Vision Statement

The United Nations in Uganda will support Uganda's capacity to deliver on the National Development Plan, with a focus on Equity and Inclusion, Peace and Recovery, Population and Sustainable Growth

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UGANDA
Planned Geographic Focus of UN Agencies in 2010 - 2014 (As of 01 Nov 2009)

SUDAN

CONGO (DEM. REP)

KENYA

TANZANIA

RWANDA

Lake Victoria

District labels and agency presence

MOYO — UNHCR, IOM, WFP
KOBOKO — WFP
YUMBE — IOM, WFP, UNFPA
ADJUMANI — UNHCR, IOM, WFP
MARACHA (NYADRI)
ARUA — UNHCR, IOM, WFP, UNHCR
NEBBI — IOM, WFP, WFP
AMURU — UNICEF,FAO, OHCHR,WHO, UNHCR, OCHA, WFP
KITGUM — UNICEF,FAO, OHCHR,IOM, UNHCR,WFP, WHO, OCHA, UNDP / FAO,OHCHR, UNFPA,IOM, UNDP,WFP, UNHCR
KAABONG — UNICEF,FAO, OHCHR,WFP, OCHA,IOM, UNFPA / IOM, WFP
GULU — UNICEF,FAO, OHCHR,IOM, UNHCR,WFP, WHO,OCHA, UNDP / UNICEF,FAO, WHO,OHCHR, OCHA,IOM, UNFPA,WFP, UNDP,UNHCR
PADER — UNICEF,FAO, OHCHR,IOM, WFP,WHO, OCHA,UNDP / IOM, UNFPA, WFP, UNDP
KOTIDO — UNICEF,FAO, OHCHR,IOM, WFP,WHO, OCHA,UNFPA / FAO,OHCHR, OCHA, IOM, WFP, WHO
ABIM — UNICEF FAO WFP OCHA IOM / IOM WFP
MOROTO — UNICEF,FAO, OHCHR,WFP, WHO,OCHA, UNFPA,IOM, UNDP / UNICEF,FAO, WHO,OHCHR, OCHA, IOM, UNFPA,WFP, UNDP
OYAM — OHCHR FAO UNFPA
LIRA — OHCHR WFP WHO UNDP / FAO OHCHR WFP UNDP
AMURIA — FAO WFP OCHA
NAKAPIRIPIRIT — UNICEF,FAO, OHCHR,IOM, WFP,WHO, OCHA / WFP
APAC — OHCHR FAO WHO
MASINDI — UNHCR IOM WFP / WFP UNHCR
DOKOLO — OHCHR WHO WFP
KABERAMAIDO — FAO WHO WFP
AMOLATAR — FAO WHO
SOROTI — OHCHR FAO WFP / FAO UNFPA WFP
KATAKWI — OHCHR FAO IOM WHO OCHA UNFPA WFP
KUMI — OHCHR FAO
BUKEDEA — FAO
KAPCHORWA — WFP
SIRONKO
BUKWO
BULIISA
HOIMA — UNHCR IOM WFP / WFP UNHCR
BUNDIBUGYO — UNICEF IOM
KIBAALE — WFP
KIBOGA
NAKASEKE
NAKASONGOLA
KAYUNGA
KAMULI
KALIRO
PALLISA
BUDAKA
MBALE — FAO IOM
BUDUDA
MANAFWA
BUTALEJA — FAO
TORORO — FAO WFP / FAO WFP
KABAROLE — UNICEF IOM / UNICEF
KYENJOJO — UNICEF FAO
MUBENDE — UNICEF UNFPA
MITYANA
LUWERO — IOM
NAMUTUMBA
IGANGA — IOM WFP / WFP
JINJA
MAYUGE
BUSIA
BUGIRI
KAMWENGE
KASESE — IOM
IBANDA
SSEMBABULE
KIRUHURA
LYANTONDE
MASAKA
KAMPALA — IOM UNHCR OCHA IOM UNHCR
WAKISO
MUKONO
MPIGI
BUSHENYI
MBARARA — UNHCR WFP IOM / WFP IOM UNFPA UNHCR
ISINGIRO — UNHCR WFP / UNHCR
RAKAI
KALANGALA
RUKUNGIRI
KANUNGU
NTUNGAMO — UNHCR UNFPA
KISORO — FAO UNHCR
KABALE

Planned Districts with Program/Staff/Office Presence (2010-14)

Agencies	Program Presence (2010-14)	Program/ Staff/Office Presence (2010-14)
FAO	23	6
IOM	26	9
OCHA	11	4
OHCHR	15	5
UNDP	5	5
UNFPA	8	6
UNHCR	13	10
UNICEF	13	3
WFP	30	16
WHO	13	3

Legend

No.of UN Agencies Planned (2010-2014)
- 1 - 2 (23 Districts)
- 3 - 5 (15 Districts)
- 6 - 10 (9 Districts)
- No Cover (33 Districts)

- National Boundaries
- District Boundaries
- Lakes/Water Bodies

Planned UN Agencies by Coverage type:
- ▲ Program Presence
- ⦿ Program/Staff/Office Presence

Overview

Draft

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Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome	NDP	National Development Plan
AHSPR	Annual Health Sector Performance Report	NEMA	National Environment Management Authority
ART/V	Anti RetroviralTreatment/Anti Retroviral	NIMES	National Integrated Monitoring & Evaluation Strategy
CAP	Consolidated Appeals Process	NGO	Non-governmental Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	NPA	National Planning Authority
CFSVA	Comprehensive Food Security and Vulnerability Analysis	OECD	Organization for Economic Co-operation and Development
CRC	Convention on the Rights of the Child	OCHA	Office for the Coordination of Humanitarian Affairs
CSO	Civil Society Organization	OHCHR	Office of the High Commissioner for Human Rights
DRC	Democratic Republic of Congo	OPM	Office of the Prime Minister
DSIP	Development Strategy and Investment Plan	OVC	Orphans and Other Vulnerable Children
EMIS	Education Management Information Systems	PEAP	Poverty Eradication Action Plan
		PLHIV	People Living with HIV&AIDS
ESSAPR	Education and Sports Sector Annual Performance Report	PMTCT	Prevention of Mother-To-Child Transmission (of HIV)
FAO	Food and Agriculture Organization of the UN	PRDP	Peace, Recovery & Development Plan
FHRI	Foundation for Human Rights Initiative	RCO	UN Resident Coordinator's Office
GDP	Gross Domestic Product	SWAp	Sector Wide Approach
GoU	Government of Uganda	TBD	To Be Determined
HACT	Harmonized Approach to Cash Transfers	UAC	Uganda AIDS Commission
HIV	Human Immunodeficiency Virus	UBOS	Uganda Bureau of Statistics
HRAP	Human Rights-based Approach to Programming	UDHS	Uganda Demographic and Health Survey
HSSP	Health Sector Strategic Plan	UHRC	Uganda Human Rights Commission
IAEA	International Atomic Energy Agency	UN	United Nations
IASC	Inter Agency Standing Committee (for Coordinated Humanitarian Response)	UNAIDS	The Joint United Nations Programme on HIV&AIDS
IDP	Internally Displaced Persons	UNCDF	UN Capital Development Fund
IFAD	International Fund for Agricultural Development	UNCT	UN Country Team
IFOAM	International Federation of Organic Agriculture Movements	UNDAF	UN Development Assistance Framework
ILO	International Labour Organization	UNDP	UN Development Programme

IMF	International Monetary Fund		UNEP	UN Environment Programme
IOM	International Organization for Migration		UNESCO	UN Educational , Scientific and Cultural Organization
JLOS	Justice, Law and Order Sector		UNFPA	UN Population Fund
JUNT	Joint UN Team		UNGASS	United Nations General Assembly Special Session
KIDDP	Karamoja Integrated Disarmament and Development Programme		UNIFEM	UN Development Fund for Women
LDPG	Local Development Partners Group		UN-HABITAT	UN Human Settlements Programme
LG	Local Government		UNHCR	UN High Commission for Refugees
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries		UNHS	Uganda National Household Survey
MDGs	Millennium Development Goals		UNICEF	UN Children's Fund
M&E	Monitoring and Evaluation		UNIDO	UN Industrial Development Organization
MFPED	Ministry of Finance, Planning and Economic Development		UJAS	Uganda Joint Assistance Strategy
MIS	Management Information Systems		UNPRAP	UN Peace Recovery Assistance Plan
MoH	Ministry of Health		WB	World Bank
MoLHUD	Ministry of Lands, Housing and Urban Development		WFP	World Food Programme
MoLG	Ministry of Local Government		WHO	World Health Organization
MGLSD	Ministry of Gender, Labour and Social Development			
NAADS	National Agriculture Advisory Services			
NARO	National Agriculture Research Organization			

Preamble

As a key development partner of Uganda, itself a member of the United Nations, the UN will continue to play a pivotal role in supporting the Government of Uganda's vision for development and prosperity for the people of the nation.

The Government of Uganda reaffirms its commitment to achieving the targets envisaged in the Millennium Declaration and the Millennium Development Goals (MDGs). It values the partnership between Government and the UN in Uganda towards achieving the MDGs and wishes to underscore the need to further strengthen this partnership in the new UN Development Assistance Framework for 2010-2014.
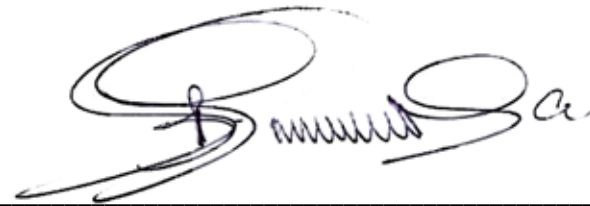
The Government of Uganda has pursued a poverty eradication agenda through the implementation of the Poverty Eradication Action Plan (PEAP). Over the period of its existence, PEAP made a strong contribution to poverty reduction in the country, helped manage macroeconomic stability and hence laid the foundations for further strengthening economic growth. Therefore, Government will build further on the gains of PEAP by focusing on structural transformation of the economy and thus promote economic growth, employment and prosperity in the National Development Plan (2010-2014). The United Nations is committed to supporting the efforts of the Government to build on the gains of PEAP and further strengthen development in Uganda.

By working to achieve the outcomes jointly agreed between the Government and the UN, as articulated in this UN Development Assistance Framework (2010-2014), the UN will support national efforts and capacities for ensuring that the growth, prosperity and social transformation envisaged in the National Development Plan will be equitable, inclusive and sustainable and will contribute to further integrating population dynamics and climate change concerns into the development process, thus accelerating progress towards reaching the MDGs nationwide and deepening peace, recovery and development in the North.
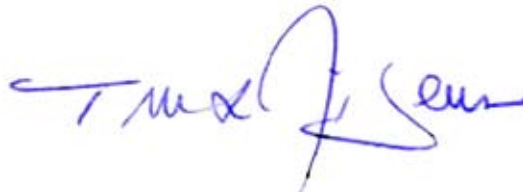
The UN and the Government of Uganda are committed to strengthening harmonization and coherence of UN assistance in Uganda, heeding the call of the UN governing bodies for Delivering as One, and in line with the principles of the Paris Declaration and the Accra Action Plan. Delivering as One will enhance the UN's support to the government through greater efficiency, accountability and synergy, aligned with the national priorities. As articulated in this UNDAF (2010-2014), more emphasis has been accorded to joint programming and joint programmes as a means of implementation and to joint institutional arrangements for management and review of progress and results. These efforts will be further strengthened over the duration of the UNDAF through a joint effort led by the Ministry of Finance.

The Government and the United Nations are committed to continue strengthening their partnership to fully realize the development aspirations of the people of Uganda as stated in the National Development Plan (2010/11-2014/15) and to work together to ensure effective and harmonized UN support. Together we will adhere to the mandate and principles of the United Nations Charter, through the programmes that we support. The UN will support the Government, as the principle duty-bearer, to respect, protect, promote and fulfil the human rights of all Ugandans and of persons of specific concern to the UN who have been granted refuge in Uganda from persecution.

We are grateful to all the partners and colleagues who contributed to the preparation of the UNDAF and count on their continued engagement and collaboration.

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Honourable Syda Bbumba
Minister of Finance, Planning and Economic Development

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Théophane Nikyema
UN Resident Coordinator

The United Nations in Uganda

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Percy Misika
FAO Representative

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Ali Boussaha
IAEA Director, Division for Africa

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Ides de Willebois
IFAD Director, E & S Africa

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Alexio Musindo
ILO Director of Area Office

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Jeremy R. A. Haslam
IOM Chief of Mission

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Musa Bungudu
UNAIDS Country Coordinator

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David Morrison
UNCDF Executive Secretary

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Mounkaila Goumandakoye
UNEP Director& Regional
Representative
Regional Office for Africa

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Joseph G.M. Massaquoi
UNESCO Director
Regional Bureau for Science
in Africa and UNESCO
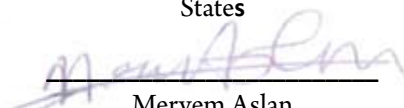representative to Kenya, Eritrea,
Rwanda, Somalia and Uganda

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Dr. Alioune Badiane
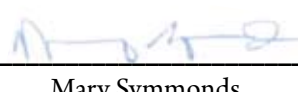UN-HABITAT Director of
Regional Office for Africa & Arab
States

_____
Dr. Sharad Sapra
UNICEF Representative

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Dr. Davis Tommy
UNIDO Representative,
Regional Director

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Meryem Aslan
UNIFEM Regional Programme
Director, East & Horn of Africa

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Mary Symmonds
UNDP Country Director

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Janet Jackson
UNFPA Representative

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Kai Nielsen
UNHCR Representative

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Timothy Pitt
UN-OCHA Head of Office

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Katherine Liao
UN-OHCHR Officer in Charge,
Deputy Representative

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Stanlake Samkange
WFP Representative and Country
Director

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Joaquim Saweka
WHO Representative

Executive Summary

Background

The civil and political turn-around in Uganda in the 1990s has had a positive effect on many areas of life in the country and can be seen in the key economic indicators of growth noticeable since the 1990s. Building on the new atmosphere of peace, economic liberalization, macroeconomic stabilization and increases in foreign aid, Uganda's annual per capita GDP growth of 3.5 percent was among the fastest in the world in the 1990s. Even exogenous shocks to the economy in the last three years have not affected macroeconomic stability and resiliency; hence GDP growth averaged 8.0 percent between 2004/2005 and 2007/2008. Overall, Uganda has made good progress towards achieving some of the targets set out in its Poverty Eradication Action Plan (PEAP) and the MDGs. PEAP implementation reduced poverty from 44 percent in 1997/1998 to 31 percent in 2005/2006 although regional inequalities remain. Net primary enrolment is above 84 percent, so achievement of MDG 2 (universal primary education) is possible though drop-out rates are high and the average quality of education is poor. The economy needs accelerated structural transformation to boost industry, improve infrastructure, modernize agriculture and significantly increase products and services to sustain its growth.

Despite the achievements, Uganda still faces serious challenges: Its population growth rate of 3.2 percent is one of the highest in the world, and poses serious challenges to the economy. Also, youths of 15 years old or less make up 48 percent of the population, resulting in the highest dependency ratio in the world. Most policies, laws and standards are up-to-date, but implementation and enforcement remain weak. Social services, especially health and education, continue to be functionally weak; social protection is fragmented, with large vulnerable population groups not covered. Sound governance, including transparency and accountability, are not yet a universal norm, resulting in 85 percent of Ugandans living in disadvantaged rural areas with hunger and food insecurity posing a major problem and number of undernourished people rising to 4.4 million in 2008.

Linkage of UNDAF Outcomes with NDP Development Objectives

The UNDAF was designed to support the principles embodied in the Paris Declaration and the subsequent Accra Agenda for Action. The outcomes and outputs in the UNDAF support the objectives of the National Development Plan (2010-2014), and the linkages are shown in the table below.

UNDAF Outcome	NDP Development Objectives	
1: Governance & Human Rights	7.	Strengthening good governance, defence and security
2: Sustainable Livelihoods	1.	Increasing household incomes and promoting equity
	2.	Enhancing the availability and quality of gainful employment
	3.	Improving stock and quality of economic infrastructure
	5.	Promoting science, technology, innovation and ICT to enhance competitiveness
	8.	Promoting sustainable population and use of the environment and natural resources
3: Quality Basic Social Services	4.	Increasing access to quality social services
	6.	Enhancing human capital development
	8.	Promoting sustainable population and use of the environment and natural resources

Planned Results

The UNDAF was designed as a results-driven framework with three broad UNDAF Outcome Areas and corresponding agency outcomes and outputs: i) Governance and Human Rights; ii) Sustainable Livelihoods; and iii) Quality Social Services. The UNDAF reflects the national scope of the UN System in Uganda, but within that scope, six special areas of focus are mainstreamed and highlighted. These include i) Northern Uganda, a region that needs special attention to attain the national average in human development indicators and then meet the MDG targets; ii) human rights, which have improved but many challenges remain in the area of economic, social and cultural rights, especially of the most vulnerable groups of the population; iii) gender discrimination against women in all spheres of life; iv) the environment, for which the Government of Uganda has put in place strategies and plans to promote sound environmental management, but the quality of the environment continues to decline; v) population, for which there is a growing realization of the importance of population in development; and vi) HIV & AIDS that its pandemic continues to have deep, negative socio-economic repercussions.

