Details

Information

ROAR Name ROAR-000468
Name Uganda CPD 2021 - 2025
IWP Name Uganda IWP 2024
Year 2024
ROAR Deadline 2/5/2025

Section B – Resident Representative's Executive Summary

The Resident Representative is requested to provide an executive summary based on the analysis conducted in Section C through Section F.*

B.1 Analyze the **development and operational context** and **challenges** that have guided and/or impacted

UNDP’s work during the year. (3,000 characters max)**
UNDP’s programming aligns with Uganda’s development priorities, particularly in the Third National Development Plan (NDPIII) and the SDGs. The government is preparing the Fourth National Development Plan (NDPIV) for 2026-2030, which focuses on transformative, sustainable economic growth, aiming for a 10-fold increase in GDP from $50 billion in 2023 to $500 billion by 2040. NDPIV builds on previous plans and is informed by Uganda’s Vision 2040, the SDGs, Africa Agenda 2063, and EAC Vision 2050. The plan’s success depends on large-scale investments, improved public sector performance, and the Rationalization of Government Agencies and Public Expenditure (RAPEX) reform, which aims to eliminate overlaps and improve efficiency and accountability in public spending. The CO is also in the process of developing the CPD for 2026-2030, aligned to NDPIV. In FY 2023/24, Uganda’s economy in real terms grew by 6.0 percent, compared to 5.3 percent in FY 2022/23, driven by growth in agriculture, industry, and services. The services sector is the largest contributor to GDP (42.8 percent, followed by industry (25.2 percent and agriculture (24.6 percent) [[E031]]. Government's flagship Parish Development Model (PDM) has facilitated monetization of the economy leading to a reduction in the share of subsistence households from 39 percent to 33 percent between 2019 and 2024 [[E037]]. However, challenges remain, including low domestic revenue mobilization (13.9 percent of GDP), fiscal deficits, and high youth unemployment (16 percent). A large portion of youth (51 percent) are Neither in education, employment, or training (NEET), with females (52.2 percent) compared to males (28 percent) disproportionately affected. Low education levels increase youth vulnerability. Climate change, with its extreme weather events, is a growing threat to infrastructure and agriculture productivity, costing an estimated $3.2 to $5.9 billion annually. Climate resilience in infrastructure planning will be critical for long-term development. Gender-based violence (GBV) remains a critical issue, with 95% of women having experienced physical or sexual violence in their lifetime, making it one of the most pressing women's rights issues in the country. Uganda is also the largest refugee host in Africa (1.7 million refugees), adding pressure to already underdeveloped regions. Political tensions and human rights concerns are intensifying ahead of the 2026 elections, with limited space for civil society. The government has not invited the UN to support the elections, limiting UNDP’s involvement in ensuring transparent and inclusive elections. Additionally, health crises, such as COVID-19, Ebola, and Mpox, have exposed weaknesses in the country’s health system, particularly in preparedness and governance. These crises underline the need for resilience-building in health systems, economic recovery, and social protection, as Uganda focuses on fostering sustainable and inclusive growth.

B.2.1 Highlight how UNDP’s integrated policy and programme support contributed to the progress towards achieving key development goals of the country and the 2030 Agenda across:

(i) the three directions of change (1. Structural transformation, 2. Leaving no-one behind, 3. Building resilience)

Uganda experienced growth in tourism, trade, and MSMEs, particularly those led by women and youth. UNDP supported government policies that enhanced the private sector, improving market access, youth employability through skilling programs, and digital trade participation. Uganda ranked 4th top global destination in 2024, and initiatives like the Elgon Half Marathon and platforms like "Hidden Uganda" bolstered visibility. UNDP promoted commercial diplomacy, including support for Uganda’s participation in the African Continental Free Trade Area (AfCFTA) [[E007]]. On environmental sustainability, UNDP facilitated climate resilience initiatives in coffee value chains, restored wetlands, increased forest cover, and improved water access for over 376,000 people. It promoted sustainable agricultural practices and conservation in areas like Karamoja, hence, improved land use (1283ha) and constructed nine solar-powered water systems to serve 12150 persons with clean safe water[[E007]]. UNDP rolled out the Gender Equality Seal in four additional public institutions, supporting gender-based violence (GBV) prevention, and empowering women through economic initiatives. Capacity-building efforts in local governments enhanced gender-sensitive governance, and public trust in Uganda’s justice system improved [[E018]].

(ii) the three development enablers (1. Strategic Innovation, 2. Digitalization, 3. Development Financing)

UNDP and partners implemented innovative initiatives, including gender-responsive studies on MSMEs and improved market access in sectors like mining, trade, and e-commerce. UNDP supported youth employability by mapping skilling programs to bridge gaps and align skills with job opportunities. Uganda's Global Innovation Index ranking rose from 121 in 2023 to 117 in 2024, driven by partnerships with development partners, universities, and innovation hubs. With UNDP support, 33 innovations progressed from ideation to commercialization, and 440 people, including 3 PWDs (273M, 167F), were employed. Digitalization efforts gained momentum with a USD 80.5 million increase in government funding for internet connectivity, digital services, and cybersecurity. UNDP contributed to judicial digitization reforms, improving court efficiency by installing video conferencing systems in Jinja, Mubende, and Mbale courts [[E025]]. Amid fiscal constraints, UNDP helped the government enhance sovereign credit ratings and finalize regulations for carbon markets, which will promote mobilization of green climate financing. UNDP also supported the development of Uganda’s climate strategies, helping the country reduce GHG emissions and improve climate resilience [[E007]].

(iii) the moonshots (1. Helping 100 million people to escape out of multidimentional poverty, 2. Supporting 500 million people to gain access to clean energy, 3. Supporting 800 million people to participate in elections, many for the first time, and 4. Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs) (1,500 characters max)

UNDP worked with the GoU to address multidimensional poverty (MDP) by supporting evidence generation and policy advocacy. Notably, UNDP assisted the Uganda Bureau of Statistics (UBOS) in conducting the first digital National Population and Housing Census [[E037]], which will inform the creation of a MDP Index (MPI) Report, providing poverty data at the parish level for the first time. UNDP also supported the implementation of the Parish Development Model (PDM), contributing to a decrease in households in the subsistence economy from 39% in 2019/20 to 33% in 2024. In the energy sector, UNDP supported the implementation of the Energy Transition Plan (ETP) by promoting renewable energy, such as solar power and modern cooking technologies. This included installations at health centers, border posts, refugee markets, and schools, benefiting over 2,904,336(1,480,646F/1423,690M) people and increasing access to clean energy[[E029]]. UNDP promoted democratic governance by providing support for voter civic education, promoting the participation of women and marginalized groups [[E020]]. It also strengthened institutions, enhanced electoral processes, and facilitated public-private partnerships to drive investments aligned with the Sustainable Development Goals (SDGs). This involved fostering investment in sectors like tourism and agriculture and supporting policy frameworks such as the Integrated National Financing Framework and Local Government revenue mobilization strategies.

B.2.2 Highlight any other key results that were not mentioned in B.2.1 that you achieved during the year and that you have contributed or are expected to contribute to the SDGs, national development goals, CPD/RPD outcomes and/or Strategic Plan outcomes/Signature Solutions.

On financing side, Government of Uganda (GoU) recognized the importance of mobilization of alternative and innovative development financing such as carbon markets, debt-for-nature swaps, diaspora bonds, and green bonds. In this context, UNDP supported ongoing public/private sector initiatives such as the Biodiversity Finance (BIOFIN) Initiative, Insurance and Risk Financing Facility (IRFF), Green Bond Initiative, and SME Financing Initiative are expected to leverage between $100-$120 million in public and private capital for green investments by 2025. UNDP invested in enabling capacities to scale up the implementation of the Nationally Determined Contribution (NDC) through supporting government of Uganda with finalization of the development of the carbon market regulations, guidelines and training manual for Article 6 of the Paris Agreement and the voluntary carbon markets. This has demonstrated commitment to reduce GHG emissions by 24.7% by 2030, low carbon development path and solid waste management at national and subnational levels through climate change actions such as Long-Term Climate Strategy (LTS), Solid waste management ordinances and plans [[E031]]. Through the climate promise, UNDP also supported the public private sector engagement in the UNFCCC – 29th Conference of Parties (COP29). Regarding leaving no-one behind and building resilience in target communities, UNDP and partners contributed to the transition from humanitarian assistance to sustainable development pathways in the three districts of West Nile with highest concentration of refugees. This UNDP/KOICA funded refugee program relied on 3X6 model that started with cash-for-work opportunities for building community infrastructure such as roads or woodlots and continued with setting up of Village and Savings Loan Associations (VSLAs) worth USD304,054 by refugees and host communities and provided start up kits and business grants (worth USD 342,105) to maintain their economic activities [[E007]].

B.3.1 Highlight key results achieved in partnership with other UN agencies in support of national goals. Please include any collaboration with UN Women, indicating the type and thematic area (thematic areas can include economic empowerment, gender-based violence, crisis response and early recovery, women's political leadership, discriminatory laws, climate change, energy, other). (2,000 characters max.)

UNDP continued its role in the coordination of development partners through financial and technical contributions to the National Partnership Forum, which is the apex for engagement between Government and Development Partners under National Partnership Dialogue Framework. Through working with the National Planning Authority, UNDP was able to integrate issues of different development partners agencies into the planning processes [[E007]]. UNDP and partners Under the Joint programme for youths and adolescents (UNJPYA), supported skills training to enhance employability of youths. This was through Institutionalization of life skills that impacted 51,247 adolescents across 1,450 schools; digital skilling for 3,071 students and utilisation of a platform that helped 3,889 adolescents build 21st-century skills [[E027]]. UNDP and partners under the UNJPYA have supported economic empowerment of youths through i) the Youth4Business Innovation and Entrepreneurship Facility, where they partnered with and invested in 300 youth-owned enterprises that in turn created 16,000 new jobs; 5,257 start-up micro and small enterprises have nurtured ideas into commercially viable businesses. Also, within the Karamoja region,10,137 (6,344F/3,793M) temporary employment opportunities have been created through a cash-for-work program [[E029]]. UNDP, UNWOMEN, UNFPA, UNICEF have secured USD 12,818,520 from the Netherlands Embassy to support adolescent girls and young women in 17 districts of Uganda for 2 years. It aims to enhance access to universal health services, ensure they enjoy their SRHR, and protect them from SGBV[[E063]]. UNDP and FAO supported five farmer groups in Nabilatuk district by training them to plant 3,000 sisal, 5,000 Aloe Vera, and elephant grass plants in erosion-affected watersheds. This initiative reduced land degradation and restored it for livestock use. They supported 6 DLG's, to engender their climate action plans and integrate them in district development.

