



**UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK
(UNDAF)**

**ACTION PLAN
2013 - 2015**



United Nations

UGANDA



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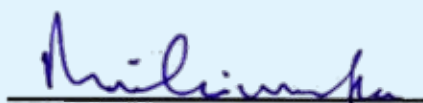
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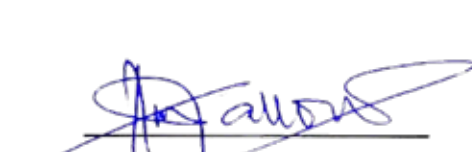
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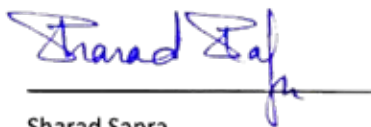
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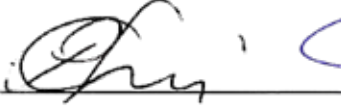
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UNITED NATIONS IN UGANDA

Executive Summary

The United Nations Country Team (UNCT) decided to prepare an United Nations Development Assistance Framework (UNDAF) Action Plan (AP) 2013-2014¹ to support the operationalization of the UNDAF for its remaining two years, based on its implementation to date, and recommendations from the 2012 UNDAF Mid-term Review (MTR). The AP clearly identifies and articulates priority interventions that UN Agencies will focus on during the period 2013-2015 with a view to making the UN's programmatic support more coherent, effective and efficient. This document is also a tool that will help accelerate progress towards attaining UNDAF outcomes, MDGs and National Development Plan (NDP) objectives and prepare the way of addressing the five key areas 'on which progress is needed' to attain the UN's post-2015 global vision². An UNDAF AP will more easily demonstrate results collectively attained by UN Agencies and lay a stronger foundation for the move to a full-fledged Delivering as One (DaO) status by the end of 2015. The UN strategy as well as associated key actions through which it is to be operationalized was arrived at through a highly consultative and participatory process among UN Agencies.

The structure of the AP at large follows that recommended by the UN Development Group (UNDG). A special section of the AP focuses specifically on Northern Uganda, a region that requires special attention from the Government and its development partners, and one in which the UN seeks to pilot the DaO approach before its subsequent expansion to the entire country in 2016.

Through the implementation of the AP, the UN seeks to adopt a deliberately more focused, collective, and synergistic and coordinated approach to supporting the Government of Uganda and accelerate progress towards attaining National Development Plan (NDP) objectives and the Millennium Development Goals (MDGs). Such support and approach are specifically targeted at few carefully selected issues. While efforts to address some of the issues will inevitably be National in scope; others are targeted at specific population groups and locations.

Consequently in designing the AP, attention was focused on: areas of convergence of actions by as many UN agencies as possible; 'game changers' – interventions where the UN system agencies will work innovatively and collectively to make a significant difference; results that are attainable by 2015 and would contribute most directly and quickly to the attainment of

1 The end of UNDAF period was extended from 2014 to 2015 by the United Nations Country Team (UNCT) in July 2013 in response to a request from the National Planning Authority (NPA) to align the next UNDAF with the next National Development Plan (NDP)

2 These are: reshaped and revitalized global governance and partnerships; protection of the global environment; sustainable production and consumption; strengthened means of implementation; and data availability and better accountability in measuring progress.

NDP/UNDAF results; implementation of key UNDAF MTR recommendations; implementing DaO processes and post-2015 global initiatives. Special attention is also paid to the vulnerable segment of the population in Uganda where multiple actions and interventions under the various outcomes converge. Focus is placed on the Ugandan mother and her young children, youth, and the population of Northern Uganda, who also constitute the most vulnerable population groups. To demonstrate these additional collective results for the vulnerable segment of the population, the interventions which provides for them within the framework of this AP are additionally tagged in the results framework as the 'Mother-child initiative', 'Youth engagement' and 'Northern Uganda'

Some identified catalytic actions that will be undertaken within the framework of the Action Plan include:

- Support the Government to implement regional and global commitments on accelerating the reduction of maternal and newborn mortality, improve the nutritional status of mothers and their children, and make quality education available to all children. Planned key actions under the various UNDAF Outcomes that would most directly contribute to this are shown in the results matrices as **[Mother-Child Initiative]**
- Provide concrete support to the Ugandan government's Peace Recovery and Development Plan (PRDP) II.
- Provide technical and financial support for the development of a multi-sectoral National Action Plan on Human Rights as well as a joint UN programme on transitional justice;³
- Provide technical and financial support for promoting the use of renewable energy sources, starting with the procurement, distribution and installation of solar kits to selected health centers and educational institutions (boarding/residential), with huge spin-off effects on other sectors and UNDAF outcome areas;
- Support youth engagement initiatives in Northern Uganda and the development and implementation of a National Action Plan for Youth Employment. Planned key actions under the various UNDAF Outcomes that would most directly contribute to this are shown in the results matrices as **[Youth Engagement];**
- Support district-level coordination of all stakeholders in the area of livelihoods, especially in Karamoja;
- Adopt a much more coordinated approach towards monitoring and evaluation of all UNDAF interventions, including joint programmes

³ The HR Action Plan will respond to recommendations on Uganda Reports to Treaty Bodies and other International and regional HR mechanisms, including the Committee on CEDAW recommendation which urged Uganda to *take all necessary measures to improve women's access to health care and health-related services*

The UNDAF framework and AP embrace a human-rights based approach to programming. All actions will be linked to interventions supported by other development partners and will reinforce National and district level efforts.

The management structure for the UNDAF and AP is aimed at addressing some relevant findings of the MTR and increasing the oversight role of the Government. A Joint Steering Committee (JSC) of the Government of Uganda and UN system agencies will be established to oversee the overall management and implementation of the UNDAF and this UNDAF Action Plan. Results Groups for all Outcomes will be operationally linked to the Programme Management Team (PMT) who will also have closer operational links to other working groups.

The UNDAF will be monitored and evaluated by UN system agencies from 2013 to 2015 through a joint and coordinated approach. Periodic field monitoring activities and project/programme reviews (annual, periodic) both for Joint Programmes (JPs) and for agency specific projects would, to the extent possible, be undertaken jointly and simultaneously with the active support of the Monitoring and Evaluation (M&E) Working Group (WG). A final UNDAF/AP evaluation will be conducted late 2015 to assess overall progress attained, contributions made towards attainment of the UNDAF outcomes and outputs, as well as to the MDGs and NDP objectives since 2010. A joint Government of Uganda/UN UNDAF annual review meeting will be held in 2013, and a review end-of-programme review meeting, focusing on the findings of the final UNDAF evaluation and plans for the successor UNDAF in 2016.

This UNDAF Action Plan 2013 – 2015 may be modified, terminated or its duration extended in consultation with the Government and by the Resident Coordinator/UNCT in writing and by mutual consent.

Introduction and Context



The Government of Uganda and United Nations system agencies in the country (resident and non-resident) signed a United Nations Development Assistance Framework (UNDAF) covering the period 2010–2014. The UNDAF constitutes the overall strategic framework guiding the assistance provided to the country by UN agencies⁴. Like its predecessor, it is being implemented through government-approved UN country programme documents, plans, notes or strategies, and in close collaboration with the country's development partners and the civil society. The guiding principles for the UNDAF design were drawn from the Paris Declaration, the subsequent Accra Agenda for Action and the UN Triennial Comprehensive Policy Review, all of which also guide National level efforts of UN system agencies to 'Deliver-as-One' (DaO)⁵. The goal, outcomes and outputs of the UNDAF were clearly designed to support the Government in attaining Nationally identified development objectives as set out in the National Development Plan (NDP) 2010/2011-2014/2015, as well as in various other National programmes (such as the Peace Recovery and Development Plan, PRDP II) and sector-specific investment plans that were developed within the framework of sector-specific sector-wide approaches (SWAp).

⁴ The UNDAF Outcomes are 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 2015; 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 2015; 3) Vulnerable populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2015.

⁵ Delivering as One is an initiative by the United Nations aimed at making the UN better coordinated and more efficient and effective. Within countries the UN aims to achieve this through having One Leader, One Programme, One budgetary framework, One Voice and One House/Shared common services.

The UN Country Team (UNCT) decided that an UNDAF Action Plan (AP) be prepared and implemented for the remaining two-year period of the current UNDAF (2013 and 2014), as recommended by the UNDAF Mid-Term Review (MTR). The AP will help operationalize the UNDAF 2010-2015 for its remaining duration by clearly identifying and articulating priority interventions that UN agencies will focus on in the remaining period, with a view to maximizing progress towards the attainment of UNDAF outcomes and the Millennium Development Goals (MDGs), demonstrating results that were jointly/collectively achieved, improving programme delivery and coherence, as well as further preparing the ground (and pilot) for the 'one UN programme' and budgetary framework planned to be adopted by end 2015. It will also serve as a resource mobilization tool for the UN system; provide a solid basis for a more effective and collective planning, programming and monitoring of the programme, and show what can realistically be achieved by 2015 based on progress made to date. Although 'light', the structure of the Action Plan at large follows that recommended by the UNDG, with some slight modifications where and when considered necessary.

A special section of the AP focuses specifically on Northern Uganda. This is a reflection of the desire of the UN Agencies to support Government efforts to rebuild and re-launch development in the region after experiencing over two decades of conflict, and to improve the region's low level of socio-economic and human development compared with other parts of the country. The UN Agencies also wish to operationalize the key principles of DaO in the region as a test case of what would be applicable to the entire country as from 2015.

Partnerships, Values and Principles

In conformity with its 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. The Uganda UNDAF 2010 – 2015 was designed to assist the Government of Uganda to achieve its identified National development objectives as outlined in NDP 2010/2011 – 2014/2015. Consequently, UNDAF outcomes are very closely aligned with the objectives of the NDP designed to actualize commitment of Government to achieve the MDGs. Through the UNDAF, the UN agencies will support National efforts and capacities aimed at ensuring that the growth, prosperity and social transformation envisaged in the NDP are equitable, inclusive, sustainable and deepen the peace, recovery and development efforts, especially in the Northern part of the country. The UNDAF also serves as a framework guiding both the Government and UN agencies to strengthen the harmonization and coherence of UN assistance, and to advance the principles of DaO, the Paris Declaration, and the Accra Action Plan and of the Triennial Comprehensive Policy Review through joint efforts led by the Government. Implementation of the UNDAF is being undertaken primarily through National institutions, including civil society and non-governmental organizations, and by UN system agencies when considered absolutely necessary.

Programme Actions and Implementation Strategies

The UN strategy for implementation of the UNDAF in 2013 - 2015 is the adoption of a deliberately more focused, collective, synergistic and coordinated approach to supporting the Government of Uganda (GoU) in accelerating progress in some key UNDAF sub-outcome areas identified as providing either opportunities or risks in attaining NDP objectives and the MDGs. Such support and approach are specifically targeted at few carefully selected issues. While efforts to address some of the issues will inevitably be National in scope; others are targeted at specific population groups and locations. This is with a view to: making the UN's programmatic support more coherent, effective and efficient; more easily demonstrate results collectively attained by UN agencies; lay a stronger foundation for the move to a full-fledged DaO status by 2015; and prepare the way for addressing the five key areas 'on which progress is needed' to attain the UN's post-2015 global vision⁶, all of which are very pertinent to Uganda.

Consequently in designing this AP, attention was focused primarily on:

- Areas of convergence of action by as many UN agencies as possible, especially in Northern Uganda;
- 'Game changers', those interventions where the UN system agencies will collectively work together to make a significant difference, and where they will do things through creative/innovative approaches that will make greater impact, and enable them to work better together;
- Key interventions that would contribute most directly (and quickly) to the attainment of NDP/UNDAF results and are attainable by end 2015;
- Ensuring that pertinent 'special focus areas' are mainstreamed in the thematic areas where they are relevant (such that their own strategic objectives and priorities for strategic change are also realized by end 2015);
- Making the AP sufficient in itself for oversight, coordination and accountability purposes, and
- Processes and actions that will further advance deepen and lay a strong foundation for the DaO initiative.

Several areas of convergence (where many UN agencies can work together to achieve key results) were broadly identified to include: Climate Change and Disaster Risk Reduction;

⁶ These are: reshaped and revitalized global governance and partnerships; protection of the global environment; sustainable production and consumption; strengthened means of implementation; and data availability and better accountability in measuring progress.

Nutrition; Renewable Energy; Agriculture; Business Enterprise/Employment; Youth Engagement; Accountability and Citizen empowerment; preparation of a multi-sectoral National Human Rights Action Plan and of a Joint UN Programme on Transitional Justice. Similarly, several 'game changers', were also identified (and are reflected in the results matrices and in thematic strategies). Furthermore, an innovative approach to the AP sees the mother and her child as a key entry point for a variety of activities, in Particular Maternal and Child Health, HIV/AIDS, Livelihood Initiatives, and Nutrition. Special focus will also be devoted to youth engagement. To highlight the high priority being given to the post conflict Northern Region, the UN country team developed a separate AP for the region.

The following catalytic actions will be undertaken within the framework of the AP:

Support the Government to implement regional and global commitments to the Convention on the Rights of the Child, the Convention on Elimination on Discrimination against Women, the Maputo Protocol, the Campaign on Accelerated Reduction of Maternal Mortality in Africa – CARMMA; Born-too-soon; A Promise Renewed for Child Survival; UN Commission on Information and Accountability for Women's; UN Commission for life-saving commodities and the regional initiative on accelerating the reduction of maternal and newborn mortality, improve the nutritional status of mothers and their children, and make quality education available to all children. Planned key actions under the various UNDAF Outcomes that would most directly contribute to this are shown in the results matrices as **[Mother-Child Initiative]**;

- a) Provide concrete support to the Ugandan Governments PRDP II. Planned key actions under the various UNDAF Outcomes that would most directly contribute to this are shown in the results matrices as **[Northern Uganda]**;
- b) Provide technical and financial support for the development of a multi-sectoral National Action Plan on Human Rights as well as of a joint UN Programme on Transitional Justice;
- c) Provide technical and financial support for promoting the use of renewable energy sources, starting with the procurement, distribution and installation of solar kits to selected health centers and educational institutions (boarding/residential), with huge spin-off effects on other sectors and UNDAF outcome areas;
- d) Support youth engagement initiatives in Northern Uganda and the development and implementation of a National Action Plan for Youth Employment. Planned key actions under the various UNDAF Outcomes that would most directly contribute to this are shown in the results matrices as **[Youth Engagement]**;

- e) Support district-level coordination of all stakeholders in the area of livelihoods, especially in Karamoja;
- f) Adopt a much more coordinated approach towards monitoring and evaluation of all UNDAF interventions, including joint programmes.



All actions to be supported by UN agencies will be people-centered, aimed at respecting, promoting and protecting human rights; advancing good governance and citizen empowerment; and arrived at through the adoption of a human-rights based approach to programming. To the extent possible, UN-supported interventions will be linked to activities being supported by other development partners (where appropriate), and will reinforce (rather than duplicate) national efforts at the central or district levels. Learning from interventions under this Action Plan will also be leveraged to support the Peace, Security and Cooperation Framework for the Democratic Republic of Congo and the Region⁷, especially in relation to Northern Uganda and peace building efforts (including reintegration and resettlement) as well as learning from the work with refugee populations in Uganda (the majority of whom originate from the Democratic Republic of Congo).

The UN strategy, as well as associated key actions through which it is to be operationalized, was arrived at through a highly consultative and participatory process. 'Thematic strategies' were prepared for UNDAF's nine thematic areas, its seven 'special focus areas for mainstreaming', and two 'emerging issues' (oil and land were added as UNDAF outcomes due to their emerging

⁷ Signed 24 February 2013 by Angola, Burundi, the Central Africa Republic, the Democratic Republic of Congo, Republic of the Congo, Rwanda, South Africa, South Sudan, Tanzania, Uganda and Zambia.

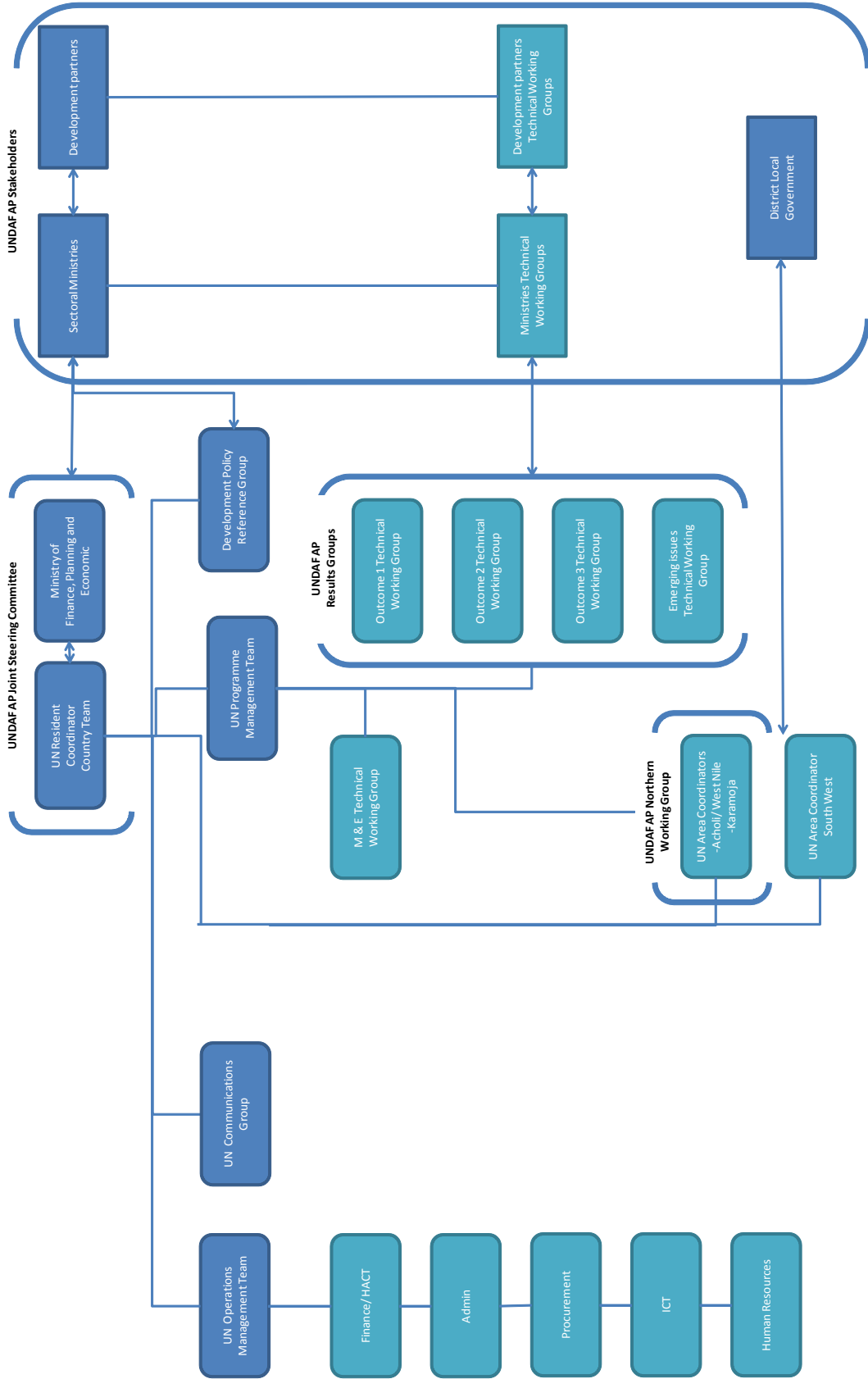
importance. Results to be attained during 2013 - 2015, key actions to be undertaken to attain them, as well as estimated costs for doing so were then prepared for each of these nine thematic areas and two emerging issues. The thematic strategies and their results matrices were then integrated in the three (3) UNDAF outcomes. All these were then subjected to an analysis for gaps, duplications, and synergies/complementarities (or potentials for such) by examining identified: strategic objectives to be achieved by end 2015; priorities for strategic change within and across UNDAF thematic and outcome areas; congruence in means for achieving planned results; actions that were left out but considered necessary to achieve planned results; similarities in the actions that different agencies planned to support; and areas for actual/potential joint actions.

Observations from such analysis were passed on to the Thematic Working Groups (TWGs) and used for making revisions. Subsequently, a two-day retreat was held for key UN staff involved with the preparation of the strategies and results matrices as well as UN Area Coordinators (UNACs) and other staff working in Acholi, Karamoja and West Nile to arrive at an integrated and semi-finalized version of the latter. These were further refined, discussed at the UNCT level for validation, and further revisions made to arrive at the final version of the Action Plan.

Programme Management and Accountability Arrangements

Although the roles of various Agencies and structures within the UN Resident Coordinator's Office (RCO), UNCT, PMT, OMT, M&E Working Group, and the Communication Group in the management of the UNDAF had been described in the UNDAF document, no formal management and oversight structure/architecture had been subsequently put in place. Experience to date, buttressed by the MTR findings and recommendations; also show that there are several areas where improvements are required. The UNDAF oversight and management structure/architecture below aims at addressing these and other related issues. [The UNDAF Governance Framework is illustrated in Figure 1 below.]

Figure 1: UNDAF Action Plan management structure



A Joint Steering Committee (JSC) of the Government of Uganda and UN system agencies will be established to oversee the overall management and implementation of the UNDAF and this UNDAF AP. The JSC will be the highest decision making body on the UNDAF (as well as in-country DaO processes), will provide overall policy guidance and ensure that the UNDAF continues to be aligned with National development priorities. It will be co-chaired by a government counterpart (to be confirmed) and the UN Resident Coordinator, and will be composed of high level Government and 4 or 5 UNCT members (on a rotational and representational basis). Annual review (and other strategic) meetings of the UNDAF will be conducted under the auspices of the JSC.

Final decision-making in all matters related to the day-to-day management and operations of the UNDAF and this AP will rest with the UNCT (consisting of the Heads of resident UN Agencies), under the leadership of the Resident Coordinator (RC). The UNCT has overall responsibility for the implementation, monitoring, review and reporting on the UNDAF and its AP, will receive and analyze monitoring and evaluation reports, and ensure that recommendations and lessons learnt are incorporated in agency annual work-planning processes. While pursuing its own mandate, each agency will be accountable to each other and the RC for ensuring progress in UNDAF AP implementation and management, and ensuring programme effectiveness, coherence, and advancing the DaO principles. The UNCT will be assisted in discharging the above functions by the Programme Management Team (PMT), the Operations Management Team (OMT), and the UN Communication Group (UNCG). The PMT, which consists of Deputy Representatives of UN agencies, will provide supervision and guidance to the UNDAF Outcome and thematic area groups and the M&E Group.⁸

The Operations Management Team (OMT) is composed of the most senior official responsible for operations (or administration) in each of the UN agencies. Its chairmanship rotates annually. It oversees and expands common service areas among UN agencies for greater efficiency but has primarily focused its attention on such issues as procurement, human resources, ICT, finance (including HACT), and administration for which working sub-groups have been established. The MTR notes that 'provision of support to the implementation of the UNDAF has so far not been at the center' of its work. The primary constraints the OMT encounters in its operation are (a) the differing corporate policies, processes and practices of the participating UN agencies which still make harmonization difficult; and (b) prior to this AP it has had no operational links with both the PMT and the UNCG⁹.