Initiatives Outside the UNDAF Results Matrix

As of 2009/2010, Uganda continues to need a Consolidated Appeals Process (CAP) to coordinate remaining emergency and humanitarian needs addressed by the UN, NGOs and donors. CAP is based on a commonly agreed definition of humanitarian action in Uganda targeting at-risk communities in areas prone to and/or recovering from conflict and natural disasters. The UNDAF includes interventions that will increase governmental and community capacity for disaster risk reduction, and for emergency preparedness and response.

Estimated Resource Requirements

The United Nations Country Team estimates that a minimum of US $911.4 million will be required to achieve the results in the UNDAF. This consists of an estimated US $184.5 million of regular (core) resources, which are provided by agencies' respective headquarters and US $726.9 million in other (non-core) resources to be raised from multilateral and bilateral donors and other external sources.

Implementation, Management and Coordination

The UN will implement the UNDAF under country leadership and management; it will strengthen and use Ugandan institutions and systems. To reduce costly fragmentation of aid, the UN has increased joint programming and programmes, and adheres to agreed global and local divisions of labour. The UNDAF envisions that the UN system will provide Government with policy and technical advice as well as practical support to help achieve national development objectives. The UNDAF will guide the UN's coherent capacity strengthening of government, including for accountability. The UN in turn will manage for results, and be accountable and transparent in reporting on results in this UNDAF. The UN in Uganda aims to deliver one programme through the UNDAF, under one leader, the Resident Coordinator, with one budgetary framework tied to the results in the UNDAF. The UN also aims to deliver as "one office" through several shared services, systems and facilities. Delivering the UNDAF results as One UN will allow the UN to achieve greater effectiveness and efficiency. This will be achieved through

four mechanisms:

i. Establish or strengthen coordination mechanisms within the UN system, including for planning, monitoring, reviewing, evaluating and reporting;

ii. Implement special areas of focus and other cross-cutting programmes through joint programming and programmes;

iii. Commit to a coordinated engagement in government-led sector working groups that promote national leadership, management and implementation;

iv. Provide coordinated support to the Local Development Partner Group (LDPG) and its sector-specific subgroups.

Monitoring, Reviewing, Reporting and Evaluating

The UNDAF is a results-based planning tool which will use results and evidence-based management for monitoring, reviewing, reporting and evaluating outcomes. This includes data collection and analysis to monitor progress, as well as to check whether the assumptions made at the design stage are still valid, and whether the risks identified are occurring or not. Evaluations determine progress made towards the UNDAF and Agency Outcomes. The indicators have baseline and target values against which the UN System's collective contribution can be measured. The MDG indicators are included in the framework. Overall, monitoring will be based mainly on national data sources, tools and processes, such as annual panel survey, statistical abstract, National

Development Plan (NDP) and sector progress reviews, the census in 2012, the Demographic Health Survey and other sectoral, national-level surveys, sectoral management information systems and so forth. The UNDAF M&E calendar outlines the relevant studies and evaluations to be conducted by UN agencies and their partners.

The UNDAF Review will draw on government-led national and sub-national reviews and evaluations. To assess progress in terms of the UN's contribution, the review will use performance data drawn from joint and single agencies' project and programme performance assessments, and reviews of progress on UN reform. The UNDAF Working Groups will meet annually and use the results matrix and M&E calendar as the basis for joint monitoring with partners of outcomes. For UNDAF Outcomes and Agency Outcomes, the Outcome Groups prepare the annual review findings, and identify and report on lessons learnt, while UN Joint Teams will do the same for UN joint programmes. Participation by government, civil society and development partners in joint UNDAF reviews, and UN participation in sector reviews, also will strengthen capacity for M&E and facilitate harmonization within the UN and with Government and other partners. The review findings and recommendations will inform the Resident Coordinator's Annual Plans and Reports, as well as a joint mid-term review or evaluation of UNDAF.

The Mid-Term Review or Evaluation of the UNDAF will be harmonized with Government-led reviews or evaluations, and will also draw on UNDAF annual reviews, studies, surveys and programme evaluations conducted by UN agencies and their partners. The review or evaluation will examine whether the UNDAF contributed towards achieving the selected priorities in the national development framework, generated a coherent UNCT response to these priorities, remain true to the UN Vision and effectively exploited the UN's comparative advantage in the country. It may make recommendations for immediate adjustments, and will make recommendations for the UNDAF of 2015-2019.

UNDAF Uganda at a Glance

UNDAF Outcome 1: Capacity of selected Government Institutions and Civil Society improved for good governance and realization of human rights that lead to reducing geographic, socio- economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.

Outcome 1.1: National and local Government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction.

Outcome 1.2: Selected Government, civil society and Governance institutions are increasingly integrating and applying human rights standards and principles.

Outcome 1.3: Formal and informal justice systems uphold human rights and foster peace and reconciliation.

UNDAF Outcome 2: Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV/AIDS, environment shocks and recovery challenges by 2014.

Outcome 2.1: Public and civil society institutions and vulnerable communities are formulating and implementing harmonized rights-based policies, programmes and legal frameworks that increase employment, food security and income.

Outcome 2.2: Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change.

Outcome 2.3: Vulnerable communities having improved access to socio-economic infrastructure and systems for increased agricultural production and productivity, sustainable household income, and food and nutrition security.

UNDAF Outcome 3: Vulnerable populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2014.

Outcome 3.1: Evidence-based policies, strategies and plans are reviewed, developed and adequately resourced through participatory and inclusive approaches to increase access to quality social services.

Outcome 3.2: National and Local Government and civil society systems have increased capacity to effectively implement policies in line with international standards and guidelines, and deliver equitable and quality social services in a context of high population growth, inequities, and with special emphasis on the unique circumstances of the pastoralist, returnee and transit populations in the north.

Outcome 3.3: Individuals, caregivers, families and communities, especially the most vulnerable, utilize social services.

1: Introduction

1.1 Situation analysis[1]

The turn-around that happened to the political climate in Uganda has had a positive effect on many areas of life and can be seen in the key economic indicators of growth noticeable in the country since the 1990s. Thus, building on the new atmosphere of peace, economic liberalization, macroeconomic stabilization and increases in foreign aid, Uganda's annual per capita GDP growth of 3.5 percent was among the fastest in the world in the 1990s.[2] Annual real growth averaged 6.9 percent, well above the sub-Saharan African average of 2.0 percent. Despite exogenous shocks to the economy over the last three years, macroeconomic stability and resiliency were maintained; GDP growth averaged 8.0 percent between 2004/2005 and 2007/2008. The industrial and services sectors performed strongly, unlike the agriculture sector which posted the lowest growth rate. Nevertheless, the country needs to accelerate a structural transformation in the economy to boost its manufacturing sector and modernize its agriculture. Also, the country needs

more significant increases in products and services to sustain its growth.

Uganda has made good progress towards achieving some of the targets set out in its Poverty Eradication Action Plan (PEAP) and in the Millennium Development Goals (MDGs). PEAP implementation, especially in social development, led to a significant contribution to poverty reduction. The percentage of the population below the poverty line reduced from 44 percent in 1997/1998 to 31 percent in 2005/2006, and Uganda is on track to meet MDG 1, although regional inequalities remain. Net enrolment in primary schools is above 84 percent, so achievement of MDG2 (universal primary education) is possible even though drop-out rates are high and the average quality of education is poor. The MDG target on gender parity in primary school enrolment was achieved in 2006, but the completion rate for girls is 42 percent, compared with 55 percent for boys. Negative influences responsible for this include high fertility rates that strain household and government resources, gender inequality, and capacity gaps in facilities, supplies and human resources. Technical, vocational and university education is not yet adequately supporting the development of a work force with appropriate skills.

Life expectancy at birth is currently low, at around 50 years, primarily due to preventable and treatable diseases such as malaria. The prevalence of HIV & AIDS declined from 18.5 percent in early 1990s to 6.4 percent in 2005. However, rapid population

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1   This section is a synopsis of the UN Meta-Analysis on Levels, Trends and Causes of the Main Development and Humanitarian Challenges in Uganda, REEV Consult International, January 2009. This meta-analysis drew on over 300 studies, papers, survey reports and evaluations. This section also draws on the African Peer Review Mechanism (APRM) Report Number 7 on the Republic of Uganda, January 2009; Uganda: Moving Beyond Recovery, Investment and Behaviour Change for Growth, World Bank Country Economic Memorandum, Volume II: Overview, October 2007; and the draft National Development Plan (version October 2009).

2   APRM, Country Review Report Number 7, Republic of Uganda, January 2009, p. xxxvi.

growth has led to a dramatic increase in the number of new HIV infections each year. The HIV epidemic, along with other endemic diseases such as malaria and respiratory tract infections, is a key contributor to vulnerability.[3] In terms of adult morbidity, HIV & AIDS, malaria, and respiratory infections are the top three causes of the overall disease burden in terms of disability-adjusted life years (DALYs) lost.[4] An additional challenge to adult mortality is the estimated maternal mortality ratio of 435 per 100,000 live births, which is one of the highest in the world.[5]

Inadequate numbers of skilled professionals, due to poor human resource management, insufficient budgetary allocations and absenteeism, hamper the delivery of quality social services, especially in hard-to-reach areas. Inadequate infrastructure, poor management of supplies, and low remuneration of staff are further challenges. Also, insufficient geographical coverage of service points, user fees and associated costs, and low demand for social services have further compounded inadequate use of social services by the population.

The population growth rate of 3.2 percent is one of the highest in the world, and poses serious challenges to job creation, agricultural production, income distribution and the delivery of social services. Nearly half of the population (around 48 percent) is below the age of 15 years, resulting in the highest dependency ratio in the world, currently standing at 1.12 dependents per worker compared to the 0.87 average for sub-Saharan Africa. A lower birth rate would result in a lower dependency ratio, and the consequent increased population in the working ages would translate to a potential demographic dividend of a large productive labour force for Uganda.

The Constitution of Uganda and the Uganda Gender Policy provide a positive legal and policy framework for gender equality and the promotion of women's rights, including affirmative action in favour of women and other marginalized groups to redress current disparities. Women's representation in decision-making is increasing: women account for 24 percent of cabinet members and 31 percent of parliamentarians. However, women are highly underrepresented in senior positions in government (17 percent of such positions held by women as against 83 percent by men). Female access to higher education, property ownership and decision-making is still inequitable. There are also significant differences between men and women's access to productive resources and economic opportunities, contributing to feminization of poverty. Gender based violence remains prevalent, underreported and rarely redressed.

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3 Economic assessment of HIV, 2008

4 Disability-adjusted life years (DALYs) are a metric for combining healthy time loss from morbidity as well as premature mortality. Fiscal Space for Health in Uganda, Contribution to the 2008 Uganda Public Expenditure Review, The World Bank in collaboration with the Ministry of Finance, Planning, and Economic Development and the Ministry of Health, May 2009

5 DHS.

Most policies, laws and standards are up-to-date; the key challenges are effective implementation and enforcement. Social services, especially health and education, continue to be functionally weak, with poor oversight and supervision. Social protection, including social security, is fragmented, with large vulnerable population groups not covered. Diverse natural and cultural heritage and cultural industries must be further safeguarded and promoted in order to ensure the development of the country that is based on the identity of people. Sound governance and financial management, including transparency and accountability, are not yet a universal norm. Particularly at service delivery points, inadequate resources and capacity are major challenges. The effectiveness of public service and expenditure management, revenue enhancement and coordination of development assistance also needs to improve.

As a result of the decentralization policy, numerous improvements have been realized in governance through democratic participation and community involvement, empowering local communities to manage their affairs. However, the tendency to multiply the number of districts decreases efficiency by increasing the challenges of insufficient technical and managerial capacity, declining local revenues, and weak management, thereby contributing to gaps in coverage and quality of services and infrastructure.

Multiparty elections in 2006 marked an important cornerstone in Uganda's democratization process. Uganda is

progressive in committing itself to promote and respect internationally recognized human rights instruments. It has ratified several major international and regional instruments and spearheaded the move for adoption of an African Union Convention on Forced Displacement.[6] Whereas Uganda has come a long way in ensuring the protection of and respect for the rights of its citizens and those who have sought refuge in its territory, human rights violations, corruption and impunity are major challenges still to be overcome. Another challenge is domesticating signed treaties and meeting their reporting obligations. A coherent and agreed framework for acceding to standards and codes as well as the mechanisms for following up on implementation needs to be put in place. Popular confidence in the rule of law remains low, with issues to resolve in many parts of the justice sector. There are considerable problems around land rights, emanating from absence of a land policy, conflicting or missing information, inequitable access to legal aid to support property rights, insecurity and confusion over different kinds of rights.

Eighty-five percent of Ugandans live in disadvantaged rural areas where resources and potential to tap for higher economic growth are underutilized. The Inequality GINI for urban areas of Uganda was 0.36 in 2005/6, and 0.43 for rural areas[7], and the urban income

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6 Uganda is the forerunner of asylum rights in the region, having passed the Refugee Act. The African Union Special Summit in Kampala in October 2009 agreed to a Convention on Forced Displacement.
7 UNHS and World Bank calculations

poverty rate was 13.7% compared to the 41.7% in rural areas.[8] Many rural populations are constrained along an "agricultural value chain" that stretches from production to storage and marketing, and they have limited opportunities to diversify their livelihoods. Hunger and food insecurity are still a major problem in Uganda, particularly in northeastern (Karamoja) and northern Uganda. Uganda had 4.1 million undernourished people from 2003-2005 and 4.4 million in 2008. According to the Uganda Demographic and Health Survey of 2006, 25 percent of children under five years old were underweight. Urban growth is occurring at a rapid rate and the ability to absorb this growth is a challenge. Kampala-Entebbe is becoming a major urban conglomerate facing challenges of pollution, congestion, mushrooming informal settlements and service coverage. Women make up 80 percent of those working in agriculture, but have unequal access to, and control over, important productive resources, thus limiting their ability to move beyond subsistence agriculture.

Northern Uganda, recovering from decades of violent conflict that has now ended, and northeastern Uganda, plagued by insecurity, underdevelopment and the effects of climate change, are in need of special attention to bring human development indicators first to the national average, and then to the MDG targets. Pockets of disparity exist across the rest of Uganda, as well. Among these, the southwest,

central west and northwest regions of Uganda have long been hosting refugees, with periodic upsurges related to cross-border conflict.[9] Humanitarian emergencies continue to occur every year from a complex array of causes, including environmental degradation, extreme vulnerability and lack of coping mechanisms, low levels of education and productivity and global factors such as climate change, rising food prices, and epidemics. Riverine and lacustrine areas of the country are subject to flooding, while others are prone to drought. Recurring animal, crop and human disease epidemics require vigilance and response.

An analysis of the development challenges faced by Uganda, briefly summarized above, was the foundation for the development of this UNDAF. This process is described below.

1.2 The UNDAF process and UN comparative advantage

The 2006-2010 UNDAF was shortened by a year, to harmonize with Government's decision to end the Poverty Eradication and Development Plan, and initiate a new National Development Plan. Rather than conduct a separate UNDAF evaluation, the UN contributed to the PEAP and Joint Assistance Strategy evaluations, and to reviews of Technical Sectors and Sector Wide Approaches (SWAPs). A meta-analysis[10] of over 300 surveys, reports,

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8   State of Ugandan Population Report, 2007

9   As of 2009, there are more than 140,000 refugees and asylum seekers from 23 countries, with most coming from Democratic Republic of Congo, Rwanda, Sudan and Somalia.

10 REEV Consult International, Final Report: UNDAF Meta-Analysis on Levels, Trends and Causes of the

evaluations and studies was conducted within the conceptual framework of a causal analysis.

At a Strategic Prioritization Retreat, around 140 stakeholders considered the findings of the meta-analysis, and the challenges and objectives identified in the first draft of the National Development Plan. Strengths, comparative advantages, as well as weaknesses of the UN system were assessed during the Retreat. The preliminary findings were enlarged and validated through a stakeholders' opinion survey.[11] There was a consensus that the UN system, under the 2006-2010 UNDAF, made a moderate contribution to Uganda's development, with most impact in humanitarian assistance, response to HIV & AIDS, conflict resolution and peace and security. The stakeholders determined that, for the period of the new UNDAF (2010-2014), the UN can achieve comparative advantages in health and response to HIV&AIDS; economic development, planning, poverty eradication, capacity strengthening, governance and conflict resolution, and peace and security. In addition, localization of international agreements and protocols and humanitarian assistance were identified as important areas for UN assistance.