Type of Collaboration & UN Agency

Type of Collaboration	UN Agency Partners

Strategic Planning and Programming (including joint planning, joint assessments, joint monitoring)	FAO
Communications and advocacy (including joint events, joint press releases etc.)	UN Secretariat (Other)
Funding/Resource Mobilization	UN Women
Common Services	UNODC

Section B

*If there is no information to report, enter “Not applicable”

B.1.

**Character numbers in red mean “mandatory.” Character numbers in blue mean “optional.”

***Moonshots of the Strategic Plan include 1 - Helping 100 million people to escape out of multidimensional poverty, 2 - Supporting 500 million people to gain access to clean energy, 3 - Supporting 800 million people to participate in elections, many for the first time, and 4 - Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs.

B.3.2 Provide an example of how UNDP is supporting the UNDS reform, including challenges encountered (for example, on SDG integration, support to the RCO, UNCT, UN results groups, Business Operations etc.). (1,000 characters max)

UNDP is seen by UN as the agency that steers the direction of SDGs. Its leadership is recognized in UN Joint Programme (JP) on Data and Statistics. Its peculiar expertise in the intersection of youth and climate policies was instrumental in shaping the JP on Adolescents and Youth’s Outcome on peace, security, and climate action. Through Spotlight Initiative, UNDP ensured the application of principles of Gender Responsive Budgeting in partnership with UN agencies such as UN Women, IOM to track cross-border movement and curb human trafficking. UNDP’s co-leadership role is key in UN Karamoja Working Group coordinating cross-border work using the Human Development Nexus approach. UNDP led the UN operations management team which significantly contributed to cost efficiencies in the UN procurement and human resource management system. UNDP leads the strategic direction/reporting of two of the five UN results groups (inclusive governance and natural resources and environment) [[E007]].

B.4 Looking into the future, highlight the emerging issues that UNDP is not ready to address and needs to prepare for to capture new opportunities. (1,500 characters max)

As Uganda looks to the future, UNDP must address key challenges aligned with both national, sub/regional and global development agendas. Priorities include supporting conflict resolution and peacebuilding ahead of the 2026 elections, strengthening local governance, and enhancing public-private partnerships, especially in remote regions like Karamoja. Despite decentralization efforts, local governments still struggle with service delivery, necessitating capacity-building initiatives. Climate change presents a significant threat, particularly in agriculture, water resources, and rural communities especially hard to reach areas. Uganda requires stronger climate resilience strategies, including climate financing for adaptation and mitigation, disaster risk management, and community-based adaptation programs. In the energy sector, the focus should be on providing affordable, sustainable energy, especially in rural areas, by promoting renewable energy access, including off-grid solutions like solar. Digital transformation offers opportunities for economic diversification, with a need for workforce training and innovation to prepare for automation and AI. Uganda also faces a significant SDGs acceleration and financing gap, requiring USD 6 billion annually but with a shortfall of USD 4 billion. To close this gap, scaling up alternative financing mechanisms, such as green financing and impact investing, is crucial. Improving national data systems and leveraging technologies like AI and GIS will support evidence-based decision-making and progress tracking for the SDGs.

Section C – CPD Development Results Analysis and Lessons Learning as prioritized in the IWP

C.1 Analyze CPD development results achieved, challenges faced, and ways to correct a course of action if needed.

Outcome-level Results: (i) Successes, (ii) Challenges, (iii) Moonshots

CPD/RPD Result Name :Outcome 3
Mandatory? :true
Successes
Uganda continues to make progress on climate action, restoring and protecting ecosystems; with the current forest cover (CPD#1) having increased from 10% in 2015 to the current 12% and on course to achieve 15% forest cover by 2026 [[E040]]. Through constructing four, 25million m3 capacity water retention facilities in Karamoja region, UNDP in collaboration with MAAIF and FAO have increased access to water for food (crops and livestock) production and household use for 376,652 persons (51.4% Women (2024 HHS) in Moroto, Nabilatuk, Nakapiripirit and Karenga Districts. This helps people to escape multi-dimensional poverty, contributes to the achievement of moonshot target 1. [[E062]]. UNDP and partners also contributed to the restoration of 2,416 ha in the five target districts of Eastern Uganda (Kibuku, Namutumba, Budaka, Kaliro, Butaleja). A total of 38km of the target 45km of wetland were demarcated (84%) [[E052]]; 152 households (in Kaliro and Budaka) were given livestock as alternative livelihood sources [[E051]], (after voluntarily leaving the wetland, including engagement in rice production). Such interventions give a chance to natural regeneration of wetland flora and fauna, and lead to provision of clean water for humans and animals, forage for animals and more fish for wild capture, all of which support communities to escape multi-dimensional poverty. UNDP contributed to the national access to electricity (CPD#3) which reached 58% in 2024 from 57% in 2023- [20% on-grid, 38% off-grid, largely solar]. UNDP continues to promote access to clean energy through awareness campaign and direct interventions like installation of solar photovoltaic systems at six border posts, installation of solar PV systems in markets serving refugees and host communities, installation of biogas systems for clean cooking and lighting in five target schools- improving the energy access for approximately 20,000 people (4,444 households) [[E003]].
Challenges
The Country Office in 2024 did not have a running project solely targeting major energy access

implementation efforts, hence focus on support supervision to the recently ended NAMA-Biogas initiative. Access to clean cooking remains low at about 15% (including improved solid biomass cook stoves). Cleaner fuels such as Liquefied Petroleum Gas [LPG], ethanol, biogas and electricity account for just about 4%. Skilling youth and women that normally relied on wetlands, to enable them to engage in alternative viable enterprises is off-track. It did not take off as resources became insufficient to undertake procurement of appropriate trainers.
Proposed Corrective ActionsUNDP and partners will prioritize this skilling of youth and women in alternative viable enterprises in its future programming.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **true**
Supporting 800 million people to participate in elections, many for the first time : **false**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **false**

CPD/RPD Result Name :Outcome 2
Mandatory? :true
Successes
The agriculture, trade and tourism sectors continued to show growth, with their contributions to Uganda's Gross Domestic Product (GDP) increasing from 24.1%, 9.1% and 4.2% in 2021 to 24.6%, 9.4% and an estimated 6%, respectively, in 2024 (CPD#1) [[E045]]. Agriculture sector grew by 5.1% from 4.5 percent in FY2022/23 on account of increased food and cash crop production as well as growth in livestock and agricultural exports. UNDP contributed through supporting 4 vulnerable women-focused cooperatives in Karamoja to engage in commercial agriculture on 843 acres of land, strengthening the value addition capacity of 6,043 coffee farmers (3,262F, 2,417M) groups in targeted areas, and enhancing the resilience of farmers to shocks through weather-based insurance schemes. Construction, mining and quarrying subsectors also contributed to Uganda's industrial growth [[E043]] in the FY2022/2023. UNDP supported the government of Uganda to undertake stakeholder engagements aimed at mainstreaming artisanal and small-scale miners into these emerging sectors for better inclusion and access to the opportunities their growth presents. The slight decrease in youth unemployment from 16.5% in 2021 (M: 13.5%; F: 20.4%) to 16.1% in 2024 (M: 13.4%; F: 18.7%) [[E037]] reflects the ongoing efforts of various stakeholders to address this challenge. UNDP has played a key role in this progress through the mapping of innovative skilling programs, which have enhanced skill development by ensuring that young people acquire skills directly aligned with available job opportunities. Uganda's ranking on the Global Innovation Index has remained relatively slow at 121 out of 133 economies globally. With the support of UNDP, the country has made notable strides in establishing and maintaining institutional frameworks including innovation hubs at Makerere and Kabale Universities, and the national ICT Hub, that support innovation. This has resulted in improving Uganda's position on the Global Innovation Index from 121 in 2023 to 117 in 2024 [[E034]].
Challenges
Industry, manufacturing and mining contributed 25.2%, 15.6% and 1.3% to Uganda's GDP (CPD#1) respectively in FY 2023/24 down from 26.1%, 15.7% and 1.9% in 2022/23 [[E045]]. While youth unemployment decreased slightly from 16.5% in 2021 (M: 13.5%; F: 20.4%) to 16.1% in 2024 (M: 13.4%; F: 18.7%), youth classified as Neither in Employment, Education and Training (NEET) increased from 41% to 50.9% in the same period [[E037]]. National unemployment also increased from 11.9% in 2021 (M: 10.4%; F: 14.1%) to 12.6% in 2024 (M: 11%; F: 15%) [[E037]]. The decreased contribution of key sectors to Uganda's GDP and increase in national unemployment is in part attributed to a combination of global economic challenges including slower growth in major markets, disruptions in supply chains, and inflationary pressures; rising costs of raw materials; supply chain disruptions due to geopolitical tensions; and structural challenges such as outdated infrastructure and limited access to affordable finance.
Proposed Corrective Actions The construction industry is a key source of employment in Uganda, but its regulation remains insufficient. UNDP is supporting the Government to finalize the Building Substances

Bill to improve the industry's regulatory framework [[E053]]. UNDP will continue to explore partnerships with private sector to i) pilot innovative business models that are inclusive and sustainable, ii) create employment and livelihood opportunities especially youth and women, and iii) promote investment in SDGs related sectors. Innovation remains a critical enabler for youth innovation and livelihood security. UNDP will leverage its partnerships with Public Universities and the Private Sector to foster youth innovation, support commercialization and the scale-up of successful innovations and solutions that accelerate achievement of the SDGs [[E035]]. UNDP will adopt a portfolio approach to investments in the Future of Work, prioritizing sectors with high-growth potential for sustainable youth employment, including agricultural value chains, the transition of the informal sector and the gig economy.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **false**
Supporting 800 million people to participate in elections, many for the first time : **false**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **true**

