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Country programmes and related matters

Country programme document for Uganda (2021-2025)

Contents

<i>Chapter</i>	<i>Page</i>
I. UNDP within the United Nations Sustainable Development Cooperation Framework	2
II. Programme priorities and partnerships	3
III. Programme and risk management	6
IV. Monitoring and evaluation	7
Annex	
Results and resources framework for Uganda (2021-2025).....	8



I. UNDP within the United Nations Sustainable Cooperation Framework

1. Uganda has made impressive gains in its socio-economic transformation, maintaining its ambition to become a modern, prosperous society as espoused by Vision 2040 and its commitment to the 2030 Agenda for Sustainable Development. Its gross domestic product (GDP) doubled over the last 10 years, from \$17.2 billion in 2010 to \$34.4 billion in 2019. Life expectancy increased from 54.5 years in 2012 to 64 years in 2017. Literacy rates jumped from 70 to 74 per cent between 2012-2013 and 2016-2017. These achievements were underpinned by sound monetary and fiscal policies, sustained peace and security, and investment in fundamentals established in the Second National Development Plan ('NDP-II', 2016-2020). Uganda is on course to consolidate the gains made through implementation of 'NDP-III', 2021-2025).

2. The country has vast opportunities that can benefit all Ugandans, especially the young and dynamic population – over 80 per cent under the age of 35. The African Continental Free Trade Area can potentially reposition the industrialization strategy of the country and organize an agile business ecosystem across high-value sectors such as agriculture, tourism and mineral development. If well leveraged, the conducive climate could position Uganda as a food basket on the continent. Its geo-positioning within the Great Lakes region offers an opportunity to address transboundary challenges related to trade, natural resources management, peace and security. The local economic development framework positions Uganda to advance inclusive sustainable development.

3. The NDP-III focus on inclusive growth, transformational governance, natural resources and the environment integrates the Sustainable Development Goals and uniquely positions UNDP as a key partner to support the transformational agenda. UNDP consultative support to the United Nations Sustainable Development Cooperation Framework, 2021-2025, process included: strengthening the strategic engagement of the United Nations development system in the formulation of NDP-III and leadership in several thematic areas of the common country assessment. Development of the Cooperation Framework, coordinated by the Office of the United Nations Resident Coordinator, was technically and financially supported by UNDP. The Framework plans to deliver on three strategic areas: (a) *Transformative and inclusive governance*; (b) *Shared prosperity in a healthy environment*; and (c) *Human well-being and resilience*.

4. While Uganda is on course to achieving its long-term vision, several structural development challenges persist, coupled with the unprecedented long-term impact of COVID-19. Within the Cooperation Framework, in collaboration with the wider United Nations family and partners, UNDP is strategically positioned to support the Government in addressing three key challenges:

5. *Governance issues could hamper development gains.* While there has been progress in governance, including improved performance of justice, law and order institutions, public finance management reforms, sector coordination, and peace and security, critical challenges remain. These include: slow progress in programme implementation as a result of public institutions operating in silos; weaknesses in institutional coordination that could hamper an efficient all-of-government response to crises; delay in adopting e-governance to facilitate private-sector development and foster transparency, integrity, accountability, and dispensation of justice; gaps in enforcement of policies and laws; deficiencies in public service delivery; and gaps in empowering local governments to drive local economic development effectively.

6. Despite the recognition of the transformative role of information communications and technology, uptake of e-governance has been slow, leading to limited infusion in public service and private-sector business models. However, opportunities exist that could inspire transformative and inclusive governance. The NDP-III emphasizes the need to harness digital solutions to build dynamic e-governance and e-commerce platforms, and the criticality of disaster-resilience capacity at all levels.

7. *The slow pace of structural transformation.* The slow progress of high-impact sectors such as agriculture, manufacturing, and tourism, coupled with weak value chains, has hindered gains in productivity, job creation, poverty reduction and structural change. This has resulted in jobless growth: more than 90 per cent of young people aged 18 to 30 are engaged in informal employment, with men and women equally affected. The recent rise in poverty is accompanied by growing income inequality, annualized at 0.3 per cent – disproportionately higher in the northern and eastern regions – implying wider exclusion, especially of vulnerable people, from human development gains. In 2019, the Human Development Index ranking of Uganda fell by almost 27 per cent due to inequality. The COVID-19 pandemic is expected to result in a decline in growth from the projected 6.3 per cent to between 4.6 and 5.1 per cent in 2019-2020, and the descent into poverty of at least 2.6 million people.