The UN's general comparative advantage lies in its role as a multilateral organization, accountability to member states, plus its diversified

and multidisciplinary global technical knowledge within its various funds, programmes, agencies, departments and offices. The UN is a unique organization that derives its mandate, which is wide and diverse, from a broad consensus among its members. This consensus is reflected in a series of conventions and declarations. The unique characteristics of the UN system are: universality and impartiality; advocacy for people-centred and rights-based development policies and strategies; presentation and adherence to international standards and practices, some of which are demanding greater social equity; capacity to play a facilitating role between internal and external parties; support for peace and security; and access to global and regional technical knowledge. Furthermore, the UN's advocacy, fund raising and leveraging capacity plus its ability to transfer technical knowledge from its funds, programmes, agencies, departments and offices to national counterparts are considered to be comparative advantages. The follow-up of this transfer of technical knowledge, and building on the previous lessons learned from the UN's work in Uganda as well as all the tools and programming manuals from previous programmes, will further ensure sustainability from one UNDAF to the other.

The role of the UN in Uganda also is recognized in supporting the establishment of norms and standards in accordance with international conventions, treaties, UN General Assembly guidelines and Security Council resolutions. This is in line with the United Nations Charter that has set forth the purposes of the

Main Development and Humanitarian Challenges in Uganda, Kampala, January 2009

11 Brain Trust Consult, Ltd., Opinion Survey for External Validation of Strategic Priorities for the UN System in Uganda, March 2009

system as promoting respect for human rights and supporting coordination of socio-economic development initiatives. Accordingly, UN Funds, Programmes and Agencies in Uganda will pursue international commitments and agreements, in particular the Millennium Declaration, in line with their shared and distinctive mandated areas.

Based on the result of the Strategic Prioritization Retreat, the Opinion Survey and the Meta-Analysis, the UNCT adopted in February 2009 three UNDAF Outcomes:
1. Governance and Human Rights
2. Sustainable Livelihoods
3. Quality Social Services.

In addition, Special Areas of Focus for the UNDAF were identified for mainstreaming across all Outcome Areas.

The Task Force assigned to write the UNDAF and results matrices was trained in the human rights approach, gender mainstreaming, results-based planning, and in joint programming. These staff, along with government and development partners, formed three Technical Working Groups (TWGs) with a mandate to develop the results hierarchy of Agency Outcomes and Outputs, with indicators, baselines, targets and resource requirements. The TWGs worked simultaneously within Government-led sector working groups, which were developing the National Development Plan (NDP). The UN Monitoring and Evaluation

Team assisted each TWG to develop the UNDAF M&E matrix and calendar, and at the same time supported the development of the M&E strategy for the NDP. A Steering Group oversaw the completion of an agreed work plan, and reported regularly to the Heads of Agencies of the UNCT.

Government, NGO, bilateral donor and civil society stakeholders reviewed the first draft of the UNDAF and results matrices at a consultative meeting in March 2009. The meeting provided valuable feedback for revision. In addition, audits were carried out to ensure that human rights, environment, gender and HIV&AIDS were sufficiently highlighted throughout the UNDAF. The quality of the Monitoring and Evaluation matrix was also reviewed by the UNDAF Monitoring and Evaluation team and external advisors. The audit recommendations produced by OHCHR for human rights, UNIFEM for gender, UNEP for environment, UNAIDS for HIV&AIDS and by the M&E team and advisors, were addressed by the three Technical Working Groups and the Steering Committee.

The final draft of the UNDAF was considered by the NDP and made ready for final review in November 2009 by the UN system, Government and other stakeholders in Uganda, and by the regional UN Quality Support and Assurance system. All comments were addressed in the final version, which was signed and launched in December 2009.

1.3 UN System Support to Government Plans and Strategies

The National Development Plan (NDP) is a medium-term development strategy for the period 2010/11 to 2014/15, following the Poverty Eradication Action Plan (PEAP). The NDP includes sector specific targets, with an overall theme of "Growth, Employment and Prosperity for Socio-Economic Transformation" and its eight overall objectives are:

1. Increasing household incomes and promoting equity
2. Enhancing the availability and quality of gainful employment
3. Improving stock and quality of economic infrastructure
4. Increasing access to quality social services
5. Promoting science, technology, innovation and ICT to enhance competitiveness
6. Enhancing human capital development
7. Strengthening good governance, defence and security
8. Promoting sustainable population and use of the environment and natural resources.

Within these objectives, priority actions are required in: (i) Industrialization and value-addition; (ii) development and promotion of the tourism industry; (iii) accelerating agricultural growth; (iv) improving the stock and quality of physical infrastructure; and (v) human resource development. The conceptual framework for the NDP encompasses four clusters, namely, the primary growth sectors, complementary sectors, social service sectors and enabling sectors.

Table 1: Linkage of NDP and UNDAF Outcomes

UNDAF Outcome	NDP Development Objectives
1: Governance & Human Rights	7: Strengthening good governance, defence and security
2: Sustainable Livelihoods	1: Increasing household incomes and promoting equity 2: Enhancing the availability and quality of gainful employment 3: Improving stock and quality of economic infrastructure 5: Promoting science, technology, innovation and ICT to enhance competitiveness 8: Promoting sustainable population and use of the environment and natural resources
3: Quality Basic Social Services	4: Increasing access to quality social services 6: Enhancing human capital development 8: Promoting sustainable population and use of the environment and natural resources

The UNDAF also supports a number of other Government policies, strategies and action plans and is designed to encompass and enhance UN plans and strategies already in place. Interventions towards maternal and child health are implemented through the National Health Policy and the Health Sector Strategic Plan. The Plan for Modernization of Agriculture provides the framework – aligned under pillar 2 of PEAP – for transforming Uganda's agriculture from a subsistence-based to a commercial-oriented sector. The main goals of the PMA include increasing incomes and improving the quality of life of subsistence farmers through increased productivity and greater access to market.

Other development plans include : (i) the Education Sector Strategic Plan 2004-2015, which gives the basis for free and compulsory primary education; (ii) the Uganda National Disaster Preparedness Policy and Institutional Framework, led by the Office of the Prime Minister; (iii) the National Adaptation Plan of Action 2007, which deals with the challenges of climate change; (iv) the National HIV & AIDS Strategic Plan 2007/08-2011/12; (v) the Development Assistance to Refugee Hosting Areas 2009-2013, which promotes a holistic approach in tackling long-term development needs of refugees and hosting communities; (vi) the Decentralization Plan, whose aim is to support the implementation of the Government's national strategies at the district level while promoting the participation of citizens and local communities; (vii) the Water Supply and Sanitation Sector Investment Plan 2009-2014; (viii) Health Sector Strategic Plan 2009/10-2014/15; and (ix) the Justice Law and Order Sector Strategic Investment Plan 2006-2011.

Analysis from economic modelling shows that to maintain current growth levels and make progress in achieving social development targets, it is necessary to increase investments in priority sectors, including improvements in spending patterns.[12] In line with the growth-oriented approach of government envisaged in the new National Development Plan, the UN has identified that without making inroads in the human development realm the opportunities offered by economic growth will only reach limited segments of population of the country. The UN Development Assistance Framework is thus aimed to support the achievement of the national development plan priorities with focus on Equity and Inclusion, Peace and Recovery, Population Dynamics and Sustainable Growth.

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12 Economic Management, Investment Options and Growth (2008/09-2012/13), Background Paper on the NDP (2008/09-2012/13)

2: Planned Results

2.1 Mainstreaming of areas of special focus

The UNDAF was designed as a results hierarchy, in accordance with principles of results-based planning and management. As such, there are three broad UNDAF Outcome Areas, and within each of these areas, there are Agency Outcomes, and corresponding Outputs. The UNDAF reflects the national scope of the UN System in Uganda, but within that scope, six thematic areas, or areas of special focus, are mainstreamed and highlighted.

2.1.1 Northern Uganda

After 21 years of conflict, death, destruction and suffering in northern Uganda, peace now prevails throughout the country. Following the 2006 cessation of hostilities agreement between the Government of Uganda and the Lord's Resistance Army, stability and security has returned to the war-affected northern region of Uganda. Uganda has begun a concerted plan for peace, recovery and development in affected areas in order to address large inequities in the distribution of income, wealth and access to services (Peace, Recovery and Development Plan – PRDP). The north now has the opportunity to realize the peace dividend achieved by the rest of the country in the 1990s. There is a national policy on durable solutions for internally displaced persons (IDPs), which recognizes three alternatives for ending displacement: (i) voluntary return to place of habitual residence; (ii) voluntary relocation to another part of the country; and (iii) local integration in areas in which IDPs take refuge. Already nearly a million IDPs have returned or are returning to their areas of origin. Over 400,000 remained displaced in 2009 and many returnees lack access to safe water, schooling and health care. Security, protection and income-generating opportunities need to be provided for the people of northern Uganda, particularly to enable women, children, the elderly and disabled re-build sustainable livelihoods.

Another disadvantaged area of the country is the northeast, (Karamoja), where over 80 percent of the population live below the poverty line13 and experience the highest levels of deprivation in the country, as defined by the UNDP Human Poverty Index. In recent years, prolonged dry spells have further deepened the vulnerability of the population of the region, threatening livelihoods and resulting in poor nutrition and hunger. The number of food aid beneficiaries is expected to increase from the current 70 percent of the population to as many as 800,000, or nearly 80 percent of the total population of this region. Adding to the misery are animal and crop diseases, a low level of basic service provision in the region, and the frequency of raids, attacks and other criminal activities, which compromise the health, education and protection status of the population, particularly women and children.

In October 2007, the Government launched its Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007–2010, which came into force in July 2008. The PRDP functions within the PEAP and also will be encompassed by the National Development Plan. In support of the PRDP, and the government's delivery of services to the vulnerable populations of the north, the UN, in close collaboration with partners, developed a

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13 PEAP report 2005

Peace-Building and Recovery Assistance Plan (UNPRAP), 2009-2011, a common strategy of UN support to activities for transition from humanitarian relief to recovery and long-term development in northern Uganda. The UNPRAP is aimed at aligning UN interventions with the PRDP and other government frameworks for northern Uganda, as well as facilitating the UN system's goal to "deliver as one" in Uganda. As an elaborated subset of interventions with a recovery and geographic focus, mirrored by a special area of focus in the UNDAF, UNPRAP has contributed to the development of this UNDAF and will overlap with it by two years. The planned results in the UNPRAP and UNDAF also support the Karamoja Integrated Disarmament and Development Programme (KIDDP) 2007-2010, whose implementation began in 2008. The KIDDP is a medium-term framework harmonizing the various interventions by the Government and its development partners in the northeastern region.

2.1.2 Human Rights

Uganda made important progress over the last decade in developing its institutional and legal framework to promote and protect the human rights of citizens, refugees and asylum seekers. The overall human rights situation has improved with the end of the conflict in the North. The most important challenges remain in the area of economic, social and cultural rights, especially of the most vulnerable groups of the population, including women. Vigilance and commitment are required to improve equal realization of political rights such as freedom of expression and association, right to personal liberty, security and bodily integrity; and of transitional justice (reconciliation, rights of the underserved to reparation, truth telling and justice). The

independence and capacity development of the Uganda Human Rights Commission and of other civil society watchdogs are of central relevance for improving State accountability regarding human rights violations as well as for awareness raising and advocacy to improve the performance of the institutions in implementing policies and laws with a human rights perspective.

Human rights and human development both aim to promote higher levels of well-being and freedom, based on the inherent dignity and equality of all people. Through working towards Human Rights treaty obligations States are enabling opportunities such as those given by schooling, health care provision, equality guarantees and a functioning justice system. The Human Rights Approach to Programming (HRAP) addresses necessary outcomes to improve people's lives, but also includes institutional development, policies, legal framework and participatory decision making.

2.1.3 Gender

Uganda is a signatory to several major international human rights conventions related to women's rights, such as the Convention for the Elimination of All Forms of Discrimination against Women (CEDAW) and the Beijing Platform for Action. Gender equality is a fundamental human rights principle.[14] However, certain social and traditional norms and practices have prevented the implementation of some of these conventions. The continued existence of gender discriminatory laws and the slow pace of much-needed legislation to address the root causes of violence against women and children further impede the

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14 Art.33, Constitution of the Republic of Uganda, 1995.

attainment of gender equality. Gender inequality and the lack of respect for the rights of all human beings, regardless of sex, are both a cause and consequence of poverty and low educational attainment. A gender analysis of Uganda National Household Survey (UNHS 1992-2003) data indicates that higher proportions of women-headed households are chronically poor and move into poverty. Selling assets to avoid moving into poverty is far more common in female-headed households than in male-headed ones. The rise of new HIV infections (especially among couples), teenage pregnancies, unwanted pregnancies and early marriage are linked to gender inequality and the low status of women. Gender inequality is a contributing factor to the slow progress of the attainment of critical MDGs, including the reduction of maternal and child mortality, reduction in HIV&AIDS prevalence and gender parity in education.

Although 60 percent of women have experienced gender-based violence in some form, access to prevention and response services is limited. Factors contributing to gender-based violence include traditional cultural practices, poverty, insecurity, alcohol abuse, and lack of information and rights awareness. Female genital mutilation remains a serious violation of rights in a few districts, but policymakers and civil society groups are joining the UN in mobilizing against it.

Gender considerations are a special area of focus in this UNDAF because of the need to ensure that all proposed UN actions identify and address inequality and social exclusion. Promoting gender equality and advancing the status of women is a Millennium Development Goal and affects attainment of all the other MDGs. This UNDAF,

therefore, mainstreams gender throughout the identified priority areas of governance, human rights, sustainable livelihoods and quality social services.

2.1.4 Environment

Sustainable development rests on three pillars: economic growth, social progress and protection of our environment and natural resources. Responsible environmental management is essential to achieving overall sustainable development. Environmental sustainability is an explicit objective of Millennium Development Goal 7, and a thread that runs through all the other MDGs. Environment and natural resources enhance performance and productivity; they also provide the raw material for economic sectors. Agriculture and fisheries, for instance, contributed almost 45 percent of GDP in 2000. Furthermore, over 90 percent of households are dependent on forest wood for fuel. As the custodians of many natural resources, the rural poor are the most affected by environment and natural resource degradation and are the most vulnerable to environmental hazards. Therefore, the quantity and quality of environmental resources directly determine the achievement of socio-economic human rights. Although the Government of Uganda has put in place strategies and plans to promote sound environmental management, the quality of the environment continues to decline. This serious trend of environmental degradation must be reversed.

Environmental protection and management underlie the sustainable growth mentioned in the UN Vision Statement. Environmental issues are mainstreamed throughout the UNDAF, and are particularly addressed in Outcome

2 of the Uganda UNDAF, aimed at ensuring that vulnerable segments of the population increasingly benefit from sustainable livelihoods. In addition, the UN System proposes to implement a joint UN Programme on Climate Change.

2.1.5 Population Dynamics

The PEAP evaluation in 2008 concluded that the most significant factor standing in the way of faster development in Uganda was its rapid, unmanaged population growth. Getting the balance right between population and economic growth rates is both complex and delicate; but if left unmanaged, high population growth can thwart nation-building efforts and achievement of human rights. At present, in Uganda, population growth outstrips growth in vital services, including housing, utilities, employment, education and health care. A burgeoning population of young people with potential and ambition but constrained opportunity can increase vulnerability as well as unrest. For Uganda, managing the population growth means harnessing and channelling young people's energies and potentials productively. It means reducing fertility by giving couples, women and men, options in family planning; and it means mobilizing the leadership to champion the right of individuals and couples to make choices on factors that affect equity and inclusion for the population and in the society; the choice of family size being one of these factors. Improving the status of women has a direct relationship with influencing the fertility choices of a family and improving the family well-being. Uganda is at a critical juncture in its stride to become a middle-income country and, as such, there is growing realization of the importance of population in development. Thus, the UN Vision Statement highlights population and sustainable growth, and related issues are addressed throughout the

UNDAF Results Matrices. In addition, the UN system in Uganda plans to implement a joint programme on population.

