve the potential of youth in the labour market.

The UN has played a key role in transferring empirical global knowledge and information on the world of work to the local context. The international perspectives will inherently influence better understanding and programming of the local issues of especially women and youth employment.

III. Results of Operating as One

The Operation Management Team (OMT) in collaboration with Programme Reference Group (PRG), Pulse Lab Kampala, RCO and UNICEF’s U-Report developed the UN Uganda Knowledge Management System (KMS). The KMS (http://kms.ug.one.un.org/) is a web-based knowledge management platform that performs three core functions: a) Centralized Knowledge Repository b) Planning, Monitoring and Evaluation Platform for both UNDAF and Business Operations Strategy (BoS); and c) UN Mobile App push platform. UN agencies in Uganda jointly plan, monitor and report on the UNDAF and store and share information through the KMS thus, ensuring smart operation through system harmonization.

UN Uganda’s Business Operations Strategy has yielded dividends, in terms of savings derived from the use of LTAs. In 2014, BoS baseline analysis estimated UNCT operational costs at US $28m. In 2016 however, US $41m were saved (OMT demonstrated a total procurement bulk LTAs discount savings of us$5.4m). There were more gains in procurement because of using LTAs for instance; fuel (US $2.1m savings); vehicle maintenance (US $1.8m savings); and CUG and data (US $904,622 savings). Operational areas with no common and agency specific LTAs established however, had higher expenditures for 2016. For instance, power/electricity and freight had 305% and 201% increase respectively from 2014 baseline. There was increased spending on transportation and warehousing despite the LTAs, costs estimated at US $2.4m increase from 2014 baseline). This was followed by office equipment (US $40,000 increase from 2014 baseline).
Table 1: Overview of Savings with the use of LTAs

<table>
<thead>
<tr>
<th>Commodity Group</th>
<th>Total Cost 2014</th>
<th>Total Cost 2016</th>
<th>Total Savings 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT equipment</td>
<td>727,927</td>
<td>$ 505,021.58</td>
<td>$ 222,905.42</td>
</tr>
<tr>
<td>IT advisory</td>
<td>1,048,232</td>
<td>$ 319,652.93</td>
<td>$ 728,579.07</td>
</tr>
<tr>
<td>Publishing / Printing</td>
<td>792,784</td>
<td>$ 412,735.11</td>
<td>$ 380,048.89</td>
</tr>
<tr>
<td>Transportation</td>
<td>483,361</td>
<td>$ 2,943,361.08</td>
<td>$ -2,460,000.08</td>
</tr>
<tr>
<td>Communications</td>
<td>1,095,688</td>
<td>$ 191,065.73</td>
<td>$ 904,622.27</td>
</tr>
<tr>
<td>Fuel</td>
<td>2,612,263</td>
<td>$ 440,174.18</td>
<td>$ 2,172,088.82</td>
</tr>
<tr>
<td>Office equipment</td>
<td>0</td>
<td>$ 40,896.91</td>
<td>$ -40,896.91</td>
</tr>
<tr>
<td>Paper / stationery</td>
<td>973,556</td>
<td>$ 179,429.64</td>
<td>$ 794,126.36</td>
</tr>
<tr>
<td>Security</td>
<td>1,872,857</td>
<td>$ 40,437.87</td>
<td>$ 1,832,419.13</td>
</tr>
<tr>
<td>Vehicles (maintenance)</td>
<td>705,979</td>
<td>$ 100,223.11</td>
<td>$ 605,755.89</td>
</tr>
<tr>
<td>Vehicles (spare parts)</td>
<td>320,000</td>
<td>$ 4,135.00</td>
<td>$ 315,865.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,632,647</strong></td>
<td><strong>$ 5,177,133.14</strong></td>
<td><strong>$ 5,455,513.86</strong></td>
</tr>
</tbody>
</table>

It is however noted that only 54% of the common 37 LTAs in place were used in 2016, while on average, only 4 out of 12 residents and participating agencies fully adopted the use of common LTAs. It is further estimated that if the 13 LTAs were fully used, UNCT would reap a bulk discount savings of US$5.4m in 2016. This implies that the average savings of 1 fully used LTA by all 12 agencies per annum would be US$415,000. Multiplying the US $415,000 by the 11 unused LTAs, the UN lost approximately US $4.5m in 2016. Thus, the significance of the use of common and existing LTAs to realizing the BoS target of US $13m savings by 2020.