⁸ Sixteen thematic working groups (TWGs), one for each of the nine (9) UNDAF 'Agency outcomes'/thematic areas and one for each of the seven (7) special focus areas) were established for the development of this Action Plan and lead Agencies appointed for each, as well as for each of the three (3) UNDAF outcomes. The TWGs will now report to PMT through the respective Outcome/ Results Group. Also reporting to the PMT is the UN M&E Working Group, while the three UN Area Coordinators (for Karamoja, Acholi and Western Region) report to the RC/ UNCT.

⁹ The above notwithstanding, the OMT should oversee the development and use of standardized operational tools, procedures and processes in these areas, including the development and installation of a UN Uganda-wide financial platform to enable the UN to monitor financial progress, update its budgetary framework and inform its resource mobilization strategy.

The UNCG comprises the communications/ public information/Information/public relations focal points of all UN entities operating in-country, and is chaired by the most senior information officer of any UN agency. It aims to strengthen inter-agency cooperation in the field of communications, increase the media profile of UN activities and especially of the DaO initiative, and ensures that messages emanating from UN agencies are consistent and the UN in Uganda 'speaks with one voice'. It does so primarily through four strategically organized joint UN mini campaigns organized in each quarter of the year, other targeted advocacy initiatives, and through strategic use of a mix of communication tools through various communication channels to reach priority target audiences. The UNCG reports directly to the RCO/UNCT.

The UN Monitoring and Evaluation Working Group is currently being reconstituted and revitalized. A number of M&E officials in various Agencies have been invited to become members of this group. Its TOR is being reviewed and revised. It had played an important role in reviewing various aspects related to M&E of this Action Plan; it has also been assigned key roles in its subsequent monitoring and evaluation.

The Development Policy Reference Group (DPRG) is composed of a few development specialists from the UN and liaises with external partners including government counterparts and provides guidance to the RC/UNCT on development policy.

The RCO will provide UNDAF leadership and oversight functions. The office will maintain an M&E specialist. One staff will focus specifically on the coordination and monitoring of the UNDAF-AP component for Northern Uganda, while two staff shall be positioned in Karamoja and Acholi to reinforce the UNACs for the Northern Uganda AP.

In order to address the constraints so far observed in the management and oversight of the UNDAF, and to more systematically link the work of the PMT to the work of the newly established structures aimed at more closely aligning the management of the UNDAF with its results logic, the following will be done:

- (i) Membership in the 9 thematic working groups is to be reviewed, rationalized/reduced and subsumed/re-grouped under the 3 UNDAF Outcomes/ Results Groups;
- (ii) A thematic working group on Emerging Issues (land, oil, post 2015) is to be established, and its lead agency be co-opted as (as permanent but non-statutory) member of the PMT;
- (iii) All UNDAF outcome and other working groups (M&E, special focus/mainstreaming areas), chairs of UN joint programmes, etc. are to report at pre-determined periods to the PMT;

- (iv) Concept bearers for the special focus areas are to be made responsible for ensuring that their areas are adequately mainstreamed within the work of the thematic areas;
- (v) Chairs of the OMT and of the UNCG are to be invited to its meetings on a quarterly or semi-annual basis.

The above notwithstanding, each UN system agency head is accountable to his/her Executive Head/ Governing body for resources received by it from his/her agency's own resources, in line with the pertinent financial regulations and rules of the agency. Such resources are subject to the external and internal audit procedures laid down by each agency.

UN agencies will continue to be actively engaged in selected government-led and donor-led coordination mechanisms at the National, sectoral and district levels. This includes pertinent District Technical Planning Committees, Sector Working Groups, Local Development Partner Groups (LDPGs), etc. To the extent possible, interventions supported through the UNDAF will be implemented by National institutions (including National NGOs/CSOs) at the National and district levels so as to build capacities and enhance National ownership. Direct implementation by UN agencies will continue to be very limited. The four Ex-Com agencies (UNDP, UNFPA, UNICEF and WFP) will continue to apply the Harmonized Approach to Cash Transfer (HACT) modality in funding their implementing agencies/ partners (including NGOs/CSOs).

Special efforts will be made during 2013 and 2015 to put in place mechanisms and processes that would require UN agencies to routinely jointly think, plan, programme, implement and monitor the interventions they support in the country (and in closer collaboration with the Government) so as to enable them truly to DaO. These mechanisms and processes will cover not only programme-related matters but also those related to management, oversight, operations, communications, monitoring and evaluation.

Resources and Resource Mobilization Strategy

Total estimated resource requirements for the UNDAF 2010–2015 is a minimum of US \$911.4 million out of which an estimated US \$184.5 million (20.24%) was to come from the regular (core) resources of participating UN Agencies and US \$726.9 million (79.65%) was to be raised from multilateral and bilateral donors and other external sources.

Total estimated resource requirement for this Action Plan (2013 – 2015) is estimated at US\$113.29 million. Out of this, \$21.19 million (19%) is expected to come from core resources of the participating UN Agencies and \$46.71 million (41%) from non-core/multilateral and bilateral donors and other external sources. These resources are exclusive of funding

received in response to emergency appeals. The resource gap, which the UN system has to mobilize from internal and external sources to meet its resource requirements during the period, is estimated at \$45.38 million (40% of required resources). In order to mobilize these resources, a joint resource mobilization strategy, outlining roles and responsibilities of the different UN agencies with respect to mobilizing resources from within or outside the country, and clearly indicating the key mechanisms for doing so, will be developed within the first half of the year.

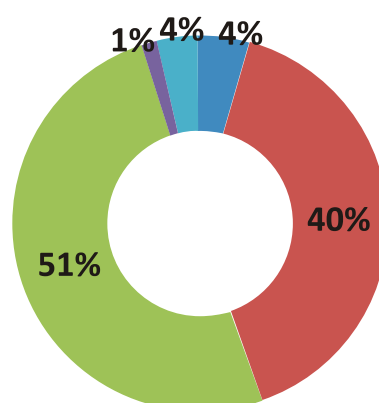
The distribution of total resources by the three broad UNDAF outcome areas are: Governance and Human Rights - \$4.84 million (4%); Sustainable Livelihoods - \$45.74 million (40%); and Quality Social Services - \$57.15 million (51%). [Table 1: Figure 2].

Table 1: Summary of the Action Plan resource requirements by UNDAF outcome area (US\$)

UNDAF Outcome Area	Total	Core/Regular	Non-Core/other, extra budgetary	Funding Gap (to be mobilized)
Outcome 1	4,844,342	2,654,335	1,289,607	900,400
Outcome 2	45,746,742	6,513,268	35,543,474	3,690,000
Outcome 3	57,151,739	10,030,276	8,317,136	38,804,327
Oil	1,552,000		1,552,000	
Land	4,000,000	2,000,000	14,040	1,985,960
Total US\$	113,294,823	21,197,879	46,716,257	45,380,687

Figure 2: Summary of resource requirements by UNDAF outcome area

■ Outcome1 ■ Outcome1 ■ Outcome1 ■ Oil ■ Land



The resources framework for the Northern Uganda AP is estimated at US\$ 45-60 million.

Communication



The UN system in Uganda has a communication strategy specifically geared to support the DaO process. Its objectives are, among others to: ensure that the UN in Uganda speaks with ‘one voice’; disseminate information and raise awareness about the UN’s DaO activities; highlight/show-case achievements collectively made by UN agencies; raise the public profile of the UN; as well as promote cordial working relations between the UN and key stakeholders in the development arena in the country.

These objectives will continue to be achieved through four joint UN mini campaigns strategically organized each year, one in each quarter, and each linked to a specific UNDAF thematic areas. A mix of communication tools (such as radio and television talk shows, spot messages, newspaper articles and supplements) and communication channels are to be used for each mini-campaign as well as whenever considered necessary outside the campaigns. In order to specifically support implementation of this AP, its simplified popular version, thematic fact sheets, and policy briefs will be published for each UNDAF outcome area.

Monitoring and Evaluation

The Monitoring and Evaluation Framework of this AP is based on, as well as operationalizes, the UNDAF M&E plan for 2013 and 2015. It also builds on experiences and lessons learned to date with the monitoring and evaluation of the UNDAF, and particularly on the findings of the 2012 UNDAF MTR. It focuses on both performance monitoring of UN system agencies

and their implementing partners (whether they are doing what they planned to do) and on assessing progress in attaining key AP results, and thereby the UNDAF and NDP outcomes (situation monitoring). How M&E is done by UN system agencies in 2013 and 2015 was singled out for significant change which will involve the adoption of a completely new and much more coordinated approach to monitoring interventions supported through this AP.

The monitoring processes to be adopted in 2013 and 2015 (studies, surveys, monitoring systems, reviews and evaluations) are largely drawn from the UNDAF document and indicated in the M&E calendar (Annex 3). Some specific studies have been planned to be undertaken during the period. At the same time, UN agencies will provide technical and financial support to National institutions to carry out other pertinent studies, surveys or data collection and analysis exercises (such as analysis of data from the National household survey; Food Security and Nutrition Assessments; National panel surveys; etc). Unlike in the past, as many relevant agencies as possible and will collectively support each of these exercises, with the active collaboration of the M&E Working Group.

Periodic field monitoring activities (such as project monitoring field visits), and project/programme reviews (annual, periodic) for all interventions undertaken within the framework of this AP (including JPs, Agency specific projects, etc) would to the extent possible be undertaken jointly and simultaneously by participating UN agencies, again with the active support of the M&E-WG. To the extent possible, such exercises will be planned to correspond to any such activities being organized by the Government, whether in the context of sectoral reviews, of the NDP or of MDG monitoring, with representatives of UN agencies participating in such exercises instead of organizing their own. Such an approach will specifically be adopted for programmes supported by UN agencies in Northern Uganda.

A final evaluation of the UNDAF (and of this AP) will be undertaken in the last quarter of 2015 to assess overall progress attained, contributions made towards attainment of the UNDAF outcomes and outputs, as well as to the MDGs and NDP objectives since 2010.

A joint Government of Uganda and the UN/RCO UNDAF annual review meeting will be held in 2013 while a similar meeting in 2015 will be the end-of-programme review meeting, focusing on the findings of the final UNDAF evaluation and plans for the successor UNDAF¹⁰.

¹⁰ An Action Plan M&E matrix is not prepared as part of this document because information to be contained therein (key results, their indicators, baselines and targets, and means of verification are already part of the AP results matrices and therefore not repeated/duplicated.

Other Provisions

This UNDAF Action Plan 2013 – 2015 may be modified in consultation with the Government and RC/UNCT in writing and by mutual consent; it may also be terminated or its duration extended. Any dispute between the Government and a UN agency shall be resolved in accordance with the provisions of that agency's agreement with the Government while any dispute among participating UN system agencies shall be resolved exclusively among themselves through existing mechanisms for doing so.

Northern Uganda Sub-Component of the Action Plan

Introduction



This section of the UNDAF AP 2013-2015 focuses specifically on Northern Uganda. This is because of the peculiarity of the region, having suffered the brunt of civil conflict that ravaged the region for over 2 decades, consequent lawlessness, and insecurity (particularly in the Karamoja sub region), resulted into low level of infrastructural, socio-economic and human development (more times much lower than the National average statistics as shown in Figure 3). It is also to re-enforce, the government special attention to the region through the Peace, Recovery and Development Programme (PRDP) I and II and other targeted sub-regional interventions by government and its development partners.

Furthermore, almost all UN agencies have provided (and continue to provide) assistance to the Government in implementing these development programmes in the targeted region. Such support has, in the past, been provided in a largely uncoordinated manner. Past effort to collectively do so within the framework of the United Nations Peace Building and Recovery Assistance Programme for Northern Uganda (UNPRAP) was not successful. There is thus the desire for the UN system to jointly and more effectively support PRDP-II in a more coordinated, coherent and synergistic manner within the framework of UNDAF. The UN Agencies also wish to collectively operationalize the key principles of DaO (One Programme, One Budgetary Framework, One Leader, One Voice, One House/Shared Common Services) in the region, to gain experience and learn lessons there from as a test case of what would be applicable to the entire country as from the successor UNDAF.

Northern Uganda Context and Rationale for Support

Historically Northern Uganda has always been a disadvantaged region that requires special attention from the Government and has been a priority area for support by development partners including the UN. As can be seen in Figure 3, Northern Uganda lags behind the rest of the country in all socio-economic and human development indicators¹¹. The level of absolute poverty in the region (46.2%) is four times more than for Central Region, more than two times that for Western Uganda, and two times more than for Eastern Uganda.

With an HIV prevalence rate of 6.9%,¹² ¹³coupled with the problem of orphans and other vulnerable children (OVC) as a result of both the armed conflict and the HIV pandemic Northern Uganda is in a more disadvantaged position compared to the rest of the country. This is further compounded by the prevailing socio-economic situation which makes specific population groups vulnerable.

At the time of developing the current UNDAF 2010-2014, over 400,000 internally displaced persons (IDP) were still living in camps, however, the latest statistics indicate that up to 30,000 are still confined to camps¹⁴, a majority of whom lack financial resources to move home because some of them are aged, disabled or unwell or have no land to return to. As more and more people returned home, the need for social infrastructure also grew but this has never been matched by the availability of commensurate financial and other resources.

Northern Uganda also experiences the highest prevalence of land conflict a result of prolonged stay of large segments of the population in camps for internally displaced persons (IDPs). In fact, up to 69% of the PRDP sub-counties raised land disputes as a problem in

¹¹ Poverty Status Report by EDPRD of Ministry of Finance, Planning and Economic Development, MAY 2012

¹² Mid Northern : Apac, Gulu, Kitgum, Lira, Pader, Amuru, Oyam, Amolatar and Dokolo

¹³ Global AIDS Response Progress Report: Uganda Jan 2010 -Dec 2012

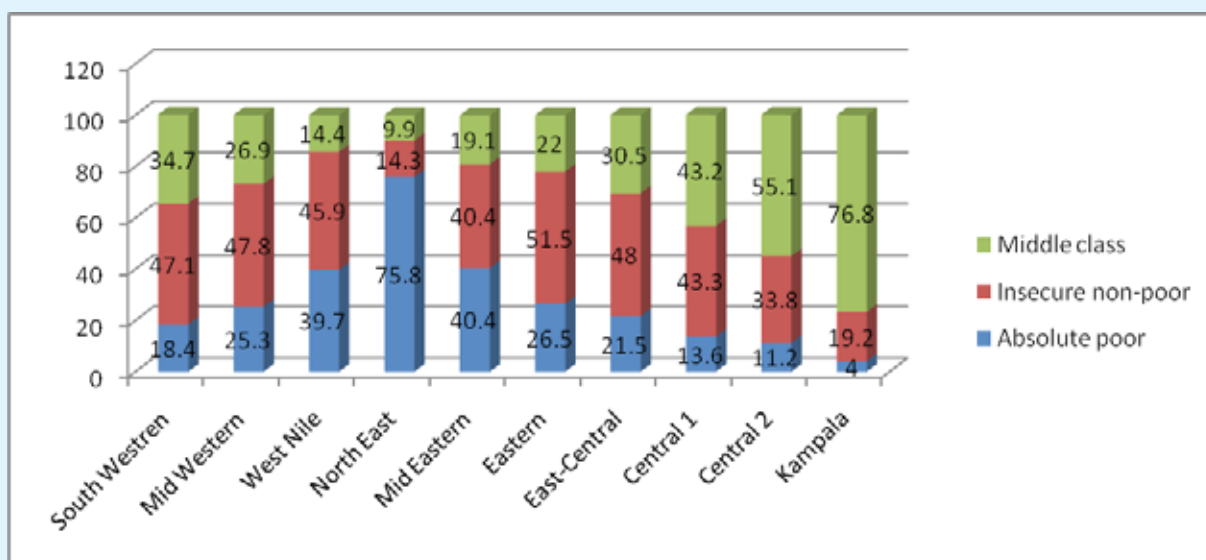
¹⁴ See Internal Displacement Monitoring Centre 5 May 2012

the PRDP mid-term review¹⁵. This has been exacerbated by the discovery of vast deposits of minerals including oil and precious metals that has led to land grabbing. The region has also experienced prolonged drought, severe flooding and their knock-on effects; at the same time, there is insufficient capacity to manage disaster and climatic risks and their impacts.

In addition to land conflict, domestic violence, sexual and gender based violence (SGBV) and child abuse/neglect have been identified as sources of conflict in 58% of sub-counties¹⁶. According to the 2006 Uganda Law Reform Commission study, domestic violence is most common in northern Uganda, where it is reported to have occurred in 78% of homes (CEDOVIP 2007). There has also been an overall rise in crime and alcohol abuse (32%) related to poverty.

The region also experiences extremely high levels of youth unemployment, combined with lack of opportunities for social and economic mobility. Little has been done this far to address unemployment in the region. Some anecdotal evidence shows that unemployment is concentrated in urban areas, or in fragile regions such as Acholi, Lango and Karamoja.

Figure 3: Sub-National Picture of Poverty in 2009/2010¹⁷



Source: EDPRD of Ministry of Finance, Planning and Economic Development, May 2012

¹⁵ PRDP Mid-Term Review 2011

¹⁶ It is unclear what exactly caused these increases but mentioned is amongst others that following the disarmament processes, a shift has been taking place whereby women have become the main breadwinner in the household. This would leave the men with a less prominent role and frustrated. Other factors that could play a role include issues related to power in household; the use of violence to reassert authority; and the use of violence as a weapon of control.

¹⁷ Sub-region of North East includes the districts of Kotido, Abim, Moroto, Kaabong, Nakapiripiriti, Katwaki, Amuria, Bukedea, Soroti, Kumi and Kaberamaido; Mid-Northern includes Gulu, Amuru, Kitgum, Pader, Apac, Oyam, Lira, Amolatar and Dokolo; West Nile includes Moyo, Adjumani, Yumbe, Arua, Koboko, Nyadri, and Nebbi; Mid-Western includes Masindi, Bullisa, Hoima, Kibaale, Bundibugyo, Kabarole, Kasese, Kyenjojo and Kamwenge; South Western includes Bushenyi, Rukungiri, Kanungu, Kabale, Kisoro, Mbarara, Ibanda, Isingiro, Kiruhura and Ntungamo; Mid-Eastern includes Kapchorwa, Bukwa, Mbale, Bududa, Manafwa, Tororo, Butaleja, Sironko, Paliisa, Budaka and Busia; Central 1 includes Kalangala, Masaka, Mpigi, Rakai, Lyantonde, Sembabule and Wakiso; Central 2 includes Kayunga, Kiboga, Luwero, Nakaseke, Mubende, Mityana, Mukono and Nakasongola; East Central includes Jinja, Iganga, Namutumba, Kamuli, Kaliro, Bugiri and Mayuge; and Kampala

While some efforts have been made by government and development partners to target Northern Uganda through special programmes such as the Northern Uganda Social Action Fund (NUSAF) and the PRDP I and II, their implementation has always faced a number of challenges including corruption. Besides, the amount of resources committed has not matched actual needs.

The region also requires significant improvement in the delivery of social services. The recent proliferation of districts in the past one decade has drastically undermined the ability of local governments in the region (and elsewhere in the country) thereby limiting their capacities (technical and financial) to operate at optimal levels. There is thus the need to build technical, institutional and financial capacities of these local governments if service delivery is to improve. This also includes their capacities to undertake baseline assessments to inform planning, monitoring and evaluation, budgeting, and capacity to do actual service delivery.

These and many others constitute some of the major challenges the region faces, and which have to be deliberately targeted if the region is to fully recover from the effects of decades of conflict that it had experienced. The UN wishes to contribute to the efforts of the Government and its development partners to address these challenges within the framework of PRDP-II through this AP.

Programme Actions and Implementation Strategies

Implementation of the Northern Uganda component of the UNDAF AP 2013 – 2015 will be guided by the overall strategy of the AP, based on the adoption of a deliberately more focused, collective, synergistic and coordinated approach to supporting the Government of Uganda in accelerating progress towards achieving some key UNDAF (and thereby NDP and PRDP) outcomes. A deliberate attempt will be made by UN agencies to pilot-test this strategy within the region during this period before its possible expansion to the rest of the country by 2016. While efforts will be made to address some issues on a regional basis, some will be specifically targeted at a few districts and population groups within such districts.

Within the framework of this strategy, the UN agencies will try out in the region new ways/ modalities of doing things differently (vis-à-vis the past), of thinking, planning, programming, working together, and of 'DaO'. In doing so, they will build upon the 'game changers' and areas of convergence that have already been identified as the focus of attention of UN agencies during this period.

Planned key actions that will be undertaken during the period and aimed at operationalizing the above strategy in the region are indicated in the results matrices of each of the three

UNDAF outcomes (and two 'emerging issues'); those that are specific to Northern Uganda are identified as such (with 'Northern Uganda' in brackets after the action, just as is the case with the 'Mother-Child Initiative). It should be noted that many planned key actions in this AP are applicable to the entire country (and thus also to Northern Uganda) while some are specific to the region; the focus here is on those that are specific to the region.

Some of the key actions which the UN agencies will focus on in 2013 - 2015 in Northern Uganda are as follows, by UNDAF outcomes:

UNDAF Outcome 1 - Human Rights and Good Governance

- a) Support drafting of a multi sectoral National Action Plan on Human Rights
- b) Prepare and implement a UN Joint Programme on Transitional Justice.
- c) Prepare position paper on status of mineral exploration and mining (Karamoja).
- d) Provide support to victims' organizations for rehabilitation and psychosocial treatment.
- e) Capacity development for Local Governments to deliver and monitor services.
- f) Advocate and provide support to key players in the Justice system (both government and NGO) to promote and implement gender/child sensitive approaches effectively

UNDAF Outcome 2 - Sustainable Livelihoods

- a) Strengthen capacity of farming communities to access productive assets for increased productivity and value addition.
- b) Promote transfer of renewable energy technologies for productive uses and provision of social services.
- c) Develop disaster risk profiles and guidelines for districts/ municipalities.
- d) Establish multi-sectoral coordination mechanisms for sustainable livelihoods at the National and sub-National levels.
- e) Build partnerships with the private sector to leverage additional finance and increase investment in sustainable livelihoods.
- f) Assist in making internal and international migration an enabler of sustainable livelihood and employment.