CPD/RPD Result Name :Outcome 1
Mandatory? :true
Successes
Over 89% of Primary government expenditure was realized as a proportion of the approved budget (CPD#1) [E014]. Uganda's overall governance index (CPD#3) currently stands at 49% depicting a slight increase as compared to 2023 which was at 48%. Specifically, there has been a gradual increase in key aspects that contribute to the overall governance index that is the participation, rights and inclusion score from 39% to 45.3% and Security and Rule of Law score from 39% to 46.4% and foundations for economic opportunity score is 54.7% from 55% which projects a positive trajectory in the quality of good governance. (CPD #3) [[E016]] UNDP and partners contributed through provision of policy, technical and financial support in formulation of the NDPIV and seven district level development plans. This was mostly done under the six programs of the NPDIV namely Human Capital Development and community mobilization & mindset change, land, natural resources, climate change and environmental management, governance and security, labor and employment, administration of justice. Key to note, the Gender Equality Seal was integrated as a priority into the Human Capital Development program to address concerns related to gender equality [[E023]]. UNDP supported target institutions through strengthening E-governance systems in select institutions that included the Judiciary and Prisons. This has promoted efficiency, accountability and enhanced access and administration of justice. (CPD #1.1.3) In addition, support was extended to the Judiciary to roll out Alternative Dispute Resolution mechanisms (ADR) as a key component to achieve a people centered justice with emphasis on the most marginalized [[E025]]. Target district officials from Karamoja subregion of Uganda have improved capacities in data governance frameworks and in their application in promoting socio-economic development and peace in the borderlands of the Karamoja – Uganda-Kenya Cross-Border thus, improving their abilities for policymaking, public service delivery, and informing development decisions in these regions.
Challenges
There has been a slight reduction in the Human development score from 51% to 50.2%(CPD#3) [[E016]] amidst several interventions being implemented. Limited funding and internet connectivity gaps affected full implementation of E-governance solutions (CPD# 1.1.3) Women Local council elections were postponed and not conducted due to lack of funds. This affected the local governance There was Institutional capacity and policy gaps especially in oversight mechanism and adherence to strict accountability requirements on the side of MDAs [[E001]].
Proposed Corrective Actions Seamless internet connectivity such as through the backbone by National Information Technology Authority Uganda (NITA U) is critical for enabling technological uptake and sustaining the e-solutions across critical sectors and processes (election processes, Courts, Prisons). More resources are needed to implement and coordinate timely implementation of scheduled activities such as civic education ahead of the upcoming electoral cycle to ensure free, fair and credible elections. UNDP

and partners will ensure that such critical areas of focus are prioritized in the development of workplans and budgets [[E001]]. It is critical for UNDP and partners to mobilse resources through co-creation to ensure continuity and sustainability of interventions even with the meagre resources. Systematic documentation of usage and impact of e-justice solutions is key for incremental improvements in justice service delivery.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **false**
Supporting 800 million people to participate in elections, many for the first time : **true**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **true**

CPD/RPD Result Name :Outcome 4
Mandatory? :true
Successes
Public trust and satisfaction in the justice system stands at 69% up from 47% in 2020 surpassing the UN Cooperation Framework target of 64%(CPD#4.2) [E018]. This suggests improved perceptions of fairness and accessibility. UNDP and partners contributed to strengthening business processes of justice, law, and order services through installation of E-video conferencing facilities, installation of digital court transcription equipment, capacity development of Local Council Courts from target 12 districts on handling GBV cases and working with legal aid providers. These initiatives contributed to greater efficiency in case disposal, and improved conviction rates from 60% (2023) to 75% in 2024 [E015]. The Gender Inequality Index for Uganda stands at 0.527 from 0.531 in 2019 (CPD#4.1) [[E019]], reflecting ongoing efforts to reduce gender disparities across various sectors. UNDP contributed to bridge the gender inequality gap by fostering sustainable livelihoods for marginalized groups such as Women in smallholder farming, small and medium enterprises and out of school youth. In partnership with vocational skills training centers across 15 target districts, it equipped 338 (80% of target) youth with marketable skills. Additionally, it supported 10 women led cooperatives, consisting of 364(340F/24M) to engage in commercial agricultural production on 843 acres and created temporary job opportunities for 10,137 individuals through cash-for-work programs in Karamoja region. Such investments advanced gender equality through sustainable economic empowerment. National Budget Compliance to gender and equity has remained at 67% since 2023, and lower than 2024 target of 72% (CPD#4.3) [E021]. UNDP under the Spotlight Initiative built capacities of 96(40M,56F) District sector heads out of a target of 100 on mainstreaming and integration of GBV Prevention and response in Plans and budgets. Consequently, specific GBV prevention and response actions were identified and incorporated into four District Development Plans for Financial Year 2024/2025.
Challenges
Uganda’s Gender Inequality Index (GII) stands at 0.527, far from the 2024 target of 0.25 (CPD#4.1) [[E019], indicating that considerable efforts are still needed to achieve gender equality. The national Budget compliance for gender and equity for Uganda remains at 67%, below the 72% target (CPD#4.3) [[E021]] reflecting challenges in prioritizing gender-sensitive spending. While UNDP funded small-scale income generating projects in Inclusive Growth Innovation and Refugee programming and gave many women their first income and participation in the labour market, there was limited investment in the same largely due to change of priorities following funding cuts due to the passing of the Anti-Homosexuality Act (AHA) in 2023. Investing in gender equality remains among the un-funded priorities of Government.
Proposed Corrective ActionsUNDP will utilize the power of civic actors and opinion makers to shape important campaigns and dialogues around human rights, gender equality, non-discrimination and political accountability[E007]]. UNDP will continue with domestication of the Gender Seal in public and private sector institutions encouraging gender-responsive planning and resource allocation for gender equality and women’s empowerment. Additionally, the Country Office has embarked on development of portfolio on gender using systems lens and it is envisaged to generate innovative solutions to address gender inequalities, including identifying possible domestic funding sources.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **false**
Supporting 800 million people to participate in elections, many for the first time : **false**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **false**

Output-level Results: (i) Successes, (ii) Challenges, (iii) Development Enablers

CPD/RPD Result Name :UGA_OUTPUT_2.1
Mandatory? :true
Successes
The contribution of tourism and trade to Uganda's GDP grew in 2023/24 following policy interventions to create a conducive environment for private sector to flourish [[E045]]. With UNDP and partners' support, ten gender responsive studies were conducted to inform the preparation of regulatory instruments and strategies to foster productivity, strengthen competitiveness, and enhanced market access for MSMEs in the mining, trade and e-commerce sectors (CPD#2.1.1.2). These include market intelligence reports on six African economies, a mapping of digital marketplaces to boost Uganda's participation in electronic commerce, an Issues Paper to inform the establishment of commercial thresholds to be applied in the building substances assessment and licensing [[E046]] and a mapping of innovative skilling programs that provided valuable insights into successful models and best practices to scale initiatives that enhance youth employability [[E054]]. UNDP played a key role in deepening economic partnerships to accelerate the transformational impacts of the AfCFTA, including facilitating Joint Permanent Commission (JPC) meetings between Uganda and other African nations, such as the JPC with Mozambique, which resulted in the removal of visa restrictions for nationals of both countries, boosting cross-border trade [[E049]]. UNDP fostered development discourse on the imperatives needed to harness the benefits of expanding continental trade flows. In 2024, UNDP convened the HerAfCFTA platform, which informed the development of targeted policy recommendations, fostered partnerships between women entrepreneurs and key stakeholders, and raised awareness on gender-inclusive trade practices, paving way for greater female participation in Africa's trade ecosystem [[E048]]. UNDP also supported Government to convene the East African Trade and Investment Forum which facilitated stronger regional cooperation, identified key trade challenges, and fostered cross-border partnerships that will enhance trade flows, boost investment, and accelerate economic integration across Africa. [[E036]].

Showcasing this Success narrative in the annual report. **true**
Challenges
Uganda's national ban on the export of unprocessed minerals is a strategic government policy aimed at encouraging local value addition within the mining sector. While this policy has the potential to foster long-term economic benefits by stimulating local processing industries, it could also deter new investments in the nascent mining sector. The ban may lead to initial challenges in attracting foreign investment, negatively impacting on the growth of the sector, as well as income and employment opportunities for communities reliant on mining. UNDP will support efforts to introduce new financing instruments that will enable the local private sector to invest in the mining industry. By facilitating access to capital, UNDP aims to mitigate the short-term challenges posed by the export ban and promote sustainable, inclusive growth within Uganda's mining sector [[EO33]].
Proposed Corrective Actions Based on role and value prayed by policy level initiatives, UNDP will continue support efforts to translate policy-level interventions into on-ground capacity strengthening for stakeholders towards enabling increasing productivity and competitiveness of MSMEs in Uganda to address structural and technical barriers to trade, financing and investment in Uganda.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_2.2
Mandatory? :true
Successes
UNDP leveraged its strategic partnerships with the Government, private sector and financial institutions (SDG17.6.1) (CPD#2.1.2.1) to foster dialogue aimed at creating a more enabling environment for the growth of the Artisanal and Small-scale Mining Enterprises (ASMEs). UNDP facilitated discussions on innovative mechanisms to de-risk financing for ASMEs and integrating them into broader critical minerals supply and value chains [[E038]]. To enhance Uganda's participation in cross-border trade, UNDP supported the Government in developing six evidence-based market penetration strategies. These strategies, informed by market intelligence on Algeria, the Central African Republic, the Democratic Republic of Congo, Ghana, Nigeria, and South Africa have been instrumental in shaping policy and strategic decisions including fast-tracking Uganda's entry into AfCFTA's Guided Trade Initiative [[E054]]. In 2024, Uganda was ranked the fourth top global destination to visit, driven by diverse tourism offerings and aggressive marketing efforts [[E045]]. UNDP leveraged partnerships with influential sports personalities to curate the 2nd edition of the UNDP Elgon Half Marathon – a sports tourism event that not only boosted tourist traffic to the Elgon region but also created new livelihood and job opportunities for youth and women in the tourism value chain. The event also buoyed advocacy efforts for decisive action against biodiversity loss and gender-based violence [[E050]]. UNDP enabled the government to develop "Hidden Uganda" - a digital marketing platform that enhances the visibility of Uganda's natural and cultural tourism assets in key source markets [[E057]]. To facilitate the use of supplier development platforms (CPD#2.1.2.3), UNDP conducted a study to map digital marketplaces in Uganda providing insights that have informed policy advocacy efforts and highlighted the role of digital marketplaces in facilitating access to markets, driving innovation and creating new business opportunities for particularly for youth and women-led micro and small enterprises [[E056]].