2016 BoS Quality and Performance Ranking was conducted using the UNDG/DOCO OMT effective ranking scale (1 to 6, 1 being the lowest and 6 the highest ranking). The evaluation was conducted against performance indicators of: clients service satisfaction; effective meetings and attendance; and effective BoS AWP completion. The OMT overall performance was rated at four (4) points (Good), like that of 2014. In total, there were 45 out of 66 OMT required Working Groups meetings held in 2016 by the six (6) Working Groups. ICT emerged as the most effective working group in the three (3) categories, at five (5) points (Very Good) followed by HACT, Procurement and Administration at four (4) points (Good) each. The least effective OMT Working Groups include Finance and Human Resources at three (3) points each (Fair).

IV. Results of Communicating as One

In line with the Delivering as One (DaO) Standard Operating Procedures (SOPs) which requires a Head of Agency to lead the UN Communication Group (UNCG), the Resident Coordinator (RC) became the Chair of the UNCG with the Head of IOM as the co-chair.

The RC provided leadership in the UN Country Team through strengthening relationship with Government of Uganda (GoU) which subsequently, raised the UN’s profile and visibility in the country; increased awareness on SDGs; supported GoU to respond to emerging challenges including the South Sudan and broader refugee response, climate change, disaster risk reduction, oil and gas, wetlands management and food security; and supported GoU’s advocacy on the global stage including at the World Humanitarian Summit (WHS), CERF High-Level Conference. In addition, the RC’s thought leadership bridged the humanitarian/development divide through ReHOPE and facilitated mobilization of resources for Uganda to address the in the increased vulnerability from the
increased refugee influx and the prolonged dry spell. This was achieved through among others, a side event on Uganda during the CERF High-Level Conference in New York etc.

The visibility of the UN in Uganda was greatly enhanced through advocacy and vibrant communication on the UNDAF issues through a number of communication tools including social media; with the number of followers for the UN in Uganda Twitter handle and likes for the UN Uganda Facebook page doubling during the year; the UN Uganda website, UN Uganda Bulletin, and the Communicating with One voice at events, workshops and meetings of strategic importance with partners such as sector reviews and meetings of the Local Development Partners Group (LDPG) and the Partners Development Group (PDG).

Other communication tools used included tweets by the RC herself, speeches, op-eds and newspaper statements by the RC on behalf of the UN in Uganda; videos for the World Humanitarian Summit and Uganda Side Event in New York all through concerted efforts by the UNCG.

The advocacy activities and subsequent UN visibility strengthened relationships with Government officials including: the Foreign Affairs Minister, Mr. Sam Kutesa, with whom the RC organized and attended the Uganda Side Event in New York in December; the Prime Minister, Dr. Ruhakana Rugunda, with whom the RC prepared for and attended the World Humanitarian Summit in May in Istanbul; and the President, Mr. Yoweri Museveni, with whom the RC agreed on areas for wetland management interventions in December.

The SDGs featured prominently in the RCs speeches, op-eds, newspaper statements and television interviews. The SDGs Ambassadors in Uganda were actively involved in the popularization of the SDGs. The SDGs Ambassadors that were particularly active during the year were Mr. Patrick Bitature Chairman of the Private Sector Foundation, Uganda (Goal 8 Decent Work and Economic Growth) and Dr. Maggie Kigozi, a distinguished business leader and gender activist (Goal 5 Gender Equality). Both ambassadors participated at a forum on SDGs and the private sector organised by UNDP. They also participated in signing of the Gender Seal by 13 private companies in Uganda. Dr. Kigozi further participated in the launch of the Africa Human Development Report focusing on Gender in Uganda as well as several events on Gender organised by UNWOMEN. She also participated in the UN Country Team Retreat, which was also attended by the Archbishop of Church of Uganda, the Most Rev. Stanley Ntagali SDGs Ambassador for Goal 10 Reduced Inequality. The Archbishop Ntagali also participated in the UN Day/SDG 1st Anniversary celebrations.