8. *Deterioration of the ecosystem in pursuit of economic development.* Ecosystem degradation arising, in part, from unsustainable agricultural practices; increased demand for fuel by 94 per cent of households, endangered forest cover; and rapid urbanization –5.2 per cent annually – increased pressure on natural resources such as urban wetlands. Uganda is the 14th-most-vulnerable country in the world, and the 49th-least-ready to adapt to climate change, with about 7 and 40 per cent, respectively, of land highly or moderately susceptible to floods and drought, mainly in the eastern and northern regions. Unsustainable ecosystem management could severely affect the poor, especially women, whose activities depend largely on nature.

9. UNDP has comparative advantages to complement United Nations development system efforts. First, its value proposition is anchored in its mandate as a lead development agency globally, through signature and integrated development solutions, and its repositioned offer for Africa. Second, UNDP builds on experience and development results achieved during the previous country programme, 2016-2020, notably: strong leadership in wetlands and forest-cover restoration; reawakened discourse on structural transformation through industrialization; and strengthened governance systems. Third, UNDP leverages its Global Policy Network to provide specialist advice. Fourth, UNDP will continue to be the support platform for mainstreaming acceleration and policy on the Sustainable Development Goals. Within the Cooperation Framework, UNDP is the lead organization for two of the five outcomes, delivering in the *governance* and *natural resources* spaces.

10. Building on the recommendations of the independent country programme evaluation, the programme will emphasize the implementation of more strategic programmes, focusing on a few areas to achieve impact at scale; and more downstream engagement to strengthen local-level delivery. This will leverage the momentum and visibility created in areas of combined upstream and downstream delivery of the environment and natural resources portfolio, enhanced government development planning, Sustainable Development Goals integration, and support to resilience-building.

II. Programme priorities and partnerships

11. The country programme, developed through a consultative process in alignment with NDP-III, the Cooperation Framework, the UNDP Strategic Plan, 2018-2021, and the Goals, will contribute to three interlinked and mutually reinforcing development results: *transformational and inclusive governance; inclusive and sustainable growth; and sustainable management of natural resources and resilient development.* These will be achieved through strengthening the governance system in the public and private sectors as a backbone for delivery; enhancing social protection; transformation of nature-based solutions, innovation, inclusive business models and technology into decent jobs, industrialization, economic opportunities and improved livelihoods; improving adaptation to climate change and disaster risks; and ensuring sustainable access to energy services.

12. UNDP will adopt approaches that integrate gender equality into its programming to ensure sustainable impact and meet the United Nations System-wide Action Plan on Gender Equality

and Women's Empowerment. Partnerships will be established with international financial institutions and multilateral and bilateral agencies to unlock domestic public and private capital to transform legal, policy and social norms, and creating a sustainable impact on women's economic, social and political empowerment.

13. UNDP will deliver on its integrator role within the United Nations development system by: (a) providing integrated services and platforms to support achievement of the Goals; (b) supporting the development of an integrated data ecosystem; (c) mobilizing innovative financing for the Goals, including through the Integrated National Financing Framework; (d) co-creating innovative development pathways through the Accelerator Lab; (e) promoting digital solutions; (f) transferring knowledge and technology through South-South and triangular cooperation; (g) brokering partnerships with non-state actors; and (h) providing analytical and programming support during and post-COVID-19 recovery and resilience-building.

Transformational and inclusive governance

14. As a backbone for delivery on all priorities, UNDP will strengthen the governance infrastructure in the public and private sectors and in sectors whose functions are catalytic to the national development agenda. Emphasis will be on advancing public-sector reforms to strengthen institutional coherence, creating linkages to boost private-sector competitiveness; and building and institutionalizing e-governance systems in the public sector for effective coordination, transparency and accountability at national and local levels. Attention will be paid to e-justice systems to integrate digital solutions in the providing high-quality justice services. UNDP will strengthen institutional coordination to enhance crisis management and effective implementation of the Goals.

15. The previous programme will be leveraged to improve the quality of democracy by supporting the electoral cycle for transparent, inclusive and peaceful elections, and promoting electoral reforms in the post-election period. The functions of Parliament and the judiciary will be strengthened in accountability and civic engagement, with national dialogue processes to foster positive values, mind-set change, and the effective participation of youth and women.

16. The national infrastructure for peace, security, alternative conflict resolution and management will be strengthened, including with traditional, cultural and religious leaders and the creative industry, in part through promotion of dialogue. Values-based approaches to peace and development, resilience-building and Goals implementation will be promoted. Cross-border governance challenges, including prevention of violent extremism, natural resource conflict, and migration, will be addressed through transboundary programming, in partnership with the United Nations development system, development partners and civil society organizations.

17. UNDP will partner with relevant United Nations organizations to foster democracy, peace, justice, security, resilience-building, gender equality and women's empowerment. Partnerships with Austria, Denmark, the European Union, Iceland, Ireland, South Korea, Japan, the Netherlands, Norway, Sweden, the Department for International Development (DFID), the United States Agency for International Development and others, will be deepened.