UNDAF Outcome 3 - Quality Basic Social Services

The UNDAF, Outcome 3 for Northern Uganda will focus on:

- a) Provide financial and logistical support for the procurement, distribution and installation of solar kits and Emergency Neonatal and Obstetric Care (EmNOC) equipment at selected health centers based on the findings of the assessment exercise.
- b) Support the health sector commodity supply plan for the 13 life-saving drugs.
- c) Support school feeding programmes for all schools in Karamoja region.
- d) Support school health programmes
- e) Support schools in refugee settlements to develop, review and reinforce school policies and guidelines that aim at promoting teacher quality.
- f) Strengthen joint monitoring & supervision of school activities through community mobilization and other stakeholders.
- g) Support retention of 1,000 girls benefiting from scholarship programme in secondary schools in 8 districts.
- h) Promote a safe child-friendly learning environment for all children in the refugee settlements.
- i) Conduct a comprehensive reproductive, maternal, newborn and child health assessment.
- j) Promoting the use of renewable energy sources, like solar-powered water system, installation of bio gas in school, solar kits in health centers and solar-mobi stations at educational institutions (boarding/residential), to stop deforestation, improve the quality of education, improve maternal and new born health.

Land Conflict and Management

- a) Organize sensitization sessions on land related rights across the region, building on research conducted under the Joint Programmes on peacebuilding.
- b) Develop / implement local land use plans in selected communities.
- c) Monitor and document human rights violations related to land

In order to set a solid foundation for the implementation of these key actions, it will be necessary to:

- a) Undertake an analysis/mapping of **WHAT** different UN Agencies and other development partners are doing or plan to do in Northern Uganda in the next 18 months, and **WHERE** they are doing or will be doing it. This mapping exercise will help in identifying areas of convergence and in avoiding overlaps and duplication, and should be done within the first two months of the approval of the Action Plan.
- b) Establish baselines for the various indicators of key results (where non exist presently) so as to better assess progress in attainment of planned results and in programme performance; this should be done within the third month of the AP coming into effect.

Coordination of the Northern Uganda Component of the Action Plan

A lot of emphasis has been placed on more effectively coordinating the support provided by various UN agencies within the framework of this AP, and particularly in Northern Uganda. As a consequence of this, while attempts will be made to build upon and use already existing coordination mechanisms and processes for development programmes in the region, a new coordination mechanism has also been put in place.

The Northern Uganda component of the AP will be implemented in close coordination with the staff located at the RCO (with responsibility for liaison with and oversight of the Northern Uganda component), and through leadership of the UNACs. The UNACs will also be operationally linked to the PMT (Figures 1 and 4) while still reporting to the RCO.

Figure 4: Northern Uganda Action Plan Coordination Structure

Advantage will be taken of already existing coordination structures at the district and regional levels for discussions on the implementation of the component programme. These include, as is currently the case for Karamoja sub-region, Regional Working Groups (RWG) composed of both government Agencies and development partners and chaired by the respective commissioner from the parent Ministry in Kampala that meets quarterly, and District Sectoral Technical Working Group (DTWG) which also include all UN implementing agencies and chaired by the respective head of department in each district local government (DTWG) which meets every month.

Other existing similar structures are shown in Figure 4 The only addition to what already exists is a periodic meeting of UN agencies supporting interventions in a particular district, as need arises, to discuss coordination issues specific to the programme.

Annex 1: UNDAF Action Plan Results Matrices
UNDAF Outcome 1: Human Rights and Good Governance [Lead Agency: OHCHR]

Coordination meetings	Who calls	Frequency	Participation	Agenda	Action forwarded where
UN Team Meeting	UNAC	As and when necessary/ monthly	UN Head of Agencies at the regional level	Coordination related issues	UNCT
Karamoja Inter-Agency/ Acholi Inter-Agency	OPM/Ass. Commissioner	Monthly	Dev Partner, UN Agencies, OPM, Government programmes	Critical issues from SWG, DDMC Policy and advocacy issues, Sharing of best practices and challenges	OPM Kampala KWG (Northern Uganda Working Group) UNCT
SWG/DTPC					
Regional Sector Working Group/					
UNDAF Regional Outcomes Meeting	Line Ministry/ HoD of Host District/Lead Agency (UNDAF Outcome Chair – Ministry)	Quarterly	Sector specific – HoD, UN Agencies and Dev Partners, line Ministry, District Sector Secretary	Sector specific – progressive reports, outstanding issues (challenges & opportunities)	UNKT/UNA/UNCT, RSWG, SWG/ DTPC /District council, KIA/KWG, OPM, DDMC & line Ministry.
District Disaster Management Committee	CAO	Monthly	Dev partners, All HoD, CAO, Security Agencies & UN	Humanitarian emergency issues from different sectors	OPM, KIA/KWG, UNKT/UNCT, UNAT/ District council, CAO/ SWG/DTPC
Sector Working Group	District HoD/Lead Agencies	Monthly	Sector specific – HoD, UN Agencies & Dev. Partners	Sector specific – progressive reports, outstanding issues (challenges & opportunities)	UNKT, UNATRSWG, KIA, SWG/DTPC /District council, DDMC & line Ministry.
PRDP Regional Technical Working Group	OPM/Ass. Commissioner	Monthly	OPM, RCO, UNICEF, WFP, CAO & Planner, Donor (Irish Aid, USAID)	Issues related to PRDP implementation	OPM, KWG/NUWK UNCT,
District Technical Planning Committee	CAO	Monthly	CAO, HoD& others	Progress reports, administrative issues, cross cutting issues	CAO & district council; development partners, line Ministries

NDP Priorities: 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 leads to reducing geographic, socio-economic and demographic disparities in attainment of Millennium Declaration and Goals by 2015. [Lead Agency: UNDP]					
Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
UNDAF Agency Outcome 1.1: National and Local Government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction. [Good Governance: Accountability and Citizen's Empowerment]					
1.1.1. Enhanced institutional capacity and knowledge of JLOS. (OHCHR/UNDP/UNICEF)	<p>a) % reduction in case backlog with LCCs and courts of justice.</p> <p>b) % of magistrates trained on Child friendly justice issues</p> <p>% of magistrates implementing child friendly procedures in courts</p>	<p>a) Support the Local Council Courts structure through: annual data collection on land, assessments, including annual data collection on land, people's awareness of rights and legal services, establishing central repository for decisions of LCCs.[Northern Uganda]</p> <p>b) Advocate and provide technical assistance for establishing witness protection legislation and frameworks. [Northern Uganda]</p> <p>c) Advocate, support and provide technical assistance to JLOS/ DCC/CJSI in addressing justice For Children concerns through : Capacity building of Magistrates, DPP, and related functionaries on justice for children issues. [Northern Uganda]</p> <p>d) Build capacity of CID/CFPU /District police trainers on the International standards related to child protection. [Northern Uganda]</p>	<p>JLOS annual performance reports.</p> <p>DCC reviews, action plans/progress reports on addressing child justice issues.</p> <p>Field Monitoring by JAC steering Committee, JLOS Annual reports, DCC reviews</p>	<p>Adequate capacity within judiciary to undertake supervisory work for LCCs</p> <p>LCCs fully established and operational</p> <p>Adequate funding and prioritization of witness protection in institutional processes. Sustained commitment and capacity within ICD to institutionalize witness protection measures</p> <p>Policy thrust /support and priority from National Level is sustained.</p> <p>National level support to districts in terms of budgets, personnel is sustained</p> <p>National level institutional support from key sectors to DCC.</p> <p>Provision of adequate funds and human resources for referrals, transport to Probation, Courts, and CFP</p>	<p>Periodic reports and JLOS Secretariat visits</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
1.1.2 Law enforcement institutions (UPDF, UPF, and auxiliary security forces like LDUs) demonstrate increased demanding on International standards on use of force, detention and treatment of persons in custody. (OHCHR/UNICEF/IOM)	<p>a) 20% of cases of human rights violations raised with law enforcement institutions receive a positive response.</p> <p>b) % of District Chain Linked Committees in Acholi and Karamoja undertaking inspections of facilities for children and young persons.</p> <p>c) % of cases of petty crimes diverted from detention facilities.</p>	<p>a) Monitor, report on and carry out advocacy on HR violations perpetuated by law enforcement institutions.[Northern Uganda]</p> <p>b) Build capacity of selected law enforcement institutions on dissemination of Torture Act.[Northern Uganda]</p> <p>c) Support JLOS/DCC/CJSI to monitor status of children in prisons, remand and to advocate for release.</p> <p>d) Build capacity on treatment of migrants in detention.</p>	<p>OHCHR Annual Reporting</p> <p>Inspection reports at local DCC level validated by JLOS</p> <p>National Monitoring Reports</p>	<p>Political will of the UPDF to investigate and take corrective action</p> <p>UPF sustains priority to diversion with adequate oversight and supervision/ review of status.</p> <p>Political will of prisons service to ensure adherence to International human rights standards</p>	<p>Periodic inspection reports</p> <p>Inspection visits and progress reports</p>
1.1.3 Increased capacity of rights holders to defend their rights, monitor, advocate and litigate on relevant human rights and accountability concerns. (OHCHR, UNDP, UNWOMEN, UNICEF, IOM)	<p>a) Existence of a functional Civil Society network that monitors advocates and litigates on relevant human rights and accountability concerns. [Baseline: CSOs working on litigation exist but no network or strategic framework for doing so is available ;</p> <p>Target: a network for strategic litigation on human rights is in place and at least 2 cases filed].</p> <p>b) A CSO forum on monitoring service delivery functional with linkages to National oversight entities</p> <p>c) Number of alternative reports submitted to treaty bodies and communications on human rights concerns sent to special procedures mandate holders.</p>	<p>a) Build capacity of key CSOs and youth centers for improved human rights monitoring, reporting and advocacy.[Northern Uganda] [Youth Engagement]</p> <p>b) Increase citizen engagement for accountability, specifically on findings of CSO-NDP monitoring reports, roll out of the open development initiative and U-report.[Northern Uganda] [Youth Engagement]</p> <p>c) Build capacity of CSOs and other relevant groups working with youth, migrants, victims of trafficking, gender and women's rights to advocate for responsive policies and budget.[Northern Uganda] [Youth Engagement]</p> <p>d) Provide technical and financial support to CSOs to raise awareness on selected laws and strategies that guide transparency and accountability.[Northern Uganda]</p> <p>e) Build capacity of CSOs on alternative reporting to treaty bodies and communications to SP. [Northern Uganda]</p>	<p>CSO Reports</p>	<p>Government recognizes ESCR as enforceable human rights</p> <p>Willingness of CSOs to be fully involved in HR advocacy, Nationally and Internationally.</p> <p>Government does not enact legislations that abet discrimination against certain groups of persons</p> <p>Political will for affecting the accountability related laws, policies and strategies.</p>	<p>Monitoring/periodic progress reports</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
<p>1.1.4 Improved availability of quality information, disaggregated data, analysis and mechanisms in place to facilitate participatory planning monitoring and decision-making. (UNFPA, UNWOMEN, IOM, WHO, UNDP, UNHABITAT)</p>	<p>a) Existence of up-to date National Survey Reports including UDHS, National panel surveys, Census, UNHS, gender audits for 8 key sector government ministries. b) % data sets disaggregated by age and sex derived from the census and other National surveys are analyzed and used for decision-making at all levels. [Baseline: 6; Target: 10] c) Selected districts use a human rights based approach to planning and monitoring of district level plans. d) Existence of a National Migration Profile with up to date information on internal and International migrants [Baseline: No information available Target: Availability of up-to-date information] e) Existence of a National database to combat trafficking in persons [Baseline: No database exists. Target: Database set up.]</p>	<p>a) Provide technical and financial support to government and districts to generate and use data for planning (census, surveys and administrative data). b) Provide technical support to conduct gender audits for key sector government Ministries. c) Train district community development officers on human rights based approach to planning, implementation and monitoring and evaluation/ d) Hold consultations with government and other stakeholders; gather and analyze relevant data on migration e) Handover of IOM counter-trafficking database to the Ministry of Internal Affairs and provide technical support to manage the database</p>	<p>UDHS National Panel Surveys, Census Reports Client Satisfaction Survey, Gender Audit Reports. Urban vulnerability report, National and district statistical abstracts, birth and death registration reports, Youth Employment Report, UNHS Report.</p>	<p>Government commitment to fund major data processes is secured; Availability of key migration data</p>	<p>Government/ Sectoral reports</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
<p>UNDAF Agency Outcome 1.2: Selected Government, Civil Society and Governance Institutions are increasingly integrating and applying Human Rights standards and principles. [International and Regional Human Rights Covenants]</p> <p>1.2.2 National institutions have the capacity to report on, and implement recommendations from, international and regional human rights covenants and other conventions. (All UN Agencies)</p>	<p>a) National Action Plan on Human Rights developed in a participatory manner and disseminated.</p> <p>b) Number of priority outstanding treaty bodies, special procedures or human rights council recommendations substantially implemented. [Baseline: Over 200 recommendations received from TB, SP and UPR; Target: at least 15 % of recommendations substantially implemented.]</p> <p>c) Joint programme on transitional justice in place.</p> <p>d) National Action Plan to Combat Trafficking developed in a participatory manner and disseminated</p>	<p>a) Support drafting of a multi sectoral National action plan on Human Rights [Mother-Child Initiative] [Northern Uganda]</p> <p>b) Build capacity and advocate with state authorities to increase compliance with TB reporting and implementation of recommendations arising from human rights mechanisms.</p> <p>c) Prepare and implement a UN joint programme on Transitional Justice. [Northern Uganda]</p> <p>d) Strengthen capacity of UHRC to monitor violations of human rights of migrants and the capacity of the government of Uganda to report to the Committee on the Rights of Migrant workers.</p>	<p>State reports to treaty bodies. Report from SP visit Report from advocacy meetings.</p>	<p>The Inter-ministerial committee is instituted, operational and leads coordination of the reporting process Sustained commitment by Government to implement its reporting obligations Government takes needed steps for initiating the National action plan development in an inclusive and participatory manner.</p>	<p>Periodic progress reports</p>
<p>UNDAF Agency Outcome 1.3: Formal and informal justice systems uphold Human Rights and foster peace and reconciliation. [Peace Building and Transitional Justice]</p> <p>1.3.1 Increased knowledge and skills of JLOS TJ working group and relevant stakeholders on designing and implementing TJ policies and programmes that are human rights compliant, child and gender sensitive (OHCHR, UNDP, UNICEF/IOM)</p>	<p>a) Number of selected policy areas where the level of compliance of legislation/policy with international human rights standards has significantly improved. [Baseline: 2, Target: at least another 3 policy areas are human rights and child compliant]</p> <p>b) Provide technical assistance to the Office of the Coordinator of the National Task Force to Combat Trafficking to implement a victim-centered approach to combat trafficking</p>	<p>a) Participate in key deliberations of JLOS and relevant District structures on TJ to ensure integration of human rights, gender and child protection standards. [Northern Uganda]</p> <p>b) Enhance capacity for training on TJ at academic institutions [Northern Uganda]</p>	<p>Briefing papers Meeting notes and monthly reports Curriculum on TJ</p>	<p>Positive government response on proposed recommendations.</p>	<p>Periodic progress reports</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
1.3.2 Increased understanding by victims and affected communities of their rights to justice, truth and reparations and increasingly engage with relevant stakeholders and authorities for their realization. (OHCHR, UNDP, UNICEF)	<p>a) No of community dialogues on TJ. [Baseline: Not available Target: At least 12 community dialogues successfully completed.]</p> <p>b) No of victims provided with psychosocial support (disaggregated by sex). [Baseline: one organization providing support to 500 victims; Target: at least two organizations providing support to at least 1000 victims]</p>	<p>a) Facilitate Grassroots and Community members' dialogues and participation in Transitional Justice processes. [Northern Uganda] [Youth Engagement]</p> <p>b) Provide support to victims, including children and youth, directly and through organizations and government authorities for rehabilitation and psychosocial treatment. [Northern Uganda] [Youth Engagement]</p>	Monthly reports, Activity reports	The National TJ policy is delivered for discussion by JLOS	Monitoring visits Periodic progress reports
UNDAF Agency Outcome 1.3: Formal and informal justice systems uphold Human Rights and foster peace and reconciliation. [Peace Building and Transitional Justice]	<p>a) Position paper on dispute resolution mechanisms available. [Baseline: 0; Target: 1]</p> <p>b) Number of persons trained in participatory planning</p> <p>c) Number of persons trained in mediation, negotiation</p> <p>d) Existence of a non-state platform for dialogue</p> <p>e) Formal platform for dialogue amongst political parties.</p>	<p>a) Prepare position paper on status of mineral exploration and mining (Karamoja). [Northern Uganda]</p> <p>b) Build capacity of LGs, CBOs, NGOs and other community groups in participatory planning, decision making, M&E</p> <p>c) Strengthen National capacities for mediation and dialogue and negotiation. [Northern Uganda]</p> <p>d) Establish a non-state platform for dialogue functional (National Elders Forum - NEF). [Northern Uganda]</p> <p>e) Establish a formal platform for dialogue amongst political parties</p>	Reports of NEF and NCF	Impact of dynamic and constantly evolving political context	Government reports Monitoring reports

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism
1.3.2 Increased understanding by victims and affected communities of their rights to justice, truth and reparations and increasingly engage with relevant stakeholders and authorities for their realization. (OHCHR, UNDP, UNICEF)	a) No of community dialogues on TJ. [Baseline: Not available Target: At least 12 community dialogues successfully completed.] b) No of victims provided with psycho-social support (disaggregated by sex). [Baseline: one organization providing support to 500 victims; Target: at least two organizations providing support to at least 1000 victims]	a) Facilitate Grassroots and Community members' dialogues and participation in Transitional Justice processes. [Northern Uganda] [Youth Engagement] b) Provide support to victims, including children and youth, directly and through organizations and government authorities for rehabilitation and psychosocial treatment. [Northern Uganda] [Youth Engagement]	Monthly reports, Activity reports	The National TJ policy is delivered for discussion by JLOS	Monitoring visits Periodic progress reports
UNDAF Agency Outcome 1.3: Formal and informal justice systems uphold Human Rights and foster peace and reconciliation. [Peace Building and Transitional Justice]	a) Position paper on dispute resolution mechanisms available. [Baseline: 0; Target: 1] b) Number of persons trained in participatory planning c) Number of persons trained in mediation, negotiation d) Existence of a non-state platform for dialogue e) Formal platform for dialogue amongst political parties.	a) Prepare position paper on status of mineral exploration and mining (Karamoja). [Northern Uganda] b) Build capacity of LGs, CBOs, NGOs and other community groups in participatory planning, decision making, M&E c) Strengthen National capacities for mediation and dialogue and negotiation. [Northern Uganda] d) Establish a non-state platform for dialogue functional (National Elders Forum - NEF). [Northern Uganda] e) Establish a formal platform for dialogue amongst political parties	Reports of NEF and NCF	Impact of dynamic and constantly evolving political context	Government reports Monitoring reports
1.1.5. Capacity of government institutions strengthened to effectively implement and monitor service delivery. (UNDP, UNAIDS)	a) % of Local Governments meeting performance measures of service delivery. [Baseline: The 2011 National Assessment exercise was carried out in 111 District Local Governments. Out of the 111 Districts assessed against the performance measures - 71 (64%) got a reward, 24(22%), remained static and 15(14%) were penalized; Target: 80% of the 111 Districts meet the performance measures of service delivery.]	a) Technical support provided to NPA and MoLG to: Develop planning guidelines and service, delivery standards for selected sectors. b) Review the Local Government (LG) structure. c) Implement selected recommendations arising from the capacity needs assessment of Parliament, MoLG and NPA c) Provide technical and financial assistance to OPM and NPA to undertake regular reviews, monitoring and reporting on service delivery. d) Build capacity for PPP in LGs Support establishment of zonal coordination offices for the HIV response e) Support integration of HIV/AIDs in district planning guidelines and tools	Annual Assessment report of Minimum Conditions and Performance Measures for Local Governments. JARD report UAC reports Periodic reports	Government commitment to revise the Local Government structure. Appropriate human resource at UAC	Annual project reports CPAP review reports. Project board minute. Field project monitoring reports.