2.1.6 HIV & AIDS

The Millennium Development Goal 6 calls on the UN to support countries to halt and begin to reverse the spread of HIV. In the 1990s, Uganda was one of the few countries globally to have made progress toward this MDG. Yet, recent preliminary data indicates that the adult HIV prevalence rate is increasing, threatening a reversal of past gains.[15] Females remain more likely than males to be infected, due to economic, cultural and biological reasons. The number of new infections continues to grow: in 2008 there were 1.1 million people living with HIV, of which 120,000 were children. The dynamics of the epidemic include multiple concurrent partnerships, low prevalence of male circumcision, low use of condoms, and low enrolment for Prevention of Mother to Child Transmission (PMTCT). Almost half of all new infections are among married people and those in long-term relationships. Mother-to-child transmission accounts for 18 percent of all new infections. Only 39 percent of people requiring antiretroviral (ARV) treatment (approximately 156,000) are accessing it; 8 percent of those on ARV treatment are children. For every two people who start to take anti-retroviral drugs, another five people become infected.

In addition to the suffering by infected and affected persons and families, the AIDS pandemic continues to have deep, negative socio-economic repercussions. These include increases in orphanhood, households headed by a single parent,

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15 According to the HIV&AIDS surveillance report 2005-2007, HIV prevalence in 2007 was estimated at 6.2 percent.

grandparent or child, and multiplier effects on the percentage of households below the poverty line. Analysis shows that the GDP grows by 1.2 percent less due to the macroeconomic effect of AIDS, and that AIDS increases the percentage of households living below the poverty line by 1.4 percent overall and by 1.6 percent in rural areas.

The impact of HIV&AIDS is widespread and insidious, and calls for redoubled efforts to reach the target of universal access to prevention, treatment and care. Thus, HIV&AIDS is a special area of focus in the UNDAF and its results matrices. In addition, the most long-standing and successful UN joint team and programme on HIV &AIDS will continue as an important operational mechanism of the UNDAF.

2.2 UNDAF Outcomes

This section outlines the three UNDAF Outcomes that the UN aims to collectively achieve with partners. The complete results matrices, with outcomes and outputs, are contained in Appendix I: Results Matrix.

2.2.1 Definitions

There are several terms used throughout the UNDAF to capture important concepts for development work in Uganda. While various definitions16 exist among UN agencies, Government Ministries and development partners, this UNDAF defines the terms as follows:

Poverty is defined as a state of deprivation of an individual or group of individuals, due to a myriad of predisposing conditions surrounding the individual or group.

Vulnerability can be defined as the probability of the individual or the group to experience deprivation now or sometime in the future, when the conditions change. Vulnerable segments of the population are defined as population groups whose survival, well-being, development or other rights are threatened, and whose capacity to cope on their own is severely limited or compromised.

Livelihoods are defined as "a person's means of supporting oneself" or "financial means whereby one lives".

Social services are defined by the UN according to the six key areas under the UN Basic Social Services Act: (i) population services, with special emphasis on reproductive health and family planning services; (ii) primary health care; (iii) food and nutrition services; (iv) basic education; (v) drinking water and sanitation; and (vi) shelter services. In the Uganda context, this UNDAF adds (vii) HIV&AIDS prevention, treatment, care and support; and (viii) social protection,17 including livelihood safety nets, social welfare safety nets, and interventions to prevent and address violence, conflict and abuse, especially for children and women.

Capacity building. Through the Triennial Comprehensive Policy Review of operational activities for development (TCPR), the Paris Declaration on Harmonization and Alignment, and more recently at the 2005 World Summit, Member States have called for the UN system to enhance its efforts particularly at country level to support national capacity

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16 The terms can be further understood through the specific results statements and the indicators in the results and monitoring and evaluation matrices.

17 In the Ugandan context, social protection is defined as all formal and informal initiatives that provide assistance to extremely poor individuals and households, enhance delivery of services to groups who need special attention or would otherwise be denied access to basic services (MGLSD NDP working Paper).

development. The overall goal of the UN at country level is to help the national counterparts develop their capacities to lead, manage, achieve and account for their national development priorities. This is especially so for those related to the MDGs and internationally agreed development goals, as well as human rights obligations in ratified UN conventions and treaties.

The capacity development agenda reinforces the UNCTs role and responsibilities as multilateral organizations accountable to the Member States and guided by the principles of a human rights-based approach. It is also integral to and builds on the relationship of trust derived from this multilateral mandate and long-standing presence and relations at country level.

2.2.2 Governance and Human Rights

UNDAF Outcome 1: Capacity of selected Government Institutions and Civil Society improved for good governance and realization of human rights that lead to reducing geographic, socio-economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.

Agency Outcomes:
1. National and local Government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction
2. Selected Government, civil society and Governance institutions* are increasingly integrating and applying human rights standards and principles
3. Formal and informal justice systems uphold human rights and foster peace and reconciliation

MDG 1: Eradicate extreme poverty and hunger
MDG 2: Achieve universal primary education
MDG 3: Promote gender equality and empower women
MDG 4: Reduce child mortality
MDG 5: Improve maternal health
MDG 6: Combat HIV&AIDS, malaria and other diseases
MDG 7: Ensure environmental sustainability
MDG 8: Develop a global partnership for development

NDP Objective 7:
Strengthening good governance, defence and security

* Including Parliament and its Committees, Human Rights Commission, Electoral Commission, Equal Opportunities Commission, Local Councils, etc.

After nearly two decades of single party rule by the National Resistance Movement, and three elections (the first being in 1996), Uganda embarked on a historical transition to multiparty politics in 2006. While much progress has been made to establish democratic institutions and values, the government recognizes the need for further consolidation of democratic governance.[18]

Northern Uganda has known one of Africa's longest and most brutal civil wars,

18 African Peer Review Mechanism Country Review Report 2008

which has ravaged the region and displaced millions (up to 90 percent of the population in the conflict zone was displaced at some point during the two decades of civil war). A cessation of hostilities in 2006 between the Government and the Lord's Resistance Army opened a window for post-conflict recovery in Northern Uganda, although a final peace agreement was not signed. The implementation of a comprehensive Peace, Recovery and Development Plan (PRDP) for Northern Uganda, commenced with the national budget of 2009/2010 and is supported by the UN's Peace Recovery Assistance Plan (UNPRAP).

Tensions between Uganda and its neighbours are also cause for concern. Border disputes with the Democratic Republic of Congo (DRC) around Lake Albert – which has exploitable oil reserves – and the West Nile region have intensified. Relations with Sudan could potentially worsen given the volatile political environment there, and the planned referendum on Southern Sudan.[19] There is an ongoing dispute between Uganda and Kenya over the Migingo Island in Lake Victoria.

Domestically, decentralization and land administration remain contentious issues, causing ongoing friction between central and local governments, especially regarding the federal system of government, a system that has many unresolved issues.
At the same time, the country continues to face challenges of accountability. Corruption in Uganda is estimated to cost the country UGX 500 billion per year in direct financial loss. Moreover, its other impacts include deteriorating value systems, a weakening moral fibre of society

and displacement of ethical conduct.[20] Response to the HIV &AIDS epidemic in Uganda is largely dependent on external, off-budget sources, and this has challenged government-led budgeting, planning and accountability. Furthermore, with limited national budgetary commitment, there is concern over predictability and sustainability of the AIDS response.

Uganda's human rights record needs improvement in many respects. Although the government has domesticated human rights commitments and fights corruption by setting up legal instruments and institutions, there are still major gaps in such areas as educating citizens, including children, about their rights, securing access to justice and services, holding duty-bearers accountable, improving access to legal recourse and justice on gender-based violence and gender inequalities.

Outcome Area 1 of this UNDAF will focus on:

- Strengthening capacity for promotion of inclusive democratic governance, effective accountability and service delivery in key institutions of government and among non-state actors, particularly political parties, civil society and the media;

- Strengthening capacity of national government to dialogue with political parties and civil society organizations on issues of governance;

- Strengthening capacity of national and local government for planning, budgeting, implementation, monitoring and accountability for disparity reduction, including gender disparities;

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19 Crisis Group Report December 2008 – "Northern Uganda - The Road to Peace..."

20 African Peer Review Mechanism Country Review Report

- Strengthening capacity for incorporating the voices of the poor, marginalized and vulnerable people in public policy and building consensus over how to address key development challenges;

- Strengthening socio-economic policies in line with key cross-cutting principles, as well as capacity to coordinate and manage the implementation of development strategies at all levels of government;

- Strengthening capacity for data collection, disaggregation and analysis;

- Promoting a conducive policy environment that supports equity and strengthens the inclusive dimensions of the growth agenda of the Government, as described in the National Development Plan;

- Strengthening oversight and decision-making; promoting public awareness and empowerment on rights and entitlements; and building inclusive, peaceful and transparent electoral processes;

- Strengthening capacity for integrating

human rights standards and principles by formal and informal justice systems for upholding human rights, peace and reconciliation;

- Strengthening the capacity to report on and implement recommendations from international and regional Human Rights Covenants and other conventions; as well as for human rights observance and protection of persons whose rights are abused, including refugees and displaced populations, especially marginalized groups;

- Strengthening the capacity of national and local governments and civil society to undertake peace-building and community security initiatives and recovery efforts so as to ensure the necessary conditions for development in northern and northeastern Uganda (Karamoja).

- Empowering women to influence and contribute to security, justice and peace building in northern and northeastern Uganda (Karamoja).

2.2.3 Sustainable Livelihoods

UNDAF Outcome 2: Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014.

Agency Outcomes:
1. Public and civil society institutions and vulnerable communities are formulating and implementing harmonized rights-based policies, programmes and legal frameworks that increase employment, food security and income.
2. Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change.
3. Vulnerable communities having improved access to socio-economic infrastructure and systems[1] for increased agricultural production and productivity, sustainable household income, and food and nutrition security.

MDG 1: Eradicate extreme poverty and hunger	**NDP Objective 1:** Increasing household incomes and promoting equity
MDG 3: Promote gender equality and empower women	**NDP Objective 2:** Enhancing the availability and quality of gainful employment
MDG 6: Combat HIV&AIDS, malaria and other diseases	**NDP Objective 3:** Improving stock and quality of economic infrastructure
MDG 7: Ensure environmental sustainability	**NDP Objective 5:** Promoting science, technology, innovation and ICT to enhance competitiveness
MDG 8: Develop a global partnership for development	**NDP Objective 6:** Enhancing human capital development
	NDP Objective 8: Promoting sustainable population and use of the environment and natural resources

The UNDAF's definition of livelihoods (see 2.2.1 above) implies that agriculture, which supports over 80 percent of the population is a key to providing improved livelihoods. However, for the non-agricultural livelihoods, the focus is on skills development through the provision of vocational training to the youth as a way of creating employment, supporting

public works, trade and micro-finance, and professional associations like the cooperatives.

UN Agencies and other Development Partners that subscribe to UNDAF Outcome 2 will support the government of Uganda in achieving MDGs 1,3,6,7 and 8. Since more than one result is required to achieve planned

targets, where the UN Agencies and Government contribute to one or two, other development partners will commit to achieving others. Some results are chosen over others because of priority setting based on the results of Meta Analysis,[21] where key areas selected for support are based on key sector constraints in line with national needs and objectives, and are within areas where specific Agencies have comparative advantages and are within UN mandate. Government priorities within the NDP are aligned to the MDGs, which are supported by all the world's states and its leading development institutions, and which, collectively within the Millennium Declaration, form a global agenda for development.

As mentioned in the Situation Analysis (section 1.1), Uganda has made progress on many of the MDGs, including poverty. Under Goal 3, the target on the proportion of women in wage employment in the non-agricultural sector is likely to be achieved, given that the indicator now stands at 50 percent of the total employed, rising from an average of 11 percent recorded for four years between 2003 and 2006, and 28.2 percent in 2005/06. On MDG 7, government and development partners are now more concerned about climate change. The major concern is to halt deforestation and industrial logging, while protecting the rights of forest communities and increasing forestation.

Highly prevalent diseases such as malaria and HIV&AIDS have well-documented adverse macroeconomic and social impact. For example, one study shows that HIV&AIDS raises the overall headcount poverty rate by 1.4 percentage points. The impact is greater in rural areas, where poverty rises by 1.6 percentage points compared to 0.9 percentage points in urban areas. The poverty and vulnerability effects of HIV are multi-generational as Ugandan households sell off assets to fund long-term health care.

It should be noted that attaining most of the targets will require increased support within the agricultural sector for reasons not too far to seek. First, agriculture is a key sector of the Ugandan economy; it employs 77 percent of the working population, comprises agriculture and fishery workers; contributes over 80 percent of export earnings; and engages about 40 percent of the manufacturing sector in food processing. The sector supports about 4.6 million agricultural households,[22] which is about 24 million persons of the estimated 29.6 total Ugandan population.

In addition, agriculture is important for stimulating economic growth through the supply of raw materials to agro-industries, supporting the development of food and nutrition security systems, as well as income enhancement and employment. The share of agriculture in total GDP is, however, continuing to decline: from 15.7 percent in 2007/08 to about 15.1 percent in 2009. At current

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21 UNDAF – Uganda: Meta-Analysis of the Levels, Trends and Causes of the Main Development and Humanitarian Challenges; Internal UNCT document; August 1, 2009

22   Uganda Bureau of Statistics, 2008

market prices, agriculture contributed 15.7 percent of GDP in 2008/09 compared to 21.2 percent in 2007/2008. Similarly, the crops subsector growth declined from 5.4 percent in 2006/2007 to 1.7 percent in 2008/2009, the fisheries from -3.0 percent to -0.1 percent in the same period, while livestock growth remained at 3.0 percent. Only forestry had a positive growth from 2.0 percent to 3.3 percent.

In Karamoja, pastoralism is an important (and in some places the primary) component of the populations' livelihoods. The UN will support pastoral livelihoods in two complementary ways. On the one hand, it will work to strengthen pastoralism by focusing on activities that help to sustain herds (e.g. watershed management, vaccinations) and that link livestock products to markets. On the other hand, it will engage with the communities to identify and support alternative livelihood options (e.g. gum Arabic) for agro-pastoralists and pastoralists, to give them a greater range of choices for meeting their needs in a sustainable manner.

According to FAO (2008) and the World Bank Development Report (2008), supporting agricultural sector development has a comparative advantage in that it reduces rural poverty and increases employment through on-and-off farm enterprises. The potential for Uganda in the agriculture sector, therefore, hinges on increasing agricultural output through higher productivity, and adopting improved planting seedlings and better breeds. It also rests on improved

agricultural production methods, increasing labour productivity, value addition and product diversification, as also indicated in prior assessment in the Meta Analysis. In addition, it is indicated in the Ministry of Finance, Planning and Economic Development 2009/10 Budget Speech that increased agricultural production is essential for economic transformation and prosperity for all and has strong multiplier effects because of its linkages with other sectors. For example, an increase in production addresses high food prices by increasing supply, increasing exports in areas where Uganda has a niche and addressing food security and nutrition.

Outcome Area 2 of this UNDAF will focus on:

- Promoting the review, development, harmonization and dissemination of policies, programmes and laws;

- Strengthening capacity building to implement policies and laws for household economic, food and nutrition security, employment, environment and natural resources;

- Supporting research development, use of appropriate technologies in crop, livestock, fisheries, forestry, environment and natural resources;

- Strengthening the capacity for disaster preparedness and humanitarian response, including mitigation of, and adaptation to, climate change and the provision of protection and other assistance to citizens and refugees affected by conflict or natural disasters;

- Enhancing the capacity for agricultural and environmental information dissemination and utilization;

- Strengthening the capacity to provide equitable access to production, value addition, marketing and financial services;

- Supporting efforts to increase the dissemination of knowledge and skills for improved households food security and nutrition;

- Building the capacity to develop and implement programmes for increased youth employment;

- Building the capacity of communities affected with HIV&AIDS to demand and access livelihoods development, nutrition, income-generation activities, employment and markets.

2.2.4 Quality Social Services

UNDAF Outcome 3: Vulnerable populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2014.

Agency Outcomes:
1. Evidence-based policies, strategies and plans are reviewed, developed and adequately resourced through participatory and inclusive approaches to increase access to quality social services.
2. National and Local Government and civil society systems have increased capacity to effectively implement policies in line with international standards and guidelines, and deliver equitable and quality social services in a context of high population growth, inequities, and with special emphasis on the unique circumstances of the pastoralist, returnee and transit populations in the north.
3. Individuals, caregivers, families and communities, especially the most vulnerable, utilize social services.