18. Building on the partnership strategy of the Regional Bureau for Africa, UNDP will establish a network of influencers for development to shape programming, apply human-rights-based approaches, digitalization, innovation, an HIV/AIDS dimension, and disaster risk management. UNDP will leverage three key enablers: the UNDP Accelerator Lab, to explore innovative solutions; digitalization; and the establishment of innovative financing facilities to scale up tested solutions.

19. To accelerate progress on gender equality, UNDP will invest in initiatives that: remove structural barriers to women's economic empowerment, political and social participation and leadership; prevent and respond to gender-based violence; improve the integration of gender equality into natural resource management and disaster preparedness; and advance the women's peace and security agenda.

Inclusive and sustainable growth

20. UNDP will pursue stronger partnerships with bilateral agencies, international financial institutions and relevant United Nations organizations to support the development and implementation of policies and strategies that promote structural transformation in view of the opportunities presented by the the African Continental Free Trade Area. Building on its past strategic engagement in reactivating the industrialization discourse, partnerships will be deepened with the United Nations Conference on Trade and Development, the World Trade Organization, the United Nations Industrial Development Organization and the International Trade Centre to articulate robust frameworks to guide the entire ecosystem.

21. The focus will be on correcting structural constraints to build robust and integrated value chains in the agriculture, tourism and mining sectors, emphasizing local economic actors, micro, small and medium enterprises in commodity and service lines, and covering youth, women, people with disabilities, and refugees, including vulnerable groups. The goal is to strengthen multi-stakeholder platforms to facilitate collaborative action across and within value chains. In partnership with UNCDF, the programme will advocate for sustainable and inclusive business models, digitize value chains, enhance digital skilling, promote financial inclusion, attract private capital, and de-risk financing. It will incentivize innovation, promote gender equity, advance reforms that ensure social and environmental returns, and build the resilience of businesses to shocks, learning from the experience of the COVID-19 pandemic. These interventions will facilitate the creation of productive, inclusive jobs for women and youth and provide a strong catalyst to advance the manufacturing agenda.

22. Requisite capacities of local governments in planning, coordination, capacity-building for local communities, monitoring and evaluation, within the realm of the local economic development policy, will be strengthened; as will building e-governance systems, with sustained advocacy for scale-up. The comparative advantage of several actors will be leveraged in articulating this agenda.

23. UNDP will partner with the private sector to: (a) support young entrepreneurs in innovating, growing and diversifying their enterprises; (b) foster the adoption of innovative, inclusive business models; (c) enable youth-owned micro, small and medium enterprises to recover from the impact of COVID-19 and other shocks; and (d) foster ecosystem platforms such as YouthConnekt. UNDP will leverage its innovative solutions such as the ‘gender seal’ programme, which has been adopted by 45 companies. UNDP will intensify partnerships with the Private Sector Foundation Uganda, banks and banking associations, savings and credit cooperative societies, and investment, trade and commodity platforms.

Sustainable management of natural resources and resilient development

24. Since the above priority sectors depend largely on natural resources, UNDP will invest in sustaining development gains and building resilience by protecting the ecosystem.

25. Capacities for robust environmental governance and management of natural resources will be strengthened, enabling equal participation by both women and men. There will be linkages with the *transformational and inclusive governance* priority area. Support will focus on integrated sustainable land management and restoration of degraded landscapes, including incentives for ecosystem restoration in refugee settlements and host communities; capacities of national and local governments, cultural and religious institutions to govern natural resources; and gender-equitable citizen participation in environmental management and community resilience. Business models will be developed to foster ecosystem restoration and equitable access to and benefits from natural wealth, as well as incentives for the private sector to provide job opportunities, especially for vulnerable groups.

26. To promote access to affordable renewable energy options in underserved rural and urban communities, UNDP will support innovative off-grid clean energy technologies for cooking and lighting to benefit small businesses, women and youth entrepreneurs, and service delivery in the education and health sectors. Emphasis will be on supporting innovative and inclusive financing

mechanisms such as financial aggregation and the use of digital technology for small low-carbon energy technologies; de-risking private-sector investment in decentralized energy and waste-management solutions; and piloting technologies and business models. UNDP will build on its Climate Promise to support the climate aggregation platform, the Pay-Go solar initiative, and implementation of the nationally determined contribution. Multi-stakeholder platforms will scale up energy solutions.