Showcasing this Success narrative in the annual report. **true**
Challenges
The cost of capital in Uganda remains very high thus impedes access to credit and other financing for the private sector. Uganda receives USD 2 billion annually from development partners, but most of it is directed to social sectors. In the short term, the government could negotiate a reallocation of financing to productive sectors. Stronger collaboration between international financial institutions and the private sector is vital to providing risk capital for investment, for example, a green industrial finance facility [[EO60]]. UNDP will continue playing a facilitative role to unlock more private-sector focused investments into market access, business development and innovative financing.
Proposed Corrective Actions To reduce the cost of money for the private sector, Government has taken a

deliberate policy to reduce domestic borrowing which is a major driver of commercial bank lending rates. In addition, Government has also provided long-term and affordable capital through the Uganda Development Bank, Emyooga, the Agricultural Credit Facility and the Small Business Recovery Fund to large, medium, small and microenterprises. The government of Uganda's budget for fiscal year 2024/2025 prioritizes boosting household incomes and micro enterprises, commercializing agriculture to enhance production, productivity and improve competitiveness of agricultural products and supporting private sector growth [[E041]]. UNDP's programming will continue to support efforts to enable the private sector to access available financing towards investment, business growth and livelihood security. The focus will be on inclusion aspects to ensure that information dissemination, technical support and advocacy investments takes consideration of the needs of the MSMEs and private sector at the grass roots.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **true**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **false**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women’s empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_2.4
Mandatory? :true
Successes
To demonstrate the effectiveness of skills certification in transforming youth employment prospects, UNDP, building on the successes of 2023, partnered with Kampala Capital City Authority and TEXFAD Limited to certify the proficiency of 323 vulnerable youth, equipping them with practical skills and competencies to meet job market demands (SDG 8.9.2, CPD# 2.1.4.1, IRRF 3.3.1). This certification will also ensure that their remuneration aligns with national labour wage guidelines [[E058]]. Additionally, UNDP leveraged technology to democratize access to knowledge and skilling opportunities for young people engaged in the culture and creative industries (CCIs). UNDP developed seven multi-media digital skilling courses, designed to equip youth with the necessary skills and competencies to thrive in CCIs [[E059]]. Uganda's ranking on the Global Innovation Index remains low at 121 out of 133 economies globally. With the support of UNDP, the country has made notable strides in establishing institutional frameworks to foster innovation in several programmes at public universities. An innovation hub (Mak-UniPod) with makerspaces, and a design lab was established at Makerere University [[E009]]. UNDP provided USD 50,000 grants to women in mining for value addition, towards securing their livelihoods and access to capital.

Showcasing this Success narrative in the annual report. **true**
Challenges
There is a slight reduction in youth unemployment; however, youth are still largely marginalized due to limited access to employment, education and training opportunities, according to Uganda's 2024 census and housing report. This calls for urgent remedial actions to prevent regression across critical development markers for youth in Uganda.
Proposed Corrective Actions Skills development plays a pivotal role in transforming youth employment

prospects. UNDP will continue to support efforts to increase investments into creation of jobs for youth, given the significant number of youths who are neither educated, employed or in training (NEETs). Targeted support is also required on exploration, Future of Work, informality and the Gig Economy. Self-employment options may be one pathway to address the staggering youth unemployment.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_3.1
Mandatory? :true
Successes
In 2024, USD 14.5million was mobilized and utilized for climate action (CPD 3.1.2) [[E001] while 376,652 people are benefiting from nature-based solutions for improved livelihoods and climate action (CPD 3.1.3) [[E007] UNDP strengthened vertical linkage in planning and budgeting between Ministries, Departments and Agencies (MDAs) and six target District Local Governments (DLG)- Amudat, Nakasongola, Kamuli, Isingiro, Katakwi and Amolatar through capacity building for Planners and Technical Planning Committees (TPCs) to integrate gender-responsive and climate-risk informed adaptation and mitigation options into planning, ensure alignment of District Development Plans (DDPs) and Budget Framework Papers (BFPs) with the country NDP IV; contributing to government's incorporation of climate adaptation and mitigation into its entire system at sub-national level [[E061]]. UNDP strengthened the capacity of six DLGs in the cattle corridor to utilize web-based Climate and Disaster Risk Screening tools, established disaster and climate change response requirements in projects and integrated climate change issues into budget call circulars and budget framework papers for the DLGs [E062]. UNDP engagement with the youth in development working group generated decisions that provided information for global decisions during UN Conference of Parties such as UNCBD-COP16 and UNFCCC-COP 29. This included promoting environmental education, engagement of youth in planning, strengthened enforcement and compliance monitoring, increasing capacity building and financing opportunities [[E039]]. To tackle corruption tendencies through digitization of investment pathways, enhance compliance and enforcement on utilization of natural resources such as forest, wildlife, fisheries, NEMA and NFA were supported [[E040]] to produce the 2023 Land-use cover maps, using drone mapping technology through the Natural Resources Information System (NARIS) [[E042]].

Showcasing this Success narrative in the annual report. **false**
Challenges
The main output targeted by the SCALA initiative was a strengthened evidence base for implementation of transformative climate action in land-use or agriculture. This is yet to be achieved fully because methods for measuring critical indicators of impacts of climate actions have not been established and tested.
Proposed Corrective Actions Regarding enhancing food security in the Karamoja region, through

increasing access to water for production, the issue of empowering communities to enhance performance of entire systems needs to start as early as the interventions are started. As soon as the dam excavation starts, formation and training of user management committees should also be started to enhance sustainability[[E024]]. Partnership with Private sector players in derisking investment in climate actions should be done faster to enhance sustainability and improve the cost of scaling up climate actions[[E024]]. In cases where more farmers affected by wetlands restoration did not receive alternative livelihood options, re-encroachment of the wetland was very likely, which could undo the results achieved with so many resources[[E004]]. UNDP and partners will ensure the above inform future programming.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_3.2
Mandatory? :true
Successes
A functional integrated climate information and disaster early warning system is in place under the Office of the Prime Minister (CPD 3.2.1) and over 390,364 (175,524M/ 214,840F) people use climate information services, and products (CPD 3.2.3) [[E007]] in target areas. UNDP in collaboration with FAO and ADRA (a local NGO) supported production and processing of sisal and Aloe vera, plants indigenous to Karamoja. Five farmer groups in Nabilatuk district, each with 10 members, were skilled and supported to plant 3,000 sisal plants, 5,000 Aloe Vera plants and elephant grass in watersheds of Nawokotelei, Chosan and Kapetamuget, which were affected by gulley erosion. In the process, degradation of land (1283ha) was reduced, and the land was recovered for livestock use [[E062]]. To address the gaps and challenges identified on inclusive insurance and risk finance, UNDP conducted a Country Diagnostic study on Inclusive Insurance and Risk Finance, which was successful under Insurance and Risk Finance Facility that enhanced capacities of institutions and communities at national and sub-national levels to mitigate and adapt to climate change and disaster risks and has helped generate evidence through the assessment of the market for inclusive insurance and disaster risk finance (DRF) [[E030]]. The Formation of eight women-led cooperatives in Karamoja region with a membership of 364 [340 Female (93%) and 24 Male (7%)] enhanced market access and bargaining power for them as they were skilled in value chain management and climate-resilient practices; contributing to development of functional value chains for cereals, oilseed, and legumes [[E024]]. Two Community markets established in Kaliro and Namutumba districts empowered women to produce food items and handworks as alternatives to working in the wetlands, opening opportunities for production in organized environments. This enhanced performance of entire product demand and supply systems which support communities to escape multi-dimensional poverty. [[E047]]

Showcasing this Success narrative in the annual report. **true**

Challenges
Establishing incentive schemes to organized groups/communities for ultimate restoration and rehabilitation of degraded wetlands and associated catchments remained offtrack. Registering community members that were affected by the restoration after demarcation did not work well. The latter had to be done concurrently with identifying those affected.
Proposed Corrective Actions The documentation of farmers affected by wetlands restoration needs to be done concurrently with planting of pillars to demarcate the wetland. Whereas women are not engineers, they raised several issues at the handover of the markets, indicating that district level engineers did not engage the envisaged users adequately during design of the markets [[E029]]. This would be done differently going forward.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_3.3
Mandatory? :true
Successes
Over 2.71 million people (6,626 households) are benefiting from clean, affordable, and sustainable energy access (CPD 3.3.1) while the share of clean energy used for cooking is at 21% (CPD 3.3.2). With UNDP support, there were seven new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting under-served communities (CPD 3.3.3). UNDP supported installation of biogas demonstration plants in five target schools- in Jinja, Mbale, Masaka, Kampala, Mbarara districts for clean cooking and lighting, benefiting over 20,000 persons (including students, staffs and their families). UNDP also supported the installation of solar PV system at six border posts, which in addition to providing electricity to facilitate immigration processes, benefitted about 30 families of immigration and revenue staff; and the installation of solar water pumping for irrigation. [[E003]]. This was coupled with promotion of environmental education and awareness among the target schools and other education sector stakeholders under the green school's initiative [[E028]]. UNDP also supported procurement of three trommel machines for better municipal waste management and equipped over 1,300 youth with skills in sustainable waste management practices such as waste sorting, briquette making, design construction and operation as well as maintenance of biogas digesters improving their employability in green jobs for climate action. [[E003]]. UNDP as part of the United Nations Joint Adolescents and Youth Programme [UNJAYP] contribution, embarked on the construction of 9 solar powered boreholes in the dry Karamoja region (selected sub- counties of Moroto, Kotido, Kaabong) to avail clean water for approximately 2,700 households (16,200 persons) and their livestock use, supporting youth livelihoods with training on the operation and maintenance of the solar infrastructure under the Building Resilience in Conflict-afflicted and Fragile Communities of Karamoja [BRICK] Initiative [[E044]].

Showcasing this Success narrative in the annual report. **false**

Challenges

The main challenge is getting timely national data/statistics and although the CPD provided for support to increase energy access, limited funding was realized to support the energy intervention due to the change in donor landscape and priorities.