MDG 1:	Eradicate extreme poverty and hunger	**NDP Objective 4:** Increasing access to quality social services and enhancing human capital development
MDG 2:	Achieve universal primary education	
MDG 3:	Promote gender equality and empower women	
MDG 4:	Reduce child mortality	**NDP Objective 6:** Enhancing human capital development
MDG 5:	Improve maternal health	
MDG 6:	Combat HIV&AIDS, malaria and other diseases	**NDP Objective 8:** Promoting sustainable population and use of the environment and natural resources
MDG 7:	Ensure environmental sustainability	

Uganda made progress in providing social services and improving the overall living condition of its population during the implementation of PEAP and the 2006-2009 UNDAF, but this progress falls short of some critical national and international targets. The under-five mortality rate has declined to less than 20 percent in the past 19 years, yet it remains far from the MDG target of 56/1000 live births. The maternal mortality rate also declined from 535/100,000 in 2001 to 435/100,000 in 2006, far from the MDG target of 131/100,000. Similarly, access to reproductive health services is far from universally acceptable levels despite the high, unmet need for family planning services. Recent surveys suggest that HIV prevalence is on the increase in Uganda. Condom use is extremely low and inconsistent, exposure to situations of risk is high across different social groups and risk perceptions are very low. MDG target 7 on access to safe water and sanitation are also off-track. Thus, even through national water coverage has improved, only one third of rural populations have adequate sanitation. Also although the primary net enrolment rate is above 84 percent, drop-out rates are high. In any case, by 2006, enrolment had stagnated and completion rates were declining.

Quality social services interventions are necessary for individuals and communities to realize their rights to health, food and nutrition, water and sanitation, education, shelter, protection and HIV&AIDS prevention, care and treatment. These rights are enshrined in the Charter of the United Nations, the Declaration of Human Rights and other international agreements, to which Uganda is a party. Currently, promotive,

protective and transformative social services and protection for Ugandan people, especially the most vulnerable, are fragmented and inequitable in both access and quality. Increasing access to quality social services is one of eight objectives of the NDP. The Government of Uganda (GoU) recognizes that access to social services to secure the health, educational status and well-being of Uganda's population is a necessary precondition for maximizing growth, employment and prosperity under the NDP. Thus, the emphasis by the UN system on quality social services is an important contributor to achieving national goals.

The period covered by the new NDP and this UNDAF is the countdown to the MDGs in 2015. Special emphasis is required in meeting the MDG targets where Uganda is significantly off-track: MDG 1 (to reduce hunger), MDGs 4 and 5 (to reduce child and maternal mortality); MDG 7 (to address poor access to sanitation services and poor progress on environmental targets); and MDG 6 (in view of the current increase in HIV prevalence).

Through UNDAF Outcome 3, the UN focuses its support to Government for the implementation of NDP on ensuring that vulnerable populations in Uganda, especially pastoralists, returnees and transit populations in the north and northeast have increased access to and use of sustainable and quality social and protective services by 2014. There is a special emphasis on addressing issues of high population growth, inequities, HIV&AIDS, sustainability and disaster risk reduction with an emphasis on building community resilience. UN support will be directed at (i) the policy

level to ensure participation in the development or adaptation of policies to boost social service access and quality; (ii) the "system" level to ensure that Government and civil society have the capacity to effectively implement policies and deliver more effective and equitable social services; and (iii) the individual and community level, to increase demand for use of services.

The constraints and challenges faced by the social service sector fall into three broad categories, in line with the levels of UN support: (i) ensuring that effective policies, strategies, plans are in place; (ii) promoting access by ensuring that critical inputs are in place for effective social service delivery, including management and planning capacity as well as human and financial resources; and (iii) addressing critical

gaps in "demand" for socials services through building the awareness and capacity of individuals, families and communities to demand quality social services and effectively use such services; and protect themselves against vulnerability, risk and deprivation.

Outcome Area 3 of this UNDAF will focus on:

- Strengthening evidence-based policy development, knowledge generation and advocacy, and adequate resources;

- Improving systems for promoting quality and efficiency of service delivery;

- Raising awareness and capacity development of individuals, families and communities.

3: Initiatives Outside the UNDAF Results Matrix

As of 2009, the UN continues to lead the Inter-Agency Standing Committee (IASC) for Coordinated Humanitarian Response, and is strengthening capacity of Government to take over this role completely. As of 2009/10, Uganda continues to need a Consolidated Appeals Process (CAP) to coordinate remaining emergency and humanitarian needs addressed by the UN, NGOs and donors. CAP is based on a commonly agreed definition of humanitarian action in Uganda targeting at-risk communities in areas prone to and/or recovering from conflict and natural disasters. CAP aims at saving lives by ensuring an effective and rapid emergency response; supplementing the provision of basic services and livelihoods to help achieve the three durable solutions to displacement; and protecting crisis-prone communities by reducing the impact of potential natural and man-made hazards and strengthening disaster preparedness for effective response. CAP complements the recovery interventions in the UNPRAP. By contrast, the UNDAF does not include humanitarian response, but it does include increased governmental and community capacity for disaster risk reduction, and for emergency preparedness and response.

4: Estimated Resource Requirements

T he United Nations Country Team estimates that a minimum of US $911.4 million will be required to achieve the results in the UNDAF. This consists of US $184.5 million of regular (core) resources, which are provided by agencies' respective headquarters and US $726.9 million in other (non-core) resources to be raised from multilateral and bilateral donors and other external sources. The resource envelope shown in Table 2 includes funding from UN agencies that have presented their funding status to the UNDAF Theme Groups.

Preliminary estimates indicate that the UNDAF budget will be distributed across the three UNDAF Outcomes as follows: US $210.3 million will be allocated to Governance and Rule of Law; US $272.7 million to Sustainable Livelihood; and US $428.4 million to Quality Basic Social Services. These indicative figures are likely to change as programme implementation progresses and the programming context evolves over time.

Table 2: Indicative, Planning Figures for Regular (RR) and Other Resources (OR) of Resident Funds, Programmes and Agencies, per UNDAF Outcome Area in Millions of US Dollars[23] *

	UNDAF Outcome 1		UNDAF Outcome 2		UNDAF Outcome 3		Total per agency
	RR:	OR:	RR:	OR:	RR:	OR:	
FAO	0	0	7.5	35	0	0	42.5
IAEA	0	0.8	0	1.6	0	2.5	4.9
ILO	0	0	0	1.0	0	0	1.0
IOM	0	67	0	13.9	0	4.4	85.3
UNAIDS	1	1	0.1	0	0.5	1	3.6
UNCDF	0.17	0	0.23	0	1.0	0	1.4
UNESCO	0.08	0.35	0.095	0.35	0.625	1.2	2.7
UN-HABITAT	0	0	0	0	0	45.5	45.5
UNICEF	2	0.11	0	0	65	120.9	188
UNIFEM	1.8	7.1	1.2	6	0	0	16.1
UNDP	26.4	14.3	22.1	20	2	2	86.8
UNFPA	2.2	2	4.1	3	23.7	10	45
UNHCR	0	65.1	0	36.9	0	69.2	171.2
UN-OHCHR	16.5	2.4	0	0	0	0	18.9
WFP	0	0	0	119.6	0	38.7	158.3
WHO	0	0	0	0	6.2	34	40.2
Total RR/OR:	tbd	tbd	tbd	tbd	tbd	tbd	tbd

*Figures in Table 2 are indicative, and subject to the success of resource mobilization efforts. The actual funding level will depend on amount of donor participation and contribution to each UNDAF outcome area.

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23 Other agencies, particularly non-resident agencies, including IFAD, UNEP, UNIDO and UN-OCHA will also contribute.

5: Implementation, Management and Coordination

5.1 Paris Declaration and Accra Agenda for Action

"Using a country's own institutions and systems, where these provide assurance that aid will be used for agreed purposes, increases aid effectiveness by strengthening the partner country's sustainable capacity to develop, implement and account for its policies to its citizens and parliament". (Paris Declaration on Aid Effectiveness, Para. 17).

"Evidence shows that we will need to address three major challenges to accelerate progress on aid effectiveness: Country ownership is key; [ ] Building more effective and inclusive partnerships; [ ] and Achieving development results—and openly accounting for them—must be at the heart of all we do; [ ]. Without addressing these obstacles to faster progress, we will fall short of our commitments and miss opportunities to improve the livelihoods of the most vulnerable people in the world. (Accra Agenda for Action, page 1)

This UNDAF adheres to the principles in the Paris Declaration, and to the commitments in the subsequent Accra Agenda for Action. The UN harmonized the start and duration of this UNDAF with the NDP, harmonized the UNDAF Outcomes with the national priorities in the NDP, and will implement the UNDAF under country leadership and management. The UN will strengthen and use Ugandan institutions and systems to the maximum extent possible. To reduce costly fragmentation of aid, the UN participates in donor working groups, has increased joint programming and programmes, and adheres to agreed divisions of labour. The UNDAF will build government's capacity for accountability, and the UN in turn will manage for results, and be accountable and transparent in reporting on results in this UNDAF.

5.2 Delivering as One United Nations

The United Nations system in Uganda consists of 11 resident and nine non-resident agencies, programmes and funds.[24] While each United Nations agency pursues its specific mandate, each is committed to collaborating within the UNDAF and the resident coordinator system. When preparing this UNDAF, the UN Country Team (UNCT) put considerable emphasis on ensuring that the process, product and implementation plan are in line with the Delivering as One UN reform agenda of the Secretary General. UNDP, UNFPA, UNICEF, and WFP have harmonized their programming cycles, and adopted common country programming processes. The UNDAF is inclusive of all work by resident and non-resident agencies in Uganda.

The UN in Uganda aims to deliver one programme through the UNDAF, under

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24 The Bretton Woods system is also present in Uganda through IMF and World Bank Country Offices.

one leader, the Resident Coordinator, with one budgetary framework tied to the results in the UNDAF. The UN also aims to deliver as "one office" through several shared services, a common security system, a common cash transfer system (UNDP, UNFP, UNICEF, WFP), and shared premises at regional level. Delivering the UNDAF results as One UN will allow the UN to achieve greater effectiveness and efficiency. This will be achieved through four mechanisms:

i. Establish or strengthen joint management and coordination mechanisms within the UN system, including for planning, monitoring, reviewing, evaluating and reporting;

ii. Implement special areas of focus and other cross-cutting programmes through joint programming;

iii. Commit to a coordinated engagement in government-led sector working groups that promote national leadership, management and implementation;[25]

iv. Provide coordinated support to the Local Development Partner Group (LDPG) and its sector-specific subgroups.

These four mechanisms are described in more detail in Sections 5.3 and 5.4. The consensus between government and UN is to advance further Delivering as One through a mechanism led by Ministry of Finance.

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25 Implementation by the national government is called national execution, or NEX, by UNDP

5.3 Operational Mechanisms, Management and Coordination

The UNDAF will be implemented through the government-approved UN country programme documents, plans, notes or strategies. These Agency programmes or projects will contribute clearly to the Outcomes and Outputs in the UNDAF.

The UN System in Uganda is coordinated by the Resident Coordinator, who is also the Humanitarian Coordinator. The Office of the UN Resident Coordinator (RCO) plays an important role in overall coordination of the UN system in Uganda, including coordination of UN programme and operational management mechanisms. These include the UN Programme Management Team, the UN Operations Management Team, the UN Monitoring and Evaluation Working Group, and the UN Communication Group. The UN Programme Management Team that consists of UN agency deputies provides supervision and guidance to the UNDAF Outcome groups and M&E group. The UN Operations Management Team oversees and expands common service areas, for greater efficiency. The Heads of Agency of the UNCT will oversee the implementation, monitoring, review and reporting of the UNDAF, will ensure the effectiveness and efficiency of UN support to national systems, and will identify and implement change for greater delivery as one UN. The UNCT will receive and analyse monitoring and evaluation reports and ensure that the recommendations and lessons learnt are incorporated in the annual work-

planning processes. Furthermore, the UNCT and the GoU are committed to ensuring that adequate funds are available to implement the monitoring and evaluation activities required by this UNDAF.

Improved harmonization of programme delivery will be achieved through joint programming and more joint programmes. Joint programming is the collective effort through which the UN organizations and national partners work together to prepare, implement, monitor and evaluate common activities aimed at effectively and efficiently achieving the MDGs and other international commitments arising from UN conferences, summits, conventions and human rights instruments. Through joint programming, common results and the modalities for supporting programme

implementation are identified. It is meant to avoid duplication, reduce transaction costs and maximize synergies among the national partners and the differing contributions of UN system organizations. In addition, joint programmes with one budget,[26] one work plan and one monitoring, review and reporting mechanism, have been identified. Each Joint Programme will be implemented by a Joint Team with a steering committee. These Joint Teams will speak with one voice within relevant Government-led sector working groups.

Joint programmes ongoing or under development in late 2009 are listed in Table 5.3.1.

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26 Joint programmes will be implemented through various funding mechanisms, as described in the Guidelines for UN Joint Programmes

Table 3: Joint Programmes Ongoing and Under Development (2009)

Joint Programme	Administrating Agent	Coordinating Agent	Participating UN Agencies	UNDAF Outcome
Continuing from previous UNDAF :				
HIV &AIDS	UNDP	UNAIDS	FAO, ILO, IOM, OCHA, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNIFEM, WFP, WHO, OHCHR	1,2,3
Nutrition and Food Security	UNICEF	UNICEF	FAO, UNICEF, WFP	2,3
Gender-Based Violence	UNFPA	UNFPA	FAO, UNFPA, UNIFEM	3
Female Genital Mutilation	UNFPA	UNFPA	UNFPA, UNICEF	3
New in this UNDAF:				
Gender	UNDP	UNIFEM	FAO, ILO, UNCDF, UNIFEM, UNICEF, IOM, UNIDO, UNFPA, OHCHR, UNHCR, UNAIDS, WHO, WFP	1,2,3
Population	UNFPA	UNFPA	UNFPA, UNICEF, UNAIDS, WFP, IOM, OHCHR, FAO, ILO	1,2,3
Northern Uganda early recovery	UNDP		IOM, UNDP, WFP, WHO, UNAIDS, UNCDF, UNIDO	1,2,3
Climate change	WFP		Under development with FAO, IOM, UNDP, UNEP, UNFPA	1,2,3
Value chain	UNDP		Under development with UNDP, FAO, WFP, UNIDO, UNIFEM, ILO, UNCDF	1,2
Protection and support to refugees and IDPs	UNHCR		Under development with UNICEF	1,2,3
Justice, Law and Order	UNDP		Under Development with UNDP, UNIFEM, OHCHR, UNICEF, UNCDF, UNESCO	1

The UN will be actively engaged in government-led coordination mechanisms. At the national level, the Office of the Prime Minister and Sector Working Groups support sector policy development and planning, implementation, monitoring and evaluation within the overall framework of the National Development Plan. At the decentralized level, District Technical Planning Committees coordinate the planning and implementation of the District Development Plans through a participatory and consultative process.

The UNCT will ensure that national and district government entities are provided with timely and substantial information on support to government plans and budgets.

National or district execution or implementation will be an important implementation modality for all UN programmes and projects, using government rules and procedures to enhance national ownership and capacity and to harmonize the programmes with the national plans. Other implementation modalities will include use of NGO and other civil society partners, private sector partnerships, and a very limited amount of direct implementation by the UN, particularly in emergencies. UNDP, UNFPA, UNICEF and WFP will continue to apply the Harmonized Approach to Cash Transfer (HACT) for implementation by Government and civil society partners at national and sub-national levels.

The UN system will continue to support and enhance donor coordination modalities, including the Uganda Joint Assistance Strategy (UJAS) that accounts for about two-thirds of overseas development assistance to Uganda. Based on Paris principles, development partners, including the UN, conduct and maintain a Division of Labour, to reduce aid fragmentation, duplication and transaction costs. Identified lead development partners engage government on behalf of others to address specific policy or programme issues. Development assistance in Uganda is coordinated through the Local Development Partner Group (LDPG) and its sector-specific subgroups, within which the UN is an active partner. For example, in relation to recovery and development in Northern Uganda and support to the PRDP and the KIDDP, the LDPG has established the Northern Uganda Recovery and Development group, and the Karamoja Working Group. The Inter-Agency Steering Committee (IASC), composed of UN agencies, NGOs, and donors that are active in the humanitarian context, will continue its coordination role in cases of emergencies and humanitarian response. The UN will continue to participate in development partners' coordination mechanisms and programmes, yet will adhere to its normative role and the General Assembly mandates.

5.4 Roles of Partners[27]

Delivery of the outcome and output results in the UNDAF is to be ensured through Government-led planning and implementation mechanisms, including the National Planning Authority, Sectoral and Intersectoral Working Groups and Committees and District Implementation Teams. The Ministry of Finance, Planning and Economic Development and other key ministries[28] will take the lead role in the development of policies and strategies, standards

27 Specific partners for each Outcome and Output are named in the Results matrix in the roles and responsibilities of partners' columns.

28 Including, but not limited to Ministry of Health, Ministry of Gender, Labour and Social Development, Ministry of Education and Sports, Ministry of Water and Environment, Ministry of Local Government, Ministry of Disaster, Relief and Refugees, Ministry of Agriculture, Animal Industries and Fisheries. See UNDAF Results Matrices for names of all partners.

setting, human resource strengthening, capacity building, budget allocation, behaviour change communication for development, quality assurance, emergency preparedness and response, and assuring political commitment to the implementation of the UNDAF.