NDP Priorities: Increasing household incomes and promoting equity; Enhancing the availability and quality of gainful employment; Improving stock and quality of economic infrastructure; Promoting science, technology, innovation and ICT to enhance competitiveness and Promoting sustainable population and use of the environment and natural resources.	UNDAF OUTCOME 2: Vulnerable segments of the population [1] 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. [Lead Agency: UNDP]	Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
		<p>2.1.1 Policy and regulatory framework strengthened for sustainable livelihoods. (UNDP, UNICEF, FAO, WFP, IOM)</p>	<p>a) Number of policies that address sustainable livelihoods developed or updated;</p> <p>[Baseline: 3 policies i.e. outdated environment policy, renewable energy policy and e-waste policy are in place, Current Tourism Policy (2003) is outdated; No Food and nutrition policy and strategy 2012. Target: 2 strategies developed i.e. Biomass energy and e-waste strategy; environment management policy updated; rangelands policy developed; Updated Tourism Policy, Strategy and marketing Plan; Food and nutrition, strategy and bill]</p> <p>b) Number of bills and regulations relevant to sustainable livelihoods drafted</p> <p>[Baseline: Tourism Act (2008) in place but un-operational due to lack of supporting regulations. 2012; Draft food and nutrition bill in place Target 10 Tourism regulations to be prepared and the food and nutrition bill. Food and nutrition bill enacted]</p> <p>c) DRR and CCA mainstreamed in 5 policies [Baseline: 5 draft policies in climate change, biomass energy, tourism, nutrition and agriculture, Environment policy; 2012; Target 2 policies i.e. Environment policy updated, Rangelands policy developed]</p> <p>d) Number of districts/municipalities with DRR and CCA integrated in development plans and activities [Baseline: 7 districts ,2012; Target: 13 districts, 2014]</p>	<p>a) Develop/update policies or strategies in climate change, biomass energy, tourism, food and nutrition communication strategy, migration and agriculture.</p> <p>b) Support the drafting of the Food and Nutrition Bill; ii) Energy Efficiency Bill</p> <p>iii) Tourism bill. [Mother-Child Initiative]</p> <p>c) Support development of mainstreaming guidelines</p> <p>d) Conduct training for sector focal points at National level and selected district staff</p>	<p>Draft policy document</p> <p>Draft regulations relevant to sustainable livelihoods</p>	<p>Government commitment to improving livelihoods sustained</p>	<p>Review of Government sector reports</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
2.1.2 National Programme for Employment developed (ILO)	National Employment Programme available [Baseline: No plan 2012; Target: Existence of National Action Plan for Youth Employment]	Support the finalization of the National Employment Programme. [Youth Engagement]	Monitoring/progress reports	Employment remains a key focus area for Government	
2.1.3 Action Plan on Youth Employment developed. (ILO)	National Action Plan for Youth Employment in place. [Baseline: No Programme, 2012; Target: National Employment Program in place]	Develop a National Action Plan for Youth Employment. [Youth Engagement]	Monitoring/progress reports	Personnel in place; Youth employment remains a key focus area for Government	
UNDAF Outcome 2.2 Vulnerable communities, government, civil society and the private sector are sustainably managing and utilizing the environment and natural resources for improved livelihoods and to cope with the impact of climate change.					
2.2.1 Improved institutional capacity to plan, manage, monitor and coordinate interventions on sustainable livelihoods (UNDP, UNICEF, FAO, WFP, UNHCR, UNCDF, UNIDO, WHO, IOM, UNISDR)	a) Number of disaster risk profiles, post-disaster assessment guidelines developed. [Baseline: Hazards maps available but no comprehensive risk assessment, 2012; Target: Sex disaggregated National HRV assessment and disaster risk profiles produced and available]	a) Develop disaster risk profiles and guidelines for districts/ municipalities. [Northern Uganda]			
	b) National disaster data-base in place. [Baseline: Development of Desinventar (database) initiated but not fully systematized, 2012; Target: National disaster data-base in place by 2014]	b) Develop National disaster data-base.			
	c) Strategic Planning and Investment Framework (SPIF) for DRR in place. UNDP [Baseline: No SPIF in place, 2012; Target: SPIF in place]	c) Develop a Strategic Planning and Investment Framework for DRR	Monitoring reports; meeting minutes	Personnel in place;	Review of Government sector reports
	d) Upgraded protocol for sharing weather/disaster information available.	d) Upgrade protocol for sharing weather/disaster data/information between Ministries and Agencies Conduct training for committees and selected staff Install 10 automatic weather stations in Teso, Karamoja, Lango and Bugisu sub-region; 30 weather forecasting stations at the National level			
	e) Food and Nutrition MIS in place [Baseline 0, 2012, Target:1] M&E framework for UNAP developed [Baseline: No M&E framework; Target M&E framework for UNAP in place]	e) Establish a harmonized multi-sectoral food and nutrition MIS, including mapping key stakeholder activities in food and nutrition f) Support development of M&E framework for the UNAP			

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
	<p>f) Multi-sectoral strategy and operational plan on food and nutrition available. [Baseline 0, 2012, Target 1]</p> <p>g) Number of low income households, entrepreneurs that accessed financial services [Baseline: 0, 2012; Target: 8000 HHs]</p> <p>h) Coordination mechanism for sustainable livelihoods (food and nutrition) in place [Baseline 0, 2012; Target Functional coordination mechanism in 6 (for food) and all phase I and II districts and at the National level for nutrition]</p>	<p>f) Update the multi-sectoral, strategy and costing implementation plan for food and nutrition, capacity analysis [Mother-Child Initiative] [Northern Uganda]</p> <p>g) Facilitate access to financial services for clean energy for low-income households and micro-entrepreneurs.</p> <p>h) Establish multi-sectoral coordination mechanisms for sustainable livelihoods (Food and nutrition) at the National and sub-National levels. [Mother-Child Initiative] [Northern Uganda]</p>			
2.2.2 Support the government to establish and strengthen institutional framework and mechanisms for collecting, analyzing and disseminating labour market information (ILO, IOM)	<p>a) Institutional capacity assessment report</p> <p>b) Conceptual Frame work on LMIS in place [Baseline: 0, 2012; Target: Institutional capacity assessment report in place]</p> <p>c) Existence of a Labour Market Needs Assessment (LMNA) Report [Baseline: No report 2012; Target: Existence of a Labour Market Needs Assessment report].</p> <p>d) Existence of a Labour Force Survey (LFS) Report, IOM</p>	<p>a) Conduct an assessment of institutional capacity of key players on LMIS</p> <p>b) Develop a conceptual Frame work on LMIS</p> <p>c) Train government officials on capturing LMNA data, analyze and tabulate LMNA data, produce and disseminate report</p> <p>d) Analyze and tabulate LFS data</p>	Monitoring/progress reports	Availability of LFS data	
2.2.3 Partnerships between government, civil society and private sector strengthened for implementation of interventions on sustainable livelihoods. (UNDP, UNHCR)	<p>a) Amount of resources mobilized. [Baseline: TBD; Target: TBD]</p>	<p>a) Build partnerships with the private sector to leverage additional finance and increase investment in sustainable livelihoods. [Mother-Child Initiative] [Youth Engagement] [Northern Uganda]</p> <p>b) Develop a comprehensive investment plan for Government to use in advocating for food and nutrition budgeting. [Mother-Child Initiative]</p>	Periodic reports	Private sector interested in such partnerships	
				Government commitment	

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
UNDAF 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					
2.3.1 Increased community access to markets, productive assets and social services. [Baseline: TBD; Target: TBD] (UNDP, UNICEF, FAO, WFP, UN-CDF, UNIDO, WHO, UNHCR)	<p>a) # of persons with access to improved social infrastructure (schools, health units) in the community</p> <p>b) # of HH with access to renewable energy facilities such as bio gas, solar [Baseline: 816,000 HHs, 2012; Target: 10,000 HHs, 2014]</p> <p>c) # of schools and school communities with access to renewable energy facilities (bio gas and solar powered services [Baseline: 11 schools and their communities; Target : 50 schools and their communities]</p> <p>d) % Schools with Solar Mobi Station [Baseline: 0; Target: 250 primary schools (50% of all primary schools in Karamoja)]</p> <p>e) # of farmers trained on production, post harvest handling, value addition and marketing. [Baseline=42,000 farmers 2012; Target=105,000 farmers (whereof 42,000, 50:50 ratio F:M)]</p> <p>f) % of farmers accessing agricultural production inputs such as seeds, livestock breeds, ox-ploughs and oxen [Baseline=42,000 farmers 2012; Target=63,000 farmers]</p> <p>g) Number of farmers (by sex) accessing storage facilities for marketing. [Baseline: 1500 farmers 2012; Target: 3000 farmers]</p> <p>h) % increase in throughput at assisted warehouses: [Baseline: Data not available; Target: System put in place to start tracking the increase]</p>	<p>a) Promote transfer of renewable energy technologies for productive uses and provision of social services. [Mother-Child Initiative] [Northern Uganda]</p> <p>b) Use surface water or high yielding water point to provide solar powered water services. [Mother-Child Initiative] [Northern Uganda]</p> <p>c) Promote bio gas provision at school, community and household level for cooking and lightening. [Mother-Child Initiative]</p> <p>e) Provide solar mobi station to selected schools [Mother-Child Initiative] [Northern Uganda]</p> <p>f) Train health and education staff on use of innovative interventions. [Mother-Child Initiative] [Northern Uganda]</p> <p>g) Provide support to capacity of farming communities to access productive assets for increased productivity and value addition. (Mother-Child Initiative) [Northern Uganda]</p> <p>h) Strengthen capacity of farming communities to access knowledge and productive assets for increased production and productivity. (Mother-Child Initiative) [Northern Uganda]</p> <p>i) Build the capacity of smallholder farmers on post harvest handling, value addition and marketing</p>	<p>Sector performance reports; partner reports; farmer organization records</p>	<p>Availability of community resources</p> <p>Grain markets will pay higher prices for higher quality produce</p>	<p>Periodic progress reports</p> <p>Joint field monitoring missions</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
2.3.2 Strengthened household and community resilience to climate change and disaster risks. (UNDP, UNICEF, FAO, WFP, UNCDF, UNIDO, WHO, UNFPA, UNHCR, UNISDR)	<p>a) Community asset score [Baseline TBD in June 2013]</p> <p>b) Household asset score [Baseline TBD in June 2013]</p> <p>c) No of mitigation assets built or restored.[Baseline=0 in 2012; Target= 1,510 valley tanks/dams built/rehabilitated]</p> <p>d) Number of planners in selected districts aware of the relationship between climate change impact and population dynamics UNFPA, [Baseline: TBD; Target: Planners in 13 districts]</p> <p>a) Number of hectares of bio-energy plantations established [Baseline=0, 2012; Target=500ha]</p> <p>f) % of households adopting sustainable coffee production practices [Baseline: Planting shade trees – 84%, mulching of fields – 12%, rainwater tanks – 18%, rainwater trenches – 21%;2012; Target: Planting shade trees – 100%, mulching of fields – 50%, rainwater tanks – 50%, rainwater trenches – 50%]</p>	<p>a) Reduce hazard risk at community level in targeted communities through improved management and utilization of soil and water/natural resources. [Northern Uganda]</p> <p>b) Build or restore disaster mitigation assets of targeted vulnerable communities;</p> <p>c) Document and disseminate information on the relationship between climate change and population dynamics</p> <p>d) Increase awareness of the nutrition situation through communications and advocacy. [Mother-Child Initiative]</p> <p>e) Promote scale-up of cost-effective nutrition intervention. [Mother-Child Initiative] [Northern Uganda]</p> <p>f) Strengthen knowledge and capacities for climate change adaptation</p> <p>g) Promote bio-energy plantations and improved charcoal production technologies</p> <p>h) Promote climate change adaptation practices for coffee production</p>	Local Government reports	Local Government is committed to sustainable livelihoods	Review of Local Government sector reports

UNDAF Outcome 3: Quality Social Services [Lead Agency: UNFPA and UNICEF]

NDP Priorities: Increasing access to quality social services; Enhancing human capital development and Promoting sustainable population and use of the environment and natural resources	
UNDAF outcome 3: Vulnerable populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2015. [Lead Agencies: UNICEF, UNFPA]	
Key Results	Key Result Indicators
Key Actions	Means of Verification
Risks and Assumptions	Monitoring Process/Mechanism
UNDAF 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.	
<p>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 population. (UNICEF WHO, UNFPA, UNAIDS, UN Human rights, IOM)</p>	<p>a) Mapping of RMNCH package and resources (funding, human resource and services) in the country in place [Baseline: No mapping; Target: mapping in place]</p> <p>b) The post-MTR HSSIP clearly rights-based and MDG-focused and evidence-based (informed by the landscape assessment and other studies slated for the MTR) [Baseline: 2011/12 -2014/15 HSSIP available and MTR underway; Target: A draft a sub-sector (Integrated reproductive, maternal and newborn and Child health) Strategic Plan A rights-based and MDG focused Health Sector Strategic and Investment Plan (HSSIP), informed by the landscape analysis in place]</p> <p>c) Existence of a National Action Plan on Health of Migrants and Mobile Population [Baseline: No Target: Yes]</p>
<p>a) Conduct a comprehensive reproductive, maternal, newborn and child health landscape assessment. (Guided by A Promise Renewed, the UN commission for life saving commodities commitment, Born2Soon, and the List tools) [Mother-Child Initiative]</p> <p>b) Draft a sub-sector (Integrated reproductive, maternal and newborn and Child health) Strategic Plan [Mother-Child Initiative]</p> <p>c) Provide technical assistance for the Mid-Term Review of HSSIP, and inform 2013-14/2014-15 portion of the HSSIP [Mother-Child Initiative]</p> <p>d) Conduct National dialogues on mobility and health and produce the National action Plan</p>	<p>Comprehensive RMNCH Landscape Assessment report</p> <p>Sub-sector (Integrated reproductive, maternal and newborn) Quarterly/annual health sector performance reports</p>
<p>UN-Human Rights Technical guidance tool on the rights based approach to policy and programming is widely available and used</p> <p>Assessment report will be in time to inform the HSSIP process</p> <p>Interest in producing a National Action Plan on the health of migrants</p>	<p>MCH TWGs</p> <p>HPAC, JUPSA JSC and thematic WGs</p>
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. (UNICEF, WHO, UNFPA, UNAIDS, UNHCR, UNISDR)	
<p>a) % of health planning professional staff trained in policy analysis; [Baseline = TBD; Target = TBD]</p> <p>b) Number of Government sectors applying e-technology for rights- and evidence-based programming [Baseline =5(MOH, MoES, Uganda Parliament, URSB, OPM) Target = TBD]</p> <p>c) National E-Health policy and E-health technology framework implemented and harmonize E-health projects</p> <p>d) National E-health strategic plan implemented; mTrac and DHIS 2 integrated</p>	<p>a) Conduct training in (health sector) policy analysis for health planners. [Mother-Child Initiative]</p> <p>b) Support use of e-technology for analysis and the harmonization of MNCH & HIV/AIDS policies, strategies and plans (e-Health) [Mother-Child Initiative]</p> <p>c) Recruit and deploy Consultant to MoH for policy development and strategic planning and governance of E-health environment;</p> <p>d) Develop and implement the Resource Center Stabilization Plan for upgrading of the infrastructure and operations)</p> <p>d) Mitrac and U- Report rolled out nationwide. [Mother-Child Initiative] [Youth engagement]</p>
<p>E-technology tools are enhanced to capture vital MNCH and HIV data</p>	<p>Monthly Health Policy Advisory Committee,</p> <p>Quarterly Maternal and Child Health TWG</p> <p>E-health TWG</p>
<p>Quarterly/annual health sector performance reports</p>	<p>E-Health policy and implementation plan are approved by HPAC and top Management and the moratorium on e-health is lifted</p> <p>Resources allocation to implement the E-Health strategic plan is sustained</p>
<p>Monthly Health Policy Advisory Committee,</p> <p>Quarterly Maternal and Child Health TWG</p> <p>E-health TWG</p> <p>Monthly E-health TWG</p>	

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
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. (UNFPA, UNICEF, WHO, UNAIDS, ILO, UNDP)	<p>a) Percentage increase in expenditure of allocated budget for FP, MCNH and HIV/AIDS [Baseline = TBD; Target = TBD]</p> <p>b) A maternal and newborn health Champion identified from parliamentarians</p> <p>c) The parliament's maternal and newborn health advocacy strategy implemented</p>	<p>a) Establish mechanisms for tracking Government commitments for Family Planning, MNCH & HIV/AIDS. [Mother-Child Initiative]</p> <p>b) Assist MoH in finalizing the National Health Financing Strategy, including alternative financing modalities. Support the health sector to use strategic information to engage parliamentary committees and MOF to increase budget for MNCH and HIV & AIDS.</p> <p>c) Conduct a maternal and newborn health think tank [Mother-Child Initiative]</p> <p>d) Identify and support the work of a parliamentarian Champion for maternal and newborn health [Mother-Child Initiative]</p> <p>e) Provide financial and technical support to the parliament to update and implement the maternal and newborn health advocacy strategy [Mother-Child Initiative]</p>	<p>Quarterly/annual health sector performance reports</p> <p>Draft strategy presented to Health Policy Advisor Committee (HPAC)</p>	<p>Government commits to adopting the UN accountability framework</p> <p>If the macro-economic situation fails to improve, this may cause government to unduly shift budget allocation from social services. This will be worsened by the current freeze of development funding.</p>	<p>Health Sector Budget WG</p> <p>Monthly Health Policy Advisor Committee HPAC meetings.</p> <p>Health Sector Budget WG(SBWG)</p>
<p>UNDAF 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.</p>					
3.2.1 Government capacity to effectively manage the delivery of social services and social protection improved at all levels. (UNICEF, WHO, UNFPA, UNAIDS, UN-HCR)	<p>a) Number/Percentage of health facilities equipped with solar kits, (baseline: 2, target: 70 health centers (40 in Karamoja and 20 in Acholi sub- regions) [Baseline = 0; Target = 100 facilities in Karamoja, (denominator TBD)])</p> <p>b) Percentage of Hospitals and HCIVs with MDSR report recommendations included in annual plans [Baseline = 0; Target-c) Proportion of health units without stock outs of 13 lifesaving commodities [Baseline = To be established; Target = TBD]= 100%</p> <p>d) Proportion of health workers at HC IIV and hospital with capacity to provide emergency obstetrical and newborn (EmONC) care; Early infant diagnostic and pediatric care and the HIV/AIDS Option B + in accordance with National standards</p>	<p>a) Provide financial and logistical support for the procurement, distribution and installation of solar kits and EmNOC equipment at selected health centers based on the findings of the assessment exercise (under 3.1.1 above)</p> <p>b) Provision of health facilities with appropriate equipment, commodities and innovative technology (solar kits and modified MAMA kits, to provide essential and emergency MNCH services; [Northern Uganda]</p> <p>c) Support institutionalization and roll out of maternal and perinatal death surveillance and response. [Mother-Child Initiative]</p> <p>d) Support the health sector commodity supply plan for the 13 life-saving drugs. [Mother-Child Initiative]] [Northern Uganda]</p> <p>e) In-service training of health staff in the provision of a minimum MNCH package with EmONC linked to Scale up Nutrition Program [Mother-Child Initiative]</p>	<p>Quarterly/annual health sector performance reports</p> <p>Quarterly facility and district reports</p> <p>Reports generated from the MVRs electronic data base</p> <p>Reports of the Local government and NGOs,</p> <p>Reports from the Child Helpline</p>	<p>Risks: the interruption and/or low quality of the internet connectivity by the different internet providers.</p> <p>Risks: The turnover of staff in hospitals</p> <p>Assumption: MoH and URSB will enforce the use of MVRs by hospitals and will ensure that registration to birth of children is included in the Performance indicators of those hospitals</p> <p>Assumption: Government at National and local</p>	<p>MCH TWG</p> <p>URSB, MoH, UNICEF and CPMT monitoring visits and reports</p> <p>MGLSD, MoLG, CPMT and UNICEF monitoring visits</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism
	<p>e) Proportion of district and referral hospitals that are using Mobile Vital registration System to register to birth and issue birth certificates for all children born in the hospital maternity wards [Baseline: 4 hospitals; 28 districts; Target= 135 hospitals and 58 districts]</p> <p>f) Proportion of districts that have concrete plans and have allocated resources to child protection services aimed of protecting children from all forms of violence [Baseline: 10 districts Target 20]</p>	<p>[Northern Uganda]</p> <p>f) Provide training, IT equipment to 135 hospitals and support URSB and MoH to monitor the use of the MVRs</p> <p>g) Provide support to CDO, P&SW and NGOs at district and sub-county level to identify and provide child protection services to children at risk or survivors of violence</p> <p>h) Provide technical support the MGLSD to set up and operationalize an emergency Child Helpline for reporting cases of abuse and violence and for referring those cases to basic services providers (health, social protection, education, judiciary, etc)</p>		<p>levels translate their political commitment to protect children into increase budget allocation to child protection services</p>	
3.2.2 Timely, reliable, disaggregated and analyzed data on the social and environment situation, available and used for policy formulation, planning and decision making , (including for hazards, risks and vulnerabilities social services, and social protection interventions. (UNICEF, WHO, UNFPA, UNAIDS)	<p>a) % of reporting districts that have greater than 90% mTrac Approval Rates [Baseline (Q4 2012) : 12% (7 of 54 reporting districts); Target : 100% (112 of 112 reporting districts)]</p> <p>b) % of Districts that have greater than 50% of the mTrac Anonymous Hotline Reports either Claimed, Escalated or Closed. [Baseline: (Q4 2012) : 0% : Target 75%]</p>	<p>Support scale up and evaluation of E-health programmes</p>	<p>Quarterly/ Mtrac Reports</p>		<p>E-Health TWG</p>
3.2.3 Increased number, retention and quality of staff in the social services sector. (UNICEF, WHO, UNFPA, UNAIDS)	<p>a) Percentage of bonded midwives accessing government pay roll (in target districts [Baseline = 18% (44 out of 244) Target = 100%]</p>	<p>a) Provide technical and financial support government bonded midwifery bursary and scholarship programs. [Mother-Child Initiative]</p> <p>b) Upgrade midwifery skills among comprehensive nurses through training so as to extend delivery of services to difficult-to-reach communities of focus districts. [Mother-Child Initiative]</p>	<p>Quarterly/ annual health sector performance reports</p>		<p>MCH TWG</p> <p>MCH TWG</p>
3.2.4 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. (UNICEF, WHO, UNFPA, UNAIDS, UNHCR)	<p>a) Proportion of target public health facilities providing adolescent friendly health services [Baseline = 90% of hospitals and HCIV; 42% of HCIII Target = 100% hospitals; 90% for HCIII]</p>	<p>a) Support scale up of adolescent friendly sexual and reproductive services at schools, health centers, youth centers and communities. [Mother-Child Initiative] [Youth engagement]</p>	<p>Quarterly/ annual health sector performance reports; programme reports</p>		<p>MCH TWG</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
3.2.5 Capacity of community-based service providers improved for timely and quality provision of social services as per National standards and guidelines. UNICEF, WHO, UNFPA, UNAIDS, UNHCR, IOM	<p>b) Secondary school curriculum that integrates sexuality education available. [Baseline = TBD; Target = TBD]</p> <p>a) VHT strategy and implementation modalities revised</p> <p>b) Percentage of health facilities with functional VHTs</p> <p>c) % of VHT with 100% VHT established (Having a VHT per Village) [Baseline 75% AHSPR 11/12; Target 100%]</p> <p>d) % of Villages with trained VHTs [Baseline 78% AHSPR 11/12; Target :100%]</p> <p>e) # of refugee VHTs to serve urban refugee/asylum-seeker population [Baseline: 0 Target: 50]</p>	<p>b) Support MOES to integrate sexual and reproductive health education into secondary school curricula. [Mother-Child Initiative]</p> <p>a) Provide technical and financial support to conduct a comprehensive assessment of the VHT strategy. [Mother-Child Initiative] [Northern Uganda]</p> <p>b) Training of Village Health Teams (VHTs) to inform about the minimum packages of comprehensive services at the health facility and encourage identified high risk women and newborn to visit referral hospital on time. [Mother-Child Initiative] [Northern Uganda]</p> <p>c) Establishment, orientation and support to the expectant mothers / expert client groups to discuss the promotion of safe facility-based delivery, ante natal care (ANC), emergency obstetric and newborn services and post natal care (PNC) for both mother and newborn within established National guidelines [Mother-Child Initiative] [Northern Uganda]</p> <p>d) Establishment, orientation and assistance to men's support groups for a sustained involvement and active participation in routine maternal and newborn and child health as well as emergency obstetric and newborn [Mother-Child Initiative] [Northern Uganda]</p> <p>e) Work with the Ministry of Health to replicate the VHT model in an urban refugee setting</p>	<p>Community HMIS</p> <p>Annual health sector performance reports:</p> <p>Assessment, Activity reports</p>	<p>Interest on behalf of the refugee/asylum-seeker population to participate in VHT model</p>	<p>Education sector TWG</p> <p>Basic package TWG</p>

