Details

Information

ROAR Name ROAR-000652
Name Uganda CPD 2021 - 2025
IWP Name Uganda IWP 2025
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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)**
Uganda's economic growth remained resilient amid global uncertainties, including tighter financial conditions and geopolitical tensions disrupting supply chains. Real GDP grew 6.3% in FY2024/25 (from 6.1%), driven by stronger demand, investment and exports, with agriculture, industry and services expanding. Services contributed 42.1% of GDP, agriculture 26.1%, and industry 24.3% [[E061]]. Despite this progress, Uganda faces fiscal and climate challenges. Rising debt servicing, low tax revenues, and a large informal sector (about 80% of workers) constrain revenue, with a tax-to-GDP ratio of 14%. Public debt reached US$32.3b in June 2025 (51.3% of GDP), above the 50% limit in the Charter of Fiscal Responsibility, while reduced concessional financing heightens vulnerability. Climate change poses a serious challenge to Uganda's development. Heavy rainfall and flooding, especially in Kampala City and other urban areas, disrupted business operations, destroyed property, damaged infrastructure, and reduced agricultural productivity, thereby affecting livelihoods and exacerbating vulnerabilities, particularly among informal traders and smallholder farmers, underscoring the need to incorporate climate resilience into infrastructure planning to safeguard long-term development gains. Youth unemployment (16%) exceeds the national average (12%), and particularly concerning is the increase in the percentage of youth neither in education, employment, nor training (NEET), from 41% in 2021 to 51% in 2024 [E062], with notable gender disparities. Most of these youth have low levels of education, which increases their vulnerability. Emerging opportunities—the AfCFTA integration, digitalization, and advent of AI, green energy, and oil production expected in 2026—could drive inclusive growth if managed sustainably. Uganda's LDC graduation trajectory, projected for 2027-2032, also offers opportunities but requires structural transformation and inclusive government development financing [E063]. In 2025, Uganda's governance is shaped by preparations for the 2026 elections and ongoing decentralization reforms, though local funding remains limited. As Africa's largest refugee host with about 1.8 million refugees, service delivery in host communities is strained. UNDP's delivery was influenced by internal operational constraints, especially the declining core resources reduced flexibility and risk tolerance in portfolio management, underscoring the need for stronger partnerships aligned with national priorities and the SDGs, innovative and predictable financing, and continued efficiency reforms.

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)

UNDP and partners advanced Uganda's progress toward the 2030 Agenda by strengthening governance, inclusion, productivity, and resilience. Governance and justice delivery improved through Video Conferencing Systems in courts and prisons, boosting case disposal rates to 58%, while Court Open Days enhanced public engagement [E011]. A high-level dialogue platform with JICA united stakeholders to address forced displacement, and a Borderland SDG Investor Map identified investment opportunities in the Karamoja–Kenya region [E064]. Support to Makerere University enabled e-learning for 35,000 students. Productivity rose through Start-Up and Agricultural Finance Policies, an AfCFTA-linked air cargo corridor with Nigeria, and partnerships that commercialized 15 research projects. Empowerment programmes in Karamoja and the Spotlight Initiative promoted inclusion, GBV response, and youth employment—training 8,000 youth (43% women) and created 174 jobs. The Spotlight Initiative reached 17 districts, strengthening GBV prevention and youth skills, while the Gender Equality Seal advanced institutional gender equity, with Makerere University opening a Day Care Centre for female students [E020]. In Karamoja, resilience efforts included solarized water systems, peacebuilding, and support for reformed warriors. UNDP also promoted climate justice through women- and youth-led CSOs, established a regional advocacy network in the Elgon Region, and supported the review of the National HIV Policy.

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

Innovation was strengthened university innovation hubs, leading to the commercialization of 15 research products and a potato value-addition centre at Kabale University, though conversion remains modest. Gaps between university innovation and private-sector uptake point to the need for broader incubation, market testing, and sustainable finance. Over 8,000 youth gained green, digital, and extractive-sector skills, and 720 received start-up kits, but regional disparities, low employer uptake, and weak skills-to-jobs transitions limit impact, calling for stronger placement pipelines, private-sector incentives, and local labour-market intelligence. Digital transformation improved governance through court video-conferencing in Mukono, Kitgum, and Lamwo, reducing case backlogs to 24% (2025) from 26.32% (2024). The e-Market Vendor Management System increased municipal revenue, national dialogues on AI and Digital Skills for youth, with Kiira Motors advanced e-mobility, and digital readiness. Development financing progressed with the National Climate Finance Strategy (2024–2030), Green Bonds Initiative, and a cross-border SDG Investor Map for Karamoja–West Pokot. UNDP supported national financing dialogues on climate finance, domestic resource mobilization, private-capital mobilisation, and the All-Africa Pension Summit, and mobilised USD 957,000 under the EU Forest Partnership for sustainable tourism, green jobs, and equitable opportunities for women and youth.

(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)

Generally, income poverty in Uganda fell from 20.3% (2019/20) to 16.1% (2023/24) [E065], and households in the subsistence economy declined from 39% to 33% [E062]. With UNDP and partners' support, clean energy access expanded through the solarization of 25 rural water systems, 7 border posts, and 29 off-grid communities benefited over 64,000 people and enhanced climate resilience in Karamoja and urban areas. Electoral and justice reforms—video-link courts, digital governance systems, and civic education—broadened access to justice and strengthened democratic participation ahead of the 2026 elections. UNDP supported sovereign credit rating initiatives, green bonds, and risk financing mechanisms, advancing sustainable finance and resilience to climate and disaster risks. With partners, UNDP supported Uganda's NDC 3.0 and National Climate Finance Strategy (2024–2030), mobilizing innovative finance, including nearly US$1 million for sustainable tourism—driving systemic progress toward poverty reduction, clean energy, democratic governance, and SDG-aligned investment. Further, UNDP supported the government's participation in the F4D[E066], LLDC3 [E067], and All-Africa Pension Summit [E068], which contributed to aligning Uganda's financing frameworks with regional and global SDG investment and financing opportunities. Together, these efforts bridged innovation, inclusion, and finance to accelerate Uganda's progress toward UNDP's 2022–2025 Moonshots.

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.

UNDP and partners expanded climate governance through the Long-Term Climate Strategy, subnational climate action plans, and solid-waste ordinances in six districts. Over 10,000 refugees and hosts in West Nile transitioned from humanitarian aid to sustainable livelihoods through UNDP–KOICA programmes[[E001]]. The Carbon Market Framework and Article6 readiness positioned Uganda to benefit from global voluntary carbon markets. National dialogues on AI, digital public goods, and responsible innovation advanced e-governance and ethical technology use [[E025]]. UNDP achieved 100% compliance with green standards, enhancing operational sustainability [[E019]]. UNDP's policy support strengthened coherence between national plans and budgets, enhancing alignment with the SDGs. Through the Integrated Risk Financing Facility (IRFF), UNDP steered multi-sectoral policy dialogue with MoFPED, MAAIF, BoU, IRA, UDB, and private partners to strengthen Uganda's risk financing architecture and supported formulation of the National Agricultural Finance Policy, embedding agricultural insurance to enhance farmers' resilience. Four analytical studies on risk financing and agro-production informed policy coherence and investment planning. To build climate and livelihood resilience, UNDP constructed post-harvest hubs, flood-resilient drainage systems, and rainwater reservoirs, benefiting 214,218 people—over half of them women—with nature-based solutions that improved food security and incomes. Access to electricity rose to 58% nationally, with UNDP expanding clean energy through solar-powered systems for cooking, irrigation, and water access, reaching 64,000 underserved people. Additionally, under BIOFIN initiative, UNDP strengthened institutional capacity for Payment for Ecosystem Services (PES), leading to its integration into Uganda's National Development Plan IV—anchoring ecosystem valuation and conservation financing in national policy frameworks [[E069]].