Partnership with civil society and private sector organizations in the delivery of planned results will also remain important in regards to human resource strengthening, service delivery, community mobilization, institution strengthening and capacity building, resource mobilization and advocacy.

Bilateral and multilateral partners remain important to the UN system and to the achievement of the UNDAF results. Their role will be as partners in coordination and joint assistance strategy development, both within and outside sector working groups. In addition, resources must be mobilized from these partners, for the implementation of many of the activities to achieve the UNDAF results.

The UNDAF envisions that the UN system will provide Government with policy and technical advice as well as practical support to help achieve national development objectives, including economic growth, poverty reduction and the realization of human rights and MDGs. The Government of Uganda will provide national strategies and plans, as well as a business environment favourable to private sector and public investments (management, implementation, accountability systems, effectiveness and inclusive coordination mechanisms and means to measure progress). This implies that the Ugandan Government is the largest partner in terms of human resource contribution by specific Line Ministries as well as being a financial contributor towards various programmes and projects. Line Ministries promote policies and strategies, the NGOs and Local Governments ensure popular participation in projects and programmes at grass-roots level, while the private sector aims at promoting corporate social responsibility and encourages responsible redistribution of resources.

6: Monitoring, Reviewing, Reporting and Evaluating

6.1 Results Based Management, including Monitoring

The UNDAF is a results-based planning which will use results and evidence-based management for monitoring, reviewing, reporting and evaluating outcomes. This includes data collection and analysis to monitor progress towards targets, as well as to check whether the assumptions made at the design stage are still valid, and whether the risks identified are occurring or not. Evaluations determine progress towards higher-level results, specifically the UNDAF and Agency Outcomes. The indicators have baseline and target values against which the UN System's collective contribution can be measured. The indicators mostly rely on existing monitoring and evaluation mechanisms of government–including the National Development Plan–but also draw upon UN agency-specific programme indicators. MDG indicators are included in the framework. Overall, monitoring will be based mainly on national data sources such as annual panel survey, statistical abstract, NDP and sector progress reviews, the national census in 2012, the Demographic Health Survey and other sectoral, national-level surveys, sectoral management information systems and so forth. The UNDAF M&E calendar outlines the relevant studies and evaluations to be conducted by UN agencies and their partners. The UNDAF and the UNDAF management mechanisms include harmonization with, and support to, monitoring of the NDP and of sector strategies and plans.

6.2 UNDAF Reviews and the Resident Coordinator's Annual Report

The annual review process for the UNDAF is aligned and harmonized with the planning and review schedule of the National Development Plan and Sector Reviews, all of which Government leads. The annual review process assesses progress made against the outputs and outcomes in the results matrix. For assessing progress towards the outcomes, the UNDAF Review will draw on government-led national and subnational reviews and evaluations. To assess progress in terms of the UN's contribution, the review will use performance data drawn from joint and single agencies' project and programme performance assessments, and reviews of progress on UN reform. The annual review process is also when the UNDAF partners identify action points and detailed commitments for the coming year. In order to facilitate the review process, the UNDAF Working Groups will meet annually and use the results matrix and M&E calendar as the basis for joint monitoring with partners of outcomes. For UNDAF Outcomes and Agency Outcomes, the

Outcome Groups prepare the annual review findings, and identify and report on lessons learnt, while UN Joint Teams (JUNT) will do the same for UN joint programmes. Participation by government, development partners and civil society in joint UNDAF reviews, and UN participation in sector reviews, also will strengthen capacity for M&E and facilitate harmonization within the UN and with Government and other partners.

The review findings and recommendations will inform the Resident Coordinator's Annual Plan and Report, as well as providing information for a mid-term review or evaluation.

A Mid-Term Review or Evaluation of the UNDAF29 will be harmonized with Government-led reviews or evaluations, and will also draw on UNDAF annual reviews, studies, surveys and programme evaluations conducted by UN agencies and their partners. The Review or evaluation will examine whether the UNDAF contributed towards achieving the selected priorities in the national development framework, generated a coherent UNCT response to these priorities, remained true to the UN Vision and effectively exploited the UN's comparative advantage in the country.

29 Whether to conduct a Mid Term Review or Final Evaluation, and when, will be determined by Government and the UNCT.

6.3 Management of Monitoring and Evaluation

All UN programme officers will continue to focus on support within Government structures and mechanisms for development, humanitarian preparation and response at national, sectoral and subnational levels. UNDAF Outcome Groups and Joint Programme Teams will do the substantive monitoring of their respective outcome and joint programme areas. A joint UN M&E team (JUNT/M&E) is responsible for tracking and coordinating the overall UNDAF M&E plan and promoting joint UNDAF monitoring and evaluation and enhanced teamwork. The chair of this team represents the UN on the NDP M&E Working Group. Members of the JUNT/M&E Team also address needs by partners for capacity development, especially in data collection analysis, monitoring and reporting. The Team contributes to high technical quality of improved results-based management and reporting. The Team monitors and reports on the capacity of UN agencies and makes recommendations for internal capacity development. The Team will also support joint programme teams and advocate for joint data collection, analysis and evaluations.

The UN will promote a harmonized approach to M&E that emphasizes country ownership and reduction of duplication. Of the selected indicators in the M&E Matrix, about 80 percent are ones with already existing national data source such as Uganda Bureau of Statistics or line ministries. The remaining indicators were identified

from agency-specific country programme documents and will be tracked by the respective agencies, funds and programmes. The UNDAF M&E system will strengthen the national M&E system through direct support and by participating in national coordination mechanisms such as the National Integrated Monitoring and Evaluation Strategy (NIMES) and its working groups. Engagement in M&E for sector working groups and their information systems also will be important. The UN will strengthen the capacity of government to measure development effectiveness and attainment of MDGs and to collect, analyse and use evidence, including through new technology. Capacity by civil society organizations to generate, analyse and disseminate information also will be strengthened. Annex II contains the Monitoring and Evaluation Matrices for the planned results.

Annex I
UNDAF Results Matrices

UNDAF Outcome 1: Results Matrix

National Priority or goals: NDP Objective 7: Strengthening good governance, defence and security

UNDAF Outcome 1: **Capacity of selected Government Institutions and Civil Society improved for good governance and realization of human rights that lead to reducing geographic, socio-economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.**

Agency Outcomes	Outputs	Role of partners	Resource Mobilization Targets[2]
1.1 National and local Government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction. (UNDP, UNICEF, UNIFEM, UNFPA, WFP, FAO, UNAIDS, UNCDF, OHCHR, ILO, IOM, UNIDO, UNESCO)	**1.1.1** Government and Civil Society3 have the capacity to formulate and strengthen socio-economic policies in line with key cross-cutting principles (pro-poor, gender, HIV&AIDS, population, environment sustainability, and human-rights). **1.1.2** National institutions and local governments have the capacity to coordinate and manage the implementation of development strategies at all levels of government in line with human rights and good governance principles strengthened. **1.1.3** Capacity of institutions for aid coordination, accountability and harmonization for effective development and enhanced results. **1.1.4** Improved availability and quality of information, disaggregated data, analysis and mechanisms in place to facilitate participatory planning, monitoring and decision making.	**Government** (MoLG, Parliament, MGLSD, MoFPED, NPA, UAC, MoED, MoH, IGG, LGFC, UBOS, OPM, MTTI, MAAIF, MoLHUD, Local Governments, UHRC): Policy formulation, coordination, implementation and enforcement; M&E; resource mobilization and tracking **CSOs, NGOS and Private Sector:** Monitoring and reporting; advocacy and lobbying; implementation and networking **Development Partners** (DFID, EU, WB, IMF, DANIDA, NORAD, IRISH AID): Funding; TA; Advocacy	US $210.3
1.2 Selected Government, civil society and Governance institutions 4 are increasingly integrating and applying human rights standards and principles. (UNDP, UNICEF, UNIFEM, UNFPA, UNAIDS, UNHCR, ILO, FAO, WFP UNCDF, OHCHR, UNEP, IOM, UNESCO, IAEA)	**1.2.1** Governance systems incorporate the voices of poor, marginalized and vulnerable people in public policy, oversight and decision making. **1.2.2** National and subnational institutions, including oversight bodies, strengthened to provide information on citizen's rights, entitlements and responsibilities in order to enhance public awareness and empowerment. **1.2.3** National capacities for conducting inclusive and transparent electoral processes strengthened.	**Government** (MoLG, Parliament, MGLSD, MoFPED, NPA, UAC, MoED, MoH, IGG, UBOS, OPM, MoJ, MIA, MoFA, Local Governments, Electoral Commission, SWAPs): Policy formulation, coordination, implementation and enforcement; M&E; resource mobilization and tracking **CSOs, NGOS and Private Sector** Advocacy and M&E	

| 1.3 | Formal and informal justice systems, uphold human rights and foster peace and reconciliation. (UNDP, UNICEF, UNIFEM, UNFPA, UNAIDS, OHCHR, IOM, UNESCO) | 1.3.1 National institutions have the capacity to report on, and implement recommendations from, international and regional Human Rights covenants and other conventions strengthened.

1.3.2 Improved judicial policy, legislative and regulatory mechanisms to uphold human rights principles and standards.

1.3.3 Strengthened capacity of justice, law and order institutions, including informal justice systems, to improve redress mechanisms in line with human rights standards and principles.

1.3.4 Strengthened mechanisms to support the implementation of human rights policies and legislation and to ensure adequate care and legal redress with a focus on inclusion and participation for most vulnerable groups, affected populations /communities.

1.3.5 Strengthened capacity of Government institutions and Civil Society in decision making and progress monitoring of Transitional Justice (reconciliation, people's rights to reparations when such rights are abused, truth telling and justice). | **Government** (MoLG, Parliament, MGLSD, MoFPED, NPA, UAC, MoED, MoH, MoIA, MoJ, IGG, LGFC, UBOS, OPM, Local Governments): Policy formulation, coordination, Resource mobilization and tracking, M&E, implementation and enforcement.

CSOs, NGOS and Private Sector
Advocacy and M&E

- Ministry of Internal Affairs: facilitates access to justice, specifically in relation to Police, Prisons, Community Service, facilitates easy access to and issuance of documentation such as birth certificate

- Ministry of Justice: Legal Frameworks, Operationalize the Reconciliation Commission, development and endorsement of child-friendly and gender sensitive procedures/processes and training materials
- Ugandan Human Rights Commission, Local and International NGOs working in the fields of access to justice, HR, and traditional justice

- UHRC, ULS, and ULRC and Refugee Projects: Assist with technical support towards achieving a better delivery system, Legal Aid for refugees, "Beyond Juba"
- MGLSD: Policy making, setting standards, including on referral, coordination and reporting mechanisms, sanctioning capacity development programmes, cross-cutting.
- MoLG: Decentralization support at local level |

UNDAF Outcome 2: Results Matrix

National priorities or goals: NDP Objectives: (1) Increasing household incomes and promoting equity; (2) Enhancing the availability and quality of gainful employment; (3) Improving stock and quality of economic infrastructure; (5) Promoting science, technology, innovation, and ICT to enhance competitiveness and (6) Enhancing human capital development (8) Promoting sustainable population and use of the environment and natural resources.

UNDAF Outcome 2: Vulnerable[5] segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014.

Agency Outcomes	Outputs	Role of partners	Resource Mobilization Targets
2.1 Public and civil society institutions and vulnerable communities are formulating and implementing harmonized rights-based policies, programmes and legal frameworks that increase employment, food security and income. (FAO, ILO, UNDP, UNAIDS, WFP, UNIFEM, UNIDO, UNFPA, UNEP, IOM, UNCDF)	2.1.1 Government institutions and other development actors (civil society, private sector, and communities) have the capacity to review, develop, harmonize and disseminate policies, programmes and laws that reduce economic vulnerability.	**Government** (OPM, MAAIF, MTTI, MoLG, MGLSD, MFPED, Parliament, MoJCA, Uganda Law Commission, NARO): Prioritization of policies and strategies, provision of staff for policy reviews, policy initiation, co-funding, advocacy, legal drafting and enactment of laws **NGOs/CSOs** Participation in policy & strategy reviews, community mobilization, sensitization and policy advocacy **Private Sector** Participation in policy & strategy reviews, policy advocacy FAO (RP 5M; OR 1M)	US $272.7
2.2 Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change. (FAO, WFP, UNCDF, ILO,UNIDO,UNEP, IAEA, UNDP, UNFPA, IOM, UNESCO)	2.2.1 National institutions, civil society, private sector and vulnerable communities have the capacity for research, development and use of appropriate technologies in crop, livestock, fisheries, forestry, renewable energy, radiation safety and sustainable natural resource utilization. 2.2.2 Government and civil society institutions, and vulnerable communities' capacity for climate change mitigation and adaptation, disaster preparedness and climate change response strengthened. 2.2.3 Public institutions, private sector and civil society have capacity in agricultural, market and environment information management and dissemination.		

2.3 Vulnerable communities having improved access to socio-economic infrastructure and systems6 for increased agricultural production and productivity, sustainable household income, and food and nutrition security. (FAO, WFP, UNDP, UNIFEM, ILO, UNCDF, UNHABITAT, UNICEF, IOM, UNIDO, Joint Programme on HIV&AIDS, IAEA)	2.3.1 Government, civil society and private sector have the capacity to deliver equitable deliver production-, value-, addition-, marketing- and financial services to vulnerable communities. 2.3.2 Capacity of government and civil society capacity for dissemination of knowledge and skills for improved household food security and nutrition strengthened. 2.3.3 Government, CSOs and private sector have the capacity to develop and implement programmes for increased youth employment. 2.3.4 Capacity of vulnerable communities, including households infected and affected by HIV&AIDS, female-and child-headed households and persons living with disabilities, to demand and access services for livelihood development, nutrition, income generation, employment and markets, strengthened.

UNDAF Outcome 3: Results Matrix

National Priority or goals: NDP Objectives (4) Increasing access to quality social services; (6) Enhancing human capital development; and (8) Promoting sustainable population and use of the environment and natural resources.

UNDAF Outcome 3: Vulnerable[7] populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2014.

Agency Outcomes	Outputs	Role of partners	Resource Mobilization Targets
3.1 Evidence-based policies, strategies and plans are reviewed, developed and adequately resourced through participatory and inclusive approaches to increase access to quality social services. (WHO, UNICEF, WFP, FAO, UNFPA, UNDP, UNHABITAT, UNAIDS, UNCDF, ILO, UNHCR, UNEP, UNESCO, IOM, UNIDO, IAEA)	3.1.1 Social services laws, strategies, plans, guidelines and implementation frameworks are human rights-based, with special attention on equity, sustainability, HIV&AIDS, high population growth and the unique circumstances of the pastoralist, returnee and transit populations. 3.1.2 Government and other duty bearers at all levels have improved capacity for analysis and harmonization of policies, strategies and plans for increased access to social services. 3.1.3 Increased public resource allocation and private sector spending and effective utilization at national and local government levels for pro-vulnerable, quality social service provision.	**Government** (MOH, MAAIF, MOE, MGLSD, MOFPED, MOLG, etc.) and JLOS **NGO/CSO/Private Sector:** WASH Cluster Members which include UN agencies, INGOS, and local NGOS	US $428.4
3.2 National and Local Government and civil society systems have increased capacity to effectively implement policies in line with international standards and guidelines, and deliver equitable and quality social services in a context of high population growth, inequities, and with special emphasis on the unique circumstances of the pastoralist, returnee and transit populations in the north. (WHO, UNICEF, WFP, FAO, UNFPA, UNAIDS, UNDP, UNHABITAT, UNHCR, UNEP, ILO, UNESCO, IOM, UNIDO)	3.2.1 Government capacity to effectively manage the delivery of social services and social protection improved at all levels. 3.2.2 Timely, reliable, disaggregated and analysed data on the social and environment situation, including hazards, risks and vulnerabilities, as well as and, social services, including social protection interventions, available and used for policy formulation, planning and decision making. 3.2.3 Number, retention and quality of staff in the social services sector increased. 3.2.4 Improved national and local government and civil society capacity for disaster risk reduction, including emergency preparedness, with an emphasis on building community resilience to achieve sustainable development gains and safe-guarding investments in the face of frequent epidemics, floods, droughts, population displacements and emergencies related to climate change. 3.2.5 National, local government and civil society capacities are strengthened to deliver gender and age sensitive social services to prevent and respond to violence, exploitation and abuse of women, children and men. 3.2.6 Capacity of community-based service providers improved for timely and quality provision of social services as per national standards and guidelines.	**Government** (MOH, MAAIF, MOE, MGLSD, MOFPED, MOLG, etc.) and JLOS **NGO/CSO/Private Sector:** WASH Cluster Members include UN agencies, INGOs, and local NGOs	