27. *Resilience to climate and disaster risks* will be strengthened to: address drivers of disaster risks; strengthen risk governance institutions, laws, policies, strategies and financing; integrate disaster risk reduction considerations into development programming, including at the local-government level; and enhance gender-equitable access to and use of disaster and climate information, products and services for early warning and action. Nature-based solutions and technologies will be promoted to reduce dependence on rain-fed agriculture and promote the uptake of climate- and disaster-risk transfer innovations leveraging South-South cooperation with Ethiopia, Ghana, Kenya, South Africa and others. Coordination, contingency planning, and disaster response will be strengthened at national- and local-government levels, including the National Emergency Coordination and Operations Centre, to deal with disasters such as COVID-19, locusts, and floods.

28. The programme will strengthen partnerships with relevant United Nations organizations and multilateral environmental financing institutions such as the Global Environment Facility and the Green Climate Fund (GCF), including the GCF direct-access entity in Uganda. New strategic partnerships will be established with the African Development Bank, the Islamic Development Bank, and the World Bank on climate resilience, and with the World Health Organization on COVID-19 response and e-health. UNDP is pursuing collaboration with development partners such as DFID, Italy, and Norway. Non-traditional partners, private-sector actors, civil society organizations, foundations and relevant regional institutions will be engaged. Cross-border engagement will build on current initiatives by UNDP and other partners in transboundary resources.

III. Programme and risk management

29. Accountabilities of managers at country, regional and headquarters levels with respect to country programmes is prescribed in the Programme and Operations Policies and Procedures and Internal Control Framework.

30. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable a response to force majeure. The Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

31. Any disruption of the 2021 general election could delay programme implementation and interventions to address post-election needs. Investments will be made with other development partners to strengthen the capacity of state and non-state actors to promote transparent, inclusive, credible and peaceful elections, and to leverage the systems for gender equality, conflict prevention and dispute resolution established in the previous programme. Implementation delays could be mitigated through direct implementation and fast-track approaches.

32. To address corruption challenges in the public sector that impede programme implementation, UNDP will build on its past investments in digitizing systems and processes to improve efficiency, transparency and accountability.

33. UNDP will update its resource mobilization and communication plan and diversify its portfolio. A new office financial sustainability plan will be implemented in line with Executive Board decision 2013/9. United Nations joint programming instruments and UNDP costs incurred in implementing development activities will be charged to the relevant projects.

34. Where capacity gaps exist at the national and local levels, UNDP will combine national execution with other modalities and strengthen national capacities to implement programmes. A focus on several strategic implementing partners will ensure that the programme delivers in high-impact areas. Regular dialogues on programme implementation will be held with partners to monitor progress and foster inclusivity and mutual accountability.

35. To mitigate any reputational risk of engaging with private-sector and civil society organizations, due diligence will be undertaken and United Nations Global Compact principles promoted to ensure the selection of institutions that can effectively deliver on programme results.

36. The programme will be reviewed regularly to minimize shocks such as those resulting from the COVID-19 pandemic.

37. To buffer any social or environmental risks, UNDP will apply its social and environmental standards and accountability mechanism. Early warning, risk monitoring, and gender- and conflict-sensitive risk analysis will be integrated into project design and implementation.

IV. Monitoring and evaluation

38. Monitoring and evaluation will be aligned with the Cooperation Framework, NDP-III, and the UNDP Strategic Plan, 2018-2021. Following United Nations Development Assistance Framework and independent country programme evaluation evaluations, the focus will be on defining results and baseline data and identifying reliable data sources for collection and use. Monitoring and evaluation will be guided by the UNDP handbook on planning, monitoring and evaluation for development results, and the UNDP evaluation guidelines, 2019.

39. UNDP will rely on country-level data sources such as the Uganda Bureau of Statistics, human development reports, and credible global reports. Data will be disaggregated wherever relevant and possible. UNDP, the Pulse Lab and partners will strengthen the national statistical system, research institutions and academia to support the evaluation function, and will provide evidence-based, gender-sensitive data that informs decision-making and fosters transformational development approaches. The focus will be on improving coverage of Sustainable Development Goals targets and strengthening the quality, reliability, comprehensiveness and timeliness of disaggregated data.

40. UNDP will participate in Cooperation Framework results groups to track outcome indicators, including using the United Nations electronic management information system. The gender marker will be used to monitor expenditure and improve gender-based planning and decision-making. The Harmonized Approach to Cash Transfers, spot checks, and financial audits will complement regular programme monitoring for stakeholders. The approved evaluation plan will be the basis for decentralized evaluations, the next independent country programme evaluation and the Cooperation Framework evaluation.

41. Multi-year research will inform national poverty status reports, human development reports, and Sustainable Development Goals progress reports. Lessons learned will be documented to inform programming. Transformational results will be communicated through success stories and real-life narratives, using innovative and relevant platforms. At least 5 per cent of programme contract agreements will be allocated to monitoring and evaluation and direct project costing, computed and agreed on with the Government; 1.5 per cent to communication; and 1.5 per cent to gender equality and women's empowerment, focusing on strengthening staff and partner capacities in results-based management, financial and knowledge management.