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 collaborated across the UN system to accelerate progress toward Uganda's national goals and the SDGs. As lead of the Joint Programme on Data and Statistics, UNDP built national capacity for evidence-based planning, SDGs data analytics, M&E, learning and reporting, while co-leading the Adolescents and Youth Initiative, which empowered over 51,000 adolescents with life skills, employability, and SRHR education. Under the Spotlight Initiative, UNDP and UN Women advanced gender-responsive budgeting, local GBV prevention, and institutional capacity-building to combat GBV. In partnership with FAO, UNDP promoted climate resilience and sustainable livelihoods through the restoration of degraded lands in Karamoja, leveraging Aloe Vera and sisal value chains. Jointly with UNICEF, districts were supported to integrate climate adaptation and risk reduction into development planning. UNDP chaired the Governance and Environment Results Groups, co-led SDG coordination, and guided the Common Country Assessment, fostering coherence and joint delivery under the UN Sustainable Development Cooperation Framework. Across all thematic areas—SDGs integration and acceleration, governance, environment, gender equality, youth empowerment, and climate action—UNDP's partnerships with other UN agencies advanced inclusive, sustainable, and gender-responsive development in Uganda. In partnership with UNCT, the UNDP country programme and other UN programmes were efficiently managed and contributed to effective implementation of UNSDCF, with about 60 per cent of transaction costs reduced through joint programmes and common services, multi-stakeholder partnerships and advocacy across agencies [[E010]]. The implementation plan of the UNDP programme comprises of strategy and partnerships development built on on-going successful partnerships and the establishment of new ones to support informed multistakeholder engagements as well as leveraging on new technologies to support implementation.

Type of Collaboration & UN Agency

Type of Collaboration	**UN Agency Partners**
Strategic Planning and Programming (including joint planning, joint assessments, joint monitoring)	UN Women
Common Services	UNODC
Communications and advocacy (including joint events, joint press releases etc.)	UNFPA
Funding/Resource Mobilization	FAO
Strategic Planning and Programming (including joint planning, joint assessments, joint monitoring)	UNCDF

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 anchored SDG integration and data coordination within the UNCT, providing technical leadership on the development of the CCA and Cooperation Framework. Through the Spotlight initiative, UNDP linked peace, climate, and governance outcomes. As the lead for Governance and Environment Results Groups and the UN Joint Programme on SDGs Data and Statistics, UNDP strengthened national statistical capacity for joint planning, implementation, and reporting under the UN reform. However, constraints remain, including limited joint resource mobilization pipelines, a high coordination workload for Results Groups, and uneven agency participation in joint planning processes—illustrated by delays in establishing joint resource envelopes for cross-pillar governance initiatives[[E060]].

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)

Looking ahead, Uganda's transition toward middle-income and potential LDC graduation presents both promise and pressure. UNDP must prepare for emerging challenges linked to declining donor support, requiring stronger domestic resource mobilization, private sector engagement, and innovative financing, including green bonds, carbon markets, and AI-driven development solutions. The country's anticipated oil revenues bring opportunities for structural transformation but also risks around governance, equity, and environmental management that demand readiness in transparent resource governance. The 2026 elections will test institutional resilience and social cohesion, calling for enhanced conflict prevention, democratic governance, and HDP nexus programming. Rapid digitalization and AI transformation offer new avenues for productivity and inclusion but require preparedness to address data governance, cybersecurity, and digital inequality. Climate shocks, urbanization, and demographic shifts will further strain systems, making climate resilience, youth employment, and adaptive governance key priorities. To seize these opportunities, UNDP must strengthen foresight, innovation, and inter-agency collaboration to deliver a more agile, future-ready development response [[E019, E060]]. Continuous monitoring of the programme /projects risk logs, fast-tracking treatments as well as assessing the validity and significance of the risk mitigation measures was/is key for programme continuity.

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 1
Mandatory? :true
Successes
Over 86.7% of primary government expenditure was realized against the approved budget, maintaining a five-year average of 85% or higher, reflecting sustained fiscal discipline and improved public financial management (CPD#1). UNDP and partners played a key role by strengthening programme-based planning and budgeting, promoting alignment of national priorities with budgets through a certification of compliance process, enhancing development planning at the local government level, and improving

national statistical and M&E systems to bolster accountability and evidence-based reporting [[E010]]. This enabled more predictable fiscal behavior, which in turn reinforced the performance-monitoring ecosystem. Inclusive and accountable governance (CPD#3) improved, notably in expanding citizens' freedoms and civic participation. Automation of Uganda's border clearing systems increased from 5 to 13%, improving efficiency and transparency. UNDP supported the strengthening of electoral processes through civic education and engagement, particularly empowering youth to contest for elective positions. This created a pathway from output to outcome-level improvements in participation and trust. Initiatives such as Court and Legal Aid Open Days and cross-border community programmes enhanced access to information, participation, and inclusion, reinforcing transparency and accountability [[E010]]. Progress in security and rule of law was marked by expanded access to justice via Alternative Dispute Resolution (ADR), video conferencing in courts and prisons, and improved legal aid services. These interventions reduced the case backlog from 26.32% in 2024 to 24.20% in 2025, down from 32% over the past five years, demonstrating increased efficiency in justice delivery ([[E011]]. Furthermore, UNDP's livelihood and skills initiatives for reformed warriors (Karachunas) and GBV survivors, alongside the establishment of Village Savings and Loan Associations (VSLAs), strengthened economic resilience and fostered peace and stability in formerly conflict-affected border areas of northern Uganda.

Challenges

Due to on-going geo-political dynamics, donor funding cuts negatively affected full implementation of planned interventions including internet connectivity gaps that affected full actualization of E-governance solutions (CPD# 1.1.3). These constraints disrupted the causal chain between digital investments and broader governance outcomes, as limited infrastructure reduced utilization rates of e-governance tools. Additionally, Institutional capacity and policy gaps especially in oversight mechanism and adherence to strict accountability requirements on the side of Ministries, Departments and agencies continued to hamper effective implementation [[E001]]. These weaknesses restricted the ability of national oversight institutions to internalize reforms, slowing the pace at which output-level gains translated into outcome-level accountability improvements.

Proposed Corrective Actions Funding constraints underscore the importance of continued strengthening of strategic partnerships and diversifying resource mobilization efforts. Greater engagement with non-traditional partners such as private sector, philanthropic actors, and development finance institutions is key to addressing these gaps. The country office will continue to adopt this mechanism to address the financial sustainability gaps [[E001]]. UNDP will also strengthen programme design to better integrate financing solutions with governance reforms and will build institutional capacity for oversight, regulatory enforcement, and data governance to address persistent systemic gaps. Local governments will receive targeted support to improve planning, monitoring, and coordination to ensure governance reforms translate into sustained outcome-level change. UNDP will also scale digital solutions and systems innovation approaches to improve efficiency, service access, and accountability.