Proposed Corrective Actions More support is needed to mobilize resources to contribute to increasing access to clean energy. In future, UNDP and partners will prioritize resource mobilization in order to address this gap. Enhancing incentive structures for private sector and IFIs' participation will ensure scaling up and more diverse energy mix for domestic and productive use.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_1.2

Mandatory? :true

Successes

Public Perception of Political Participation stagnated at 71.8% (CPD # 1.2.1) [[E016]]. Leading up to the 2026 presidential elections, UNDP in partnership with Julius Nyerere Leadership Center (JNLC) and Makerere University contributed through leadership training programs for young women and youth in Eastern and Northern Uganda. Over 96 elected and appointed leaders (F:41 M:55) benefited from this training which empowered the youth especially emerging women leaders with effective leadership skills, communication/media literacy, negotiation skills, decision-making and conflict resolution. Interventions also included target communities' orientation and understanding of leadership structures within the multiparty systems in Uganda. UNDP and partners supported national women's roundtable discussions which acted as a platform to discuss the challenges they encounter and proposed solutions within restrictive cultural and work environments. (CPD# 1.2.1) [[E020]]. UNDP also supported the construction of three modern markets in the refugee hosting districts of Adjumani, Lamwo and Obongi. These markets provide structured trading platforms, enhance access to goods and services, boost local entrepreneurship, and facilitate refugee integration into the broader economy. The UNDP and the Nabagereka Development Foundation launched the "Obuntubulamu" concept for mindset change in collaboration with the Government of Uganda and nine cultural institutions. The initiative promotes transparency, accountability, and peaceful coexistence by encouraging communities to reclaim their cultural heritage, values, and confidence, fostering social transformation. (CPD# 1.2.2) [[E022]] Additionally, four court open days were held in 4 target districts to raise awareness about legal processes, rights, and entitlements. Mobile legal aid services were provided to 800(520F, 280M) marginalized and vulnerable individuals. Outcomes included legal advice on land and family disputes, guidance on drafting wills, legal inquiries, and opening files for further assistance.

Showcasing this Success narrative in the annual report. **true**

Challenges
Heavy rains affected logistics during market construction and slowed down the process: Transportation issues, including delays in the delivery of construction materials and equipment, hindered progress and affected work schedules. The contractor requested for additional period to cover the days lost because of the heavy rain. This ensured that the works are completed to the required quality and standard There was limited funding that affected implementation of output 1.2 of the CPD particularly interventions on civic education and strengthening capacities for advocacy and engagement in the review and reform of legislation and policies for national and subnational governance and development.
Proposed Corrective Actions Engagement and coordination at both national and subnational level is key in the mobilization and implementation of planned interventions/ activities. The need to mobilize resources to implement the post activities of the "obuntubulamu" launch is critical in ensuring the public appreciate and adopts the tool for cultural approach to peace and sustainable development [[E020]]. UNDP and partners will ensure the adoption of these ideas in the future programming.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **true**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_1.1
Mandatory? :true
Successes
UNDP has worked closely with government institutions and Ministries, Departments and Agencies (MDAs) to enhance tenets of good governance, improve on service delivery and enhanced efficiency of the justice systems in dispensing justice ensuring no one is left behind. These include: The increased percentage of districts with one stop frontline JLOS service points from 67.5 percent to 90 percent has enabled services to be extended closer to the marginalized groups across the country. Provision of legal aid primarily occurs at the JLOS service points through community sensitizations, which increases legal awareness and provides court representation to reduce case backlogs. (CPD# 1.1.2) [[E015]]. Increased rate of case disposal from 60 % to 75 % has been achieved as a result of different interventions that include Alternative Dispute Resolution, Plea bargaining programme, the small claims procedure and use of e-governance have significantly supported the reduction of case backlog from 42,960 (in 2023) to 42588 in (2024) in the justice system. (CPD #1.1.1) [E015]] UNDP in partnership with the Judiciary conducted public engagements through mass media engagements and court open days in the Eastern, Western and central parts of Uganda parts of the country in a bid to enhance service delivery and foster confidence in justice delivery institutions with a focus on customer care offered to the public when they access the JLOS offices. Such initiatives are critical and promote transparency, accessibility of information on legal procedures and processes. Additionally, these initiatives act as a platform for court users and the public to reaffirm the judiciary's and other JLOS actors' commitment to accountability, stakeholder engagement and service delivery improvement. With the implementation of such initiatives, this has enabled a positive trajectory in the trust and satisfaction in the justice system which stands at 69%

against a target of 70% (2024) [E018].

Showcasing this Success narrative in the annual report. **false**

Challenges

The limited resources generated from local revenue collection hinder the effective operationalization of Local Government's service delivery. This challenge is exacerbated by insufficient budget allocations from the Ministry of Finance, which restricts the ability of Local Governments to plan, implement, and sustain essential services. While the country Office planned to support the formulation of 3 policies and legal frameworks (CPD #1.1.1) namely the legal aid bill, National transitional justice bill and civic engagement bill, it was not achieved due to limited funding in 2024

Proposed Corrective Actions The initiatives led by the Judiciary in partnership with other JLOS actors is a critical platform that enhances access to justice and good tenets of accountable governance in Uganda. More of such initiatives should be conducted country-wide so that court users are more familiar with the Court environment and trust is built in the Judicial system [[E015]]. UND and partners will continue to ensure that these aspects are embedded in future programming.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **true**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_1.3

Mandatory? :true

Successes

The proportion of districts with complete administration of Justice Service delivery points increased from 67.5% in FY2017/2018 to 87.40% in FY2023/2024 against an NDP III target of 90 percent by FY2024/2025. This is attributed to improved resource allocation, coordination and collaboration among various stakeholders. Presently, 157 areas were gazetted as magisterial areas with 696 courts (CPD#1.3.3)[E015]. UNDP and partners supported peace initiatives in Karamoja through supporting the launch of the UN joint programme on youth & adolescents. This contributed to the formulation and implementation of the Action Plan for youth peace and security [E027]. UNDP with partners strengthened both formal and informal structures such as the district & sub- county Security Committees, Peace Committees, Women Peace forums, peace actors, Kraal leaders, council of elders, & reformed warriors to negotiate for peace through community-led dialogues, peace walks and peace caravans (CPD#1.3.1)[E029]. This has created 129 peace actors in Karamoja. UNDP contributed to promoting cultural diversity, peaceful co-existence and embraced tourism for sustainable development of Karamoja region. A total of 1,266 (924F, 342M) peace actors were facilitated to dialogue during the 9th Karamoja Cultural event. UNDP supported civic and military cooperation in Karamoja to strengthen coordination forums for project actors namely, government, private sector and CSOs. This aided smooth operationalization and peaceful co-existence between the military and civilians. UNDP supported a cash for work program in Karamoja where USD 480,000 was distributed to 10,137 individuals including

women, youth, and PWDs. This not only enhanced productivity but also contributed to promoting peace and security in the region[E029]. UNDP and partners supported the judiciary to roll out ADR mechanisms to reduce case backlog in the justice system. A total of 96 mediators(F48) were trained and accredited to handle case backlog. As a result, a total of 513 out of 1,274 cases (40%) were concluded (CPD#1.3.2)[E025]

Showcasing this Success narrative in the annual report. **true**

Challenges

Some of the gazetted magisterial courts are not yet operational due to lack of infrastructure and human resource gaps [[E025]]. Delay in the enactment of key pending bills has affected implementation of selected interventions.

Proposed Corrective Actions Strengthened community-led committees have shown great potential for maintaining peace but ensuring these groups have sustained capacity is essential. UNDP and partners will conduct regular training on mediation, leadership, and conflict resolution for committee members, focusing on long-term conflict mitigation strategies and effective interagency coordination. Building local capacities within peace and security structures enables communities to take ownership of peacebuilding and conflict management [[E029]]. Youth are a critical demographic in the Karamoja region, where unemployment, poverty and illiteracy has led to destabilizing behaviors. UNDP's involvement in the youth and adolescent program has laid a solid foundation for youth-led peace initiatives. Therefore, UNDP will expand the youth program by offering mentorship, vocational training, and leadership opportunities, especially in sectors like digital skills, sustainable tourism, and agriculture. It will also encourage youth to join or lead community dialogues [[E027]].

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **true**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_2.3

Mandatory? :true

Successes

In 2024, USD 27.6 million additional resources were leveraged through public and private financing for the SDGs from various donors with UNDP support (CPD 2.1.3.1) [[E001]]. The number of small and medium enterprises (MSMEs) that were developed targeting vulnerable women and youth (CPD 2.1.3.2) increased from 4957 in 2023 to 5280 in 2024 [[E058]]. The targeted MSMEs that have accessed inclusive financing (CPD2.1.3.3) increased from 606 in 2023 to 933 in 2024 [[E058]]. UNDP not only penned down guiding documents but also created information sharing platforms to increase awareness of existing markets, cross-border procedures, requirements, and potential markets [[E007]]. UNDP and partners continued to elevate the profile of SDGs, domesticated the 2030 agenda at sub and national levels. Uganda made significant progress towards integrating SDGs into sub and national planning and budgeting processes. UNDP also had a clear leadership role in the formulation of draft NDP4 and articulation of

programmatic priorities. UNDP built technical capacities of SDGs Secretariat to coordinate SDGs related activities such as the review and formulation of the SDGs Roadmap and rolling out the SDGs Localization process through SDG annual conferences and regional workshops across the country and piloting Voluntary National Reviews (VNRs)/iSDGs Push. UNDP contributed to South-South Cooperation through facilitating bilateral and multilateral AfCFTA negotiations and had important coordinating role in high-level forums such as Non-Aligned Movement (NAM), G77+China Summit and SDG high level forums [[E007]]. To contribute to SDG financing, UNDP continued to facilitate an Integrated National Financing Framework (INFF) to finance the SDGs implementation. UNDP supported a dialogue on de-risking financing of development minerals value chains. Given the high cost of capital for potential local investors in this nascent yet highly economically impactful sector, UNDP provided support to unpack the opportunities and viable options towards availing adequate, affordable credit to target 327 MSMEs.

Showcasing this Success narrative in the annual report. **false**

Challenges

Despite efforts of integrating SDGs into national planning and budgeting processes, both the coordinating and implementing institutions of the NDP faced tremendous implementation challenges ranging from limited resource envelope and partner resources absorption capacity [[E007]].

Proposed Corrective Actions One successful strategy employed across the livelihood initiatives was setting up of Village Savings and Loans Associations (VSLA) for beneficiaries, empowering poor households. Some of the VSLAs were voluntary formed into cooperatives leveraging collective bulk purchasing and marketing strategies to advance commercialized farming practices. In others, these groups provided loans to the members on a lower and affordable interest rate. UNDP and partners will continue to adopt this mechanism in programming [[E007]].