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
UNDAF Agency outcome 3.3: Individuals, caregivers, families and communities, especially the most vulnerable, utilize social services					
3.3.1 Increased access to targeted MCHN services by vulnerable populations (WFP, UNICEF, UNFPA, UNHCR)	<p>a) Number of women attending 4th ANC visit [Baseline 34% Target 60%]</p> <p>b) Health facility deliveries [Baseline 37.6%; Target: 60%]</p> <p>c) Pregnant women received ARV for EMTCT [Baseline: 57%; Target: 80%]</p> <p>d) EMTCT ART coverage to 90% [2010 Baseline of 65%]</p> <p>e) HIV testing in Children born to HIV-positive women [Baseline: 28.3%; Target 60%]</p> <p>f) Low birth weight [Baseline : 4.59%; Target : 4%]</p> <p>g) Stunting rates among children aged 6-24 months [Baseline: 35.3%; Target: yearly reduction by 1 percentage point]</p> <p>h) Transportation and vouchers scheme rolled out in difficult-to-reach districts to reduce financial barriers to access MNCH Services</p>	<p>a) Provide incentive to PLW and infants conditional on attendance of health center and awareness raising session: Corn Soya Blend, Vegetable oil, and Sugar. [Mother-Child Initiative]</p> <p>b) National HIV/AIDS therapeutic Option B+ plan, including Early infant diagnostic and pediatric care, scaled up nationwide for the elimination of mother to child transmission (E-MTCT)[Mother-Child Initiative]</p> <p>c) Roll out of transportation and voucher scheme benefiting pregnant and post-partum women and their newborns in difficult to reach districts [Mother-Child Initiative][Northern Uganda]</p>	<p>Health Center III and IV records, MoHI records</p> <p>Activity report of the implementing NGO and districts</p>	<p>Supply side service provision and adequate levels of staffing in health centers, health staff by other Agencies</p>	<p>Monthly joint monitoring with district officials</p>
3.3.2 Increased demand by families and individuals for their rights to use social services (WHO, UNFPA, UNAIDS UNICEF, WFP)	<p>a) Contraceptive Prevalence Rate (CPR) [Baseline = 30%; Target = 50%]</p> <p>b) Unmet need for FP among women 15 - 49 [Baseline = 41% in 2006; Target = TBD]</p> <p>b) # of new clients utilizing FP services in 15 target districts [Baseline: 0; Target: 80,000]</p> <p>c) Number of out-reach camps providing integrated FP/RH/HIV/ and AIDS services [Baseline = TBD; Target = TBD]</p> <p>d) Package of 13 proven cost effective nutrition interventions (promotive, preventive and treatment) scaled up Nationally in a phased approach Baseline: 10 districts Target 19</p>	<p>a) Support Government to implement its CARMMA commitments. [Mother-Child Initiative]</p> <p>b) Support scale up of integrated FP/RH/HIV/AIDS outreach camps. [Mother-Child Initiative]</p> <p>c) Support phased roll out of a package of 13 interventions in five (5) phase 1 districts (Kabale, Kanungu, Ibanda, Pader, Nebbi), Phase 2 in seven (7) districts of Karamoja and Phase 3 in six(6) districts in Western Region</p>	<p>Quarterly/annual health sector performance reports</p> <p>Quarterly/annual health sector performance reports</p>	<p>UBOS produces annual panel surveys in a timely manner</p> <p>Government commits to supporting more interventions to address livelihood with special focus on building capacity to address nutritional issues</p>	<p>MCH TWG, JUPSA</p> <p>Health and Nutrition TWGs</p>

Outcome 3 - Education

UNDAF Outcome 3: Vulnerable populations in Uganda, especially in the north, increasingly benefit from sustainable and quality social services by 2014. [Lead Agency – UNICEF]		Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
UNDAF 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.						
Outcome 3.1 – Enabling environment						
3.1. An enabling environment (knowledge, policy, legislative, systems and budgetary) to enhance learning for all children, especially the most marginalized ex-ists. (UNICEF, WHO, UNFPA, ILO, UNESCO, UNHCR UN WOMEN)	a) Number of planned studies and/or evaluations completed. [Baseline: 3; Target: 5] b) Number of Government policies, standards, directives, frameworks, guidelines, training manuals, and district by-laws revised and finalized [Baseline = 3; Target = 5]	a) Undertake studies on: (i) Pregnancy in schools; (ii) investing in early childhood education; (iii) review of National strategy on girls' education. [Mother-Child Initiative] b) Support revising, finalization, translation, printing, dissemination and implementation of Government policies, standards, directives, frameworks, guidelines, and training manuals, and district by-laws.	Quarterly/ Annual Education & Sports sector performance reports	Limited capacity of stakeholders to implement policy decisions and programmes.	U report	
		c) Provide technical support for the review and update of the National School Feeding guidelines. [Mother-Child Initiative] d) Support dissemination and implementation of the Education & Sports HIV prevention plan [Youth engagement] e) Support integration of selected ASRH indicators in EMIS tool and database. [Mother-Child Initiative] f) Provide technical support for the development of guidelines for preventing, managing and mitigating teenage pregnancy, SRH and GBV issues in school settings. [Mother-Child Initiative] g) Develop SRH packages and guideline for integration of SRH into extracurricular activities of Vocational Training Colleges. [Mother-Child Initiative]	Quarterly/ ESSAPR reports ESSAPR	Limited capacity of stakeholders to implement policy decisions and programmes	Review of EMIS	Review of EMIS
			Quarterly/ ES-SAPR	Limited capacity, especially at District level to collect data, monitor and report on programmes.		
			Quarterly project reports.			

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism
Outcome 3.2: Increased access to Early Childhood Development (ECD)					
3.2. Increased number of boys and girls aged 3-5 benefiting from ECD in community based ECD centers meeting minimum standards in most marginalized communities.(UNICEF, WHO, ILO, UNESCO, UNHCR UN Women, WFP)	<p>a) % of children starting primary school at 6 years of age by sex and district. (NIR) [Baseline = 64% (2011/12); Target = 70%]</p> <p>b) Number of all children enrolled in community ECD centers by sex, at the target districts and the National level. [Baseline = Target districts 95,000(Annual Report 2012) National level 345,295 (ESSPR 11/12); Target = Target districts 145,000]</p> <p>c) Number of ECD Centers that are managed by trained caregivers and have trained CMC's. [Baseline = 1,189 (AR 2012); Target = 3,000]</p>	<p>a) Support training of ECD caregivers and CMCs. [Mother-Child Initiative]</p> <p>b) Support setting up and registration of Community based ECD centre, sensitization, mobilization, and behavior change among key ECD stakeholders</p> <p>c) Provide meals and cash assistance to ECD parents to improve on the nutritional status of the ECD aged children. [Mother-Child Initiative]</p> <p>d) Support implementation of ECD policies and standards among displaced populations especially refugees. [Mother-Child Initiative]</p>	ESSAPR Quarterly project reports		EMIS UBOS U REPORT
Outcome 3.3 Improve quality of Teaching and Learning					
3.3. Increased PLE pass rates for divisions I and II in 75 districts (including the 16 worst performing districts) through improved quality of teaching and learning in primary schools. (UNICEF, WHO, ILO, UNESCO, UNHCR UN Women WFP)	<p>a) Primary school completion rate Baseline = 50% National; 55% boys, 45% girls; Target = 56% National (60% boys, 53% girls) [Baseline = TBD; Target = TBD]</p> <p>b) Number and % of PTCs, inspectors and CCTs benefiting from BRMS mentoring programme [Baseline = PTCs 15, Inspectors 143, CCTs 371; Target = PTCs 15, Inspectors 150, CCTs 371]</p> <p>c) NER by district and sex [Baseline = TBD; Target = TBD]</p> <p>d) % of boys and girls passing PLE in divisions I and II in target districts [Baseline: 50% Target: 56%]</p>	<p>a) Support mentoring programme in 15 PTCs.</p> <p>b) Support school feeding programmes for all schools in Karamoja region. [Mother-Child Initiative] [Northern Uganda]</p> <p>c) Support School health programmes. [Mother-Child Initiative] [Northern Uganda]</p> <p>d) Support schools in refugee settlements to develop, review and reinforce school policies and guidelines that aim at promoting teacher quality.</p> <p>e) Strengthen joint monitoring & supervision of school activities through community mobilization and other stakeholders.</p>	ESSAPR Quarterly project reports.	Delays in project implementation Inadequate funding	U REPOR

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
3. 4. Sustainable latrines, water, and hand washing facilities established in at least 200 schools in 28 districts obtained through development of innovative solutions to existing bottle-necks in schools. (UNICEF, WHO, ILO, UNESCO, UNHCR, UN WOMEN)	<p>a) Pupil: Stance ratio in selected districts and target schools disaggregated by sex. [Baseline = 61:1; Target = 30:1]</p> <p>b) Number and % of targeted schools and children accessing bio-latrines. [Baseline = 4 schools benefitting 5,400 children; Target = 20 schools and 16,000 pupils accessing bio-latrines; in schools with comprehensive WASH package]</p> <p>c) % of schools in selected districts with access to functional hand washing facilities. [Baseline = TBD in 2013; Target = TBD in 2013]</p> <p>d) Number and % of targeted schools and children benefiting from hygiene promotion and education in selected districts. [Baseline = 420,000 children in 840 schools in 37 districts benefitting ; Target = 1,080,000 children in 3600 schools in 75 districts benefitting]</p>	<p>a) Support primary schools and ECD centers to have and use sustainable and child/gender friendly WASH facilities, with focus on innovative facilities and practices.</p> <p>b) Provide and install bio gas in school, solar mobi station at educational institutions (boarding/residential), to stop deforestation, and improve the quality of education [Mother-Child Initiative]</p>	<p>Quarterly project reports</p> <p>EduTrac</p> <p>EMIS</p>		U REPORT
Outcome 3.5 – Improved Completion of Primary school education					
3. 5. Increased percentage of girls and boys who complete their primary education. (UNICEF, WHO, ILO, UNESCO, UNHCR, UN WOMEN, WFP)	<p>a) Primary school completion rate: Baseline: 67% (boys 68%; girls 66%); Target: 69% (boys 71%, girls 67%)</p> <p>b) Number and % of primary schools where VAC is regularly tracked and reported. [Baseline = 0 Target = At least 18% of primary schools are regularly tracking and reporting on VAC in schools]</p> <p>c) Number and % of children brought back to school by GEM. [Baseline = 8,404; Target = 25,000]</p>	<p>a) Support activities to prevent Violence Against Children (VAC) in schools and safe school activities. [Mother-Child Initiative]</p> <p>b) GEM to set up clubs in the 3,600 schools and support reporting, and tracking through U Report; support child protection mapping. [Mother-Child Initiative]</p> <p>c) Support retention of 1,000 girls benefiting from scholarship programme in secondary schools in 8 districts. [Mother-Child Initiative] [Northern Uganda]</p> <p>d) Promote a safe child-friendly learning environment for all children in the refugee settlements. [Mother-Child Initiative] [Northern Uganda]</p>	<p>ESSAPR</p> <p>Project reports</p> <p>U Report and project reports</p>	<p>Willingness to share information by children affected and confidentiality of the Senior Women & Senior Men teachers.</p>	U REPORT

Key Results	Key Result Indicators	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
		e) Provide technical and financial support to MoE&S to organize National stakeholders' conference for ESS HIV and AIDS partners (Education JAR). [Mother-Child Initiative]	ESSAPR		E M I S
	d) Number of staff and HIV focal point officers trained. [Baseline = 0; Target = TBD]	f) Use findings from the capacity assessment to improve human resource capacity in MoE to deliver coordinated HIV and AIDS response in the sector.	ESSAPR		EMIS
	e) % of children in the 279 schools in Karamoja region regularly fed [Baseline = 0; Target = 100%]	g) Provide school meals to all school age going children in all the 279 schools spread across Karamoja region. [Mother-Child Initiative] [Northern Uganda]	Quarterly project reports		EMIS
	f) Number of MoES officials trained to manage school feeding programmes	h) Train MoES officials to manage the school feeding programme. [Mother-Child Initiative] [Northern Uganda]	Quarterly project reports		EMIS

Emerging Issue: Extractive Industries (Oil) [Lead Agency – UNDP]

NDP PRIORITY: Strategy 4: 'Ensure that the oil and gas resources in the country provide maximum optimal benefits to the country and region'. (page 116, Section 5.5. 'Oil and Gas Sector', NDP) Strategy 5: 'Build appropriate and the necessary human resource capacity necessary to oversee, regulate and promote the sector'. (page 116, Section 5.5. 'Oil and Gas Sector', NDP)					
UN GOAL: Contribute to ensure that oil resources in Uganda are managed in an environmental and socially sustainable way to contribute to inclusive growth and human development					
Key Results	Key results indicators (including baselines, targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
O.1. Establish the UN as a key partner in oil sector issues and debates in Uganda (UNCT)	a) Number of references to UN's engagement in oil sector developments and debates in media, consultation reports, sector reviews etc.	a). Develop an advocacy strategy and mechanisms for UN involvement in oil sector issues b) Develop a resource mobilization and 'partner engagement' strategy for the UN's work in the oil sector c) Identify and establish mechanisms for joint programming in the area of oil	Review of media, consultation reports, sector reviews	UN is able to mobilize additional resources. UN Agencies are able to develop a 'One-UN' programme on the oil sector. Ability to bring on board a large number of UN Agencies and tap into their expertise.	Regular monitoring on progress made by UN working group on oil sector issues.
O.2 Human Rights and HRBA mainstreamed into Ugandan Oil legislation and business practices in the Ugandan oil sector. (OHCHR, UNDP)	a) Compliance of laws with Int'l HR standards and best practices b) Compliance with HR legislation and principles of businesses operating in the oil sector c) Strategy on business and HR in place and followed	a) Sensitize relevant government institutions and stakeholders on mainstreaming HR and HRBA into oil legislation and business practices. b) Monitor human rights violations in businesses in the extractive industries to inform legal advice, advocacy and capacity building activities with government and CSOs. c) Train regional offices of the UHRC on business and HR. d) Enhance capacity and knowledge of civil society to address land, natural resources and conflict through interventions that strengthen their analytical, advocacy, mediation and dispute resolution capacities	Relevant legislation in relation to International standards and best practices Monitoring missions to the areas where oil exploration/production is taking place and where issues are arising	Ugandan authorities are willing to ensure that National legislation conforms with relevant International standards and conventions Businesses operating in the oil sector are keen in taking part in this initiative. Ability to use information gathered to effectively inform legal advice, advocacy initiatives and capacity building activities.	Analysis of relevant Bills and Laws Follow up on training

Key Results	Key results indicators (including baselines, targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
O.3 Improved understanding of socioeconomic conditions in oil producing districts in Uganda. (UNDP, IOM)	a) Baseline survey conducted in selected oil producing districts b) Skills audit in the oil industry	a) Prepare a Human Development Report to establish socio-economic, governance and environmental conditions in oil producing areas of Uganda. [Mother-Child Initiative] b) Conduct necessary research and produce a skills audit in the oil industry to determine labour needs [Youth engagement]	HDR report produced, published and disseminated Skills audit produced, published and disseminated	Availability of funds through UNDP's Regional Programme for Extractive Industries Willingness of stakeholders to participate in the audit	Media reports, discussions with key informants, etc. Results matrix prepared for the project "Strengthening Labour Migration Management and Productivity in Uganda"
O.4 Local governments are able to manage the impact of oil production in their districts (UNDP)	a) Oil sector issues reflected and addressed in district development plans	A) Conduct a diagnostic and needs assessment of gaps and requirements for sustainable oil impact management in LG.	District Development Plans and Local Government Budget Framework Papers (LBFPs)	Availability of funds through UNDP's Regional Project on Extractive Industries	Ministry of Finance, Planning and Economic Development (MoFPED), Budget Monitoring and Analysis Unit (BMAU)
O.5 Ugandan authorities and other oil sector actors learn from international best practices to strengthen their institutional capacity to effectively manage the sector and ensure that oil and gas revenues are used to achieve sustainable development for their citizenry (UNDP/OHCHR)	a) Conformity to international best practices in selected areas of intervention by Uganda and its oil sector	b) Implement South-South cooperation initiatives, including study tours, comparative International best practice studies, etc.	Comparative review of Uganda's policy, legal and institutional framework for oil sector management Capacity needs assessment report Study tours conducted	UNDP's South-South Energy initiative (SSEI) is established and operational Uganda is able, selected and chooses to participate in UNDP's SSEI	Back-to-office report from South-South missions Follow-up action plans/activities.
O.6 Strengthened National, local and civil society capacities to mainstream gender and social protection into oil related frameworks and programmes including environment and social impact assessments, management plans and development of gender and equity specific indicators. (UN Women)	a) Guidelines on mainstreaming gender into extractive industries adopted and implemented	a) Develop guidelines on mainstreaming gender and equity aspects into policies in the extractive industries. b) Train relevant CSO on gender impacts of the oil sector and monitoring tools available for these purposes. c) Produce and disseminate briefs on gender impacts of oil extraction. [Mother-Child Initiative]	Review and assessment of adoption and implementation of Guidelines on mainstreaming gender into extractive industries Policy briefs on gender impacts of oil extraction Meetings with oil companies attended by women's civil society groups		Progress reports

Key Results	Key results indicators (including baselines, targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
O.7 Increased capacity of women to take advantage of business and employment opportunities related to the extractive industries. (UN Women)	a) Specific provisions in National oil policies/ programmes targeted to benefit women in this area	a) Provide technical support to Government to enhance capacity of women to take advantage of business and employment opportunities related to extractive industries. [Mother-Child Initiative]	Review of National oil policies programmes		Oil sector reports

Emerging Issue – Land Conflict and Management (Lead Agency: FAO)

Key Results	Key results indicators (including baselines, targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
L.1 Increased sustainable use of land (FAO, UNCDF)	a) Local land development plans in place in selected communities	Develop / implement local land use plans in selected communities. [Northern Uganda]	Land use plans and reports.	Political influence on land use priorities and practices	Monitoring of economic land use plans and practices.
L.2 Increased awareness among stakeholders on land rights (and access to land) of vulnerable populations (returnees, women, the elderly, youth and children) (UN-WOMEN)	b) Resolutions and documented actions on the protection of land rights of women	Organize sensitization sessions on land rights. [Youth Engagement] [Northern Uganda]	District council reports	Prevailing non-supportive cultural norms	Monitor application of the resolution through meetings with district councils
L.3 Increased with land policies, laws, regulations and standards compliance by leaders and institutions (OHCHR, UNDP)	c) # of information and advocacy activities on violation of land rights	Monitor and document human rights violations related to land. [Youth Engagement] [Northern Uganda]	Reports on land cases	Due attention is provided on land issues by the leadership	Field visits/observations.

Annex 2: Indicative Resources Framework Indicative Resources Framework – Outcome 1

Output	UN Agency	Annual Resource Requirements (US\$)			
		Total	Core/regular / assessed	Non-core/Other / extra budgetary	To be mobilized (funding gap)
UNDAF Agency Outcome 1.1: National and Local Government planning, budgeting, expenditure, implementation, monitoring and accountability systems and structures prioritize disparity reduction. [Good Governance: Accountability and Citizen's Empowerment]					
1.1.1. Enhanced institutional capacity and knowledge of JLOS.	OHCHR, UNDP, UNICEF	78,964	2,780	26,184	50,000
1.1.2. Law enforcement institutions (UPDF, UPF, and auxiliary security forces like LDUs) demonstrate increased understanding on International standards on use of force, detention and treatment of persons in custody.	OHCHR, UNICEF, IOM	168,030	52,630		115,400
1.1.3. Increased capacity of rights holders to defend their rights, monitor, advocate and litigate on relevant human rights and accountability concerns.	OHCHR, UNDP, UNWOMEN, UNICEF, IOM	806,806	576,806	130,000	100,000
1.1.4. Improved availability of quality information, disaggregated data, analysis and mechanisms in place to facilitate participatory planning monitoring and decision-making.	UNFPA, UNWOMEN, IOM, WHO, UNDP	2,732,783	1,211,000	1,031,783	490,000
UNDAF Agency Outcome 1.2: Selected Government, Civil Society and Governance Institutions are increasingly integrating and applying Human Rights standards and principles. [International and Regional Human Rights Covenants]					
1.2.1. Oversight institutions strengthened to provide information on citizen's rights, entitlements, and responsibilities in order to enhance public awareness and empowerment.	OHCHR, UNDP	62,704	11,064	51,640	
1.2.2. National institutions have the capacity to report on, and implement recommendations from, International and regional human rights covenants and other conventions.	OHCHR, IOM	68,552	35,522		33,000
UNDAF Agency Outcome 1.3: Formal and informal justice systems uphold Human Rights and foster peace and reconciliation. [Peace Building and Transitional Justice]					
1.3.1. Increased knowledge and skills of JLOS TJ working group and relevant stakeholders on designing and implementing TJ policies and programmes that are human rights compliant and gender sensitive	OHCHR, UNDP	84,533	4,533	50,000	30,000
1.3.2. Increased understanding by victims and affected communities of their rights to justice, truth and reparations and increasingly engage with relevant stakeholders and authorities for their realization.	OHCHR, UNDP	82,000			82,000
1.3.3. Institutional mechanisms for dialogue, consensus building to provide an enabling environment for dispute resolution and conflict prevention, including those arising from electoral processes in place.	OHCHR, UNDP	760,000	760,000		
Total Outcome 1		4,844,342	2,654,335	1,289,607	900,400

Indicative Resources Framework – Outcome 2

Output	UN Agency	Annual Resource Requirements (US\$)			
		Total	Core/regular / assessed	Non-core/Other / extra budgetary	To be mobilized (funding gap)
2.1.1 Policy and regulatory framework strengthened for sustainable livelihoods.	UNDP, UNICEF, FAO, WFP, ILO, UNISDR	1,073,317	563,317	510,000	-
2.2.2 Support the government to establish and strengthen institutional framework and mechanisms for collecting, analyzing and disseminating labour market information	ILO, IOM	340,000		190,000	150,000
2.2.1 Improved institutional capacity to plan, manage, monitor and coordinate interventions on sustainable livelihoods	UNDP, UNICEF, FAO, WFP, UNCDF, UNIDO, WHO, ILO, UNHCR, UNISDR	16,049,123	640,000	14,524,123	885,000
2.2.3 Partnerships between government, civil society and private sector strengthened for implementation of sustainable livelihoods	UNDP, UNICEF, FAO, WFP, UNCDF, UNIDO, WHO, UNHCR	2,937,368		2,937,368	
2.3.1 Increased community access to markets, productive assets and services.	UNDP, UNICEF, FAO, WFP, UNCDF, UNIDO, WHO	4,112,247	2,053,317	1,173,930	885,000
2.3.2 Strengthened household and community resilience to climate change and disaster risks.	UNDP, UNICEF, FAO, WFP, UNCDF, UNIDO, WHO, UNHCR	21,234,687	3,256,634	16,208,053	1,770,000
Total Outcome 2		45,746,742	6,513,268	35,543,474	3,690,000