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 in Uganda's justice system rose to 82% up from 69% in 2024, surpassing the Cooperation Framework target of 64% (CPD#2) [[E011]]. UNDP and partners 'contributed through deployment of digital justice solutions which shifted system performance by reducing logistical barriers and lowered processing times. Video conferencing facilities installed in courts and prisons such as Kitgum High Court, Prison, and Lamwo Courts improved access to justice for vulnerable groups, reduced logistical costs, minimized trauma for GBV survivors, and accelerated case processing. In the informal sector, 203 Local Council Court (LCC) representatives across Gulu, Kitgum, Omoro, Kasese, and Kyegegwa districts and

50 LCCs were equipped, leading to better documentation, faster case resolution, and improved referral pathways. Over 2500 GBV cases were handled, with complex ones referred to formal courts, enhancing survivor-centered justice delivery essential for sustainable justice service. Uganda's Gender Inequality Index (GII) improved to 0.524 (ranked 141/172), down from 0.531 in 2019 (CPD#1) [[E010]], signaling gradual progress in gender equality. UNDP partners contributed by supporting sexual and reproductive health services, GBV prevention, and women and youth skills development, including initiatives in digital innovation and creative industries that expanded employment opportunities demonstrating a shift to systems transformation. Institutionally, UNDP and partners strengthened gender technical capacity in public institutions, enhancing accountability and policy responsiveness. National budget compliance with gender and equity standards reached 67% (CPD#3), progressing toward the 75% 2025 target. Under the EU-UN Spotlight Initiative, capacity building was done for 81 districts to integrate GBV in planning and budgeting, leading to 71% of districts incorporating GBV actions into their FY2025/26 development plans [[E013]]. Collectively, these results reflect stronger justice delivery, improved gender equality, and institutionalized accountability for inclusive governance.

Challenges

The GII has not reached CF's 2025 target of 0.2. indicating that Uganda still faces significant challenges and disparities in achieving gender equality in critical areas of Reproductive Health, Empowerment and Labour Market [[E011]]. Uganda's GII challenges are due to several factors. For exa, persistent cultural norms, weak enforcement, and underfinanced institutions reduced the potential scale of impact despite strong output performance. At the national level, gender equality work in Ministries, Departments and Agencies [MDAs] and Local Governments [LGs] consistently got meagre budgets during the CF period including 2025, the final year of the CF. Using the UNDP-funded analyses around Tracking of GBV Financing at District Local Government level, UNDP and its partners had high level dialogues with Ministry of Finance, planning and Economic development, Office of the Prime Minister, Parliamentary committees and explored funding modalities for GEWE which never materialized due to donor funding cuts. This reduced the scale and pace of institutional reforms for outcome level change.

Proposed Corrective ActionsUNDP will continue collaborating with Government and Non-Government institutions to drive institutional change - for instance with the GES, leadership mentorship, TVET and Private Sector-led skilling – Continued investment in gender-responsive policies and programs will be critical to accelerating progress and achieving the 2025 target. Strengthening gender data systems and multi-sectoral coordination will also be essential to closing monitoring gaps. While female learners significantly dominated soft skill and traditional vocational areas such as tailoring and fashion design, hair dressing, catering, bakery and hotel management, Knitting and weaving, there was noticeable increase in enrollment of female learners in male dominated hard trades such as transport and construction. In the traditionally male-dominated trades, there is near parity or successful female integration, which aligns with the goal of encouraging female trainees to go beyond the traditional trades. Corrective actions will explicitly address institutional incentives and cross-sector coordination gaps [[E011]].

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 3
Mandatory? :true

Successes

Steady progress towards climate action, ecosystem restoration and protection has been noted: with forest cover rising from 12% in 2024 to 15% in 2025 (on course to attain the 2030 target of 21%); wetland cover from 9% in 2024 to 9.57% in 2025 [[E042]], a show of UNDP and partners contribution to the Government of Uganda (CPD#1). Hence strengthening of national systems for environmental governance. The UNDP/Uganda IRFF steered policy development and strategic anchoring through facilitating multi-sectoral consultations with key stakeholders (MoFPED, MAAIF, BoU, IRA, UDB and other private

sector partners) on risk financing; supported development of the National Agricultural Finance Policy [[E038]], ensuring agriculture insurance is embedded within its framework; and conducted 4 agricultural risk financing and insurance related studies that established effective anchoring of risk insurance. (CPD#2) [[E054, E055, E056, E057]]. UNDP supported the construction of post-harvest hubs, flood resilient drainage structures, rainwater & underground water reservoirs that promoted resilience in the communities [[E043]]. About 214,218 people- 115179M/99039F were supported to benefit from nature-based solutions for improved livelihoods and climate action. Thus, enhanced climate risk governance/resilience. UNDP and partners contributed to the national access to electricity (CPD#3) which was 58% (with 20% on grid & 30% off grid, mainly solar energy) [[E042]]. UNDP promoted clean energy access through installation of 26 solar-powered systems for clean cooking, post-harvest handling, irrigation and water reservoirs benefitting over 77,000 people in underserved communities. UNDP/BIOFIN built capacity of government entities in the Payment of Ecosystem Services (PES) policy and legal framework development to foster inter-agency collaboration and coordination for PES operationalization; resulting in the PES's integration into the National Development Plan IV of Uganda, as its joint development with government stakeholders sought alignment with national frameworks. [[E051]]

Challenges

The Country Office still grapples with women & youth involvement in the implementation of climate mitigation and adaptation action at field level, because most of the assets are male owned. This, yet majority of the people affected by climate change are females and youth. Limited access to productive assets also weakens the pathway between output-level investments and inclusive outcome-level gains. The alternative livelihoods component of climate change adaptation projects grapples with budgetary terms against community demands. this slows down the willing exit from wetlands, hence slower conservation efforts. Financing gaps and uneven local government capacity further constrain scale-up of restoration and enforcement efforts.

Proposed Corrective Actions The joint development of climate change mitigation and adaptation initiatives (with government of Uganda and other stakeholders) allows for identification of resources and contributions by all. This helps compilation and implementation of practical work plans. UNDP and partners recognize that community engagement on the alternative livelihoods' component is critical in harmonizing budgetary terms with community demands and fosters conservation efforts. Specific interventions targeting youth particularly youth skilling are also critical in diversifying livelihood sources away from land-based source, hence reducing pressure on fragile ecosystems like wetlands. While women do not own land generally, there are off-farm initiatives such as mushroom growing, hand crafts, poultry, piggery that are being promoted and will continue to be promoted by UNDP to diversify livelihood for women. In addition, supporting access to establishment of community markets, will help women to enhance their entrepreneur skills thereby diversifying their sources of income off the farm.

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 : **true**

CPD/RPD Result Name :Outcome 2
Mandatory? :true
Successes

In FY2024/25, agriculture, tourism, and trade sectors contributed 26.2%, 5.7%, and 9.5% to GDP respectively up from 24.6%, 4.2%, and 9.4% in 2023/24 (CPD#1) [[E021]]. Growth was driven by increased agricultural production and agro-processing, tourist receipts, and deeper regional trade integration [[E021]]. UNDP's catalytic support targeted structural bottlenecks tempering growth in employment-intensive sectors. UNDP and partners enhanced post-harvest handling and agro-processing capacities by establishing modern drying slabs, storage facilities and processing hubs [[E003]] reducing post-harvest losses, improved value addition, and boosted competitiveness. Thus, enhanced the link

between enterprise support and outcome level productivity. Tourism receipts rose to USD1.39 billion reflecting the impact of the “Uniquely Yours” marketing campaign [[E021]]. UNDP and Government launched the documentary “Hidden Uganda”, boosting visibility and stimulating visitor interest in key markets [[E022]]. Trade growth was driven by stronger bilateral cooperation and expanded air connectivity [[E021]]. With UNDP support, Ugandan enterprises participated in China International Import Expo securing USD 3 million in coffee deals and signing a landmark agreement with Cotti Supply Chain Limited, unlocking access to a market projected to exceed USD 45 billion by 2030 [[E040]]. UNDP and Uganda Airlines enhanced market access, reduced freight costs, accelerated AfCFTA operationalization through establishment of an air cargo corridor linking West Africa to markets in Eastern/Southern Africa [[E023]]. Youth unemployment declined marginally from 16.5% (M:13.5%; F:20.4%) to 16.1% (M:13.4%; F:18.7%), reflecting gradual gains from multistakeholder efforts [[E024]]. UNDP supported this shift by equipping young people, especially women with skills aligned to emerging employment opportunities in priority sectors. Digital skilling and financial literacy served as enablers of employment creation contributing to UNDP’s moonshots of addressing multidimensional poverty and decent jobs creation.