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women’s empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :UGA_OUTPUT_4.1

Mandatory? :true

Successes

UNDP supported 41 (35 Govt/6 non-Govt) institutions with initiatives addressing values and practices that promote human rights, equality and non-discrimination against a target of 70 (59%). (CPD 3.2.1.2). UNDP supported the Alternative Dispute Resolution (ADR) initiative in Eastern, Western and Central Uganda through skilling and accreditation of 96 mediators (46F/50M) in partnership with the Judiciary. As a result, marginalized groups gained affordable access to justice and were able to realize their human rights and 513/1,274 cases were resolved [[E025]]. UNDP supported the development and launch of "Obuntubulamu" a values-based approach to promote justice, empathy and leadership for peace, social cohesion and sustainable development, at the Nnabagereka Development Foundation, reaching 220

(150F/70M). UNDP has supported GBV-Sexual Reproductive Health Rights (SRHR) integrated skilling initiatives in 12 target district-based TVETs, targeting 360 out-of- school girls and boys to enhance their employability capacity and minimize vulnerability to violence and/or sexual exploitation and abuse. Additionally, UNDP supported the roll out of Gender Equality Seal for Public Institutions initiative in 4 more government institutions (the Judiciary, Makerere University, Ministry of Gender, Labour and Social Development and National Council for Higher Education. Through the spotlight initiative, UNDP and partners have contributed to efforts to eliminate SGBV in 12 target districts of Uganda. As a result, a 1.5% increase in reporting of defilement cases formally has been realized from 12,580 in 2022 to 12,771 to-date (CPD 3.2.1.3), [E026]. Among these cases, 3,846 were classified as aggravated defilement and 1,623 were cases of rape. In Arua, Omoro, and Gulu districts, community outreach camps organized by Local Councils reached 423 people with awareness messages on GBV and SRHR. Additionally, two community walks and dialogues held in DLGs of Amudat and Tororo enhanced awareness and knowledge of GBV and SRHR for 1,000 community members (600F/ 400M).

Showcasing this Success narrative in the annual report. **false**

Challenges

While the CO planned to support nine institutions to develop policies and procedures for dealing with sexual harassment and gender-based violence, this result was not achieved. Due to lack of funding in 2024, UNDP didn't fully support the Gender Equality Seal for Private Sector, an initiative that would enable private sector companies to develop policies and procedures for dealing with sexual harassment and gender-based violence.

Proposed Corrective Actions About 54% of women and 62% of the total population believe that domestic violence is a private rather than a criminal matter whereas only 41% have complete trust in the appropriate handling of these cases by the police [GBV ranks as top women's rights issue…] [[E064]]. There's a need to improve access to, create and fund safe reporting channels for victims, especially in rural areas where reporting mechanisms are limited. This can be realized by setting up mobile reporting units, partnering with grassroot NGO's and community outreach groups and skilling available law enforcement officials on victim/survivor friendly reporting mechanisms that prioritize protection of victims' identities through anonymity and reduce fear of retaliation. UNDP and partners to adopt it in future programming.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **false**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**true**

CPD/RPD Result Name :UGA_OUTPUT_4.2

Mandatory? :true

Successes

During this period, UNDP and partners supported the national response to mainstream and integrate HIV and AIDS in 93 MDAs and 176 Local Governments (LGs) (both urban and rural) into their local plans

and budgets[[E062]]. [CPD 3.2.2.2.] The MDAs have been very instrumental in supporting the response to implement HIV prevention, care and treatment and social support for scale up of services. Additionally, UNDP strengthened capacity of 96 (56F/40M) district sector heads from four new Spotlight 2.0 target districts (Omoro, Otuke, Yumbe and Gulu), to integrate GBV prevention and response in plans and budgets. The districts identified key GBV prevention and response interventions for the GBV Action actions that will be included in District Development Plans (DDPs). Further, MGLSD supported six LGs of Tororo, Kasese, Kyegegwa, Kitgum, Gulu and Omoro to track GBV financing. At the national level, UNDP supported the inclusion and debate of GBV/SRHR integration on Uganda Local Government Association's (ULGA) agenda for 2024 Annual General, influenced positive social, cultural norms, values and practices that promote human rights, equality and non-discrimination among the LGs. The new Executive Committee of ULGA committed to allocating resources for effective GBV responses, investment in local capacities, transforming of harmful gender norms, and leverage data for impactful decision-making. At the GBV Shelters in Amudat and Terego and at the upcoming one at Kasese District headquarters, UNDP is contributing to the safety of women and girls' victims of GBV. UNDP supported 12 Local Governments [Omoro, Gulu, Yumbe, Otuke, Kampala (KCCA), Kyegegwa, Kasese, Amudat, Tororo, Kitgum, Arua and Terego] to reach over 103 women and girls' survivors and vulnerable groups and linking them to existing Government Programmes of Uganda Women Entrepreneur Programme (UWEP), Youth Livelihood Programme and Generating Growth Opportunities and Productivity for Women Enterprises, awaiting to benefit from the opportunities of these programmes.

Showcasing this Success narrative in the annual report. **false**

Challenges

The main challenge experienced in this period is limited resources in the HIV response to effectively support MDAs to plan and implement comprehensive services. The donor resources have been gradually reducing over the years. The HIV and AIDS response was impacted by Anti Homosexuality Act limitations. The fact that the biggest burden of HIV incidence is among Key and priority populations, and yet the Anti Homosexuality Act regulations threaten them from seeking services and increases vulnerability from the restrictive laws. UNDP targeted 70 companies that are promoting accountability on gender equality through UNDP's gender equality seal program. While some companies are willing to consider cost-sharing, the lack of funds to support the private sector companies made it difficult for UNDP to fully support private sector companies under GES-Ps. [CPD 3.2.2.3]

Proposed Corrective Actions Financial dependency- related risks characterized by heavily relying on a single stringent funding source limits program sustainability, especially in case of a fluctuation or decrease. In lieu of single stringent funds, a digitalized matching funding model encouraging private sector to co-invest ought to be adopted to offer an online platform where private sector companies can view and contribute funds directly while having real time tracking systems that show transparency and impact of programmes. This will ensure leveraging of both UNDP and private sector resources to achieve shared goals. The decreasing donor resources for the HIV and AIDS response has created innovative pathways in government local resource allocation[[E062]]. UNDP and partners are supporting government through Uganda AIDS Commission to develop a financial sustainable roadmap while strengthening the 0.1% mandatory allocation to HIV by all MDAs and districts.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **false**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**true**

C.1 Development Results Analysis

*Output level reporting is mandatory only for the outputs prioritized in the IWP 2022 and Enabling Action(s) in the reporting year. Reporting on the other outputs is optional.

C.2 [Gender Equality and Women's Empowerment]

Highlight concrete outcome/output results achieved or under-achieved towards **gender equality and women's empowerment** in the year over and above the results reported under Section C.1. Analyze what worked well and/or did not work well and why. (1,500 characters max)

UNDP Uganda raised additional resources totalling to $ 8m, from the Netherlands Embassy in Uganda to support its work on preventing violence against women and girls [[E063]]. Of this amount, resources have been allocated to skilling GBV survivors in 12 out of 17 target districts. Additional funding to the tune of $1.5m is expected from the Austrian Development Cooperation towards the Spotlight Initiative. UNDP's allocation will focus on enhancing access to justice for women and girls surviving GBV. Spotlight Initiative 2.0 has been rolled out across four Ministries -Ministry of Gender Labor and Social Development, Ministry of Public Service, Ministry of Internal Affairs and Ministry of Local Government- and 17 District Local Governments. Of these, 12 are funded by Team Europe Initiative and 5 by Netherlands. In addition, 12 target District-based TVETs are running a 3-6-month skilling Programme, and six civil society organizations have been engaged to support implementation of activities. UNDP has contributed to institutional reforms for gender equality, with the Judiciary, Ministry of Gender, Labour and Social Development and National Council for Higher Education. This has integrated equality and equity principles in organizational practices, policies, systems and technical capacity for better accountability. UNDP convened the HerAfCFTA platform, which informed the development of targeted policy recommendations including market penetration strategies for six countries including Central African Republic, the Democratic Republic of Congo, Ghana, Nigeria, and South Africa. It also fostered partnerships between women entrepreneurs and key stakeholders, and raised awareness on gender-inclusive trade practices, paving way for greater female participation in Africa's trade ecosystem [[E048]]. UNDP established three key markets: Jerusalem, Obongi, and Ciforo. These markets have provided vital income and market opportunities for over 4543 people, predominantly women and refugees. Of these people 3521(2702F/609M) are refugees while 1022 people are (791F/231M) are from host community. The high participation of women in these markets demonstrates the economic opportunities created for women, enhancing their financial independence and decision-making power within households. [[E029]].

C.3 [Portfolio management] Has your office used portfolio** approaches?

Yes

If yes, share the results achieved through the use of portfolios and how did the portfolio approach scale/achieve greater impact. (1,500 characters max.)

The CO continued to implement five portfolios under which several interventions were launched. These include the Inclusive Sustainable Growth (ISG); Governance, peace and security including human rights; Nature, Climate, Energy, and resilience (NCER); Digitalization, Innovation and Smart Cities (DISC) and SDG Integration. The organization of UNDP programming into pillars and enabling programs were motivated by a desire to bring conceptual clarity, more efficient use of resources and better alignment with government priorities. UNDP worked with a wide variety of partners as target groups, implementing partners or responsible parties. The ISG portfolio for example strengthened the private sector capacity to drive growth and created jobs and continues to enhance the productivity and social wellbeing of the population. Over 42,584 jobs were created under the portfolios [[E001]]. Some of the updated/revised inclusive policies and strategies in environment and natural resources, governance, agriculture, tourism, mining, manufacturing, and trade sectors have been key in driving Uganda's economic growth. The DISC portfolio is enabling different pillars to inject innovation into their programming. The portfolio facilitated CP implementation through digital systems in trade, environment, youth employment and established catalytic innovation spaces for creating scalable products. Among the scalable enablers implemented include Natural Resources Information Management system (NARIS); system wide Digital transformation Roadmap MSME and Youth connect platform [[E007]].

Section D –Organizational Results Analysis and Lessons Learning, as per the IWP

D.1 Analyze the IWP organizational results achieved, challenges faced, lessons learned, and ways to correct a course of action if needed.