As a result of advocacy by the UN in Uganda, including a presentation to the LDPG, in June the Government agreed to a Coordination & Implementation Framework for the SDGs in Uganda with Steering and Technical Committees, and coordinated by the Office of the Prime Minister (OPM), with Technical Working Groups (TWGs) for Planning led by the National Planning Authority (NPA); for Resource Mobilization led by the Ministry of Finance, Planning and Economic Development (MFPED); Monitoring &Evaluation and Data led by Uganda Bureau of Statistics (UBOS); and Popularisation, Advocacy and Communication led by the Ministry of Information and Communication Technology (MICT). All the TWGs are expected to have representation from other Government Ministries, Departments and Agencies (MDAs), the UN, the Private Sector, Civil Society, academia, cultural leaders and Parliament.
V. Financial Overview

Common Budgetary Framework

The expenditures depicted in this report cover the UNDAF period 2016. UNDAF Outcome Result Groups (ORGs) developed bi-annual rolling work plans, covering the period 2016/2017. Thus, the interventions/activities therein contained for the twelve ORGs were costed for two years with estimated budget of USD 363 million. 30.56% of the budget was utilized in 2016 i.e. USD 111 million. The budget was aggregated by strategic intent pillar, outcome and agency.

a. Governance

Overall, USD 164,572,024 was budgeted under Governance strategic pillar for the years 2016 and 2017 out of which, USD 32,008,030 were core funds, while USD 56,988,009 were non-core funds and USD 75,575,985 was the gap. USD 34,579,195 (21.01% of the budget) was spent in 2016. Across the four outcome areas, the expenditure against the budget is presented in table 2 below:

Table 2. Governance Pillar: Expenditure against the budget, aggregated by Outcome

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Budget 2016 &amp; 2017</th>
<th>Expenditure 2016</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 – Rule of Law &amp; Constitutional Democracy</td>
<td>8,583,464</td>
<td>2,281,326</td>
<td>26.58</td>
</tr>
<tr>
<td>1.2 – Human Rights &amp; Gender Equality</td>
<td>2,430,753</td>
<td>2,355,616</td>
<td>96.91</td>
</tr>
<tr>
<td>1.3 – Institutional Development, Transparency &amp; Accountability</td>
<td>8,293,194</td>
<td>2,007,267</td>
<td>24.20</td>
</tr>
<tr>
<td>1.4 – Peace, Security &amp; Resilience</td>
<td>145,264,613</td>
<td>27,934,986</td>
<td>19.23</td>
</tr>
<tr>
<td>Total</td>
<td>164,572,024</td>
<td>34,579,195</td>
<td>21.01</td>
</tr>
</tbody>
</table>

b. Human Capital Development (HCD)

The five outcomes under HCD pillar had an estimated bi-annual work plan budget of USD 128,365,079, of which USD 24,979,463 were core funds, USD 59,668,502 were non-core and USD 43,717,114 constituted the gap at the outset of 2016. In 2016, 50.33% of the budget was utilized. Table 3 below represents the 2016 UNDAF expenditure against the budget.
Table 3. HCD Pillar: Expenditure against the budget, aggregated by Outcome

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Budget 2016 &amp; 2017</th>
<th>Expenditure 2016</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1: Learning &amp; Skills Development</td>
<td>9,911,091</td>
<td>10,193,541</td>
<td>102.85</td>
</tr>
<tr>
<td>2.2: Health</td>
<td>79,537,705</td>
<td>30,840,329</td>
<td>38.77</td>
</tr>
<tr>
<td>2.3: Social Protection</td>
<td>11,714,993</td>
<td>15,331,734</td>
<td>130.87</td>
</tr>
<tr>
<td>2.4: GBV &amp; VAC</td>
<td>21,162,978</td>
<td>6,383,754</td>
<td>30.16</td>
</tr>
<tr>
<td>2.5: HIV &amp; AIDS Response</td>
<td>6,038,312</td>
<td>1,850,906</td>
<td>30.65</td>
</tr>
<tr>
<td>Total</td>
<td>128,365,079</td>
<td>64,600,264</td>
<td>50.33</td>
</tr>
</tbody>
</table>