Indicative Resources Framework – Outcome 3 (MNCH)

Output	UN Agency	Annual Resource Requirements (US\$)			
		Total	Core/regular / assessed	Non-core/Other / extra budgetary	To be mobilized (funding gap)
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.	UNICEF, WHO, UNFPA, UNAIDS, IOM	605,000	40,000	65,000	500,000
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.	UNICEF, WHO, UNFPA, UNAIDS, UNHCR, UNISDR	270,000		20,000	250,000
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.	UNICEF, WHO, UNFPA, UNAIDS	425,000			425,000
3.2.1 Government capacity to effectively manage the delivery of social services and social protection improved at all levels.	UNICEF, WHO, UNFPA, UNAIDS, UNHCR	8,890,000	231,467	2,690,651	5,967,882
3.2.2 Timely, reliable, disaggregated and analyzed 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.	UNICEF, WHO, UNFPA, UNAIDS, IOM	1,585,000	248,662	17,276	1,319,062
3.2.3 Number, retention and quality of staff in the social services sector increased.	UNICEF, WHO, UNFPA, UNAIDS	4,300,000			4,300,000
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.	UNICEF, WHO, UNFPA, UNAIDS, UNHCR	1,000,000			1,000,000
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.	UNICEF, WHO, UNFPA, UNFPA,UNAIDS, IOM, UNHCR	2,800,000		50,000	2,800,000
3.2.6 Capacity of community-based service providers improved for timely and quality provision of social services as per National standards and guidelines.	UNICEF, WHO, UNFPA, UNAIDS	10,225,000	2,216,704	47,454	7,960,842
3.3.2 Families and individuals demand their rights to use social services	UNFPA,UNAIDS UNICEF	1,500,000	740,000		760,000
Sub-total MNCH		31,600,000	3,476,833	2,840,381	25,282,786

Indicative Resources Framework – Outcome 3 (Education)

Output	Geographic coverage	UN Agency	Indicative Budget		Funding Gap
			Core/ Regular	Non-core / JP	
3.1 .An enabling environment (knowledge, policy, legislative, systems and budget-ary) to enhance learning for all children, especially the most marginalized exists.	National & Districts		3,834,357	1,271,755	1,460,000
3.2. Increased number of boys and girls aged 3-5 benefiting from ECD in community based ECD centers meeting minimum standards in most marginalized communities	National & Districts		2,564,305	800,000	1,050,769
3.3. Increased PLE pass rates for divisions I and II in 75 districts (including the 16 worst performing districts) through improved quality of teaching and learning in primary schools.	National & Districts	UNICEF WFP UNHCR UNFPA UNESCO WHO UN WOMEN	8,944,810	2,000,000	4,363,741
3. 4. Sustainable latrines, water, and hand washing facilities established in at least 200 schools in 28 districts obtained through development of innovative solutions to existing bottlenecks in schools.	National & Districts		6,000,000	500,000	4,200,000
3. 5. Increased percentage of girls and boys who complete their primary education.	National & Districts		4,208,267	905,000	2,447,031
Sub-total - Education			25,551,739	5,476,755	13,521,541
Total Outcome 3			57,131,739	8,297,136	38,804,327

Indicative resources framework – Extractive industries (Oil)

Key Results/Outputs	Implementing Partners and Roles	Geographic Coverage	UN Agency	Indicative Budget			Funding Gap
				Total	Core/Regular	Non-core / JP	
O.1 Establish the UN as a key partner in oil sector issues and debates in Uganda	State House?	National	UN	t.b.d.	t.b.d.	t.b.d.	t.b.d.
O.2 Improved understanding of socioeconomic conditions in oil producing districts in Uganda	MOLG, UBOS, selected districts	Oil producing districts	UNDP	t.b.d.	t.b.d.	t.b.d.	t.b.d.
O.3 Local governments are able to manage the impact of oil production in their districts	MOLG, UBOS, selected districts	Oil producing districts	UNDP, IOM	20,000	t.b.d.	t.b.d.	t.b.d.
O.4 Ugandan authorities learn from international best practices in oil sector management	MEMD (+ other relevant institutions in government; e.g. MOFPED, NEMA, etc. Ministry of Energy and Mineral Development	National		n.a.	n.a.	n.a.	n.a.
O.5 Ugandan authorities and other oil sector actors learn from international best practices and strengthen their institutional capacity to effectively manage the sector and ensure that oil and gas revenues are used to achieve sustainable development for their citizenry through South-South Cooperation.		National	UNDP	750,000		750,000	
O.6 Strengthened capacity for civil society to address land and natural resource (Oil) conflicts	To be determined	Northern Uganda and Oil region districts	UNDP	782,000		782,000	
Total resources - Oil				1,552,000		1,552,000	

Indicative Resources – Land

Key Results/Outputs	Implementing Partners and Roles	Geographic Coverage	UN Agency	Indicative Budget			Funding Gap
				Total	Core/Regular	Non-core / JP	
Land use sustainability	State House?	N. Uganda	FAO		500,000	14,040 ¹⁹	485,960
Increased awareness among stakeholders on women's rights related to land issues	Local Govts, MAAIF, community institutions	N. Uganda	UNWOMEN		600,000	t.b.d.	600,000
Increased compliance by leaders and institutions on land policies, laws, regulations and standards.	MoGLSD, CSO, community institutions	N. Uganda	OHCHR		900,000	n.a	900,000
Total Resources - Land				4,000,000	2,000,000	14,040	1,985,960

Annex 3: UNDAF-Action Plan M&E Calendar, 2013 – 2015

M&E activities		2013	2014
Surveys/studies	<ul style="list-style-type: none"> Farmer Field Schools (FFS) beneficiary assessment FAO Work place survey on HIV/AIDS by UAC(UNAIDS/UNFPA) National household survey UNFPA Food Security and Nutrition Assessments Integrated Food Security Phase WFP/UNICEF Food security and nutrition assessment of refugees in settlements UNHCR/ WFP Joint Assessment Mission on food and other needs UNHCR/ WFP Classification Thematic studies and surveys FAO NUSAF2 (WFP) productive assets impact monitoring – WFP Agriculture and Market Support learning agenda studies – WFP National Migration Profile-IOM Baseline study on trafficking in persons in Uganda-IOM Labour migration assessment and research study on labour productivity, youth employment, and rural-urban labour migration-IOM Labour Market Needs Assessment Report(focusing on two key sectors)-IOM Labour Force Survey Report-IOM Study of the prevalence on HIV/AIDS in fishing communities-IOM Assessment on the health needs of refugees/asylum-seekers in Kampala-IOM 	<ul style="list-style-type: none"> Farmer Field Schools (FFS) beneficiary assessments FAO Work place survey on HIV/AIDS UNAIDS PLHIVs (HIV&AIDS) survey by UAC/NAFOPHANU/MoH/MOGLSD UNFPA- AIDS Indicator Survey UNAIDS/UNICEF Food Security and Nutrition Assessments WFP/UNICEF Nutrition assessment of refugees in settlements UNHCR/ WFP Integrated Food Security Phase Classification FAO 	
Monitoring systems	<ul style="list-style-type: none"> Quarterly project monitoring, field visits and reporting Nutrition close monitoring in Karamoja UNICEF/WFP HIV sentinel close monitoring UNAIDS/UNFPA- Food price SMS close monitoring system WFP/FAO Monitoring Finance of LGs UNDP/UNCDF U-report UNICEF Health Information System in refugee settlements (UNHCR) Standards and indicators report on refugees' access to protection and essential services (UNHCR) 	<ul style="list-style-type: none"> Quarterly project monitoring, field visits and reporting Nutrition close monitoring in Karamoja UNICEF/WFP – ON COURSE HIV sentinel close monitoring UNAIDS- Food price SMS close monitoring system WFP/FAO Monitoring Financing of LGs UNDP/UNCDF- on-course U-report UNICEF Health Information System in refugee settlements (UNHCR) Standards and indicators report on refugees' access to protection and essential services (UNHCR) 	
Evaluations	<ul style="list-style-type: none"> Beneficiary results assessments for rehabilitation and development projects FAO End-of-term evaluation of UNFPA7th Country Programme Annual audits Annual 	<ul style="list-style-type: none"> Beneficiary results assessments for rehabilitation and development projects FAO Final evaluation of the UNDAF Action Plan (RCO) Annual audits 	
Reviews	<ul style="list-style-type: none"> Quarterly and Annual Programme and Project reviews FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities)- Joint UNDAF annual reviews (including review of all JPs and other UNDAF related projects) UNDAF Annual Review meeting 	<ul style="list-style-type: none"> Quarterly and Annual Programme and Project reviews FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities) Joint UNDAF annual reviews (including review of all JPs and other UNDAF related projects) UNDAF Annual Review meeting 	

Annex 3: UNDAF-Action Plan M&E Calendar, 2013 – 2014

M&E activities	2013	2014
M&E capacity building	<ul style="list-style-type: none"> Annual panel survey (UNFPA) NDP mid/final evaluation UNDP EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, UNFPA/UNICEF 	<ul style="list-style-type: none"> Annual panel survey (UNFPA)- UBOS/WB panel survey(UNICEF) NDP mid/final evaluation UNDP – EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, HIV sentinel close monitoring, UNFPA/UNICEF
Use of information	<ul style="list-style-type: none"> RC Report 2013 MDG Report UNDP-on-course 	<ul style="list-style-type: none"> RC Report 2013 MDG Report UNDP
Partners' activities	<ul style="list-style-type: none"> NDP Monitoring UNDP 	<ul style="list-style-type: none"> NDP monitoring UNDP-on course UBOS/WB panel survey UNICEF/UNFPA

Annex 4: UNDAF-AP M&E Calendar for Northern Uganda

M&E activities		2013	2014
Studies, surveys	<ul style="list-style-type: none"> Mapping of UN Agencies and other development actors in Northern Uganda Institutional mapping of UN Agencies in Northern Uganda Reintegration and Resettlement Experiences of Former Karamojong Child Migrants (qualitative survey)-IOM Causes and Mechanisms of Karamojong Child Migration (Qualitative Survey)-IOM Child Outmigration from Karamoja: A Case Study of Napak And Moroto Districts (Quantitative Study)-IOM 	<ul style="list-style-type: none"> Monitoring of ongoing interventions Review of ongoing interventions 	
Monitoring systems	<ul style="list-style-type: none"> Quarterly project monitoring, field visits and reporting Nutrition close monitoring in Karamoja UNICEF/WFP HIV sentinel close monitoring UNAIDS/UNFPA- Food price SMS close monitoring system WFP/FAO Monitoring Finance of LGs UNDP/UNCDF Beneficiary results assessments for rehabilitation and development projects FAO- End-of-term evaluation of UNFPA7th Country Programme Peace building and enhancing protection systems UNICEF and UN Women 	<ul style="list-style-type: none"> Quarterly project monitoring, field visits and reporting Nutrition close monitoring in Karamoja UNICEF/WFP – ON COURSE HIV sentinel close monitoring UNAIDS- Food price SMS close monitoring system WFP/FAO Monitoring Financing of LGs UNDP/UNCDF- on-course Beneficiary results assessments for rehabilitation and development projects FAO Final evaluation of the Northern Uganda Action Plan (RCO and Agencies) Midterm review of UNDP Local Development and Social Cohesion project in Northern Uganda (UNDP) 	
Evaluations			
Reviews	<ul style="list-style-type: none"> Quarterly and Annual Programme and Project reviews FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities)- Joint NUAP annual reviews Northern Uganda progress review (RCO and UN Agencies) 	<ul style="list-style-type: none"> Quarterly and Annual Programme and Project reviews FAO half-yearly post-harvest crop assessments with partners (NGOs, farming communities) Joint Northern Uganda Action Plan annual reviews Midterm review of UNDP Local Development and Social Cohesion project in Northern Uganda (UNDP) 	
M&E capacity building	<ul style="list-style-type: none"> Annual panel survey (UNFPA)- NDP mid/final evaluation UNDP EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, UNFPA/UNICEF Capacity building of Local Governments in M&E for UNDP Local Development and Social Cohesion project in Northern Uganda (UNDP) 	<ul style="list-style-type: none"> Analysis of 2014 Census data (UNFPA) Annual panel survey (UNFPA)- UBOS/WB panel survey(UNICEF) NDP mid/final evaluation UNDP – EMIS, HMIS, WESMIS, OVC MIS, cash transfer MIS, NDP monitoring, HIV sentinel close monitoring, UNFPA/UNICEF Capacity building of Local Governments in M&E for the UNDP Local Development and Social Cohesion project in Northern Uganda (UNDP) 	
Use of information	<ul style="list-style-type: none"> RC Report 2013 MDG Report UNDP-on-course 	<ul style="list-style-type: none"> RC Report 2013 MDG Report UNDP 	
Partners' activities	<ul style="list-style-type: none"> NDP Monitoring UNDP 	<ul style="list-style-type: none"> NDP monitoring UNDP-on-course UBOS/WB panel survey UNICEF/UNFPA 	

Annex 5: UNDAF Action Plan Results Matrices– UNEP Addendum

Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism
2.2.4.3. Climate Change adaptation and mitigation actions implemented and mainstreamed	<p>Geothermal resource potential identified in Kibiro geothermal prospect;</p> <p>Geothermal institutional and infrastructure capacity strengthened</p> <p>Tools and a business case for policy makers for integrating ecosystems adaptation methodologies to climate change for Uganda developed based on the Mountain Mt. Elgon pilot</p> <p>Non-motorized pilot project promoted</p> <p>Demonstration of key scientific ecosystems tools and methodologies for based adaptation (EBA) on Mt Elgon area carried out</p> <p>Developing an EBA strategy and business case for Mt Elgon area</p>	<ul style="list-style-type: none"> • Technical and environmental feasibility of Kibiro geothermal energy resource is confirmed. • Policy and regulatory and institutional frameworks strengthened • Geothermal experts trained in exploration techniques; • Support adoption of low sulphur fuels, • carry out detailed study of the environmental and economic impact of the policy • development of cleaner vehicle regulations 	<p>Site visits, monitoring reports</p> <p>Mid-term and Final Evaluation Reports</p>	<p>Political stability in the in the country.</p> <p>Private sector needs for investment security are met by Government</p> <ul style="list-style-type: none"> • Projects are successfully implemented as per the project document <p>staff changes may occur during the life of the project which might delay implementation</p>	<p>Annual work plans</p> <p>Steering committee reports</p> <p>Mid-terms and final evaluation reports</p> <p>Quarterly reports</p> <p>Steering committee Reports</p> <p>Field visits</p>

Uganda UNDAF Outcome 2: Result Matrix - UNEP

Annex 5: UNDAF Action Plan Results Matrices - UNEP Addendum

NDP Priorities: Increasing household incomes and promoting equity; Enhancing the availability and quality of gainful employment and quality of economic infrastructure; Promoting science, technology, innovation and ICT to enhance competitiveness and Promoting sustainable population and use of the environment and natural resources.					
UNDAF OUTCOME 2: Vulnerable segments of the population [1] 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. [Lead Agency: UNDP]					
Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism
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					
2.2.4.1. Sustainable Consumption, Production and Green Economy implemented	Switch Africa Green programme implemented	<ul style="list-style-type: none"> Key sectors of green economy intervention identified and prioritized and action plans developed Green economy and sustainable consumption and production economic, legal and policy tools developed and integrated in planning Technical support is provided to replicate and upscale sustainable consumption and production and green economy approaches and tools support provided to private sector especially SMEs for improving production and economic consumption patterns 	<p>monitoring and evaluation reports</p> <p>Number of SMEs supported</p>	<p>Political stability in the in the country.</p> <p>Private sector willing to participate and invest in the programme</p>	<p>Annual work plans</p> <p>Steering committee reports</p>
2.2.4.2. HCFC free targets for 2013-20 as stipulated in the Montreal protocol achieved	The Party is in compliance with HCFC freeze target in 2013, 10% HCFC reduction in 2015 and 35% HCFC reduction by 2020	<ul style="list-style-type: none"> Introduction of HCFC Quota and Licensing system Establishment of Centres of Excellence for training of refrigeration technicians Strengthening of Customs Training Schools Strengthening of Refrigeration Association Strengthening of National Ozone Unit 	<p>monitoring and evaluation reports</p>	<p>staff changes may occur during the life of the project which might delay implementation</p>	<p>Annual ODS consumption data</p> <p>Implementation progress reports</p>

Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
2.2.4.4. A revised Uganda NBSAP and Development of Fifth National Report to the CBD prepared and the Fifth National CBD Report prepared	Stocktaking and review of relevant plans, policies and reports carried out Strategy and action plan for Aichi Targets, developed	<ul style="list-style-type: none"> • Stocktaking and assessment, national targets, principles, & priorities of the MSBAP strategy carried out • Development of Implementation plans: • Institutional, monitoring, reporting and exchange: 	monitoring and evaluation reports	staff changes may occur during the life of the project which might delay implementation	<ul style="list-style-type: none"> • NEMA as the Executing Agency and the CBD National Focal Point will monitor the project • Consult with technical committee on biodiversity conservation as advisory body. • UNEP will monitor project in accordance with agreed budget and outputs and disburse funds
2.2.4.5. National Clearing House Mechanism and Capacity Assessment for Taxonomy and Indigenous Knowledge developed	Capacity for BD conservation information exchange improved Improved implementation of the obligations under CBD regarding information exchange Enhanced knowledge about BD conservation using traditional knowledge Enhanced capacity/preparedness to address taxonomy issues in BD conservation	<ul style="list-style-type: none"> • A CHM to improve information sharing and management established and operationalized • Assessment of Indigenous Knowledge and Practices for sustainable use of biodiversity and development of Guidelines for sustainable use of biodiversity carried out • Initial Assessment and Monitoring Programmes, including taxonomy carried out 	<ul style="list-style-type: none"> • national CHM website • Evidence of information received or provided by key stakeholders. • Identification and evidence of consultations involving community reps. • Documentation and completed reports • TNA documents reviewed by national and international consultants 	<ul style="list-style-type: none"> • CHM is highly dependent on internet availability and accessibility by stakeholders- and this might be low for some stakeholders • staff changes may occur during the life of the project which might delay implementation 	<ul style="list-style-type: none"> • NEMA as the Executing Agency and the CBD National Focal Point will monitor the project • Consult with the technical committee on biodiversity conservation as the advisory body. • UNEP will monitor the project in accordance with the agreed budget and outputs and disburse funds

Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
2.2.4.6. Experimental Methodology for Testing the Effectiveness of Payments for Ecosystem Services to Enhance Conservation in Productive Landscapes in Uganda developed	<p>PES scheme(s) based on experimental methodology Piloted</p> <p>Updated local institutions' scientific and monitoring programs and strengthened capacity for PES</p> <p>Replicated good practices</p> <p>Baseline: No PES scheme exists</p>	<ul style="list-style-type: none"> A pilot PES scheme designed and implemented Local resource users trained in application of land uses to maximize biodiversity maintenance Monitoring schemes established and national partners trained to oversee the maintenance of biodiversity and payment compliance Results of the PES scheme tested statistically to show whether it works or not in the project area 	<p>Statistical analysis of parameters show that the results are conclusive on whether experimental land owners performed better than the control group</p> <ul style="list-style-type: none"> Recognition of the PES scheme in Uganda by other stakeholders Increased level of knowledge on PES and its importance in BD conservation understood by community, technocrats and private sector Number of trained community, technocrats private sector PES Mechanism, consultancy and progress Reports Mid-term and Final Evaluation Reports 	<ul style="list-style-type: none"> Project is successfully implemented as per the project document Local stakeholders may pose difficulties in accepting the identified land management practices Funds may not be enough to engage all the Institutions required 	

Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
2.2.4.7. Environment and natural resources environmental assessments supported	Enhanced knowledge and information to inform decision making and mainstreaming as in allocation of resources and management of the ENR sector.	<ul style="list-style-type: none"> Providing technical support to enhance access to and sharing of information through strengthening the National Environment Information Network providing technical support in the mapping of natural resources (forests, wetlands, water, rangelands and mountainous areas Providing capacity building and support in the production of the country environment profile, national environmental summary and online state of environment report supporting the production of atlases of natural resources and trends; supporting the collection of baseline data for economic valuation of natural resources (Forests, wetlands, water and rangelands); 	<ul style="list-style-type: none"> Functional National Environment Information Network Assessments report Atlases and maps Mission report 	<ul style="list-style-type: none"> CHM is highly dependent on internet availability and accessibility by stakeholders- and this might be low for some stakeholders staff changes may occur during the life of the project which might delay implementation 	<ul style="list-style-type: none"> Steering committee Reports Participatory re-evaluation reports Field visits

Emerging Issue: Extractive Industries (Oil) [Lead Agency – UNDP] - UNEP Addendum

NDP PRIORITY: Strategy 4: 'Ensure that the oil and gas resources in the country provide maximum optimal benefits to the country and region'. (page 116, Section 5.5. 'Oil and Gas Sector', NDP) Strategy 5: 'Build appropriate and the necessary human resource capacity necessary to oversee, regulate and promote the sector'. (page 116, Section 5.5. 'Oil and Gas Sector', NDP)					
UN GOAL: Contribute to ensure that oil resources in Uganda are managed in an environmental and socially sustainable way to contribute to inclusive growth and human development					
Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/Mechanism
Strengthened national and local government capacity to implement the environmental monitoring action plan for oil and gas exploration and production.	Sound management of environmental aspects of oil and gas promoted,	<ul style="list-style-type: none"> Providing technical support to implementation of the environmental monitoring action plan for oil and gas exploration and production. Capacity building on the environmental aspects of oil of regulatory agencies and Districts in the Albertine Graben 	<ul style="list-style-type: none"> Mid-term and Final Evaluation Reports 	<ul style="list-style-type: none"> Funds may not be enough to implement activities Governments will not be willing to implement activities 	

Indicative Resources Framework – Outcome 2- UNEP Addendum

UNDAF 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		Annual Resource Requirements (US\$)				
Output	UN Agency	Total	Core/regular / assessed	Non-core/Other / extra budgetary	To be mobilized (funding gap)	
2.2.4.1. Sustainable Consumption, Production and Green Economy implemented	UNEP, UNDP	2,000,000		2,000,000	300,000	
2.2.4.2. HFC free targets for 2013-20 as stipulated in the Montreal protocol achieved	UNEP, UNIDO	200,000		200,000	Nil	
2.2.4.3. Climate Change adaptation and mitigation actions implemented and main-streamed	UNEP, GEF, UNDP, IUCN	3,200,000		600,000	250,000	
2.2.4.4. A revised Uganda NBSAP and Development of Fifth National Report to the CBD prepared and the Fifth National CBD Report prepared	UNEP, GEF, UNDP	300,000		300,000	nil	
2.2.4.5. National Clearing House Mechanism and Capacity Assessment for Taxonomy and Indigenous Knowledge developed	UNEP, GEF, UNDP	342,000		342,000	nil	
2.2.4.6. Experimental Methodology for Testing the Effectiveness of Payments for Ecosystem Services to Enhance Conservation in Productive Landscapes in Uganda developed	UNEP, GEF, UNDP	870,000		870,000	Nil	
2.2.4.7. Environment and natural resources environmental assessments supported	UNEP			500,000	400,000	
Sub-total – Environment (UNEP)		7,662,000		6,672,000	990,000	
Total						

Uganda UNDAF Outcome 2: Result Matrix – International Trade Centre (ITC) Addendum

Annex 6- ITC Addendum and adjust the table of contents accordingly.