IWP Organizational Results

IWP Output Name :Assigned: IRRF Tier 3 - 1.3 Cutting-edge strategic innovations and digital solut
IWP Org. Result Successes :The UNDP funded Digital Transformation Roadmap which provides an enabling environment for achieving development targets across programs was incorporated in the NDP IV with a clear results framework. Government also increased resource allocation by about USD 80.5 million in 2024/25 National Budget from USD 67.1 in 2023/24, to support the expansion of internet connectivity and digital infrastructure across the country: roll- out digital services across the Government to improve efficiency of service delivery, transparency and accountability [[E008]]. In fostering Innovation Ecosystems in Public Universities, UNDP launched and operationalized the Makerere University Innovation Pod (Mak-UniPod) to provide University Students and youths with Makerspaces, a Design Lab, and a Technology/Knowledge Transfer Office. The Mak-UniPod has worked on 33 innovations from ideation to commercialization. Most innovators have benefited from the Timbuktoo Initiative [E009]] [E010]. UNDP also launched a skilling programme at the Mak-UniPod with Kiira Motors corporation and skilled 25 youth (13 male, 12 female) for the electric Vehicle Industry. Additionally, UNDP equipped Kabale University with the Potato Value Chain. The University has constructed the space to support Value Addition and agribusiness. With UNDP support the refurbishment and equipping of the National ICT Innovation Hub (NIIH) was completed. It’s now fully functional and operational, supporting youth Digital skilling, innovation, entrepreneurship, and job creation. The facility has so far been utilized by 34,221 individuals (21,060 males, 13,063 females and 98 PWDs). Six Local Digital solutions have been taken up by government for improved service delivery. They include Parish Development Model Information System, Health, Education and Electronic Procurement Systems. Currently, NIIH hosts 58 Founders which employ 440 persons (273 males, 164 females, & 3 PWDs) [[E011].
IWP Org. Result Challenges
Whereas Digital transformation is increasingly recognized as a crucial driver of economic growth and development in Uganda, the increased cost of the internet continues to limit last-mile communication and service delivery [E009]]. Similarly, the expensive cost of digital gadgets limits the leveraging of digital

technologies to enhance efficiency, foster innovation, and promote inclusive socio-economic development. Additionally, there are limited linkages between academia and industry due to fragmentation of the various players and resources to scale innovations, technology and product development value chain for uptake. The absence of necessary regulatory policies to support Start-up growth of clusters of innovations and technology development within the ecosystem coupled with inadequate funds negatively affected implementation of planned interventions especially work related to the smart cities agenda [E011]].**IWP Org. Result Corrective Actions**Co-creation of project interventions with stakeholders is very critical for sustainability and ownership. This is key right from the very start of implementation of the interventions, including the designing of the Terms of References. Systems Thinking and Portfolio approach is critical while designing project interventions as this helps to design appropriate interventions and avoid duplication of efforts [E003]]. UNDP country office will ensure continuity and use of these approaches to inform programming.

IWP Output Name :Assigned: IRRF Tier 3 - 2.3 Inclusive working culture that is free from discrimi
IWP Org. Result Successes :As part of HACT training on UNDP programmes and processes, 63 UNDP staff and partners participants (33F/30M) were trained on PSEA/SH and are now aware of Concepts, Principles, Standards and Codes of conduct for PSEA. Additionally, 80 Staff (4 Male:36 Female) undertook mandatory courses on SEA/SH. Partners were also trained on HIV/AIDS programming [[E006]]. The CO was more deliberate on increasing HIV/AIDS responsiveness in its programming. The office engaged the CSO- International Community of Women Living with HIV Eastern Africa (ICWEA) to integrate HIV/AIDS interventions in GBV/SRHR community outreaches. The Gender Equality Seal for Public Institutions was rolled out in four more public institutions increasing from 90 in 2023 to 94 in 2024. These included: Judiciary, National Council for Higher Education (NCHE) and Ministry of Gender Labour and Social Development. Makerere University continued implementing the seal and have developed a Gender Action Plan. UNDP also influenced the integration of Gender Equality Seal in the NDPIV, specifically in the Community Mobilization and Mind-set Change Programme Implementation Action Plan (PIAP)[[E023]].

IWP Org. Result Challenges

There were inadequate resources to facilitate the planned roll out of the Gender Equality Seal for the Private Sector. This has slowed down its implementation.**IWP Org. Result Corrective Actions**The integration of the Seal in Government programming is critical to ensure its roll out. This also requires buy-in of government to provide policy oversight in its implementation.

IWP Output Name :Assigned: IRRF Tier 3 - 4.2 Environmental and social due diligence mainstreamed
IWP Org. Result Successes :Environment and social standards due diligence were mainstreamed in all new plans and budgets of UNDP funded projects. In addition, each initiative/project design provided for mainstreaming UNDP’s other priority areas of work like poverty alleviation, improved governance, gender equality among others [[E007]]. UNDP continued to support national efforts to strengthen structures and systems to enhance national resilience to multi-hazard induced disaster risks. This was mainly through continued capacity building of Uganda’s National Emergency Operation and Coordination Centre to effectively manage multiple disasters, including epidemics and pandemics. UNDP facilitated development of disaster risk screening and analysis tools for utilization by the District Local Governments. These assisted in the development of planning processes that identify the severity of potential risks to projects of various scales, ranging from national plans to individual project investments [[E007]]. A gender mainstreaming strategy focused mainly on the waste management was designed and comprised gender representation, engagement, and responsiveness. The initiative design provided for special assistance programs or interventions for at least women and other vulnerable social groups. This initiative has realized the importance of gender mainstreaming in the environment and waste management sector. Accordingly, the initiative design has continued to seek gender equality through the empowerment of women in the targeted areas. [[E007]]

IWP Org. Result Challenges

However, when it comes to gender responsiveness in the initiatives/projects design, one of the issues is that there is no gender-segregated indicators in the results frameworks. Further, there are no

gender-segregated or gender-specific activities and targets at the output and activity level of the overall project design [[E007]].**IWP Org. Result Corrective Actions**The projects implementation realized the importance of gender mainstreaming in the environment and waste management sectors, accordingly, this implementation sought to achieve gender equality through the empowerment of women in most UNDP interventions. [[E007]]. UNDP and partners will continue to integrate gender in all the planned target inventions.

IWP Output Name :Assigned: IRRF Tier 3 - 6.5 UNDP become green, sustainable and just by reducing
IWP Org. Result Successes :The country office continued to support implementation of mitigation and adaptation measures, that reduce greenhouse gas emissions. UNDP working with the National Environment Management Authority (NEMA) and National Forestry Authority (NFA) continued to upgrade the Natural Resources Information System (NARIS). The system provides for spatial monitoring of ecosystems to protect, manage, and restore essential life support areas such as forests and wetlands [[E007]]. It also fosters the government approach to use integrated spatial planning to help diverse groups/institutions to create a shared vision for the future to enhance environmental decision making. UNDP made contributions to innovation ecosystem by building strategic alliances with leading Universities and MDAs. UNDP established an ultra-modern innovation hub, “Unipod” at Makerere University complete with Maker Spaces, Design Labs, Collaboration spaces and Tech Transfer systems including the establishment of a business incubation center in Kabale University. These hubs drastically changed the way universities do research and promote innovation and is a further catalyst for university-industry linkages. Successful examples of this linkage include the manufacture of electric buses which are used in the Entebbe-Kampala express highway and Uganda's E-Mobility Skilling Program offering specialized skilling in electric vehicle technologies preparing youth for careers in the renewable energy sector. In addition, two out of ten cars (20%) in the country office fleet are electric - the first was registered in November 2023 and the second was registered in September 2024. This is projected to reduce vehicle fuel use by at least 10% by end of 2024. Water use at the CO has reduced from 7871 cubic meters in 2022 to 4387 cubic meters in 2023 as a result of adoption of water conservation technologies and is projected to reduce further in 2024/2025. The Country Office replaced all the AC units - disposing all the ones with ozone depleting refrigerants.
IWP Org. Result Challenges
Lack of charging infrastructure affects utilization of electric cars - limiting their operations within Kampala.**IWP Org. Result Corrective Actions**More internal sensitization is needed on greening the blue initiative. UNDP will work with relevant stakeholders to ensure installation of a charging infrastructure of electric cars. UNDP and partners will also continue to prioritize these interventions in its programming.

D.2 [Partnership]Did your office forge new strategic partnership (with private sector, IFIs, Vertical Funds, foundations, Southern development partners, etc.)?

Yes

If yes, what results did the office achieve through that partnership? (1,500 characters max)

UNDP was able to leverage funding for brand new projects such as cross-border work in Karamoja region from previous donors such as KOICA which funded UNDP’s main refugee programming or brand-new partnerships such as Austrian Development Agency for its ongoing work streams such as Wetland restoration. UNDP also launched new five phases of predecessor programs such as Spotlight Initiative with funding from EU which forms the backbone of its gender programming. Vertical funds continued to be vital part of environmental programming with USD 35.57m budget received from GEF and GCF.[[E007]]

D.3 [Funding] Did the office achieve its resource mobilization target?

Yes	What facilitated resource mobilization, (for example use core resources to leverage non-core)?
No	What impeded resource mobilization? The country office (CO)mobilized USD 10.81m, which is 51% of the target of USD 21.23m. Global geopolitical complexities continue to affect decisions made by some donors from whom the CO expected follow up funding. Uganda's signing of the Anti-Homosexuality Act continues to hamper resource mobilization efforts as potential donors who are not in agreement with the law reprioritized / delayed funding streams [[E007]]. The CO continues to engage donors by developing healthy pipelines that are expected to come to fruition in 2025 and 2026.

D.4 [Sexual harassment and sexual exploitation and abuse] As a complement to your office's response on the mandatory output 2.3 on inclusive working culture, highlight specifically what has been done/achieved with regards to assessing and reflecting SH/SEA risks in your office and in the development programmes/projects, engagement with implementing partners, establishment of reporting mechanisms for local populations and building their awareness of UNDP values and standards and creating effective victim/survivor support networks on the ground. (1,500 characters max)

The Country Office continues to implement policies and practices to prevent and respond to Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) and the implementation of the Joint UN Country Action Plan on PSEA 2021-2025. As part of HACT training on UNDP programmes and processes, 63 UNDP staff and partners participants (33F/30M) were trained on PSEA/SH and are now aware of Concepts, Principles, Standards and Codes of conduct for PSEA. Additionally, 80 Staff (4 Male:36 Female) undertook mandatory courses on SEA/SH [[E006]]. In terms of partnerships, the five new CSOs SEA capacity assessments were conducted using the Joint UN Agency partner capacity assessment tool. These included RiamRiam; VEDCO; Better World; Warrior Squad Foundation and Grassroot Alliance for Rural Development. The findings therein informed the partner SEA action plans including development of Community Based Reporting Mechanisms. Six CSOs signed Responsible Party Agreements that have PSEA clauses. More PSEA capacity Assessments for the new CSOs are ongoing. UNDP participated in the Inter Agency PSEA network engagements and contributed to the drafting of the joint SEA Risk Assessment; Drafting of the Joint UN Government Engagement Framework and Review of Inter Agency Standing Committee (IASC) Joint Statement on SEA which reinforced agency commitments to actively prevent and respond to SEA/SH in all humanitarian response operations. The Office also participated in the Joint Inspection Unit (JIU) evaluation of policies and practices to prevent and respond to SEA in the UN [[E013]].