3.3 Individuals, caregivers, families and communities, especially the most vulnerable, utilize social services (UNFPA, UNICEF,WHO, FAO, UNDP, UNESCO, UNHABITAT, UNHCR, ILO, WFP, IOM)	3.3.1 Families and communities, especially young people between the ages of 6 and 24 years, in and out of school, have improved knowledge and are empowered to make informed choices. 3.3.2 Families and individuals demand their rights to use social services.	**Government** (MOH, MAAIF, MOE, MGLSD, MOFPED, MOLG, etc.) and JLOS **NGO/CSO/Private Sector**: WASH Cluster Members which include UN agencies, INGOs, and local NGOs

Annex II
UNDAF Monitoring and Evaluation Matrices

UNDAF Outcome 1: M&E Matrix

UNDAF Outcome	Indicators and baselines	Means of verification
UNDAF Outcome 1. Capacity of selected government institutions and civil society improved for good governance and realization of human rights that leads to reducing geographic, socio-economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.	Proportion of population below the poverty line (disaggregated by region, rural/urban) Baseline: National: 31.1% (Urban: 13.7%, Rural: 34.2%, Central: 16.4%, Eastern: 35.9%, Northern: 60.7%, Western: 20.5%), (2005/2006) Target: MDG national target- 28% by 2014 NDP target- 24.5% by 2014	UNHS
	Gini coefficient (national and disaggregated by region and rural/urban) Baseline: National:0.408 (Urban: 0.432, Rural: 0.363, Central: 0.417, Eastern: 0.354, Northern: 0.331, Western: 0.342), (2005/2006) Target: NDP target TBD by 2014	UNHS
	Corruption Perception Index Baseline: 2.6 (126/180 countries) (2008) Target: Positive trend by 2014	Transparency International
Agency outcome 1.1 National and local government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction.	% of national budgets allocated to most disadvantaged districts/regions, including specified districts vulnerable to disasters. Baseline: 47.6% of releases for local government to PRDP districts (semi-annual), 11% of total government budget releases to PRDP districts (semi-annual) (March 2008) Target: Increase in share of total budget releases to PRDP districts by 2014	Semi-annual budget performance repore, annex 3, MFPED
	% of budget allocated to the social sector (Education, Health, HIV&AIDS, Water and Evironment, and social Development) Baseline: Health:10.7%, Education:15.3%, Water and Environment:2.4%, Social Development 0.4%, HIV&AIDS:11% (2008/9 UNGASS) Target: Health 15% (Abuja declaration), Education: No decline, WASH: TBD, Soc. Dev: Increase, HIV&AIDS: Increase, by 2014	Background to the Budget
	Percent of local governments meeting minimum capacity conditions Baseline: 34% (2008) Target: Positive trend by 2014	MoLG, LG performance review 2008

1   Including Parliament and its Commitees, Human Rights Commission, Electoral Commission, Equal Opportunities Commission, Local Councils, OPM (office of the Prime Minister), etc.

Agency outcome 1.2 Selected government, civil society and governance institutions are increasingly integrating and applying human rights standards and principles.	Indicator	Means of verification
	% people satisfied with the way that democracy works in Uganda Baseline: 48% (2008) Target: Positive trend by 2014	Afro barometer survey
	Proportion of recommendations from CRC, CEDAW, Human Rights Commitee, CAT, APRM and UHRC implemented Baseline: 14.2% full compliance with UHRC recommendations (2008), 0% (could be reviewed after first year) for CRC, CEDAW and recommendations from other International Treaties Target: Increase implementation and compliance 50%, submission of periodic progress reports e.g. next CRC periodic report and Action Plan (2011), next CEDAW periodic report and Action Plan, CRC periodic report, CEDAW periodic report	UHRC Annual Report
	Number of human rights instruments ratified and domesticated during the reporting period Baseline: 70% of main International HR mechanisms ratified (2010) 85% of Regional human rights instruments ratified (2010) Target: At least 2 new ratifications/domestications (OPCAT, OP-ESCR, II OP-CPR, OP-CEDAW, CED, African Protocol for Rights of Women in Africa, International Conference of Great Lakes protocols) by 2014	Parliament of Uganda JLOS Annual Progress Report Human Rights NGOs UHRC Annual Report Depositary International Treaties

Agency Outcome 1.3 Formal and informal justice systems uphold human rights and foster peace and reconciliation.	Case disposal rate in justice system, including transitional justice cases Baseline: 27.4% (2008) Target: Increase to 60%; TBD on finalization of the backlog reduction strategy 2009	JLOS Annual Progress Report
	Case disposal rate and execution of sentences at the Uganda Human Rights Commission Baseline: Backlog 534 cases (50% solvency) and 18% of UHRC awards fully Honoured by Attorney's general's office between 2001-2008 Target: Eliminate backlog and increase compliance with awards by at least 50%	UHRC Annual Report
	Average stay on remand (disaggregated by offence) Baseline:Capital offenders 30.3 months, Petty offenders 3.1months (2008) Target: Decrease by 40% time spent in remand (trying to reach constitutional guarantees of 180 days for capital offenders and 60 days for petty offenders); TBD on finalization of the backlog reduction strategy 2009	JLOS Annual Progress Report

Assumptions and risks:

- Continued national commitment towards the poverty reduction agenda
- Continued national commitment towards improving human rights situation
- Continued national commitment towards improving reliable data and information sharing in a transparent manner
- The necessary lawa will be enacted and implemented to support implementation, such as laws on women's security and rights
- The Government will codify traditional justice systems
- A peaceful environment exists in the north for the reconciliation mechanisms to be put in place
- Parties to conflict are willing not only to facilitate a peaceful environment, but also willing to sit together to discuss and resolve differences
- The environment stays conducive for partners from civil society to be able to operate and collaborate
- Full implementation of policies continue to be a challenge

UNDAF Outcome 2: M&E Matrix

UNDAF Outcome	Indicators and baselines	Means of verification
UNDAF Outcome 2. Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014.	Agriculture sector growth per annum Baseline: 2.6% (2008/9) Target: 6% per annum by 2014 (DSIP)	Statistical Abstracts, UBOS
	Unemployment and underemployment rates disaggregated by sex and sector Baseline: Unemployment: Male: 1.7%, Female: 2.1%. Underemployment: Male: 14.1%, Female: 10.0% (2008) Target: Decrease (NDP target) by 2014	Facts and figures on gender (ref. Labour market conditions report) Statistical abstracts UBOS, MGLSD/ILO, UNHS
	% of households that are food secure Baseline: 72.4% segregated by region (2008) Target: 90% by 2014	CFSVA/WFP
Agency Outcome 2.1 Public and civil society institutions and vulnerable communities are formulating and implementing harmonized rights-based policies, programmes and legal frameworks that increase employment, food security and income.	The selected policies, programmes and legal frameworks formulated Baseline: 0/15 (2009) Target: 15/15 by 2014	MFPED, NPA, MAAIF (DSIP), MoLG
	The selected policies, programmes and legal frameworks operationalized Baseline: 0/15 (2009) Target: 15/15 by 2014	MFPED, NPA, MAAIF, MoLG, MoLHUD
Agency outcome 2.2 Vulnerable communities, government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change.	% of land under forest cover Baseline: 18.4% forest cover (2005/6) Target: MDG target, NDP target TBD	UBOS statistical Abstract
	% urban population living in slums Baseline: 70% (2002) Target: MDG target	Census
	National Adaptation Plan of Action on climate change in place and operationalized Baseline: Not in place and not operationalized (2009) National Adaptation Plan of Action on climate change in place and operationalized Baseline: Not in place and not operationalized (2009) Target: Operationalized by 2014	NEMA Ministry of Water & Environment

		UNHS
Agency Outcome 2.3 Vulnerable communities having improved access to socio-economic infrastructure and systems for increased agricultural production and productivity, sustainable household income, and food and nutrition security.	% of communities with access to all-season feeder roads Baseline: 66% (2005/6) Target: Increase by 2014	DSIP 2009-14, MAAIF, UBOS
	Percent increase in tonnages of major crops produced Baseline: Maize - 1,528,000MT; Coffee – 0 new trees; Tea - 43,000MT; Cassava - 5,500,000MT; Bananas - 10,000,000MT (2010) Target : Maize - 1,780,000MT; Coffee - 2 million new trees; Tea - 70,000MT; Cassava - 7,000,000MT; Bananas - 13,000,000 by 2014	
	Volume of maarketable surplus of agricultural output Baseline: Commodity6 plantains: 9,233, root crops: 8,277, cereals: 2,632, legumes: 506, fish: 374.3, cattle: 7.2m, goats:8.3m, pigs: 2.2m, sheep: 1.7m (2010) Target: Plantains: 15,636; root crops: 9,215; cereals: 3,618; legumes: 580; fish: 532.2; cattle: 12.9m; goats: 11.1m; pigs: 2.8m; sheep 2.3m by 2014	DSIP 2009-14, MAAIF, UBOS

[1]Vulnerable segments of the population are defined as population groups whose survival, well-being, development or other rights are threatened, and whose capacity to cope on their own is severely limited or compromised.

[2]Overall agricultural policy (draft in place); Water for agricultural production; National Organic Agriculture Policy; Land policy; Draft mechanization policy and strategy; Agricultural input supply and use policy and strategy; Apiculture policy; Sericulture policy; Food and nutrition policy; Employment policy; Urban development policy; Anti-trafficking act (now bill); Disaster risk reduction policy; National local economic development policy.

[3]Overall agricultural policy (draft in place); Water for agricultural production; Land policy; Draft mechanization policy and strategy: Agricultural input supply and use policy and strategy; Apiculture policy; Sericulture policy; Livestock policy; Food and nutrition policy; Employment policy; Urban development policy; Population policy; Anti-trafficking act (now bill; National local economic development policy; Environmental policy for sustainable natural resources management.

[5]Basic facilities to support agricultural development including agriculture technology

Assumptions and risks:

- Vulnerable communities will adopt agricultural best practices
- Macro- economic policies will continue to provide conducive economic environment
- Projected growth rate will be realized despite current global economic recession
- Adaptation to changing environment shocks such as climate change is possible and such shocks will not inhibit implementation
- Agricultural sector will continue to be the backbone of the Ugandan economy
- The sector will continue to provide raw materials for industrial development
- New employment and wealth creation opportunities and initiatives will continue to be prioritized and developed in line with the equity principle.
- Natural disasters such as flooding may inhibit implementation
- Insecurity in Karamoja area may inhibit implementation

UNDAF Outcome 3: M&E Matrix

UNDAF Outcome	Indicators and baselines		Means of verification	
UNDAF Outcome 3. Vulnerable populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2014.	Under 5 mortality rate Baseline: 137/1000 (2006) Target: 56 /1000 MDG target 2015 (NDP target 2014: 95.7 /1000)		UDHS	
	Infant mortality rate Baseline: 76/1000 (2006) Target: 31/1000 MDG target 2015 (NDP target 2014: 41)		UDHS	
	Maternal mortality ratio Baseline: 435/1000 (2006) Target: 131/1000 MDG target 2015 (NDP target 2014: 131)		UDHS	
	Primary and secondary school completion rate (disaggregated by sex) Baseline: Primary: 51.5% (boys: 55%, girls: 48%); Secondary 37% (boys: 42%, girls: 31%) (2009) Target: Pending ESSP, 100% MDG target 2015		EMIS/ ESSAPR	
	HIV&AIDS prevalence among 15–24 year old pregnant women Baseline: 4.3% (2004/5) Target: 50% reduction by 2012 (National Strategic Plan for HIV&AIDS)		Sero-behavioural close monitoring	
	% of children under five years of age who slept under an insecticide-treated mosquito net Baseline: 9.7% (2006) Target: Universal coverage (100%) by 2014		UDHS	
Agency Outcome 3.1 Evidence- based policies, strategies and plans are reviewed, developed and adequately resourced through participatory and inclusive approaches to increase access to quality social services.	A standard set of NDP indicators is agreed on, consolidated and being reported on nation-wide Baseline: Not in place (2009/2010) Target: In place by 2012		NDP reporting mechanism	
	HIV national policy composite index scores Baseline: 67.5 of 100 points (2005) Target: 85 by 2012		UNGASS report	

7   Based on current country interventions and baseline values in 2006.

Agency Outcome 3.2
National, local government and civil society systems have increased capacity to effectively implement policies in line with international standards and guidelines, and deliver equitable and quality social services in a context of high population growth, inequities, and with special emphasis on the unique circumstances of the pastoralist, returnee and transit populations in the north.

Indicator	Source
% of people within 1.5 km (rural) and 0.2 km (urban) with access to an improved water source Baseline: 63% rural, 61% urban (2007/8) Target: Target 77% rural, 100% urban by 2014	Water SPR
Number of doctors/nurses/midwives per 100,000 persons Baseline: 7 nurses/midwives per 10.000, <1 physician per 10.000 (2004) Doctors, nurses, midwifes, 1 to 1,818 people (2010 HSSPIII) Target (global): More than 2.28 physicians, nurses and midwives per 1000 population to achieve a targeted 80% coverage rate for skilled birth attendance and child immunization (WHO Spotlight 6 Nov 2008)	Bi-annual human resources for health report MoH
Proportion of population residing within 5 km of a health facility Baseline: 75% (2007/8) Target: 90% (HSSP III) by 2014/5	AHSPR
% of health units with monthly stock out of 6 tracer drugs Baseline: 72% (2007/8) Target: 20% (HSSP III) by 2014/5	AHSPR
Pupil-teacher ratio in government schools Baseline: 52 (2009) Target: 48 by 2014/15	ESSAPR
Teenage pregnancy rate (13- 19 year olds) disaggregated by residence, north sub-regions and wealth Baseline: Urban/rural: 18%/26% IDP: 43%; Karamoja: 18% Highest/lowest quintile: 16%/41% Average: 25% of teenagers begun childbearing. (2006) Target: 15% (based on UDHS trends) by 2014	UDHS
% of facilities offering any ART Baseline: HCII-hospital: 8% (USPAS 2007/8) HC III and above: 42% (NSP 2006/7) HC IV and above: 57% (NSP 2006/7) Target: 100% by 2011/12	National HIV&AIDS strategic plan 2007/8-2011/12, Uganda Service Provision Assessment Survey

3.3 Agency Outcome Individuals, caregivers, families and communities, especially the most vulnerable, utilize social services.	Indicator	Data Source
	Contraceptive prevalence rate (by age, wealth, and region) all methods Baseline: 24% (currently married women 15-49) (2006) Target: 50% (RHCS strategic plan target) by 2014	UDHS/ UBOS Panel Survey
	% of individuals who have ever experienced physical or sexual violence and sought help from (a)doctor; (b) police: (c) lawyer; or (d) social service organization Baseline: (a) 1.3% (women), 4.0% (men); (b) 5.5% (women), 11.9% (men); (c) 0.2% (women), 0.2% (men); (d) 17.8% (women), 23.3% (men) (2006) Target: (a) 5% (women), 10% (men); (b) 15% (women), 20% (men); (c) 2% (women) 2% (men); (d) 25% (women), 30% (men) by 2014	UDHS
	Primary and secondary attendance ratio Baseline: Net attendance ratio in primary: 82.3 for boys, 81.2 for girls, Average: 81.8 (2006); Net attendance ratio in secondary: 16.2 for boys, 16.4 for girls, Average: 16.3%. (2006) Target: 100% in primary; Increase by 2014	UDHS
	% of births attended by skilled health personnel Baseline: 41.1% (2006) Target: 90% MDG target 2015	UDHS
	Condom use at last situation of risk sex Baseline: 34.9% (women 15-49), 57.4% (men 15-49) (2004/5) 54.5% (men 15-24), 38.3% (women 15-24) (2006) Target: Increase 73% (men) 70% (women) by 2012	Behavioural survey, UDHS, National HIV&AIDS strategic plan 2007/8-2011/12
	% of adults and children with advanced HIV infection receiving anti-retrovirals Baseline: 39% (2006) Target: 67% in 2011/12	UNGASS, National HIV&AIDS strategic plan 2007/8-2011/12
	Prevalence of exclusive breastfeeding Baseline: 61% (2007/8) Target: 80% (HSSP III) by 2014/15	AHSPR, UDHS

Assumptions and risks:

- Peace prevails in the region and the return process continues
- Areas of return remain peaceful and are accessible
- Community members are willing to use modern/new type of social services
- Limited number of large-scale natural disasters (such as flooding) experienced in the target areas
- Selected areas have sustainable ground/safe water potential.
- Government does not change its priorities
- Priorities of partners stay aligned to UNDAF priorities
- Climate change does not inhibit implementation in the short term
- Macroeconomic situation remains favourable to resource availability for service provision
- Continued national commitment towards improving reliable data and information sharing in a transparent manner
- Limited resource availability and financing by both government and donors may inhibit implementation
- Limited availability of services in the return areas affects the willingness by citizens to return.