Annex. Results and resources framework for Uganda (2021-2025)

<p>National priority: NDP-III objective 2. Strengthen the private sector to create jobs. NDP-III objective 4. Increase productivity and well-being of population. NDP-III objective 5. Strengthen the role of the state in development.</p>				
<p>United Nations Sustainable Development Cooperation Framework (UNSDCF) (or equivalent) outcome involving UNDP: Outcome 1. By 2025 Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security (Related SDGs: 1-1717)</p>				
<p>Related Strategic Plan (SP) outcome 2. Accelerate structural transformations for sustainable development.</p>				
Cooperation framework outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners / partnerships / frameworks	Estimated cost by outcome (\$)
<p>Indicators</p> <p>1. Primary government expenditures as a proportion of approved budget, by sector (Sustainable Development Goal – SDG 16.6.1) Baseline (2019): 90.2% Target 98%</p> <p>2. Proportion of women and youth in elected positions at various levels (SDG5.5.1,5.5.2, 16.7.1; Integrated Results and Resources Framework (IRRF) 2.2): (a) Parliament, (b) LC 1-5 Baseline Women: (a) 35%, (b) Local Council (LC) 1- LC5 - 41.4% Youth: (a) 1.1%, (b) LC 1- LC5 -11.56% Target Women: (a) 38%, (b) LC1- LC5 - 44% Youth: (a) 2%, (b) LC1- LC5 - 15%</p> <p>3. Governance index: Baseline 55 (2018), Target 60</p>	<p>Source: Budget performance report Frequency: Annual Responsibility: Ministry of Finance, Planning and Economic Development (MoFPED)</p> <p>Source: Inter-Parliamentary Union general elections report Frequency: Annual Responsibility: Parliament of Uganda; Electoral Commission (EC)/Uganda Bureau of Statistics (UBOS); Ministry of Local Government (MoLG) statistical abstract</p> <p>Source: Mo Ibrahim African Governance Report; African Peer Review Mechanism (APRM); World Bank reports Frequency: Annual Responsibility: Mo Ibrahim Foundation</p>	<p>Output 1.1. Institutions and systems at national and subnational levels enabled for effective and accountable service delivery in line with national, regional and international obligations and commitments (IRRF 1.2.1, 2.2.1, 2.2.2)</p> <p>Indicators</p> <p>1.1.1. # of policy and legal frameworks developed at national and subnational levels creating equal opportunities, pro-poor growth and sustainable development (SDGs 5.1, 5.2, 10.3, 16) Baseline: 0 (2020); Target: 5; Source: Justice, Law and Order Sector (JLOS) annual report; Frequency: Annual</p> <p>1.1.2. % of LGs showing improvement in the annual performance assessment (LGPA) Baseline: 58% (2020); Target: 80%, Source: MoLG performance assessment report; Frequency: Annual</p> <p>1.1.3. # of target institutions with functional e-governance systems to promote efficiency and accountability (SDG 17.15.1/17.8) Baseline: 1 (2020); Target: 3; Source: Government performance reports (GAPs); Frequency: Annual</p> <p>Output 1.2. Strengthened capacity of people, especially marginalized and vulnerable groups, to participate in and benefit from governance and development at all levels (IRRF 2.2.2/2.2.3)</p> <p>Indicators</p> <p>1.2.1. Proportion of voter turnout by elective category and electoral levels (i.e., youth, persons with disabilities (PWDs), elderly) disaggregated by sex (SDG 16.8.1; NDP-III)</p>	<p>Civil society organizations (CSOs) Ministries, Departments and Agencies (MDAs) Media United Nations organizations (UNOs) Development partners</p> <p>CSOs MDAs Media Private sector Human Rights Commission ((HRC) EC UNOs</p>	<p>Regular: \$12,900,000 Other: \$16,371,848</p>