NDP Priorities: Increasing household incomes and promoting equity; Enhancing the availability and quality of gainful employment; Improving stock and quality of economic infrastructure; Promoting science, technology, innovation and ICT to enhance competitiveness and Promoting sustainable population and use of the environment and natural resources.						
UNDAF OUTCOME 2: Vulnerable segments of the population [1] 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. [Lead Agency: UNDP]						
Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism	
2.2.5: Trade Support Institutions and the private sector are sustainably promoting trade and exports for improved livelihoods of vulnerable communities – this where ITC activities start from						
2.2.5.1: The capacity of the Uganda Export Promotion Board strengthened to position and promote the services sector at the national and regional level.	<ul style="list-style-type: none"> Number of SMEs supported 	<ul style="list-style-type: none"> Upgrade UEPB's services-related trade intelligence content and resources Collection and dissemination of best practices to the business community 	<ul style="list-style-type: none"> monitoring and evaluation reports Number of SMEs supported 	<ul style="list-style-type: none"> Political engagement Private sector willing to participate and invest in the programme 	<ul style="list-style-type: none"> Implementation Progress reports Mid-term and final evaluation reports 	
2.2.5.2: Skills of services for ICTs, education and health services upgraded.	<ul style="list-style-type: none"> Positive Training course evaluations. New / enhanced services launched Increased revenues from services 	<ul style="list-style-type: none"> Technical assistance in developing inclusive value chains for exporting services in education, ICT and health. 	<ul style="list-style-type: none"> Training course evaluations. New / enhanced services launched National Statistics 	<ul style="list-style-type: none"> Private sector and public institutions willing to participate and invest in the programme 	<ul style="list-style-type: none"> Implementation Progress reports Mid-term and final evaluation reports 	
2.2.5.3: The competitiveness of Ugandan coffee exporters increased by strengthening the institutional capacities of sector associations.	<ul style="list-style-type: none"> Number of positive client evaluations 	<ul style="list-style-type: none"> Technical assistance and training in quality, TSI management, marketing and increasing value added. 	<ul style="list-style-type: none"> Client Evaluations- 	<ul style="list-style-type: none"> Sufficient absorption capacity and government support. 	<ul style="list-style-type: none"> Implementation Progress reports Mid-term and final evaluation reports 	
2.2.5.4: Community banks enabled to underwrite more SME loan packages as well as Trade Support Institutions (TSIs) to strengthen their capacity to act as multipliers of transferring financial know how to SMEs through ITC trained advisers	<ul style="list-style-type: none"> Number of loans given to SMEs Cost for Financial Institutions of evaluating loans 	<ul style="list-style-type: none"> Train loan officers on SME credit assessments. Train advisers to mentor SMEs financially. Equip and train TSIs to assist SMEs better. 	<ul style="list-style-type: none"> Loans given to SMEs Cost for Financial Institutions of evaluating loans 	<ul style="list-style-type: none"> Conducive financial regulation of the financial sector. 	<ul style="list-style-type: none"> Implementation Progress reports Mid-term and final evaluation reports- 	

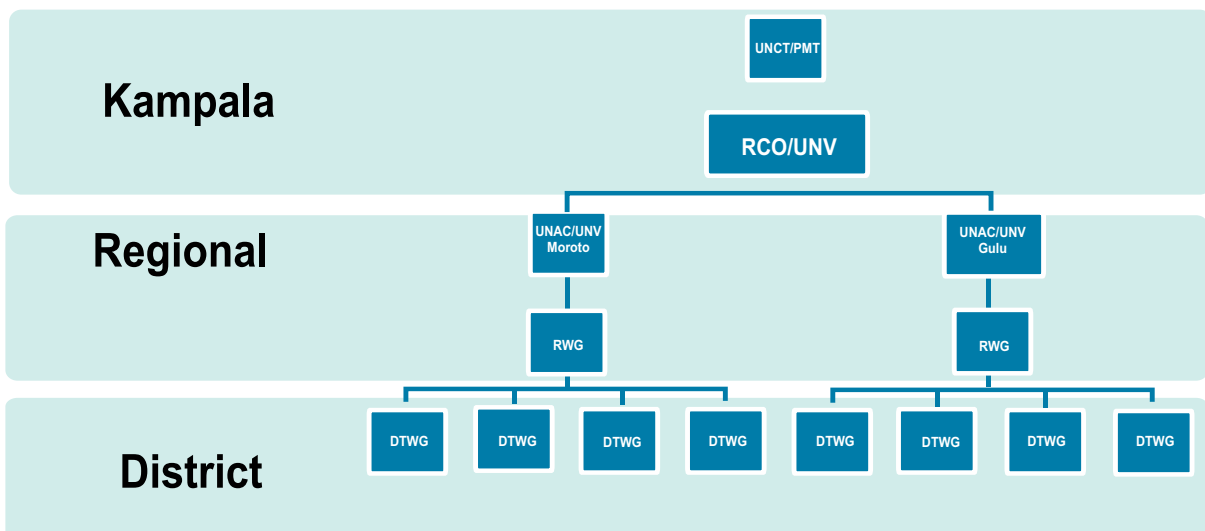
Key Results	Key Result Indicators (including baselines and targets)	Key Actions	Means of Verification	Risks and Assumptions	Monitoring Process/ Mechanism
2.2.5.5: Informal women cross border traders expand their business.	<ul style="list-style-type: none"> Sales of women cross border traders Profits of women cross border traders Transaction costs for women cross border traders Knowledge by women and ICBT of trade facilitation formalities Number of simplified cross-border clearance system 	<ul style="list-style-type: none"> Assisting women and informal women cross border traders (ICBT) in complying with trade facilitation formalities. Assisting women ICBTs to formalize and transition to MSME status Streamlining and fast-tracking ICBT and MSME cross-border clearance system Establishment/strengthening of ICBT associations at the border areas. 	<ul style="list-style-type: none"> Increased sales of women cross border traders Increased profits of women cross border traders Lowered transaction costs for women cross border traders 	Cooperation from border authorities of the respective countries.	<ul style="list-style-type: none"> Field visits Implementation Progress reports Mid-term and final Evaluation reports
2.2.5.6: Increased demand from buyers for procuring goods and services provided by women entrepreneurs	<ul style="list-style-type: none"> Sales of women entrepreneurs 	<ul style="list-style-type: none"> Training women on government procurement processes Capacity building to meet specifications in tenders. 	<ul style="list-style-type: none"> Increased sales of women entrepreneurs 	<ul style="list-style-type: none"> Political interest and sourcing from women entrepreneurs 	<ul style="list-style-type: none"> Field visits Implementation Progress reports Mid-term and final Evaluation reports
2.2.5.7: Export strategy, implementation and implementation management.	<ul style="list-style-type: none"> Progress against Action plan of National Export Strategy and Sector strategies 	<ul style="list-style-type: none"> Facilitate transition of export strategy into implementation. Conduct stakeholder consultations Conduct analysis of trade flows, business environment and competitiveness of exporting SMEs. Workshops to facilitate public private dialogue. Prioritize National export Development targets and competitiveness objectives. 	<ul style="list-style-type: none"> Progress against Action plan of National Export Strategy and Sector strategies 	<ul style="list-style-type: none"> Political engagement Private sector willing to participate and invest in the programme 	<ul style="list-style-type: none"> Implementation Progress reports Mid-term and final Evaluation reports

**Annex 2: Indicative Resources Framework
Indicative Resources Framework – Outcome 2- International Trade Centre (ITC) Addendum**

UNDAF Agency Outcome 2.2: Trade Support Institutions and the private sector are sustainably promoting trade and exports for improved livelihoods of vulnerable communities	UN Agency	Annual Resource Requirements (US\$)			
		Total	Core/regular / assessed	Non-core/Other / extra budgetary	To be mobilized
2.2.5.1: The capacity of the Uganda Export Promotion Board strengthened to position and promote the services sector at the national and regional level.	ITC	460,000		230,000	230,000
2.2.5.2: Skills of services for ICTs, education and health services upgraded.	ITC	700,000		500,000	200,000
2.2.5.3: The competitiveness of Ugandan coffee exporters increased by strengthening the institutional capacities of sector associations.	ITC	700,000		500,000	200,000
2.2.5.4: Community banks enabled to underwrite more SME loan packages as well as Trade Support Institutions to strengthen their capacity to act as multipliers of transferring financial know how to SMEs through ITC trained advisers	ITC	260,000		130,000	130,000
2.2.5.5: Informal women cross border traders expand their business.	ITC	700,000		500,000	200,000
2.2.5.6: Increased demand from buyers for procuring goods and services provided by women entrepreneurs	ITC	100,000		50,000	50,000
2.2.5.7: Export strategy implementation and implementation management.		200,000		20,000	180,000
Sub-total – Trade/export promotion (ITC)					
Total		3,120,000		1,930,000	1,190,000



Table 2: Northern Uganda UNDAF Coordination Mechanism



Monitoring and Evaluation

The monitoring of the Northern Uganda component of the AP will involve the adoption of a much more coordinated approach to monitoring interventions supported through this plan. A detailed M&E plan for the region has been prepared and indicated in Annex 3. To the extent possible, all agencies providing support to the programme will be involved in all planned

monitoring activities (including those planned within the context of joint programmes). Also to the extent possible, planned M&E activities would be planned to correspond to any such activities being undertaken by the Government or other development partners so as to avoid duplications and minimize transaction costs. Progress reports specific to the region will be presented at the UNDAF Annual Review Meetings and in UNDAF Annual or other periodic reports. A special section will be dedicated to the programme in the final evaluation of UNDAF in 2015.

Annex 7: Synthesis of the UNDAF Action Plan 2013 – 2014 Thematic Strategies¹⁸

OUTCOME 1: ACCOUNTABILITY AND CITIZEN EMPOWERMENT

Thematic Area on: Accountability and Citizen Empowerment:

The thematic area on Accountability and Civic Empowerment will support both the government and right holders to strengthen systems for accountability in public service delivery and to expand and consolidate democracy through greater state-civil society interface. Focus will be on increasing the government's capacity for public service delivery as well as giving the public a voice to demand better services. The strategy also aims at identifying and addressing the root causes of corruption in the country.

Strategic Objectives:

1. Strength accountability systems and processes for service delivery. This entails strengthening:
 - The functioning of policies and institutions to ensure responsive, accountable and transparent service delivery;
 - Internal monitoring frameworks;
 - Regulatory and Administrative Frameworks;
 - Gender Budget Audits, and
 - Participatory Gender Audits.
 (This work is envisaged in selected Agencies/institutions)
2. Empower citizens to demand for accountability and service delivery.
 - Access to relevant information, transparency, participation (e.g. U-Reports, Health Management Information System etc)
 - Expand citizen participation and engagement in democratic processes and public affairs including their ability to hold public institutions accountable.

¹⁸ As prepared by Thematic/Special Focus Area/Emerging Issues Working Groups. Only sections on strategic vision, strategic objectives and strategic priorities for change have been lifted from the relevant strategy documents.

3. Strengthen the role of oversight institutions and monitoring capacities of civil society
Parliamentary outreaches-interface with public
 - Tracking service delivery
 - Capacity building (NPA, CSO, Parliament, MoLG)

Priorities for Strategic Change:

1. Focus on strengthening capacities of oversight institutions.
2. More support for CSOs in monitoring & reporting on service delivery and accountability.
3. Improved input from citizens on accountability issues using existing tools such as the U-report.
4. Strategic presence at various governance levels – local, sub-National, National, and regional.

International and Regional Covenants:

The thematic area on International and Regional Covenants will support the government in strengthening its protection, promotion and fulfillment of human rights through ratification, domestication and implementation of human rights instruments. It will also support civil society through capacity development to effectively monitor and bring attention to human rights violations Nationally, regionally and Internationally.

Strategic Objectives:

1. UPR commitments and voluntary pledges implemented
2. Consistent and timely reporting to treaty bodies and other relevant mechanisms
3. Increased country level engagement with Special Procedure Mandate holders (SP)
4. Pending International and regional human rights instruments ratified
5. Ratified International and regional HR Instruments domesticated and implemented

Priorities for Strategic Change:

1. Technical support to the development and implementation of a National Action Plan on Human Rights

2. Support the development of an institutional structure to regularly address human rights concerns
3. Capacity building for National institutions
4. Advocacy with Government, Parliament and donors
5. Support the engagement of CSO with International, Regional and National HR protection mechanisms

Peace Building and Transitional Justice:

The thematic are on Peace building and Transitional Justice will support rehabilitation and effective reparation for victims of the conflict in the north. It will also support the government in establishing formal and non formal transitional justice and peace building mechanisms.

Strategic Objectives:

1. A comprehensive National TJ policy framework is developed and adopted in accordance with International Standards
2. Capacities for dispute resolution at community and National level strengthened to uphold human rights
3. Domestic formal and informal justice and accountability mechanisms strengthened
4. Community, victims and civil society networks empowered to engage and influence National TJ processes.
5. Victims' access to psycho-social assistance and medical treatment in basic health facilities improved
6. Further reintegration of returnees and former combatants

Priorities for Strategic Change:

1. Development of legislative and policy frameworks on transitional justice
2. Capacity on Human Rights, gender and Rule of Law for formal and informal justice institutions
3. Participation of victims in policy formulation and implementation
4. Sustainable assistance to victims
5. Focus on re-integration programmes for ex-combattants
6. Strengthened capacities for dialogue and consensus building

OUTCOME 2: SUSTAINABLE LIVELIHOODS STRATEGY

Strategic Objectives

1. Policy and regulatory framework strengthened for sustainable livelihoods.
2. Improved institutional capacity to plan, manage, monitor and coordinate interventions on sustainable livelihoods
3. Partnerships between government, civil society and private sector strengthened for implementation of sustainable livelihoods.
4. Increased community access to markets, productive assets and services.
5. Strengthened household and community resilience to climate change and disaster risks.

Priorities for Strategic Change

The main areas where change is needed to enable us to achieve our strategic objectives by 2015:

1. Promoting the review, development, harmonization and dissemination of policies, programmes and laws;
2. Institutional coordination for effective implementation of policies and laws
3. Technology transfer for renewable energy in agro-processing, education and health
4. Youth empowerment and employment
5. Climate information and early warning systems for disaster risk reduction
6. Equitable access to production, value addition, marketing and financial services;
7. Access and dissemination of knowledge and skills
8. Empowerment of men and women affected by HIV&AIDS to demand and access livelihoods development, nutrition, income-generation activities, employment and markets.
9. Improved coordination with the UN of the various Agencies contributing to sustainable livelihoods.

OUTCOME 3: UN UGANDA STRATEGIC APPROACH TO REDUCING MATERNAL AND NEWBORN MORTALITY

Mission statement: The United Nations in Uganda will provide a collective, synergistic, coherent and complementary support Uganda for an improved capacity to deliver on the National Development Plan, with a focus on Equity, Inclusion, Peace and Recovery, Population and Sustainable Growth.

Strategic Vision: Women in Uganda go through pregnancy, childbirth and postpartum period safely, and their babies are born alive and healthy.

Value: The core value of the strategy is that its conception and implementation are guided by five essential UN programming principles:

1. Human rights and human right-based approach to programming
2. Result-based management
3. Gender equality
4. Capacity development and
5. Environmental sustainability

Priorities for Strategic Change

The UN in Uganda will focus its efforts towards supporting the country's choice of interventions as spelt out in its Health Sector Strategic Investment Plan (HSSIP) and the major global and regional commitments as outlined in APR (A Promise Renewed) for Child Survival, Born-too-Soon, UN commission on life saving commodities for maternal, newborn and child health, CARMMA. The UN will work with the government to execute the key high impact and integrated package of interventions including emergency obstetric and newborn care; skilled attendance at birth; HIV/AIDS therapeutic Option B+ along the 4 pronged approach of comprehensive EMTCT; early infant diagnostic and pediatric HIV/AIDS care; access to universal family planning services and the use of technologies for increased access to- and utilization of maternal and newborn services. The bottlenecks identified relate to inadequate financing and inadequate and uneven supply of medical commodities including contraceptives. Government will drive the process of determining the interventions, bottlenecks and bottleneck solutions. It will coordinate with development partners to implement solutions that improve the effectiveness of the interventions.

UN Strategy on Education

Strategic Vision and Values

The UN in Uganda supports the provision of good quality and relevant education as the basis for socioeconomic transformation and social justice. The equitable access to high quality education will equip beneficiaries with key information and lifelong skills develop a high caliber workforce that will impact positively on key development goals, contribute to improved livelihoods for households and individuals and spur the enjoyment of individual basic rights.

The value of education for social justice is underpinned by the five programming principles of the UN, namely

1. Human rights based programming and delivery
2. System-wide gender equality
3. Environmental sustainability
4. Results based management
5. Capacity development.

This strategy will be guided by the National Development Plan, the National Education Policy (NEP) and the Education Sector Strategic Plan (ESSP). The goal of NEP is for all rural and urban schools in Uganda to provide equitable access to quality and affordable education to all Ugandans in order to propel the nation towards achieving the goals of Poverty Eradication Action Plan (PEAP), Education for All (EFA) and the Millennium Development Goals (MDGs) by 2015. NEP aspires to provide relevant education, to enhance efficiency, and to strengthen partnerships in the education sector. As a leading educationalist noted, "Only when every child is enrolled at the right age and does not leave school without completing the full cycle of primary education would it be possible to ensure that all citizens have the basic education needed for living a full life. Also it will help in achieving a transformation of society leading to greater unity among the people, higher moral standards and an accelerated growth of economy."

Strategic Objectives

The following specific objectives in the education sector constitute also the key performance results to be achieved by 2015. The accompanying matrix provides detailed outputs, key actions and implementing partnerships.

1. Create an enabling environment (knowledge, policy, legislative, systems and budgetary) to enhance learning for all children, especially the most marginalized

2. Increase access for boys and girls aged 3-5 to ECD in community based ECD centers meeting minimum standards in most marginalized communities (from 31,300 to 145,000)
3. Improve the quality of teaching and learning in primary schools leading to higher PLE pass rates for divisions I and II.
4. Promote sustainable latrines, water, and hand washing facilities in at least 200 schools in 28 districts, benefitting 160,000 estimated children; and hygiene promotion and education in 3,600 schools for 1,080,000 children in 75 districts obtained through development of innovative solutions to existing bottlenecks in schools.
5. Increase the percentage of girls and boys who complete their primary education from 52% (boys 55%; girls 48%) to 69% (boys 71%, girls 67%) Nationally

Priorities for Strategic Change

Capacity building through coaching and mentoring. The UN noted that support to education reforms was vital to the realization of longer term goals. One of the goals was to build the capacity of system stakeholders to embrace innovations and promote institutional changes. However, the workshop approach was found to be time wasting and ineffective in fostering the desired change. Subsequently the UN has promoted coaching and mentoring as an approach to building dynamic professional teams.

Demand-driven interventions. Increasingly the UN in Uganda programmes in response to an expressed demand, which guarantees a certain level of beneficiary ownership and sustainability of results. The entry of U-Report and other information sharing platforms has enabled wider participation of beneficiaries and potential beneficiaries and provided the space for them to influence decision of the UN and the National political and technical leaders. Actions on VAC in schools have demonstrated the power of demand-driven interventions.

Real-time data. There has been a recurrent lack of up-to-date reliable data. The UN has therefore developed and popularized information platforms such as EduTrac and U-Report that have enabled stakeholders at the grassroots levels to engage with real-time data at the same time as the policy level stakeholders. Such current data provides the basis for timely, evidence-based decisions. It also provides scope for the participation of beneficiaries in programmes.

Consolidation of partnerships and leveraging. This strategic change to shift from too many partnerships to a few strategic partnerships with FBOs and major National or International

organizations was due to escalating unit costs of interventions due to many partnerships. The implementing partners brought on board their own mandates, experience and moral authority that enriched programs and expanded the scope for sustainability.

Widening the definition of beneficiaries. There is increasing evidence of the need to extend the definition of beneficiary children to the age of 18. Several UN Agencies have therefore expanded their programming operations to cover youths who fall outside the traditional 0-12 age bracket and interventions like U-Report, GEM are the result of that realization.

Inter-sectorality and multi-professional collaborations. The UN in Uganda has recognized that working in silos while delivering interventions for the same client is inefficient and equally frustrating to the clients. The UN Agencies working in the education sector will therefore promote the configuration of professional teams around children. This will assure less fatigue among the beneficiaries, value addition to the respective program component results, as well as efficient utilization of human and financial resources.

Strategies on Special Focus Mainstreaming Areas: Gender

Strategic Vision

All government interventions supported by the UN in Uganda effectively mainstream gender to contribute to building a society without gender based discriminations and to promoting an equitable sustainable human development.

Strategic Objective

The objective of the strategy is to support the UN in promoting gender equality, and ensuring that the instrumental role of more balance gender relations on making progress in all development sectors, especially those linked to the achievement of the MDG is given full attention. The strategy is also aimed at strengthening the capacity of UN Agencies to mainstream gender in their interventions and bringing the Ministry of Gender, Labour and Social Development to better support government institutions mainstream gender, coordinate gender work across sectors and hold all actors accountable.

Priorities for Strategic Change

The strategy will be focused on building institutional capacity of UN Agencies and government institutions to mainstream gender in their work and give more coherence to their interventions. The UN will work towards setting up a gender group composed of designated gender focal points that will coordinate gender interventions and support Agencies to identify gaps and cover needs to ensure effective gender mainstreaming in their interventions.

The UN Agencies that have already undergone a participatory gender audit (PGA) will be supported to implement audit recommendations, and the others supported to undertake the exercise.

Negotiations that are underway with the government will be pursued to better coordinate different ongoing joint programmes on gender equality and establish one global programme encompassing diverse aspects of gender equality as requested by the government.

A high level policy dialogue on gender equality will be initiated to create a platform of exchanges and actions between the government and financial and technical partners to support the financing of gender equality.