D.5 [Knowledge] a) Please select an option below for the following affirmation: "Knowledge generation, sharing, and application have improved considerably since the last ROAR".

Strongly Agree

Please elaborate in case you Strongly Agree/ or Strongly Disagree. (500 characters max.)

According to ICPE [[E007]] series of knowledge products were curated for SDG integration including iSDGs, Poverty Status Report, SDGs Status reporting and sub-national analytics. UNDP contributed to the establishment of Parish Development Model Lab(PDM) at Makerere University that developed a roadmap for PDM implementation. While UNDP included capacity building as an important element of integrated development planning and implementation, it dedicated a lot of resources to analytical studies leading to great appreciation by stakeholders in the way the analytical work was carried out.

b) Highlight a good practice from your Country Office to generate, share and apply knowledge and data more purposefully to strengthen thought leadership and country programming. (1000 characters max.)

The Country Office has adopted monthly Coffee Learning Sessions (Brown Bag Sessions) as a means of strengthening internal knowledge sharing, facilitating the exchange of ideas, and encouraging collaboration across programme units. Topics of discussion throughout 2024 have included UNDP's portfolio approach, climate change adaptation, digital skilling, artificial intelligence, Accelerator Lab methodology, project risk management, budgeting and reporting, Results based management, monitoring and evaluation, SDG integration, SDG financing, and staff welfare [[E001]]. Delivering Coffee Learning Sessions in a regular and systematic manner has resulted in growing staff interest to attend and present, as well as deeper collaboration on crosscutting programme areas. Also, there was an initiative for tracking development impact where a UNDP coffee table book was compiled titled "Accompanying Uganda's Development Journey: UNDP in Uganda 1972-2023". This book chronicles the history, the present and projects into the UNDP future programming [[E005]].

Section E – M and E Capacity and Decentralized Evaluation Function

E.1 Monitoring and Evaluation (M and E) capacity

Update M and E capacity of the office for 2023 based on 2022 reported data. This includes staff, serving full or part-time as M and E focal points, reflected in the evaluation resource centre (e.g., resident Representative, Deputy Resident Representative, Assistant Resident Representative, and other managers). (mandatory)

Staff Title	Staff Level	Monitoring %	Decentralized Evaluation %	Other Tasks %
Resident Representative	D1	40.00	25.00	35.00
Deputy Resident Representative	P5	45.00	25.00	30.00
Head PMSU/M&E Specialist	NO-C	50.00	25.00	25.00
M&E Finance Analyst	NO-B	85.00	5.00	10.00
M&E Programme Officer	Other: Service Contract/UNVs	85.00	10.00	5.00
Monitoring and Evaluation Analyst	NB4	90.00	5.00	5.00

E.2 Investment to decentralized evaluations and enhance monitoring in2024

Enter aggregate expenditure (in USD) to conduct decentralized evaluations. (Numbers only)

Item	Expenditure (in USD)
Evaluation implementation costs (fees for consultants or firms, including travel, DSA, data collection etc.)	180000.0
Stakeholder, validation, and/or evaluation reference group workshop costs	50000.0
Assessments and/or surveys (e.g., baseline survey, rapid assessments, etc.)	50000.0
Communication costs, including editing, publication, translation and dissemination	22000.0
Other contingency costs during evaluations	3500.0
Evaluation related trainings, orientations, and/or capacity building events	48648.0
Other	1800.0

Total

Enter aggregate expenditure (in USD) to conduct monitoring. (Numbers only)

Item	Expenditure (in USD)
Monitoring visits including joint monitoring visits	112000.0
Review and/or technical working group meetings	158000.0
Support by monitoring/reporting specialists, consultants, etc.	32000.0
Development and maintenance of monitoring systems, guidelines, database, websites, etc.	13000.0
Publication of knowledge products and reports	0.0
Monitoring related trainings, orientations, and/or capacity building events	62000.0
Other	9000.0
Total	

E.3 Did the business unit complete all decentralized evaluations as per the annual Evaluation Plan?

Yes
If not, please kindly explain key issues

E.3.1 Highlight accomplishments to improve the quality coverage and use of decentralized evaluations.

1.Quality (500 characters max.)
CO ensured the following: 1. Development of Standardized Frameworks: These standardized evaluation frameworks ensured consistency in methodologies, enhanced the reliability and comparability across different contexts. 2. Training and Capacity Building: The regular (annual) orientation/ training was completed for UNDP and stakeholders in RBM. This helps to build local capacity, ensuring that decentralized evaluations are conducted and completed as planned while understanding context-specific needs [[E006]].

2.Coverage (500 characters max.)
In terms of Coverage, the following were ensured: 1. Stakeholder Engagement: CO actively involved stakeholders, including community members and beneficiaries, in the evaluation process which fostered ownership and improved the relevance of the findings. 2. Integration of Technology: CO utilized digital tools and platforms to complement data collection and analysis efforts. This increased efficiency and improved access to real-time data, allowing for more responsive evaluations/ learning [[E006]].

3.Use (500 characters max.)
CO accomplishments contributed to a more robust framework for evaluations, ultimately enhancing their effectiveness and utility. They include: Regular Feedback Loops: Mechanisms for ongoing feedback helped to refine evaluation methodologies, ensured continuous improvement and used in programming, advocacy/policy-formulation. Publication and Dissemination of Findings: Evaluation results were widely shared and effectively enhanced the visibility and impact of findings as well as encouraged evidence-based decision-making [[E002]].

E.3.2 Highlight major challenges in implementing the strategy to strengthen to decentralized evaluation.

1.Quality (500 characters max.)
Some of the challenges include: 1. Resistance to Change: Stakeholders sometimes are hesitant to embrace decentralized evaluations findings due to established practices. 2. Data Accessibility and Quality: There are challenges in accessing reliable data hindering the evaluation process, and poor data quality leads to misleading conclusions. 3. Ensuring meaningful involvement of all relevant stakeholders, including marginalized groups, sometimes is difficult and time-consuming [[E002]].

2.Coverage (500 characters max.)
Resource Constraints: Limited financial and human resources impeded the thoroughness and comprehensiveness of evaluations, especially in decentralized settings [[E001]]. Technological Barriers: Not all regions have access to the necessary technology for data collection and analysis, which limits the effectiveness of decentralized evaluations. Balancing Rigor and Flexibility: Striking the balance between rigorous methodologies and the flexibility needed to adapt to local contexts can be challenging.

3.Use (500 characters max.)
These include: Misalignment with Organizational Goals: In circumstances where donor evaluation objectives are not fully aligned with the broader goals of the organization or stakeholders, it led to a lack of buy-in and commitment. Ensuring that evaluation practices are sustainable over the long term can be difficult, especially if there is a lack of ongoing funding or support. Addressing these challenges requires strategic planning, stakeholder engagement, and ongoing support [[E001]].

E.4 [Impact measurement] If any, highlight key initiatives to develop systems of monitoring and results measurement for tracking development impact. Analyze what worked well and/or did not work well and why. (1,500 characters max.)

Among the initiatives to develop systems of monitoring and results measurement for tracking development impact were the compilation of UNDP coffee table book titled “Accompanying Uganda’s Development Journey: UNDP in Uganda 1972-2023”. This book chronicles the history, the present and projects into the future as UNDP walks with Uganda on its sustainable development journey[[E005]]. The CO continued to use Geographic Information System (GIS) to generate reports status of wetland restoration based on the National Wetland Information System for automating reporting for the Global Climate funded Building Resilient Communities, Wetland Ecosystems initiative [[E004]]. This was adopted especially in remote and/or hard to reach areas. This approach allows temporal comparisons and calculations of degrees of restoration and degradation of the wetland by portraying a “before and after” situation of planned interventions. The Country office also continued to use Remote Sensing-Sentinel1, Synthetic Aperture Radar - images (SAR) data to determine wetland degradation and restoration. This analysis measure was used to prioritize sites for wetland restoration under the Restoration of Wetlands initiative. The CO continues to use an integrated Monitoring Reporting and Verification (MRV) tool previously developed in collaboration with the Ministry of Water and Environment to enhance climate reporting and has been used to inform government planning, farming and aviation among others [[E001]].

Section F – UN System Wide Action Plan for Gender Equality and Empowerment of Women reporting

F.1 Does the country office have a Gender Equality Strategy / Gender Action Plan, which is aligned with the corporate Gender Equality Strategy 2022-2025?

Yes

F.2 Did the country office have a gender advisor/specialist(s) in the reporting year?

Yes

F.2.1 If yes, indicate the number and levels.

Level	Full-time (Number)	part-time (Number)
P5	0.0	0.0
P4	0.0	0.0
P3	0.0	0.0
P2(exculding JPO)	0.0	0.0
JPO	0.0	0.0
NO-D	0.0	0.0
NO-C	0.0	0.0
NO-B	0.0	0.0
NO-A	0.0	1.0
Other: Service contract / UNVs	2.0	0.0

F.3 If the country is classified as a crisis country by the OECD and there is no dedicated Gender Advisor/Specialist at a P4 or P5 level (or national equivalent), explain how and who has performed this function. (1,500 characters max)

Not Applicable. Uganda is not classified as crisis country.

F.4 Is there a multidisciplinary Gender Focal Team led by a senior manager (Resident Representative, Deputy Resident Representative or Assistant Resident Representative?)

Yes

F.4.1 If yes, answer the following questions.

The Gender Focal Team has clear Terms of Reference.Yes

The Gender Focal Team has a clear action plan.Yes

Specific resources are allocated to support the Gender Focal Team.Yes

F.5 Did your country office partner and collaborated with feminist organizations* on at least one substantive initiative?

No

F.6 Did UNDP co-chair an Interagency Gender Theme Group?

Yes

F.7 Did the UN Country Team implement the UNCT SWAP Gender Equality Scorecard in the year?

Yes

F.7.1 If yes, did UNDP promote and participated proactively in the implementation of the UNCT SWAP Gender Equality Scorecard?

Yes

F.7.2 If yes, indicate how (one or more can be selected)

By contributing with expertise;By contributing with funds

*Feminist Organization refers to an organization that believes in and advocates for the political, economic, and social equality of the sexes expressed especially through organized activity on behalf of women’s rights and interests.