		<p>Baseline (2016): National elections: 67.61%; LCs: 46% Target: National elections:72%; LCs: 75%; Interest groups (youth, PWDS, elderly): 70%; at least 68% of females and 72% of males Source: EC report on general elections Frequency: Annual</p> <p>1.2.2. # of targeted non-state institutions with strengthened capacities for advocacy and engagement in the review and reform of legislation and policies for national and subnational governance and development Baseline: 3 (2019); Target:10; Source: GAP report; Frequency: Annual</p> <p>1.2.3. # of democracy institutions (EC, HRC, Parliament) that effectively meet minimum core function performance benchmarks (SDG 16. A.1; modified SP2.2.2) Baseline: 1 (2020); Target: 3; Source: EC report, HRC reports; Frequency: Annual</p> <p>Output 1.3. Capacity of state and non-state actors at local, national, and regional levels strengthened to sustain peace and security (IRRF 3.1.1/3.2.1/3.2.2)</p> <p>Indicators</p> <p>1.3.1. Extent to which an infrastructure for peace and security is functional (Scale 1-4) (SP3.2.1) Baseline: 3. Partial (2020); Target: 4; Source: GAP report Frequency: Annual</p> <p>1.3.2. # of alternative conflict resolution, mediation and consensus-building mechanisms at national, subnational and regional levels targeting the marginalized, especially women and youth Baseline: 0 (2020) Target: 5; Source: JLOS/GAP report Frequency: Annual</p> <p>1.3.3. Proportion of magisterial areas accessing state-funded aid legal services Baseline: 39% (2019); Target: 50, Source: JLOS annual report Frequency: Annual</p>	<p>MDAs OPM DLGs UNOs DFID</p>	
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<p>National priority: NDP-III objective 1. Enhance value addition in key growth opportunities. NDP-III objective 2. Strengthen private sector capacity to drive growth and create jobs. NDP-III objective 3. Consolidate and increase stock and quality of productive infrastructure. NDP-III objective 4</p>				
<p>UNSCF (or equivalent) outcome involving UNDP: Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17)</p>				
<p>Related SP outcome 1. Advance poverty eradication in all its forms and dimensions;</p>				
<p>Indicators: 1. Contribution to GDP by selected sectors (agriculture, tourism, mining, industry, manufacturing) (SDG 8.9.1) Baseline (2018): Agriculture (22.9%), tourism (7.3%), mining (0.3%), industry (26.5%), manufacturing (15.4%) Target (2025): Agriculture (19.9%), tourism (8.5%), mining (5.7%), industry (28.6%), manufacturing (20%) 2. Unemployment rate disaggregated by age and sex and PWDs (SDG 8.5.2) Baseline 9.2% (Youth: 13.3%, Male: 6%, Female: 14 %) (2018) Target 6.9% (Youth: 9.7%, Male: 5.2%, Female: 8.8 %), 2025 3. Ranking/score of Uganda in ease of doing business index: Baseline 116/60 (2020) Target 100/80</p>	<p>Source: UBOS statistical abstract; labour force surveys Frequency: Annual Responsibility: UBOS Source: World Economic Forum (WEF) World Bank ease of doing business index Frequency: Annual Responsibility: WEF World Bank</p>	<p>Output 2.1.1. Capacities of targeted MDAs in agriculture, tourism and mining sectors are enhanced to develop and implement inclusive policies and strategies that increase productivity, improve competitiveness and facilitate market access for micro, small and medium enterprises (MSMEs) (IRRF 1.2.2/1.2.6/1.4.1/ 2.4.1) Indicators 2.1.1.1. # of innovative, locally appropriate sustainable development initiatives developed and scaled up, targeting underserved communities/groups and women (SP 1.2.6) Baseline: 100 (2019); Target: 150; Source: Sector reports; Frequency: Annual 2.1.1.2. # of policies and regulations developed to support productivity, enhance competitiveness and facilitate market access for MSMEs (SDG 12.b.1, IRRF 1.2.2) Baseline: 3(2020); Target: 8; 5; Source: Ministerial policy statements and GAP report, Frequency: Annual Output 2.1.2. Public/private sector and MSMEs in targeted value chains (agriculture, tourism, mining, industry and energy) have increased capacity and access to productive assets and markets; and engage in green and inclusive businesses for livelihood and job creation (IRRF 1.4.1) Indicators 2.1.2.1. # of new functional partnerships developed in the target value chains (SDG17.6.1) Baseline: 0; Target: 5; Source: progress reports; Frequency: Annual 2.1.2.2. # of inclusive green business models initiated or scaled up for improved livelihoods</p>	<p>Government MDAs PSF Private sector CSOs Development partners UNOs MDAs Local governments Private sector, MSMEs CSOs Development partners UNOs</p>	<p>Regular \$15,626,000 Other \$26,995,000</p>