c. **Sustainable Inclusive Economic Development (SIED)**

The three outcomes under the SIED pillar had an estimated bi-annual work plan budget of USD 71,957,796, of which USD 55,654,965 were core funds, USD 10,952,831 were non-core and USD 4,350,000 constituted the gap at the outset of 2016. In 2016, 16.97 % of the budget was utilized. Table 3 below represents the 2016 UNDAF expenditure against the budget.

Table 4. SIED Pillar: Expenditure against the budget, aggregated by Outcome

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Budget 2016 &amp; 2017</th>
<th>Expenditure 2016</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1: Natural Resource Management &amp; Climate Change Resilience</td>
<td>53,131,886</td>
<td>10,077,625</td>
<td>18.97</td>
</tr>
<tr>
<td>3.2: Infrastructure, Production &amp; Trade</td>
<td>14,142,032</td>
<td>684,388</td>
<td>4.84</td>
</tr>
<tr>
<td>3.3: Employment</td>
<td>3,683,878</td>
<td>1,280,100</td>
<td>34.75</td>
</tr>
<tr>
<td>Total</td>
<td>70,957,796</td>
<td>12,042,113</td>
<td>16.97</td>
</tr>
</tbody>
</table>
Figure 2 below shows the proportion of the 2016 and 2017 UNDAF joint work plan budget that was utilised in 2016, aggregated by strategic intent pillars.

![Figure 2: Percent of the 2016/2017 budget utilized in 2016, by strategic intent](image)

In 2017, the UN Resident Coordinator’s Office will recruit a Partnership/Resource Mobilization Specialist, who will assist the UNCT in undertaking a mapping of existing and potential donors to the UN in the country.

VI. Lessons Learned and Way Forward

Delivery

A majority of expected results were attained in the first year of UNDAF implementation. This was achieved in a complex environment with multiple challenges affecting delivery, including elections, a major refugee influx, and regional instability. While the UN managed to contribute to achieving significant sustainable development results in support of NDPII, delivery was affected by low Government absorption capacity and delivery rate as well as and delays in rolling out key policies and passing legislation. Limited resource mobilization for the UNDAF in a challenging funding environment also affected delivery and expenditure rates. Boosting UNDAF delivery in the coming years therefore requires continued government engagement, performance commitment and mutual accountability, both at technical and political level, including through the UNDAF Joint Steering Committee, which did not meet in 2016. More regular ORG joint meetings with Government counterparts in 2017 and beyond would also be a key step towards enhanced accountability. Joint field monitoring of UNDAF implementation could also be considered.

Resource Mobilization

Overall, several ORGs were successful in mobilizing resources for key initiatives. For instance, the Joint UN team on HIV/AIDS successfully mobilized 10 million USD from Irish Aid; the UN supported government to raise funds to critical interventions in HIV prevention and care, including 36 million USD from Global Fund for ARVs and HIV test kits, and an additional 11 million USD to support the roll out of the HIV Test and Treat Strategy in 2016-17; UNDP and FAO completed design of $US8m Global Environment Facility-funded project proposal on fostering sustainability and resilience for food security in Karamoja and implementation is expected early in 2017; The UNEP/UNDP Wetlands Atlas launch contribute to the initiation of a Presidential Wetlands Initiative, which in turn waz set to generate additional funding both for GoU and the UN on sustainable natural resource management;
and with support from UNICEF and WHO, the Reproductive Maternal Newborn, Child and Adolescent Health Sharpened Plan was developed by the Ministry of Health (MoH) into an investment case, which was approved by the World Bank for funding under the Global Financing Facility. Uganda is to receive US$140 million to support RMNCAH activities in 60 districts. Additionally, UN-World Bank Fragility and Conflict Partnership Trust Fund proposal mobilized resources to assist with the development of the ReHoPE strategy and its initial implementation.