Challenges

In FY 2024/25, industry, manufacturing and mining contributed 24.5%, 14.6% and 1.2% to Uganda’s GDP down from 24.9%, 15.1 and 1.3% in 2023/24 respectively [[E021]]. National unemployment also increased from 11.9% in 2021 (M: 10.4%; F: 14.1%) to 12.6% in 2024 (M: 11%; F: 15%) [[E024]]. The decline reflects structural bottlenecks, limited value addition, weak export diversification, and high production costs that constrain industrial productivity and job creation. While UNDP interventions improved employability and enterprise capacities, structural constraints and slow industrial growth limited systemic gains needed for poverty reduction and employment creation. These sectoral declines weakened the outcome pathway by reducing the absorptive capacity of the economy to convert skilling and enterprise support into large-scale employment. Hence underscoring the need for targeted policy reforms and greater private-sector investment to translate skills development and enterprise support into large-scale job creation.

Proposed Corrective Actions To accelerate progress, UNDP in collaboration with Government through development financing models such as Accelerated Community Development (PUDC); the private sector, and development partners, should expand support for agro-processing, mineral beneficiation, manufacturing, tourism product diversification, enterprise competitiveness and youth innovation; trade and market access. UNDP will strengthen development financing enablers including blended finance for MSMEs, green financing instruments and catalytic funds to unlock private investment at scale. Corrective actions will also address political economy barriers through coordinated value chain governance and targeted support to district economic planning systems. Coordinated efforts to mobilize resources, technology, and expertise will be key to scaling enterprises and creating jobs. Strengthening district-level economic planning and improving coordination across ministries involved in value chain development will help close systemic gaps. These measures will build a system that continuously generates decent jobs [[E024]].

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**

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

CPD/RPD Result Name :UGA_OUTPUT_1.1
Mandatory? :true
Successes
UNDP and partners supported the operationalization of five key policy and legal frameworks — the Administration of Justice Programme, the Judiciary Strategic Plan (2021–2025), the Alternative Dispute Resolution Policy, the Judiciary 5-Year ICT Strategy, and Uganda's Decentralization Policy (CPD#1.1.1). Technical, financial and knowledge-sharing assistance was provided to targeted interventions such as Court Settlement Weeks in key courts (Court of Appeal, Commercial Court, Family Division, High Courts of Mukono and Fort Portal and several Chief Magistrates Courts). These efforts led to an average annual case disposal rate of 60% since 2023, improving access to timely justice [[E012]]. Institutions with e-governance system increased from 21 in 2024 to 24. These were enhanced through the completion of Video Conferencing Systems (VCS) in courts and prisons such as at Mukono Court and Prison, other installations underway at Kitgum and lamwo Court and Prisons (CPD#1.1.3) [[E011]]. A UNDP supported national VCS Symposium brought together Judiciary leadership, justice sector actors, and civil society to share user experiences, best practices, and strategies for optimizing the digital justice ecosystem. In local governance, performance of LGs improved from 59.7% in 2024 to 71%, reflecting strengthened systems and accountability (CPD#1.1.2) [[E013]]. UNDP with government contributed to decentralization efforts through the rollout of Local Economic Development initiatives. A benchmarking visit to Kisumu, Kenya informed the development of a Market Vendor Management System to improve local revenue collection, market governance and transparency. Capacity-building for Local Council (LC) Courts enhanced contribution to community-level justice delivery. A nationwide radio campaign, broadcast in 10 local languages across 16 subregions, increased citizens' awareness of LC roles, services, and voter responsibilities — fostering civic engagement, local accountability, and participation in governance.

Showcasing this Success narrative in the annual report. **false**
Challenges
Unreliable internet connectivity and frequent power outages have constrained the optimal performance of Video Conferencing Systems in some courts and prisons, limiting consistent access to virtual judicial processes.
Proposed Corrective Actions Since unreliable internet connectivity and frequent power outages have constrained the optimal performance of Video Conferencing Systems in some courts and prisons, UNDP engaged with the Judiciary leadership to prioritize upgrading internet infrastructure in courts and prisons so as to ensure stable, high-speed, and dedicated connectivity with network redundancy [[E010]]. In addition, plans are underway to strengthen power reliability through installation of Uninterrupted Power Supply (UPS) systems, and standardized solar power solutions, particularly in remote locations prone to frequent outages.

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_3.2
Mandatory? :true
Successes
The Department of Meteorology- Ministry of Water and Environment has continued to issue climate and early warning information to the nation (CPD 3.2.3) (generated from the 24 Automatic Weather Stations installed with UNDP/GCF support) [[E047]], hence reaching 3,733,839 people (1,752,726M/1,981,113F) in the 24 supported districts (CPD 3.2.1). Busia Municipality trained 35 technical team members (25M/10F) in Disaster Risk Reduction principles, and this resulted in the development of a Disaster Contingency Plan [[E058]], which awaits approval before implementation (CPD 3.2.2). The Municipality disseminates climate and early warning information through radio programmes. Additionally, 3 DLGs (Moroto, Kotido, Nakapipirit) were supported through construction of post-harvest handling hubs that strengthened local adaptive capacity by reducing vulnerability to climate-induced food insecurity. This was done through incorporation of rainwater harvesting systems that check water scarcity, solar energy installation ensuring energy access in off-grid areas (for 300+ cooperative members and their households), and a cooperative formation that builds institutional capacity for climate smart agriculture [[E043]]. The same DLGs benefited from the construction of 3 solar powered water storage systems [[E039]]. 3 DLGs of Nakasongola, Kiryandongo & Luweero benefited from the installation of 25 solar-powered water pumps for irrigation [[E045]]. The UNDP Accelerator Lab constructed flood-resilient drainage channels in Kiggundu (127m) & Sebina (202m) villages of Makerere-Kavule, Kampala; that benefits about 4000 people members in the villages [[E048]]. Proper tree nursery management training was conducted for 1,194 beneficiaries (secondary school students, teachers & community members) who managed to raise over 300,000 tree seedlings for planting in 35 DLGs [[E046]]. A Youth Environment Technical Working Group (14- 5F/9M) was equipped with skills in GIS for Conservation to foster timely spatial data analysis for informed climate change decision making [[E044]].

Showcasing this Success narrative in the annual report. **false**
Challenges
There was an insurance subsidy constraint, with only UGX 5 billion (allocated nationally) noted as insufficient was easily exhausted early in the planting season. Additionally, there were Insurance data limitations, with the industry having fragmented data, hence difficulty in developing insurance products. Effective dissemination of early warning information was limited by the language and the level of complexity in which the information is presented [[E058]].
Proposed Corrective Actions The proposed ways to correct a course of action include. Partner dissemination of early warning information in less scientific terms using the locally spoken languages would help farmers and the population to utilize it better. UNDP and partners are encouraged to improve agricultural risk financing programme design by developing a fully-fledged National Agriculture Insurance Programme with coordination platforms and champions. Additionally, government is encouraged to invest in a unified digital data infrastructure to support the development of insurance products in Uganda [[E047]].