		<p>Baseline: 16 (2020); Target: 100; Source: progress reports, sector performance reports; Frequency: Annual</p> <p>2.1.2.3. # of MSMEs utilizing supplier development platforms for inclusive and sustainable value chains (SP 1.4.1) Baseline: 0 (2020); Target: 250; Source: Sector reports; Frequency: Annual</p> <p>Output 2.1.3. Enabling environment strengthened to expand public and private financing for the achievement of the SDGs (IRRF 1.2.2)</p> <p>Indicators</p> <p>2.1.3.1. Volume of additional resources leveraged through public and private financing for the SDGs with UNDP support (SP 1.2.2.2): Baseline: 0 (2020) (a) National level: (public, 0; private, 0) (b) Subnational level (public, 0; private, 0) Target: \$2 million (a) National level: (public, 0.5m; private, 0.5m) (b) Subnational level (public, 0.5m; private, 0.5m)</p> <p>2.1.3.2. # of MSMEs developed targeting vulnerable women and youth Baseline: 0; Target: 100; Source: progress reports, sector performance reports, Frequency: Annual</p> <p>2.1.3.3. # of targeted MSMEs that have accessed inclusive financing Baseline: 70; Target: 300; Source: progress reports, sector performance reports, Frequency: Annual</p> <p>Output 2.1.4. Capacities of men and women, particularly youth and marginalized groups, enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors (IRRF 1.1.2).</p> <p>Indicators</p> <p>2.1.4.1. # of new decent jobs (formal and informal) generated, disaggregated by sex, age, disability (SDG 8.9.2) Baseline: 0 (2020); Target: 200,000 (120,000 F, 80,000 M) Source: UBOS statistical abstract, progress reports Frequency: Annual</p> <p>2.1.4.2. Amount of financial resources mobilized to implement public-private and civil society partnerships for SDGs (SDG 17.17.1)</p>	<p>MDAs Local governments Public/private sector CSOs Development partners UNOs</p> <p>MDAs Local governments Private sector CSOs Development partners UNOs</p>	
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		Baseline: 0; Target: \$50 million; Source: progress reports Frequency: Annual		
National priority: NDP-III objective 1. Enhance value addition in key growth opportunities. NDP-III objective 2 NDP-III objective 3 NDP III objective 4				
UNSCF (or equivalent) outcome involving UNDP: Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17)				
Related SP outcome 3. Build resilience to shocks and crisis				
Indicators: 1. Proportion of terrestrial, inland water and wetlands conserved for biodiversity and ecosystem services (disaggregated by forest cover and wetlands cover) (SDG 15.1.1, 15.1.2) Baseline: Forest cover, 9.5%; Wetlands cover, 10.9% (2019) Target Forest cover, 18%; Wetlands cover, 12% 2. Economic loss from natural hazards as a proportion of GDP (SDG 1.5.2, 11.5.2) Baseline 7.5% (2019) Target 5% 3. Proportion of population with access to electricity and modern cooking energy disaggregated by sex and rural/urban (SDG 7.1.1, 7.1.2, NDP III) Baseline Access to electricity, 21%; Clean energy used for cooking, 15% (2019) Target Access to electricity, 30%; Clean energy used for cooking, 24% 4. Annual emissions of carbon dioxide equivalent (per million metric tons) (SDG 9.4.1) Baseline 3,230.7 (2015); Target 2,994	Source: sector review reports Frequency: Annual Responsibility: Ministry of Water and Environment Source: United Nations Office for Disaster Risk Reduction, Desinventar for Uganda Frequency: Annual Responsibility: Office of the Prime Minister (OPM) Source: GAP reports, National statistical abstract reports. Frequency: Annual; Responsibility: OPM/UBOS	Output 2.2.1. Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems (IRRF 1.4.1/2.5.1/3.4.1) Indicators 2.2.1.1: Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime (SP 1.4.1): Baseline: 2019 (a) Area of land under protection: 3,916,486 Ha (b) Area of existing protected area under improved management: 3,916,486 Ha (c) Area under sustainable forest management (Ha)-0 (d) Area of land under sustainable land management regime (Ha)-0 Target: (a) Area of land under protection (Ha) (b) Area of existing protected area under improved management (20,000 Ha) (c) Area under sustainable forest management (4,000 Ha) (d) Area of land under sustainable land management regime (14,000 Ha) Source: Sector performance reports; Frequency: Annual 2.2.1.2. Amount of financial resources mobilized and utilized for climate action (modified SP 2.5.1) Baseline: 0 (2020); Target: \$30 million; Source: Sector performance reports; Frequency: Annual 2.2.1.3. # of people benefiting from nature-based solutions for improved livelihoods and climate action (SPs 3.4.1) Baseline: 0 (M/F) (2020); Target: 30,000 (1,4000 men, 1,6000 women) Source: Sector performance reports; Frequency: Annual	MDAs UNOs CSOs Private sector	Regular \$19,545,000 Other \$45,955,000