The gender score card will be customized and used to scrutinize all UN supported programmes and the gender group will support UN Agencies take necessary measures to improve gender integration in their interventions.

Gender aspects of the UNDAF monitoring and evaluation framework will be reinforced and the gender group will adopt a specific framework to ensure effective implementation of gender dimension.

Strategies on Special Focus Mainstreaming Areas: Youth Strategic Objectives

1. Support Government of Uganda to roll out the implementation of the revised National Youth Policy and its action plans that fit in the UN Mandate.
2. Support the establishment of a functional National Youth Coordination mechanism built on thematic social and development areas that are comprised of the National Youth Council structures, MoGLSD, Uganda National Student's Association and the Uganda Youth Coalition that represents youth from civil society.
3. Support youth to actively and effectively participate in shaping the development agenda with emphasis on governance, health, education, social services, peace building, climate change, migration and other emerging social and development areas.
4. Support youth to engage in dialogue platforms that are monitoring and reporting on development projects and governance practices; health, education and social services; the status of human rights; local strategies for and progress towards peace building; the impact of climate change; and other emerging priority areas - with their voices heard in National media and at the highest levels of government

5. Coordinate the development of competitive skills to enable youth to gain employment and participate in National development
6. Develop National Youth Participation guidelines and coordinated youth employment/entrepreneurial programs that are focused on the priority areas in the NDP as well as emerging sectors, with government poised to take over planning and support, and the private sector engaged to provide apprenticeship, internship and on-the-job training opportunities.
7. Youth from refugee and internally displaced populations are playing a specific and acknowledged positive role in the promotion of peace in their current community as well as in regional peace building efforts
8. Youth and young women have improved access to land, and are given special priority in the UN's general work on land rights
9. Improve youth access to finance as well as post-loan support for micro-business development
10. Increase coverage, access and quality of sexual reproductive youth friendly health information and services for both in and out of school youth in eight districts.

Priorities for Strategic Change

The UN's strategy for change includes, firstly – coordination. The UN should be operating in a coordinated manner to provide services to, protect the interests of, and engage with youth – with each Agency bringing its comparative advantage to the comprehensive package. To that end, we have identified some areas for roles below:

UNICEF - co-ordination, focus on youth voice and advocacy, and access to information and entrepreneurial skills and opportunities.

UN WOMEN - development and delivery of actions which enhance the capacity of the National youth machinery to mainstream gender through the building of the capacity of Ministry of Gender, Labor and Social Development, Ministry of Education and Sports and relevant government institutions, to undertake their obligations specifically in generating and using gender responsive data to influence policies and programmes for youth, as well as support of the coordination and Delivering as One of gender sensitive youth actions within the UN system in Uganda as mean of strengthening coordination and accountability mechanism for gender sensitive policies and programmes

UNHCR - interventions for refugee youth

ILO - employment opportunities for youth

UNFPA - evidence based advocacy for development, investment and implementation; promotion of sexuality education; building capacity for sexual and reproductive health service delivery including HIV prevention, treatment and care and promotion of youth leadership and participation.

UN HABITAT- creation of safe urban spaces for the youth to get relevant information, skills with special focus on urban youth.

IOM- assistance to vulnerable young migrants (both National and International)

UNDP- Climate change and good governance interventions.

OHCHR- integrating human rights aspects in programmes and policies. For this coordination to happen efficiently, information sharing is critical, as is a common approach in our support to government. This information sharing can happen regularly with the use of a simple knowledge-sharing platform where members post updates. This should serve to make any regular coordination meetings streamlined. Key government stakeholders and youth representatives can be part of the same platform.

Strategies on Special Focus Mainstreaming Areas: Population Dynamics

Strategic Vision

By mainstreaming population into the UNDAF outcomes, the UN aims to guarantee population dynamics are taken into consideration in the development of sector Agency programmes and action plans and contribute to accelerating onset of a beneficial demographic transition in Uganda

Strategic Objectives

Contribute to a better understanding of the links between population dynamics (fertility, mortality and migration) and socio-economic development and integration in development plans and processes at all levels.

Contribute to a better understanding of the links between migration, both internal and International, and development in order to harness the development potential of migration for the benefit of both societies and migrants and to contribute to sustainable development and poverty reduction.

Population trends and patterns in Uganda managed by National, district and community, cultural and issue-based leadership.

Priorities for Strategic Change

- Increased availability and utilization of disaggregated demographic and socio-economic and migration data at National and sub-National levels.
- Increased commitment of leaders at National and sub-National levels to address population trends and allocate resources and accelerate achievement of the ICPD and MDG targets
- Sector and district plans and budget frames integrate population issues

Good governance accountability and citizen's empowerment:

- When empowered, the Ugandan Diaspora can be important actors in the socio-economic development of their country.

International and Regional Human Rights Covenants

- Uganda is signatory to the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families.

Peace building and Transitional Justice

- Internally displaced and returnees should be key actors in peace building activities to reach long-lasting peace dividends.

Climate Change and DRR

- Environmental factors have long had an impact on global migration flows. The scale of such flows, both internal and cross-border, is expected to rise significantly over the next decades.

Education

- Through migration, both internal and International, Ugandans can access education opportunities that are not available in their communities of origin.

Business enterprise and employment

- Migrant labour can fill gaps in the labour market, especially when it comes to high-

skilled enterprises.

- Unemployed Ugandans who have access to safe and legal labour migration options can be main drivers of development in Uganda, especially by sending remittances.
- Well planned internal labour migration can help link unemployed people, mostly in rural areas, with possible job options in urban centers.

Strategies on Special Focus Mainstreaming Areas: Governance

Strategic Vision

The overall vision of such a thematic strategy is to pursue project interventions that act as a bridge between the current social and economic transformation that is happening in the country and relevance and meaningfulness to poverty reduction in order to minimize the gap between the poor and the rich. Such approach could help in creating an empowered and socially mature **middle class** that can fuel the next wave of development cycle in the country.

Strategic Objectives:

1. To expand and consolidate democracy through greater state-society interface;
2. To expand citizens' participation and engagement in democratic processes and public affairs including their ability to hold public institutions accountable;
3. To strengthen capacities and improve the functioning of policies, institutions and processes to ensure responsive, accountable and transparent service delivery.

It will also be critical to pursue strategic presence at the various levels of Governance: house hold, Local Government levels (Sub county and districts levels); regional, National as well as and pursue regional (EAC, AU) and Global commitments. This however should be done taking into consideration the cooperative advantage of the respective UN Agencies.

Core values central to the Governance Strategy

Core values central to such a strategy are: reducing inequality, promoting peace and stability, better services to the poorest of poor, empowered local governments and peaceful political settlements through dialogue and consensus building. These values are also identified within the current National Development Plan and vision statements of the country.

UN Agencies, funds and programmes key performance in these areas can be measured as follows:

Short-term: Peaceful and acceptable elections and electoral process; (4—5 Year)

Increased implementation of recommendations of oversight institutions;

Decreasing trends of systemic corruption in the country

Positive trends of protection of rights and obligations

Long term:¹⁹ Reducing inequality (as evidenced through gini measures);

Deepening of democratic practices and systems;

Peace and stability.

* To take into consideration linkage with the Peace Building and Transitional Justice thematic area

- i. Enhanced quality, relevance and responsiveness of policies; and
- ii. Improved implementation of policy at all levels of government leading to improved service delivery;

Institutions:

- i. Institutions are responsive to the needs of people and capable of delivering services; and
- ii. Institutions are transparent and accountable.

Processes:

- i. Citizens are aware of their rights and obligations; and
- ii. Citizens have the space and opportunity to participate in democratic processes.

* To take into consideration linkage with the human rights thematic area.

Overall goal of such a mainstreaming strategy is to develop project interventions that target policies, institutions and processes contributing in the long run to bridging the gap between the social and economic transformation currently unfolding in the country and the relevance to the poorest segments of the country. Policy context to mainstream governance issues in a systemic manner into the planning, budgeting and implementation phases of development process - within the specific context of government operations - is either limited or uneven.

¹⁹ Long-term – within the next 5 to 10 years.

UN Agencies would need to provide technical capacity building interventions coupled with high-level advocacy measures to ensure that this is inculcated as a policy to inform the basic planning frameworks of the government. Given the ambiguous policy context, there is a need for substantial investment of the UN Agencies into developing stakeholders at the National level that can support and implement such mainstreaming strategy.

Strategies on Special Focus Mainstreaming Areas: HIV/AIDS

Strategic vision and values

The strategic vision of the focal area of mainstreaming HIV/AIDS into the UNDAF action plan 2012-13 is in line with the UN Joint Programme on AIDS strategic vision of getting to Zero new HIV infections, Zero AIDS-related deaths and Zero Discrimination. This vision resonates with Uganda's aspirations of Achieving universal access to HIV prevention, treatment, care and support; and Halting and reversing the spread of HIV and contribute to achievement of other MDGs.

Strategic Objectives

The main strategic objective is to position the UN to be a strategic partner in the acceleration of prevention, care, treatment and social support to reach sustainable universal access. The specific objectives are articulated as per the 3 thematic areas of Governance and Human Rights; HIV Prevention; Treatment, Care and Support.

Governance and Human Rights:

- To revitalize leadership, strengthening of partnerships and HIV mainstreaming
- To strengthening National capacity for generation, dissemination and utilization of strategic information
- To reduce punitive laws, policies and practices around HIV transmission, sex work, drug use and homosexuality.
- To roll out the action framework for women, girls, gender equality and HIV and AIDS

HIV Prevention:

- To reduce sexual transmission of HIV (including among discordant couples, key populations at risk and young people)
- To eliminate vertical transmission of HIV and AIDS-related maternal deaths
- To address structural drivers, gender inequalities, vulnerabilities and needs of women & girls
- To roll out positive health, dignity and HIV prevention

Treatment, Care and support

- To ensure that people living with HIV who are eligible for access treatment
- To reduce TB deaths among people living with HIV
- To ensure that National social protection strategies and access to essential care and support are available to People Living with HIV (PLHIV) and households affected by HIV

Priorities for strategic change

The following results would be expected by 2015

- National capacity to lead, plan, coordinate implement monitor and evaluate the National HIV response strengthened; and
- Laws, policies and practices improved to support gender equality and reduce human rights abuses, stigma and discrimination
- National systems have increased capacity to deliver equitable and quality HIV prevention integrated services;
- Communities mobilized to demand for and utilize prevention integrated services;
- Access to antiretroviral therapy for PLHIV who are eligible increased to 80 percent;
- Tuberculosis deaths among PLHIV reduced;
- People Living with HIV and AIDS and households affected by HIV are covered in all National social protection strategies and have access to essential care and support;

Strategies on Special Focus Mainstreaming Areas: Human Rights

Strategic Vision

The vision of this strategy is for the UN as a whole to have a common understanding of HRBA and successfully integrate it into its programming cycle in the UNDAF. And that the same approach is used more widely in interaction with government and civil society partners as well. While the main focus of this strategy is to strengthen the UNs application of HRBA the ultimate goal is also that HRBA will be used by Ugandan partners in the government and civil society.

This strategy is based on the intrinsic value of the UN that every man, women and child have certain fundamental rights and freedoms that are universal and guaranteed to them by virtue of being born. These are rights and standards that the Ugandan government has signed on to through ratifying several conventions on fundamental rights and freedoms it is

also standards that are guaranteed in the Ugandan constitution. Furthermore, as highlighted in the quotation above the strategy is based on the interconnected and mutually reinforcing nature of human rights and equitable development.

Strategic Objective

By 2015 this strategy aims to have:

1. Enhanced the internal capacity of the UN on HRBA by:
 - a. Sharing guidelines and UN decisions on human rights mainstreaming,
 - b. Developing gender/human rights competence through training, where and as needed.
 - c. Providing Technical Assistance to Agencies on how to implement the approach under their programme
2. Established common indicators, checklists, mainstream criteria and mechanisms as well as carried out joint results assessment using the above tools / M&E frameworks.
3. Identified the human rights standards under the three UNDAF outcomes, UN Agency, programme or fund responsibility and reflect them in the UNDAF action plan.²⁰
4. Established an interface with the concerned government entities in the UNDAF areas in order to systematically discuss human rights implementation under the UNDAF outcomes in all sectors. If possible this should use the same structure as set up by the government for implementing the UPR recommendations.

Priorities for Strategic Change

The main priority of this strategy will be to establish a common understanding and principles for applying a HRBA among the UN Agencies in Uganda and to make sure that the skills and application of HRBA is sustained beyond 2014 both internally within the UN but also in the interface with government partners. This can be achieved through regular follow up assessments on application of agreed principles within the UN and in the cooperation with government partners. It can also be aided by the establishment of a system for knowledge management within the UN in Uganda.

20 This part would be developed under the working group for HR mainstreaming.

Strategies on Special Focus Mainstreaming Areas: Environment

Strategic Vision

The environmental and social sustainability of the United Nations is enhanced by contributing to its mission to promote and protect human well being in line with Internationally agreed declarations, conventions, standards and covenants.

Strategic Objective

To enable the UN system in Uganda enhance its sustainability by internalizing Internationally accepted environmental and social principles at 3 entry points namely (a) Policy/ strategic level, (b) Programme/ projects and (c) Facilities / operations through individual and collective approaches that address associated risks and maximize opportunities.

Priorities for Strategic Change

The following key activities should be incorporated in each of the action plans and 3% of the total project activity budgets allocated for their implementation:-

- 1) Support institutional capacity building for environmental mainstreaming. The UNCT will build capacity of National and local institutions in sustainable environmental management to ensure that vulnerable segments of society derive livelihoods from natural resources and cope with climate change variability. In addition, the UN will enhance capacity of its service providers and implementing partners to green their operations and integrate environmental issues in their programmes. Demonstrate system-wide commitment for the advancement of environmental and social sustainability of the United Nations System through support for a common approach to the use of environmental and social sustainability measures as outlined in the proposed framework.
- 2) Adopt minimum requirements for the internalization of environmental and social sustainability measures across the three entry points. In pursuit of the UN vision on greening the United Nations, a common environment management policy will be developed and adopted. As a leader in environmental management, UN in Uganda will work towards ISO 14001 certification of its operations. This shall include focusing on activities such as: (i) reducing carbon emissions/carbon footprint-transport; (ii) energy-efficiency of buildings and office equipment; (iii) Waste management; (iv) Water use and (v) Green accounting.
- 3) Promote use of environmental and social sustainability measures such as ensuring that all projects that cost over > U\$ 500,000 environmental screening at the design stage before

project appraisal and approval and; for projects with potential adverse environmental impacts, mitigation actions and budgets are incorporated for implementation, monitoring and reporting.

- 4) Promote sharing of knowledge and lessons learned among United Nations entities to strengthen coherence and leverage efficiencies to assist United Nations organizations to internalize enhancement of their environmental and social sustainability measures, build capacity and share learning; and centralize accountability, reporting and evaluation.

Strategies on Emerging Issues

Land Strategy

Strategic Vision

Secure land rights of vulnerable communities with focus on Northern Uganda

Strategic Objectives

The strategy by the UN on land is expected to contribute towards a clear and defined land rights regime in order to address and clarify conflicts and promote a better management of land and other natural resources.

Securing local land rights is crucial, so that local people do not see their basic food security and livelihoods undermined; at the same time it is vital to promote investment and new economic opportunities.

Two elements, define the objectives of the land strategy: the technical element in which the UN leverages its technical expertise, knowledge and experience on best practices; and a community empowerment and capacity building element puts the UN in strategic position to support Government of Uganda addressing the concerns on land especially in Northern Uganda. It must be recognized that strategic alliances with key counterparts plays a critical role. In this sense, the UN has a strategic position that allows it to engage both governments as well as non government actors (private sector, NGOs/CSOs): this is the force the UN should use to create negotiation mechanisms aiming at promoting local actors empowerment.

Priorities for Strategic Change

Priority issues for a UN Land program in support to Government of Uganda could put at the center the issue of governance institutions, land rights and territorial development. More specifically: increasing the capacity of decentralized institutions, including customary

institutions; improve recognition of customary institutions and strengthen capacity to deal with land-related court cases. There is also a need to encourage and acknowledge local delimitation and administration practices, to prevent disputes over land as well as sensitization and raising awareness of women's rights in relation to land targeting all levels of government, civil society and community leaders, to support women in claiming and securing land rights.

Because of the magnitude and the complexity of the problem, there is a clear need to join forces, between UN Agencies, with NGOs/CSOs sector, Donors' community and the GOU. Such an undertaking should be conceived as a process-oriented, time consuming one, and although land is considered an emerging issue in Uganda, its activities which could be initiated during the UNDAF 2013-14 action plans should be seen as spanning beyond the current UNDAF period. Since implementation and sustainability of agreed development actions will depend on the effective participation of government and local authorities, and to a real implementation of an inclusive approach with local stakeholders and communities, the first step would be to engage major actors from the categories mentioned above, to discuss the structure of such a possible UN approach with UN's leadership

Oil Sector Strategy

Strategic Vision and Objective

The UN's strategy for its engagement in the oil sector rests and is guided on the following vision:

Strategic Vision:

1. Ensure that the oil and gas resources in the country provide maximum optimal benefits to the country and region"(National Development Plan, 2010/11-2015)
2. Position the UN as a key partner in oil sector developments and debates in Uganda that ensures that oil is managed in accordance with the principles and values of the United Nations

Strategic Objective

To establish the UN as a key and trusted partner in Uganda on oil-related issues by 2015, building on (i) Agency-level interventions, based on joint-programming approaches and (ii) UN-wide initiatives.

Principles of Engagement

A number of principles will inform the UN's involvement in Oil sector issues, and shape its interventions in this area. Some suggested principles could include the following:

1. **Relevance:** When engaging in oil sector issues, the UN should focus on areas in which they are already a relevant development partner and build as much as possible on existing comparative advantages.
2. **Additionality:** UN's efforts in this area of Oil & Gas sector development are they at the policy or programmatic levels, should be additional to on-going ones, and not replace them.
3. **Complementarity and Embeddedness:** Oil-related activities should complement as much as possible ongoing interventions and, where feasible, be embedded in existing projects and programmes.
4. **Coherence:** These interventions should be designed and implemented as part of a common programmatic approach. This will ensure coherence in the UN's engagement in this sector and will be critical to ensure that in the future the UN has a (strong and common) voice on oil & Gas sector issues.
5. **Up-streaming interventions:** The UN's work on oil sector issues should be designed with a view of ensuring the UN has voice in future debates around Oil & Gas sector issues.
6. **Human Rights Based Approach:** Underlying all of these principles, the UN's interventions in this area should be guided by the Human-Right Based Approach (HRBA) principles.
7. **Gender mainstreaming:** UN interventions in this area should be informed by gender mainstreaming, a mandatory approach for policy and programming for all UNCT Agencies.
8. **Conflict-sensitive approach:** It is important that the UN's engagement with the oil and gas sector is founded on an understanding of Uganda's complex history of conflict

Annex 8: Glossary of Acronyms

AIDS	Acquired Immuno-Deficiency Syndrome
ANC	Ante Natal Care
AP	Action Plan (UNDAF)
ASRH	Adolescent Sexual and Reproductive Health
CAO	Chief Administrative Officer
CBOs	Community Based Organisations
CARMMA	Campaign for the Accelerated Reduction of Maternal Mortality in Africa
CCA	Climate Change Adaptation
CCT	Coordinating Centre Tutor
CMCs	Centre Management Committees
CSOs	Civil Society Organizations
DaO	Delivering as One
DCC	District Coordinator
DDMC	District Disaster Management Committee
DPP	Director of Public Prosecutions
DPRG	Development Policy Reference Group
DRR	Disaster Risk Reduction
DTPC	District Technical Planning Committee
DTWG	District Sectoral Technical Working Group
ECD	Early Childhood Development
EMIS	Education Management Information System
EmNOC	Emergency Neonatal and Obstetric Care

ESCR	Economic Social and Cultural Rights
ESSAPR	Education and Sports Sector Annual Performance Report
FAO	Food and Agriculture Organization
FP	Family Planning
GBV	Gender Based Violence
HACT	Harmonized Approach to Cash Transfer
HC	Health Centre
HIV	Human Immuno-Deficiency Virus
HoD	Head of Department
HPAC	Health Policy Advisory Committee
HSSIP	Health Sector Support Investment Plan
HURINET	Human Rights Network
ICT	Information and Communication Technology
IDP	Internally Displaced Population
ILO	International Labour Organization
IOM	International Organization for Migration
JLOS	Justice Law and Order Sector
JP	Joint Programme
JSC	Joint Steering Committee
JUPSA	Joint UN Programme of Support on AIDS
KWG	Karamoja Working Group
LCC	Local Council Courts
LDUs	Local Defence Units
LGs	Local Governments

LMIS	Labour Market Information System
MCH	Maternal Child Health
MDGs	Millennium Development Goals
MEMoD	Ministry of Energy and Mineral Development
MNCH	Maternal Neonatal and Child Health
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
ME	Monitoring and Evaluation
MTR	Mid-Term Review
NDP	National Development Plan
NEF	National Elders Forum
NER	Net Enrolment Ratio
NGOs	Non Governmental Organizations
NIR	Net Intake Ratio
NUAP	Northern Uganda (UNDAF) Action Plan
NUNVs	National UN Volunteers
NUSAF	Northern Uganda Social Action Fund
OMT	Operations Management Team
OPM	Office of the Prime Minister
OVCs	Orphans and Vulnerable Children
PMT	Programme Management Team
PRDP	Poverty Reduction and Development Programme
PTCs	Primary Teacher Colleges

RC	Resident Coordinator
RCO	Resident Coordinator's Office
RH	Reproductive Health
SGBV	Sexual and Gender-Based Violence
SP	Special Procedures
SRH	Sexual and Reproductive Health
SWAp	Sector Wide Approach
SWG	Sector Working Group
TB	Treaty Bodies
TJ	Transitional Justice
TWGs	Thematic Working Groups/Technical Working Groups
UAC	Uganda Aids Commission
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UHRC	Uganda Human Rights Commission
UNAC	United Nations Area Coordinator
UNAIDS	United Nations Joint Programme on AIDS
UNCDF	United Nations Capital Development Fund
UN-CG	UN Communication Group
UNCT	UN Country Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCHR	United Nations High Commissioner for Human Rights

UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNPRAP	United Nations Peace Building and Recovery Assistance Programme for Northern Uganda 2009-2011
UN WOMEN	United Nations Entity For Gender, Equality and the Empowerment of Women
UPDF	Uganda People's Defence Force
UPF	Uganda Police Force
UPR	Universal Peer Review
USAID	United States Agency for International Development
UNHABITAT	United Nations Human Settlements Programme
VAC	Violence Against Children
VHTs	Village Health Teams
WHO	World Health Organization



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