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. : **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
Ahead of Uganda's 2026 national elections, UNDP and partners provided financial and technical support to five selected national entities to advance inclusive and participatory democracy, focusing on youth engagement, leadership development, citizen participation, and accountability (CPD#1.2.3). Leadership and capacity-building trainings were delivered to 64 participants (33 women and 31 men) from Western Uganda. Cumulatively, 846 youth leaders (341 women and 505 men) across all regions have benefited from UNDP-supported training initiatives. As a result, at least 10 trained youth contested for national elective positions in 2025, with several assuming leadership roles at different governance levels—demonstrating concrete progress in youth empowerment and political participation [[E017]]. To enhance civic awareness and institutional engagement in democratic processes, UNDP strengthened five targeted institutions to advocate and participate in legislative and policy reforms for national and subnational governance (CPD#1.2.2). For instance, in partnership with the Ministry of Local Government, a nationwide radio campaign reached 16 subregions in 10 local languages, sensitizing citizens on Local Council roles, voter responsibilities, and civic rights—helping foster a more informed, engaged, and accountable electorate in preparation for the 2026 elections [[E013]]. In the justice sector, citizen trust and access to justice improved significantly. UNDP supported Court Open Days in hard-to-reach areas, including Buvuma Islands, increasing public interaction with justice institutions [[E016]]. Findings from the 2024 JLOS–HiiL survey show that 72% of Ugandans rated justice services as helpful or very helpful, and 55% of serious legal challenges were resolved through formal justice mechanisms—an improvement from 2020 levels [[E014]]. These results underscore UNDP's sustained contribution to strengthening justice delivery, civic participation, and democratic governance.

Showcasing this Success narrative in the annual report. **false**
Challenges
Government of Uganda did not request for UN Electoral support for 2025/2026 national elections. This affected UNDP mobilization for direct support to the electoral event. Further, it should be noted that next national elections are scheduled for January 2026, hence not yet feasible to tell changes of some indicators such as voter turnout.
Proposed Corrective Actions Since the UN was not invited by government to support electoral processes, re-focused support was directed towards interventions such as leadership training, which strengthened broader governance systems and contributed positively to the electoral process and overall democratic development. Such approach of reprogramming resources will always be adopted by UNDP and partners to address impeding gaps.

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. : **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_1.3
Mandatory? :true
Successes
UNDP and its partners have significantly enhanced peace, security, and cross-border cooperation in northern Uganda through multi-level conflict prevention and peacebuilding interventions. Over six alternative dispute resolution, mediation, and consensus-building mechanisms have been implemented at national, subnational, and regional levels, focusing on marginalized groups—especially women and youth (CPD#1.3.2). These efforts were supported by a strengthened infrastructure for peace and security (CPD#1.3.1), creating an enabling environment for sustained stability [[E001]]. Key achievements include the construction of community police posts, such as in Timu sub-county under the Cash-for-Work programme, which improved community–police relations and local safety. With an average of 148 cases reported and resolved quarterly, these facilities helped reduce gender-based violence, cattle raiding, and defilement, while curbing cross-border raids and enhancing Uganda–Kenya security coordination. Capacity building complemented infrastructure investments, with 90 Peace Committee members, security personnel, and disaster management actors trained in conflict resolution, crisis response, and early warning systems. This reinforced local peace mechanisms and civil–military cooperation. UNDP also supported the annual Karamoja Cultural Celebration, attracting over 45,000 participants from across the Horn of Africa to promote inclusive development, cultural harmony, and alternative conflict resolution approaches. Additionally, Civil–Military Cooperation (CIMIC) offices were equipped to improve security reporting, and cross-border dialogues alongside mediation training for local leaders strengthened regional coordination. Solar powered water systems serving over 15,000 people across 3 districts in karamoja area were completed. Collectively, these initiatives have improved security governance, deepened social cohesion, and institutionalized sustainable peace and conflict management mechanisms across northern Uganda and the wider cross-border region [[E010]].

Showcasing this Success narrative in the annual report. **false**
Challenges
Insecurity in parts of Karamoja caused delays with the implementation schedules for some interventions. Warrior activities and cross-border raids by the Turkana, in select border areas of Karamoja undermined community safety and the work of select contractors.
Proposed Corrective ActionsUNDP and its partners maintained sustained engagement with security duty bearers, such as the Resident District Commissioners, who prioritized security support to enable smooth implementation. In addition, regular community dialogues and mediation sessions were held to ease tensions and promote peaceful coexistence. UNDP and partners will maintain this course of action to achieve planned and on-going future level results.

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). **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
Uganda's share of clean energy used for cooking stands at 25% (rising from 21% in 2024) (CPD 3.3.2) [[E042]]; with approximately 2.71 million people (6,626 Households) accessing clean, affordable, and sustainable energy [CPD 3.3.1]. [[E049]] With support from UNDP, there were 5 partnerships for funding improved energy efficiency and/or sustainable energy solutions targeting underserved communities (CPD 3.3.3). The UNDP/IBSA-Karamoja initiative improved access to renewable energy by installing solar-powered systems in 3 cooperatives' food warehouses in Apeitolim, Naoi & Namalu [[E043]]. The facilities have provided clean energy for operations, and reduced reliance on biomass and diesel (hence lower emissions and improved health outcomes). UNDP through the Building Resilience in Conflict-afflicted and Fragile Communities of Karamoja [BRICK] Initiative [E039]] constructed 3 solar-powered water supply systems for drought response, in Moroto, Kotido, Kaabong which serves over 15,199 beneficiaries. About 17 Water User Committees were established (53M/40F members; youth being 20M/24F) and trained in the operation & maintenance of the water systems for sustainability. The Initiative also continued to maintain 3 solar-powered boreholes installed to support (over 12,699 beneficiaries) in select sub counties of the 3 districts. To promote agricultural irrigation in Luweero, Nakasongola, Kiryandogo, UNDP and partners through the IBSA Solar initiative embarked on installation of 25 solar-powered water pumping systems [[E045]]. This will promote sustainable agriculture development through fostering food security, efficient water utilization, and the adoption of clean energy solutions. Training and awareness raising on clean energy has reached 1194 stakeholders across 41 schools through the Nehemiah Greening Schools initiative [[E046]]. Through the different initiatives, UNDP and partners supported 77,198 people to gain access to clean, affordable, and sustainable energy (CPD 3.3.1).

Showcasing this Success narrative in the annual report. **false**
Challenges
The national energy sector statistics are not readily available annually as their sector reports are produced every four years; and difficulty to access national data on access by gender [[E042]]. Change in donor priorities, with the energy sector initiatives being pushed back to government of Uganda, hence limited funding streams from development partners [[E042]].
Proposed Corrective Actions There is need for more engagement by development partner bodies in resource mobilization for increased access to clean, reliable and affordable energy. Additionally, there is need to strengthen partnerships with the private sector and IFIs to spur their participation in the scaling-up of diverse energy options for domestic and commercial utilization [[E001]].