<p>Source International Energy Agency global data on emissions; Sector performance reports Frequency Annual</p>		<p>Output 2:2.2. Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt to climate change and disaster risks (IRRF 1.3.1/2.1.1/3.3.1/2.3.1).</p> <p>Indicators 2.2.2.1. # of men and women who use climate information services, and products, Baseline: 0 (2020), Target: F-24.5 millions, M-23.8 millions; Source: Sector performance reports; Frequency: Annual</p> <p>2.2.2.2. Proportion of local governments that adopt and implement local disaster risk reduction (DRR) strategies in line with the Sendai Framework for DRR (modified SP, IRRF1.3.1): Baseline: 75% (2020); Target: 85%; Source: Sector performance reports; Frequency: Annual</p> <p>2.2.2.3. Extent to which an integrated climate information and disaster early warning system is functional (SDG 1.5.3, SP 3.3.1) Baseline: Partial (2019); Target: Fully; Source: Sector performance reports; Frequency: Annual</p> <p>Output 2.2.3. Increased and equitable access to and use of modern, renewable and affordable energy sources and services (IRRF 1.5.1/2.1.1/2.5.1)</p> <p>Indicators 2.2.3.1. # of households benefiting from clean, affordable and sustainable energy access (SP 1.5.1): Baseline: 2020 (a) Female-headed: 0 (b) Rural areas: 0 (c) Urban and peri-urban areas: 0 Target: (a) Female-headed: 30,000 (b) Rural areas: 100,000 (c) Urban and peri-urban areas: 50,000 Source: Sector performance reports; Frequency: Annual</p> <p>2.2.3.2. Share of clean energy used for cooking (%) Baseline: 15 (2018); Target: 30, Source: Sector performance reports Frequency: Annual</p> <p>2.2.3.3. # of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women (SP 2.1.1)</p>	<p>MDAs UNOs CSOs Private sector OPM MWE</p> <p>National Planning Authority (NPA) MoLG Local governments</p> <p>MDAs MEMD REA ERA DLGs Private sector CSOs UNOs</p>	
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		Baseline: 0 (2020), Target: 20, Source: Sector performance reports Frequency: Annual		
National priority: NDP-III Objective 4 NDP-III Objective 5. Strengthen the role of the State in development.				
UNSCF (or equivalent) outcome involving UNDP: Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)				
Related SP outcome 2. Accelerate structural transformations for sustainable development.				
Indicators: 1. Gender Inequality Index Baseline (2019): 0.531 Target 0.2 2. Percentage of population with trust in the justice system Baseline 59 % (2019) Target 65 % 3. National budget compliance to gender and equity Baseline 61% (2019) Target 75%	Source: Uganda Human Development Report Frequency: Annual Responsibility: UNDP, UBOS, OPM Source: JLOS Report Frequency: Annual Responsibility: JLOS Source: Equal Opportunities Commission (EOC) report Frequency: Annual Responsibility: EOC	Output 3.2.1. Capacities of government and non-government institutions at regional, national and subnational level strengthened to uphold positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination (IRRF 1.6.2/2.4.1/2.6.1). Indicators 3.2.1.1. Proportion of target government and non-government institutions with programmes/initiatives addressing values and practices that promote human rights, equality and non-discrimination Baseline: 0 (2020); Target: 70% (govt: 75%, non-govt: 65%); Source: Sector reports; Frequency: Annual 3.2.1.2. # of targeted institutions with policies and procedures for dealing with sexual harassment and gender-based violence, and discrimination. (SDG 5.1.1) Baseline: 4 (2019); Target: 10; Source: GAP reports; Frequency: Annual 3.2.1.3. Proportion of gender-based violence cases reported to authorities and handled in the formal justice system disaggregated by type (SP 1.6.2) Baseline: Defilement: 36.34%; Rape: 40.75%; Domestic violence: 8.2% Target: Defilement: 45%; Rape: 50%; Domestic violence: 20% Source: Crime report; Frequency: Annual Output 3:2.2. Strengthened capacities of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender-responsive, accountable and sustainable manner (IRRF 1.1.2/1.2.1/1.3.1/1.6.1/2.6.1). Indicators 3.2.2.1. Value of resources made available to strengthen gender and human rights responsive statistical capacity (SDG 17.19.1) Baseline: 0 (2020); Target: \$2 million; Source: GAP reports Frequency: Annual	Faith-based and cultural Institutions MDAs CSOs Private sector UNOs	Regular \$4,000,000 Other \$5,000,000

		<p>3.2.2.2. # of MDAs and districts that have integrated gender and HIV/AIDS in their development plans, budgets and expenditure reports (modified SP 1.1.2) Baseline: 20 (MDAs: 5, districts: 15 (2019)); Target: 70 (MDAs:10, districts: 60; Source: EOC annual reports, Annual progress reports Frequency: Annual</p> <p>3.2.2.3. # of private companies promoting accountability on gender equality through the UNDP gender equality seal program (modified SP 2.6.1) Baseline: 43 (2019); Target: 75; Source: Sector review reports; Frequency: Annual</p>	Private sector UNOs	
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