However, in general, the UNDAF remained significantly under-funded. There is a risk that the low UNDAF expenditure rate in 2016 will have a negative impact on further resource mobilization efforts in 2017 and beyond. Some agencies’ core resource allocation has been reduced because of low delivery/low absorption rate. Enhancing delivery in 2017 will be key to ensuring sustainable resource mobilization for the UNDAF throughout the remaining UNDAF period.

There is also need to widen the scope of partnership by prioritizing resource mobilization options beyond the traditional donors. In 2016, UN Uganda started a process of reviewing the UN Partnership and Resource Mobilization Strategy, due to be completed in early 2017. In 2017, RCO will be supporting ORGs to undertake strategic joint resource mobilization, including through the Recruitment of a RCO Partnership and Resource Mobilization Specialist.

As a result of successful advocacy of the RC and UNCT in 2016 in showcasing ReHoPE, including at the World Humanitarian Summit and through a New York resource mobilization mission by the RC and the Uganda Minister of Foreign Affairs in December 2016, the UN will be supporting the Government of Uganda to host an international Solidarity Summit on Refugees in Uganda in June 2017. The Summit will focus both on mobilizing resources for the refugee response, and for resilience and self-reliance of refugees and host communities from traditional, non-traditional development partners as well as the private sector.

In 2016, in collaboration with Government of Uganda, UN Uganda also mobilized new international partnerships, including with African business leaders such as Mr. Aliko Dangote, owner of the Dangote Group, and with Professor Justin Lin, Senior Economics Advisor and Professor at Beijing University, discussing partnership opportunities with Government of Uganda. The RC also explored further partnerships with the private sector including through the US Chamber of Commerce. The UNCT meeting with R-UNDG in Kampala in October 2016 contributed to enhanced visibility and the commitment of R-UNDG to be an advocate for resource mobilisation for the UNDAF. The UN Secretary General's stopover in Entebbe in July 2016 also enhanced Uganda's global visibility and HQ-level support for UN Uganda resource mobilisation.

A key lesson learned is also that Operating as One can significantly reduce the transaction costs of implementing the UNDAF. However, in 2016, only 13 out of the 24 common Long-Term Agreements in place were used in 2016, while on average, only 4 out of 12 resident and participating agencies fully adopted the use of these common LTAs.

In terms of broader resource mobilization for the NDPII, ORGs have highlighted that the UN needs to continue advocacy for enhanced GoU budget allocations to basic social services, to ensure that UNDAF and NDPII objectives on human capital development are met. Several reforms within the health sector need additional funds for their financing e.g. improvement of services at health centres. There is also need to increase financial allocations for nutrition, water and sanitation interventions at national/sectoral and district levels to achieve the NDP II and SDG targets. A declining budget for the education sector remains a concern for the ORG 2.1. Similarly, Government budget allocations to GBV, VAC and HIV/AIDS also remain limited. Enhanced efficiency in utilizing resources is also required.

Enhanced joint engagement with the private sector should be an UNDAF priority for 2017 and beyond.
External Coordination

UN Uganda has participated in and led a series of external coordination efforts in 2016, thereby enhancing the relevance and complementarity of the UNDAF, including the Local Development Partner’s Group, Partners in Democracy Group, OPM-UNHCR refugee coordination model, National Partnership Forum, Africa Group, engagements with the private sector and emerging development partners, etc.

Outcome Results Groups have however highlighted the need for improved coordination within government and external partners to further ensure the continued complementarity of the UNDAF. Government is currently finalizing the development of an aid management portal, with UN support, which will assist in enhancing coordination among Government, the UN and other development partners by providing a comprehensive overview of funding flows in support of NDPII implementation. Enhanced oversight and tracking of development cooperation will enhance the Global Partnership in line with SDG 17 and enhance accountability and strengthen national institutions, in line with SDG 16.