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).**true**

CPD/RPD Result Name :UGA_OUTPUT_3.1
Mandatory? :true
Successes
UNDP efforts contributed to the consolidated national gains in natural resources management (with forest and wetland cover at 15% & 9.57% in 2025, from 12% & 9% respectively in 2024) (CPD 3.1.1) [[E042]]. UNDP mobilized and utilized USD 8.6 million for climate action (CPD 3.1.2). About 214,218 people benefited from nature-based solutions for improved livelihoods and climate action (CPD 3.1.3). UNDP/BIOFIN built capacity of 51 technical officers (27M/24F) from government entities in the Payment of Ecosystem Services (PES) policy and legal framework to foster inter-agency collaboration and coordination for PES operationalization. The PES was integrated into the NDPIV of Uganda [[E051]]. The Uganda Insurance and Risk Financing Facility (IRFF) trained 49 stakeholders from government, academia and civil society in Climate Disaster Risk Finance and Insurance (CDRFI) [[E052]], with Ministry of Finance committing to revise and finalize the Uganda Disaster Risk Finance (DRF) Strategy to include Forecast-based Financing and Climate Resilient Debt clauses. It also conducted an Inclusive Insurance Certification Program Training of Trainers (15 national trainers and 25 industry professionals), with emphasis on responsible marketing, claims management and value-added services [[E053]]. UNDP strengthened post-harvest handling in (Karamoja) for 3 women-led farmer cooperatives by constructing solar-powered hubs [[E043]]. UNDP/BRICK Initiative constructed 3 solar-powered water supply systems in Karamoja [[E039]]; while IBSA-Solar did 25 solar powered water pumps to enhance all year water supply for crop & livestock agriculture [[E045]]. 3,984 former wetland users in 11 districts received diverse alternative livelihoods, after wetlands restoration [[E059]]. 200 traders (50% women) benefited from market construction in Kaliro [[E050]]. About 302,353 tree seedlings were raised for planting in 41 secondary schools [[E046]] (tree planting co-opted private sector players like Joshua Cheptegei Foundation), and 1900 trees planted in Busia Municipality, benefiting 63,681 residents.

Showcasing this Success narrative in the annual report. **false**
Challenges
Some vendors sourced to implement the Greening Schools Initiative lacked capacity to effectively deliver the project; with poor buy-in from some schools, and minimal support from lead implementer (Ministry of Education and Sports). In Naoi (IBSA-Karamoja), the contractor gaps slowed down the works completion. There was divergence in considerations during investment sites' location setting. In Kaliro, the Namwiwa market was established a little far from the trading center; and also, the traders expected it to be a free-operation ground. The local government saw this location as a source of new revenue. This left the market under-utilized to capacity. Limited local case studies from which lessons can be picked during the risk insurance trainings made it difficult for relevance to be attained within the local context. Lack of cost-sharing agreements with local governments led to delays in some construction works. For instance due to budgetary constraints, the fencing of Apeitolim was left incomplete; Namalu had a delay in grid connection due to transformer non-funding [[E043]].
Proposed Corrective ActionsUNDP and partners to always co-develop the project investment sites concepts and agreements seeking to have cost-sharing for all stakeholders (community, district local government, central government, and development partners). UNDP and partners to conduct more frequent joint monitoring and support visits to the investment sites, to assess implementation progress and make informed decisions [[E001]]. UNDP and partners to develop action plans for the implementation of the insurance risk finance related trainings, to come up with local context & relevance, for sustainable management of natural resources.

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. : **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).**true**

CPD/RPD Result Name :UGA_OUTPUT_4.1
Mandatory? :true
Successes
UNDP and partners strengthened 42 institutions—including 10 government, 29 non-government, and 3 private sector entities—to promote human rights, equality, and non-discrimination. Support targeted key institutions such as the Ministries of Gender, Public Service, Internal Affairs, Local Government (LGs), the Judiciary, Makerere University, Kiira Motors, Refactory, and GBV shelters in Terego, Amudat, and Kasese LGs (CPD#4.2.1.1). Fifty-one institutions were supported to develop and implement policies addressing sexual harassment, gender-based violence (GBV), and discrimination (CPD#4.2.1.2). Anti-trafficking trainings led by the Ministry of Internal Affairs engaged 360 stakeholders across nine districts, while local initiatives in Oyam and Terego mobilized religious leaders, educators, and media to combat youth trafficking and exploitative labor[[E020]]. UNDP facilitated economic empowerment for women and youth, with 15 young women employed at Kiira Motors through the Electric Mobility initiative and 47 female entrepreneurs skilled in digital innovation under Industry 4.0 and Fashion Forward programmes. Through partnerships with 20 TVET institutions, 1,120 vulnerable youth (70% female) received non-formal, market-driven skills training in livelihoods and reduce GBV risks. Sub-national outreach expanded to 17 LGs, 5 LCC, 60 male champions, and 6 media houses, promoting GBV prevention and sexual and reproductive health awareness. Under the EU-UN Spotlight Initiative, video conferencing in Kitgum and Lamwo courts enhanced justice access for over 1,500 GBV survivors, while collaborations with FIDA, ACFODE, and FOWODE improved GBV case management by 203 LCC members. Nine CSOs implemented GBV interventions, rescuing 120 girls from harmful practices (CPD#4.2.1.1). and rehabilitating 130 trafficked children in Kampala. Media outreach reached 1.2 million people nationwide [[E020]].

Showcasing this Success narrative in the annual report. **false**
Challenges
A significant number of female learners still dominate the soft skill and traditional vocational areas of tailoring and fashion design, hair dressing, catering, bakery and hotel management, Knitting and weaving, trades that are over-subscribed on the labour market. Awarding gender seals to 4 public institutions on the gender equality seal certification programme is lagging due to delayed development of gender action plans [[E020]].
Proposed Corrective Actions The districts are committed than ever to safeguard the rights, dignity, and future of its people. In Nebbi District for instance, discussions revealed that the area serves as a recruitment hub, destination, and transit point for trafficking of persons, prompting a call to action by everyone [[E020]].

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). **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_2.1
Mandatory? :true
Successes
UNDP supported the development of national policies and strategies to strengthen productivity, competitiveness, and market access for MSMEs across priority sectors of agriculture, trade and mining (CPD#2.1.1.2). The draft National Start-Up Policy 2024 to create an enabling environment for innovation-led enterprises including those led by women [[E025]] was prepared with UNDP and partner support. Technical assistance was provided for the integration of agricultural insurance mechanisms in the draft National Agricultural Finance Policy to enhance resilience, expand financial inclusion for smallholder farmers, mostly women who face systemic barriers to credit and risk protection [[E038]]. To inform the implementation of the mining component of Uganda's Ten-Fold Growth Strategy, UNDP supported Government to conduct a scoping study on artisanal and small-scale mining of critical minerals [[E026]]. The study positions Uganda to harness emerging opportunities in international markets while advancing responsible and gender-responsive mining practices. UNDP also supported the Government to undertake the 5th year assessment of AfCFTA implementation in Uganda and formulated a 24-month Action Plan outlining key steps to unlock market access and competitiveness for Ugandan enterprises in continental trade including those led by women and youth [[E027]]. To advance regional trade integration, UNDP enabled the Government to deepen bilateral economic partnerships. The 4th session of the Ethiopia–Uganda Joint Ministerial Commission (JMC), convened with the support of UNDP, resulted in the signing of eight Memoranda of Understanding focused on expanding trade and investment, improving transport and immigration, and advancing collaboration in energy, industry, agriculture, and minerals [[E028]]. These achievements were driven by UNDP's facilitative role in fostering multi-sectoral collaboration, evidence-based policymaking, and institutional capacity strengthening. Through innovation, digitalization and partnerships, UNDP enhanced policy coherence and national ownership.

Showcasing this Success narrative in the annual report. **true**
Challenges
UNDP is supporting the finalization of the Draft Building Substances Bill 2025 [[E029]], which is essential for regulating construction materials to enhance safety and quality. Progress was delayed due to constrained participation from key government counterparts and private-sector actors owing to electioneering activities. Similarly, preparation of the National Artificial Intelligence (AI) Strategy was slowed by electioneering activities, although UNDP supported the Government to assess the AI ecosystem in Uganda and facilitated multi-stakeholder engagements to ensure alignment, feasibility, and national ownership of the Strategy [[E030]]. UNDP will continue working with the line ministries to expedite the finalization of the regulatory tools post-election period.