Annex III
UNDAF Monitoring
and Evaluation Calendar

UNDAF M&E Calendar

UN system will support the following M&E initiatives conducted by the government and other stakeholders

UNCT M&E Activities	2009	2010	2011	2012	2013	2014
Surveys/ studies	▪ Baseline studies Integrated Food Security Phase Classification ▪ Malaria Indicator Survey	▪ Farmer Field Schools (FFSs) beneficiary assessments work place survey on HIV&AIDS by UAC ▪ Research and analysis of women's contribution to the national economy ▪ National study on women and land ownership by academic institutions supported ▪ National Household Survey ▪ Food Security and Nutrition Assessments ▪ Integrated Food Security Phase Classification ▪ Thematic studies and surveys ▪ Country programme baseline surveys ▪ WFP/UNICEF nutrition surveys ▪ SIMPOC National Child Labour Survey ▪ HACT Assessment ▪ AIDS indicator survey ▪ Local Economic and Business Assessments in 15 district	▪ Farmer Field Schools (FFSs) beneficiary assessments ▪ Work place survey on HIV&AIDS by UAC ▪ PLHIVs (HIV&AIDS) survey by UAC/ NAFOPHANU/ MoH/MOGLSD ▪ Uganda Demographic Housing Survey (UDHS) ▪ Food Security and Nutrition Assessments ▪ Integrated Food Security Phase Classification ▪ Thematic studies and surveys ▪ WFP/UNICEF nutrition surveys ▪ CCM operations research	▪ Farmer Field Schools (FFSs) beneficiary assessments) ▪ Work place survey on HIV&AIDS by UAC ▪ Comprehensive Food Security and Vulnerability Analysis Studies Food Security and Nutrition Assessments ▪ Integrated Food Security Phase Classification ▪ Thematic studies and surveys ▪ CCM end-line survey ▪ WFP/UNICEF nutrition surveys ▪ CCM operations research ▪ WASH KAP surveys	▪ Farmer Field Schools (FFSs) beneficiary assessments ▪ Work place survey on HIV&AIDS by UAC ▪ National household survey ▪ Food Security and Nutrition Assessments ▪ Integrated Food Security Phase Classification Thematic studies and surveys ▪ WFP/UNICEF nutrition surveys	▪ Farmer Field Schools (FFSs) beneficiary assessments ▪ Work place survey on HIV&AIDS ▪ PLHIVs (HIV&AIDS) survey by UAC/ NAFOPHANU/MoH/ MOGLSD ▪ AIDS Indicator Survey ▪ Food Security and Nutrition Assessments ▪ Integrated Food Security Phase Classification ▪ WFP/UNICEF nutrition surveys

UNDAF M&E Calendar

UN system will support the following M&E initiatives conducted by the government and other stakeholders

UNCT M&E Activities	2009	2010	2011	2012	2013	2014
Monitoring systems	• CP quarterly review and coordination meetings together with joint field monitoring and reporting	• Quarterly project monitoring, field visits and reporting • Nutrition survey in Karamoja • HIV sentinel surveillance • Food price SMS close monitoring system • Financial crisis "all sub-county" close monitoring system • Child Labour Monitoring System (CLMS) in collaboration with Monitoring and Information System (MIS) of OVC	• Quarterly project monitoring, field visits and reporting • Government of Uganda monitoring and reporting on CEDAW • Nutrition monitoring in Karamoja • HIV sentinel close monitoring • Food price SMS close monitoring system • Financial crisis "all sub-county" close monitoring system • Child Labour Monitoring System (CLMS) in collaboration with Monitoring and Information System (MIS) of OVC (ILO)	• Quarterly project monitoring, field visits and reporting • Nutrition close monitoring in Karamoja • HIV sentinel close monitoring • Food price SMS close monitoring system • Financial crisis "all sub-county" close monitoring system • Child Labour Monitoring System (CLMS) in collaboration with Monitoring and Information System (MIS) of OVC	• Quarterly project monitoring, field visits and reporting • Nutrition close monitoring in Karamoja • HIV sentinel close monitoring • Food price SMS close monitoring system • Financial crisis "all sub-county" close monitoring system	• Quarterly project monitoring, field visits and reporting • Nutrition close monitoring in Karamoja • HIV sentinel close monitoring • Food price SMS close monitoring system • Financial crisis "all sub-county" close monitoring system

UNDAF M&E Calendar

UN system will support the following M&E initiatives conducted by the government and other stakeholders

UNCT M&E Activities	2009	2010	2011	2012	2013	2014
Evaluations		▪ Final evaluation of NERICA – GCP/UGA/036/JPN project by FAO with partners (MAAIF, Government of Japan/JICA) ▪ Beneficiary results assessments for rehabilitation and development projects ▪ GBV Joint programme end-of-term evaluation ▪ UNICEF Country Programme Evaluation ▪ Impact of humanitarian assistance evaluation	▪ Beneficiary results assessments for rehabilitation and development projects ▪ IDP camp dispersal + 5 years evaluation ▪ Impact of humanitarian assistance evaluation ▪ Communication for Development / Technology for Development impact assessment	▪ Beneficiary results assessments for rehabilitation and development projects by FAO with partners ▪ CCM evaluation ▪ Endline survey on child labour in Mbale, Rakai and Wakiso ▪ Project evaluation	▪ Beneficiary results assessments for rehabilitation and development projects ▪ End-of-term evaluation of UNFPA 7th Country Programme	▪ Beneficiary results assessments for rehabilitation and development projects
Reviews		▪ Impact of humanitarian assistance evaluation Quarterly and Annual programme and Project reviews ▪ FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities)	▪ Quarterly and Annual Programme and Project reviews ▪ FAO Half-yearly post-harvest crop assessments with partners (NGOs, farming communities) ▪ Annual Country Programme Review (UNICEF) ▪ Mid-term project reviews	▪ Quarterly and Annual Programme and Project reviews ▪ Mid-term Country Programme Reviews ▪ Annual and Mid-term review of 7th Country Programme (UNFPA)	▪ Quarterly and Annual Programme and Project reviews ▪ FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities)	▪ Quarterly and Annual Programme and Project reviews ▪ FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities)
UNDAF evaluation milestones	▪ The UN will align evaluation milestones with the NDP Monitoring and Evaluation strategy now under development. The UN may conduct a few joint thematic evaluations and will discuss with Government whether to conduct a mid-term review or final evaluation of the UNDAF.					

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UNDAF M&E Calendar
UN system will support the following M&E initiatives conducted by the government and other stakeholders

UNCT M&E Activities	2009	2010	2011	2012	2013	2014
M&E capacity building		• Training on M&E and RBM for UNFPA implementing partners ▪ Support to Census 2012 ▪ Support to annual panel survey • Support to sero-behavioural survey • Support to EMIS, HMIS, WESMIS, OVC MIS, NDP monitoring, HIV sentinel survey, Community Information Systems, NIMES and creation of Child Protection monitoring system	• Support to UDHS 2011 ▪ Support to Census 2012 ▪ Support to annual panel survey • Support pilot population census • Support to NDP mid/final evaluation • Support to UNHS • Support to EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, HIV sentinel close monitoring, Community Information Systems, NIMES and Child Protection monitoring system	▪ Support to Census 2012 ▪ Support to annual panel survey • Support pilot population census • Support to NDP mid/final evaluation • Support to EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, HIV sentinel close monitoring, Community Information Systems, NIMES and Child Protection monitoring system	▪ Support to Census 2012 ▪ Support to annual panel survey • Support to EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, HIV sentinel close monitoring, Community Information Systems, NIMES and Child Protection monitoring system	▪ Support to Census 2012 (UNFPA) ▪ Support to annual panel survey (UNFPA) • Support to UBOS/WB panel survey(UNICEF) • Support to NDP mid/final evaluation • Support to EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, HIV sentinel close monitoring, Community Information Systems, NIMES and Child Protection monitoring system
Use of information		• RC Report 2010 • MDG Report	• RC Report 2011 • MDG Report	• RC Report 2012 • MDG Report	• RC Report 2013 • MDG Report	• RC Report 2013 • MDG Report

UNDAF M&E Calendar

UN system will support the following M&E initiatives conducted by the government and other stakeholders

	2009	2010	2011	2012	2013	2014
UNCT M&E Activities						
Partners' activities		• NDP monitoring • UBOS/WB panel survey • National Annual Assessment of Local Government Performance and the Joint Annual Review of Decentralization (Ministry of Local Government)	• UDHS • NDP monitoring • UNHS • National Annual Assessment of Local Government Performance and the Joint Annual Review of Decentralization (Ministry of Local Government)	• Population census • NDP monitoring • UBOS/WB panel survey • National Annual Assessment of Local Government Performance and the Joint Annual Review of Decentralization (Ministry of Local Government)	• NDP monitoring	• NDP monitoring • UBOS/WB panel survey

Annex IV
District population data

Census population (1991 and 2002) by region and district and projected 2009 mid-year population[30]

District/Region	Census Population		Growth	Mid-Year Projected
	1991	2002	Rate 2002	Population 2009
Central				
Kalanagala	16,371	34,766	6.5	54100
Kampala	774,241	1,189,142	3.7	1,533,600
Kayunga	236,177	294,613	1.9	336,600
Kiboga	141,607	229,472	4.1	305,400
Luwero	255,390	341,317	2.5	405,900
Lyantonde	53,100	66,039	1.9	75,300
Masaka	694,697	770,662	0.9	822.300
Mityana	223,527	266,108	1.5	295,900
Mpigi	350,980	740,790	1.3	447,000
Mubende	277,449	423,422	3.6	544,000
Mukono	588,427	795,393	2.6	952,300
Nakaseke	93,804	137,278	3.3	172,100
Nakasongola	100,497	127,064	2.0	146,300
Rakai	330,401	404,326	1.7	456,800
Sembabule	144,039	180,045	1.9	205,900
Wakiso	562,887	907,988	4.1	1,205,100
Sub Total	**4,843,594**	**6,575,425**	**2.6**	**7,958,600**
Eastern				
Amuria	69,353	180,022	8.2	315,500
Budaka	100,348	136,489	2.6	164,000
Bududa	79,218	123,103	3.8	159,900
Bugiri	239,307	412,395	4.7	568,700
Bukedea	75,272	122,433	4.2	163,300
Bukwa	30,692	48,952	4.0	64,500
Busia	163,597	225,008	2.7	272,100
Butaleja	106,678	157,489	3.3	198,500
Iganga	365,756	540,999	3.4	682,100
Jinja	289,476	387,573	2.5	461,500

Kaberamaido	81,535	131,650	4.1	174,800
Kaliro	105,122	154,667	3.3	194,600
Kamuli	380,092	552,665	3.2	690,300
Kapchorwa	86,010	141,439	4.3	189,800
Katakwi	75,244	118,928	3.9	156,000
Kumi	161,422	267,232	4.3	360,000
Manafwa	178,528	262,566	3.3	330,200
Mayuge	216,849	324674	3.5	412,600
Mbale	240,929	332,571	2.8	403,100
Namutumba	123,871	167,691	2.6	200,900
Pallisa	257,308	384,089	3.4	487,100
Sironko	212,305	283,092	2.5	336,300
Soroti	204,258	369,789	5.1	524,800
Tororo	285,299	379,399	2.4	449,900
Sub Total	**4,128,469**	**6,204,915**	**3.5**	**7,960,500**

Northern				
Abim	47,572	51,903	0.7	54,900
Adjumani	96,264	202,290	6.4	313,200
Amolatar	68,473	96,189	2.9	117,800
Amuru	126,639	176,733	2.9	215,500
Apac	277,451	415,578	3.5	528,200
Arua	268,839	402,671	3.5	511,800
Dokolo	84,978	129,385	3.6	166,000
Gulu	211,788	298,527	2.9	366,200
Kaabong	91,236	202,757	6.8	324,500
Kitgum	175,587	282,375	4.1	374,100
Koboko	62,337	129,148	6.2	198,300
Kotido	57,198	122,442	6.5	192,800
Lira	347,514	515,666	3.4	651,700
Nyadri	206,971	302,109	3.2	378,300
Moroto	96,833	189,940	5.8	282,700
Moyo	79,381	194,778	7.7	330,200
Nakapiripirit	77,584	154,494	5.9	323,200
Nebbi	316,866	435,360	2.7	526,200
Oyam	177,053	268,415	3.6	343,500
Pader	181,597	326,338	5.0	461,200
Yumbe	99,794	251,784	7.9	433,700
Sub Total	**3,151,955**	**5,148,882**	**4.2**	**7,003,100**

Western				
Buliisa	47,709	63,363	2.4	75,100
Bundibugyo	116,566	209,978	5.0	297,200
Bushenyi	579,137	731,392	2.0	841,600
Hoima	197,851	343,618	4.7	476,000
Ibanda	148,029	198,635	2.5	236,800
Isingiro	226,365	316,025	2.9	385,500
Kabale	417,218	458,318	0.8	486,300
Kabarole	299,573	356,914	1.5	397,000
Kamwenge	201,654	263,730	2.3	309,700
Kanungu	160,708	204,732	2.1	236,800
Kasese	343,601	523,033	3.6	671,000
Kibaale	220,261	405,882	5.2	582,000
Kiruhura	140,946	212,219	3.5	270,500
Kisoro	186,681	220,312	1.4	243,900
Kyenjojo	245,573	377,171	3.7	486,400
Masindi	213,087	396,127	5.3	571,000
Mbarara	267,457	361,477	2.6	418,300
Ntungamo	305,199	379,987	1.9	447,400
Rukungiri	230,072	275,162	1.5	306,700
Sub Total	**4,547,687**	**6, 298, 075**	**2.8**	**7,739,200**
Uganda	**16,671, 705**	**24, 227, 297**	**3.2**	**30,661,400**

(Endnotes)

1 Basic facilities to support agricultural development including agriculture technology

2 Estimated total RR and OR

3 Civil Society refers to all non-governmental players including private sector and communities.

4 Including Parliament and its Committees, Human Rights Commission, Electoral Commission, Equal Opportunities Commission, Local Councils , OPM (Office of the Prime Minister) etc.

5 Vulnerable segments of the population are defined as population groups whose survival, well-being, development or other rights are threatened, and whose capacity to cope on their own is severely limited or compromised.

6 Basic facilities to support agricultural development, including agriculture technology

7 Vulnerable segments of the population are defined as population groups whose survival, well-being, development or other rights are threatened, and whose capacity to cope on their own is severely limited or compromised.

8 Civil Society refers to all non- governmental players including private sector and communities.

9 Includes: Functional capacity for planning, functional capacity for finance, management and audit, local revenue enhancement performance, functional capacity for capacity building and project specific conditions (see MoLG, Performance review, 2006, 2007 and 2008)

10 MoLG Performance review, 2008

11 Including Parliament and its Committees, Human Rights Commission, Electoral Commission, Equal Opportunities Commission, Local Councils , OPM (office of the Prime Minister), etc.

12 The target in reporting practices, not increase in human rights violations.

13 Based on current country interventions and baseline values in 2006.

14 Although the UDHS is only published every 4 years, it was approved as a MoV as it is one of the most reliable and comprehensive sources of information. Other sources, such as the panel survey will also be referred to as much as possible, although the indicators it collects are not as comprehensive as in the UDHS.

15 Vulnerable segments of the population are defined as population groups whose survival, well-being, development or other rights are threatened, and whose capacity to cope on their own is severely limited or compromised.

16 Includes: Functional capacity for planning, functional capacity for finance, management and audit, local revenue enhancement performance, functional capacity for capacity building and Project Specific conditions (see MoLG, Performance review, 2006 and 2007)

17 The last release variety released was in 2002, 12 verities were mosaic resistant, but now susceptible to the new Cassava Brown Streak Disease (CBSD)

18 The four popular varieties are Longe1,4,5,6H

19 NERICA 4 was released about five years ago while other varieties only two years

20 When the varieties are released they are named local names, a baseline required

21 E.g. like solar, modern/improved biomass technology

22 The use of the Coping Strategy Index (CSI) (0-10) allows for the analysis of these strategies in terms of their severity and frequency. The score produced from the analysis does not have any thresholds to indicate severity. However, the higher the score the more severe/frequent coping mechanisms are employed and can be compared between households and groups as well as changes over time.

23 Basic facilities to support agricultural development including agriculture technology

24 Crops in 000'metric tons, fish in 000'mt, livestock in number(millions)

25 Includes: Functional capacity for planning, functional capacity for finance, management and audit, local revenue enhancement performance, functional capacity for capacity building and Project Specific conditions (see MoLG, Performance review, 2006, 2007 and 2008)

26 MoLG Performance review, 2008

27 Based on current country interventions and baseline values in 2006.