There is also a need to enhance coordination of UN participation in development coordination mechanisms at technical level, and strengthening the link between ORGs and Development Partner Technical Working Groups under the Local Development Partners’ Group.

In 2016, the UNDAF contributed to enhancing coordination around the humanitarian/development nexus, particularly through the RC’s/UNCT leadership and through Outcome Result Group 1.4, which became the de facto Secretariat for the UN-World Bank Refugee and Host Population Empowerment Strategy. ORG 1.4 contributed to mapping the contributions to ReHoPE by other Outcome Results Groups, delivering a ReHoPE macro-framework incorporating all interventions in refugee-hosting districts from the entire UNDAF.

There is a need to increase involvement of line ministries and strengthen coordination between OPM and DLGs, and ensure that gaps are addressed in district development plans for effective support from UN and development partners. The need for enhanced coordination around the humanitarian/development nexus was also discussed extensively with Government in 2016, and the UN offered support to Government in strengthening such coordination under the Office of the Prime Minister.

Sustainable Development Goals

In 2016, UN prioritized support to GoU in SDG Coordination, Data, Planning and Reporting. The GoU has, with support from the UNCT, put in place a coordination framework for implementing the 2030 Agenda. This framework, led by the Office of the Prime Minister (OPM), is supported by five multi-institutional Technical Working Groups on: Planning and Mainstreaming; Coordination and Reporting; Resource Mobilisation; Data; and Communication and Advocacy. To operationalize this framework, the UN will support government to prepare a multi-year costed SDG roadmap in 2017, through a consultative process. Moving forward, all actions by state and non-state actors, including the UN system, will be aligned to this multi-year roadmap. Within this framework, UN Uganda will support the mainstreaming of SDG indicators into the Results and Reporting Framework of the second National Development Plan (2016-2020).

For the UN, ensuring that efforts to support Government are concerted has been a challenge in 2016. This has led to certain overlap and duplication in UN agencies’ support to Government on SDG implementation, through the UNDAF. To address this challenge and enhance the coordination of UN support to Government, the UNCT launched a UN SDG Technical Working Group (chaired by UNDP and UNICEF) in 2016, and re-launched the UN Data Group (UNFPA), with the support of RCO. All UN agencies supporting Government of Uganda on SDGs must liaise with these groups to ensure alignment and coordination. The Government of Uganda SDGs Coordination & Implementation Framework will play an important role in promoting the implementation of the SDGs in Uganda in partnership with the UN and other development actors in 2017 and beyond.
Internal Coordination/Planning/Programming

In terms of internal coordination in 2016, on average the ORGs met between 4 and 6 times throughout the year to comply with planning and reporting obligations, i.e. at the beginning and the end of 2016. However, the role of the ORGs could be further enhanced by strengthened coordination of advocacy, resource mobilization and discussing joint challenges in implementation throughout the year. Linking the ORGs to the UN Communications Group in terms of identifying key advocacy messages in support of UNDAF Joint Work Plans is another challenge to be addressed in 2017. In December 2016, all ORGs contributed inputs for discussion at the UNDAF Joint Steering Committee in 2017, highlighting a series of key advocacy areas which have been incorporated into this report. The role of the ORGs could also be strengthened through them actively suggesting agenda items to the PRG and UNCT on a regular basis. Empowering the ORGs to be more pro-active in terms of regular joint advocacy and resource mobilization will be a priority in 2017 and beyond, to ensure that the UNDAF joint work plans amount to genuine joint delivery of results.

The existing Joint Programmes on FGM, GBV, HIV/AIDS, ReHoPE and the Karamoja Joint Resilience Strategy all demonstrated significant joint progress and results, underpinned by DaO principles, and undertook regular joint advocacy and resource mobilization initiatives. Thus the Joint Programme modality appears to be a successful way of delivering together, demonstrating greater results and impact. Based on the UNDAF Joint Work Plans, a mapping was undertaken in 2016 to identify new potential Joint Programmes (JPs). A list of suggestions was submitted to the PRG by ORGs, for further review and development in 2017, including Youth, Gender Equality, Non-Communicable Diseases and Cross-Border Peace & Development.