Proposed Corrective Actions To accelerate progress, UNDP, in collaboration with line ministries, the private sector, and development partners, will strengthen stakeholder engagement by leveraging digital platforms and data-driven analysis to expedite consensus-building and enhance national ownership. These efforts will also reinforce institutional capacity to translate policy-level interventions into effective regulatory compliance and sustainable systems for governance, safety, and inclusive technological development, ultimately fostering increased productivity and competitiveness of MSMEs [[E028]].

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_4.2
Mandatory? :true
Successes
In 2025, UNDP and partners made available USD 3.2million to strengthen gender and human rights responsive statistical capacity (SDG 17.19.1). UNDP in collaboration with partners invested in data collection and/or analysis mechanisms to monitor progress towards the SDGs (IRRF 1.1.3): In collaboration with the MGLSD, UNDP supported the development of an Issues Paper on financing for GBV Prevention and response in Ministries and LG Plans and budgets. The key recommendations have been used in on-going policy dialogues at national level and in 7 districts, resulting in GBV financing commitments from some LGs, like Kasese District. Additionally, UNDP supported FOWODE to prepare analysis on the state and trends of financing and programming for GBV prevention, mitigation and management in 11 district development plans, workplans and budgets. The analysis is being used in advocating for financing of GBV prevention and response interventions by DLGs. Coupled with this is UNDP's contribution to capacity enhancement trainings on GBV responsive planning and budgeting for 81 district sector heads1 [27F, 54M] from 5 new2 Spotlight Districts. The training resulted in preparation of 5 district-specific strategies and Action Plans for implementing GBV prevention and response, committing to integrate Gender and GBV prevention/response modules into their development plans [[E020]]. UNDP also advanced the Gender Equality Seal, launched a Gender for Development Portfolio and established a daycare at Makerere University promoting inclusive, gender-responsive, and climate-resilient development (CPD#4.2.2.1). UNDP supported Makerere University to convene 189 women in business and benefitted from skills and knowledge for effective participation in procurement activities. On a governance front, 93 ministries, Departments and agencies and 125 local governments districts have integrated gender and HIV/AIDS in their development plans, budgets and expenditure reports [[E013]].

Showcasing this Success narrative in the annual report. **false**
Challenges
Due to some institutional capacity gaps especially associated with human resources, twelve districts did not complete the development of Gender Based Violence Action plans and as well as not made any

financial commitments for the next financial year 2026/2027 as had been expected.
Proposed Corrective Actions The Ministry of Gender Labour and Social Development and Ministry of Local Government have been encouraged to convene spaces for the other project districts to learn and implement best practices from good performing districts such as Kasese District. The best performing districts developed Gender Based Violence Action plans and made financial commitments for their 2025/2026 budgets. UNDP and partners will continue to encourage this good practice amongst the implementers.

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). **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_2.2
Mandatory? :true
Successes
UNDP and partners strengthened capacities of public and private sector actors including women and youth-led MSMEs in targeted value chains, enhancing access to assets, finance and markets (CPD#2.1.2.1). To enable Uganda effectively to compete in AfCFTA, UNDP improved export readiness of 600 enterprises including women-owned businesses [[E034]] and supported the formation and capacity strengthening of the National Implementation Committee, a central mechanism for coordinating implementation of Uganda's AfCFTA Strategy [[E032]]. With Uganda Airlines, UNDP enhanced market access, reduced freight costs, and accelerated AfCFTA operationalization through establishment of an air cargo corridor linking West Africa to markets in Eastern and Southern Africa [[E023]]. UNDP enabled participation of Ugandan enterprises including coffee exporters, at the China International Import Expo in Shanghai, where deals worth up to USD 3 million were secured and a landmark agreement signed with Cotti Supply Chain (Anhu) Limited, unlocking access to a market projected to exceed USD 45 billion by 2030 [[E040]]. UNDP supported Government to establish a National Innovation and Startup Database, enabling 5,648 MSMEs including women and youth-led enterprises to connect with investors, access mentorship, and strengthen competitiveness in domestic and regional value chains (CPD#2.1.2.3) [[E031]]. About 104 inclusive business models were initiated, 23 scaled up, improving livelihoods and economic empowerment. Makerere University Innovation Pod and UNDP supported 96 innovators to develop market-ready products, with 15 securing financing between USD 13,000 to 133,000 to scale their businesses [[E025]]. Building on this momentum, UNDP and Kabale University established a potato value addition hub to promote rural enterprise growth and enhance youth and women participation in agro processing [[E033]]. Also, 11 new functional partnerships were established across targeted value chains, including 8 with artisanal and small-scale mining cooperatives for beneficiation of development minerals [[E034]]

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

One of the output-level results that remained unachieved during the year was the planned South-South capacity building initiative for the Cabinet of Uganda on Artificial Intelligence, Digital Infrastructure, and the Knowledge Economy for public service transformation. This activity did not take place due to scheduling constraints and competing national priorities. In lieu of this, UNDP facilitated the participation of senior Government officials at the Global AI Summit held in Kigali, Rwanda [[E025]]. This alternative engagement provided a valuable platform for knowledge exchange, exposing Uganda's leadership to emerging global trends in AI governance, ethical frameworks, and digital innovation. The summit significantly enhanced their understanding and strategic outlook on integrating AI and digital technologies into public service delivery. Additionally, UNDP supported the preparation of a policy brief on Empowering Youth through Digital Transformation and AI, which will inform strategic interventions and youth-focused components of the national AI agenda [[E036]].
Proposed Corrective Actions To correct the course of action, achieve output-level results, and build on the insights and deepened understanding of AI governance and digital transformation gained from the Global AI Summit, UNDP and partners will support the development of a National Artificial Intelligence Strategy for Uganda. This strategic framework will guide the responsible and inclusive adoption of AI across public service, economic development, and innovation sectors. The strategy is expected to unlock new opportunities for service delivery efficiency, youth employment, and inclusive growth. Its formulation will be anchored in key development enablers including digitalization and South-South cooperation to ensure national relevance, sustainability, and strong government ownership.

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. : **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
UNDP strengthened the enabling environment for mobilising private finance towards the SDGs (CPD 2.1.3.1). In collaboration with the Africa Borderlands Centre and the Sustainable Finance Hub, Uganda and Kenya Country Offices developed the SDG Investor Map for the Karamoja-West Pokot cross-border area [[E035]]. The map which identifies 9 Investment Opportunity Areas (IOAs) and 4 Emerging IOAs across key sectors of agriculture, financial services, renewable energy, and tourism; offers a practical roadmap to unlock finance in fragile and underserved regions. To expand access to financing, the Makerere University Innovation Pod (UniPod), with support from UNDP, was formally registered as a company limited by guarantee [[E025]]. This legal status strengthens UniPod's governance and operational autonomy, positioning it to attract donor funding, impact investments, concessional loans, and blended finance in support of innovation, research commercialization, and youth enterprise development (CPD2.1.3.3) With UNDP's support, USD 612,630 was leveraged from the Makerere University Research and Innovations Fund to support the commercialization of 15 innovations [[E025]] thus enabling the transition of research outputs to market-ready products, fostering university-industry linkages

and contributing to the growth of Uganda's innovation and entrepreneurship ecosystem. UNDP also advanced efforts to promote enterprise growth and access to inclusive finance, with a focus on women and youth-led MSMEs. 350 artisanal and small-scale mining enterprises were supported to formalize their operations and equipped with skills to position them for formal financing and investment opportunities [[E034]]. In addition, 46 youth and women-led ventures in Karamoja comprising 1,391 persons received start-up grants and technical support to initiate income-generating activities in agriculture and mining value chains [[E039]]. These enterprises were also linked to inclusive financing opportunities in local financial institutions enhancing their operational sustainability and market participation.