The role of the Programme Reference Group of Deputy Representatives was also further discussed and refined by the UNCT in 2016. The UNCT agreed that there was a need to reinforce the link between PRG and the UN Area Coordinators, to ensure enhanced alignment in the field with UNDAF priorities. Thus, a joint UNAC-PRG meeting took place in November 2016, agreeing on basic guidelines for how UN Area Coordination Teams can support coordination on UNDAF implementation in the field based on the UNDAF Pillar structure. The PRG has identified a need for further discussion on this matter in 2017. The UNCT has also identified a need to strengthen the capacity and resources of the UNACs to enhance UNDAF and ReHoPE field coordination.

Data & Transparency

The ORGs recognized a need for sectors to embrace a robust gender statistics plan/ strategy in partnership with Uganda Bureau of Statistics to better track and report results at National and international level. There is also need for the government to update its statistical information or data on marginalized and vulnerable groups for effective prioritization and planning for individuals or groups who are likely to be left behind. There are opportunities for joint UN support to the National Planning Authority and the Uganda Bureau of Statistics in the finalization of a Results & Reporting Framework for the National Development Plan, including alignment of National Standard Indicators with SDGs indicators. A validation exercise on availability of data on the prioritized indicators, sources of data, tools and documentation of gaps to inform the data production and dissemination plan is being planned.

To enhance innovation in UNDAF implementation and monitoring, Pulse Lab Kampala, the UN and Government are using big data analysis and radio mining as an early warning and planning mechanism, capturing disaster-related damage and losses at the local level. Pulse Lab also provides tools to monitor progress of social service delivery in the districts in real time. Enhancing Pulse Lab Kampala’s contribution to UNDAF implementation and monitoring through additional concrete applications will be another priority in 2017.
**Innovation**

In 2016, the UNCT championed multiple innovative approaches in both programme and operations, including through the UN Uganda Knowledge Management System, and Pulse Lab Kampala’s high impact big data analysis used across the UNDAF outcomes to enhance analysis, delivery and monitoring results.

The UNCT Retreat format was an innovation considering the focus on dialogue with external stakeholders including Government, private sector, emerging development partners, SDG Ambassadors and others, informing the UNCT’s strategic planning for the coming year.

Other innovation examples under the UNDAF, which will be further developed in 2017, include:

- The first ever televised Presidential debates, supported by the UN, offered an opportunity for discussion on issue-based politics and granted an audience to the citizens to engage with their candidates in a candid and sober atmosphere. This innovation was able to reach the audiences far and wide that would not have ordinarily been reached through rallies, hence influencing participation and therefore democracy.

- The UN has expanded the use of cash transfers in refugee settlements (over food aid). A Local Economy Wide Impact Evaluation was undertaken, finding that humanitarian assistance for refugees creates significant economic benefits for the local economy, and that these benefits are greater when the assistance is in the form of cash transfers and land for agricultural production.

- Development agencies have started to prioritise intervening in refugee-hosting areas, and integrating refugees in their development plans and frameworks. The systems strengthening and capacity building approach taken for development interventions is also applied to refugee hosting districts and agencies pursue an integrated approach to service delivery. This includes advocacy to include refugees into District Development Plans. This would be a first step towards refugees eventually being able to access national safety nets.

- A UN climate resilience/livelihoods project was extended to Oruchinga refugee settlement, informed by a mapping exercise carried out using drones to help determine which crops are grown where and at what scale; to assist with planning of settlement sites and infrastructure; as well as to support on determining land issues and potential areas of dispute on gazetted land.

- The UN supported District Disaster Management Committees to use mobile data for early warning purposes. Before the innovation, it would take up to three weeks for the information to reach OPM but with the new innovation, information is electronically disseminated in real time, thereby enabling timely responses to emerging disaster risks.

- UNDP and UNCHR supported the development of a virtual online youth innovators platform that allows youth – both refugees and host communities - to present and post their innovations, ideas, and bankable projects addressing solutions to key development challenges in their communities.