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

Challenges

While the SDG Investor Map for Karamoja identified key investment opportunity areas, progress in translating these into bankable projects and mobilizing financing did not materialize. This was largely due to limited private sector readiness and the absence of tailored financing instruments suited to the region's unique socio-economic context. Consequently, the targeted volume of additional resources leveraged through public and private channels was not achieved.

Proposed Corrective Actions Building on lessons learned, UNDP will focus on strengthening capacities to operationalize the SDG Investor Map for Karamoja and attract sustainable financing. This will include supporting efforts to develop tailored financing instruments and risk-sharing mechanisms that can unlock private sector capital and accelerate SDG-aligned investments in the region [[E001]].

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_2.4

Mandatory? :true

Successes

UNDP-supported skilling interventions created decent jobs and entrepreneurial ventures for 8,568 youth (M:4,974, F:3,594) (SDG 8.9.2, CPD#2.1.4.1, IRRF 3.3.1) [[E034]]. In collaboration with Refactory, 150 (M:97, F:43) youth were equipped with advanced digital competencies in machine learning, data science, AI, and cybersecurity, facilitating transition into employment with leading technology firms or the establishment of digital enterprises [[E034]]. Additionally, through the National ICT Innovation Hub (NIIH), 8,139 youth (M:4,697, F:3,442) acquired digital literacy and cybersecurity skills expanding employability prospects and readiness for opportunities in the digital economy [[E025]]. 29 youth (F:9, M:20) were equipped with 2D/3D animation, storyboarding, and visual effects skills, and enabled to access employment and freelance opportunities within global creative economy [[E034]]. In the mining sector, UNDP supported the skilling of 180 youth (M:115, F:65) in business and employment skills, improving their ability to access secure livelihoods. Additionally, 16 young professionals (M:6, F:10) undertook learning visits to mining innovation and value addition centres, gaining first-hand exposure to

technologies, equipment, and institutional systems critical for business and job opportunities [[E034]]. Through the E-Mobility Skilling Programme implemented in partnership with Kiira Motors Corporation, 25 students (M:10, F:15) were skilled in electric vehicle assembly and battery systems, all of whom secured employment. A second cohort of 25 (M=11, F:14 trainees commenced training in June 2025 [[E037]]. Similarly, the Industry 4.0 Skilling initiative with Lwera Electronics equipped 20 students (M:14, F:6) with skills in electronics design and additive manufacturing, resulting in the production of functional smart devices [[E025]]. By bridging the gap between training and industry, UNDP's partnerships with academia and the private sector are equipping young people with market-relevant skills enabling their transition into decent work, and entrepreneurship.

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

Challenges

UNDP, in partnership with Makerere Unipod, launched the Fashion Forward Programme, a skilling initiative designed to empower Uganda's next generation of fashion creatives [[E038]]. The programme provides hands-on training in fashion design, digital tools, and sustainable practices, supported by mentorship from industry leaders. Its aim is to cultivate a new wave of fashion entrepreneurs equipped with both digital proficiency and eco-conscious design skills. While the initiative attracted significant interest, implementation was only partial due to the festive season—a particularly busy period for creatives that limited participation and continuity. The programme is scheduled for full completion in Q2 2026.

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). UNDP will scale up industry-led skilling models in technology, e-mobility, and mining, deepen public–private partnerships to strengthen job placement and incubation pipelines, and integrate green and digital economy pathways into national employment strategies [[E001]]. Future efforts will prioritize female participation, regional market linkages under the AfCFTA, and sustainability mechanisms to ensure long-term impact of skilling and employment initiatives.

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. : **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**

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)

The reporting period marked significant progress in promoting gender equality, women's economic empowerment, and access to justice and protection for women and girls across Uganda. Through strategic partnerships with government, civil society, and the private sector, interventions fostered systemic change, expanded women's participation in the economy, improved access to services, and strengthened institutional capacity for gender-responsive governance[[E011]]. Women's participation in the labour market expanded through skills and entrepreneurship initiatives. The Electric Mobility Initiative enabled 15 young women to graduate and secure employment at Kiira Motors, breaking barriers in the STEM sector. The Fashion Forward Initiative strengthened 47 female entrepreneurs in the creative industry, enhancing business resilience and income generation[[E038]]. Additionally, 1,120 out-of-school adolescent girls and young women gained vocational and entrepreneurship skills, with many now self-employed or formally employed, contributing to local economies and household income security[[E020]]. Access to justice for GBV survivors improved, particularly in hard-to-reach regions such as Karamoja and Buvuma Islands. The commissioning of e-court systems at Kitgum High Court, Lamwo Magisterial Court, and Lamwo Prison enhanced case management, reduced survivor trauma, and accelerated case resolution [[E016]]. Strengthened Local Council Courts (LCCs) further improved community-level access to justice. In Amudat, 60 male champions helped rescue and reintegrate 120 girls into school, promoting social change and ending harmful practices. Access to sexual and reproductive health and rights (SRHR) was enhanced through integrated media campaigns, community outreaches, and health drives, ensuring that women and adolescents make informed decisions about their bodies and futures. Institutional capacity for gender equality and GBV response was strengthened across 10 government, 29 non-governmental, and multiple private sector entities. The operationalization of the Kasese GBV Shelter and e-court systems advanced survivor-centered service delivery and coordination. [[E020]] Finally, the Gender for Development (G4D) Portfolio was established as a strategic platform to drive mindset transformation, inclusive service delivery, access to assets, future-ready skills, and climate-resilient livelihoods, positioning women at the center of Uganda's sustainable development agenda [[E041]].

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.)

UNDP implemented five portfolios under the 2021–2025 programme cycle: 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[[E001]]. The new Country Programme Document (2026–2030) adopts a systems-thinking, portfolio approach to address root causes of development challenges and drive systemic change. This shift promotes integrated engagement with complex issues—governance, inclusive growth, and climate resilience—supported by diagnostic work such as risk financing and inclusive insurance [[E008]]. UNDP organized its programming into thematic portfolios and enabling programmes to enhance conceptual clarity, efficiency, and alignment with national priorities, working with diverse partners across sectors. The ISG portfolio strengthened private sector capacity, boosted productivity, improved social wellbeing, and created over 39,511 jobs. Updated policies in environment, governance, agriculture, tourism, mining, manufacturing, and trade further accelerated Uganda's economic growth. The DISC portfolio mainstreamed innovation in all pillars, introducing digital systems for trade, environment, and youth employment while creating innovation spaces for scalable products. Key enablers include the Natural Resources Information Management System (NARIS), the Digital Transformation Roadmap for MSMEs and the Youth Connect Platform functionality advancing digital inclusion and portfolio integration for greater impact[[E010]]

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 :SP Org: IRRF Tier 3 - 1.1 Quality programmes designed in support of the United N
IWP Org. Result Successes :UNDP Uganda and partners played a central role in supporting the formulation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) [[E007]] and the Country Programme Document (CPD) 2026–2030 [[E008]]. As the UN's integrator for sustainable development, UNDP provided technical, analytical, and coordination support throughout the process to ensure alignment with national priorities, the NDP4, the 2030 Agenda, and the Sustainable Development Goals (SDGs). UNDP contributed to the development of the Common Country Analysis (CCA) 2025 [[E009]], offering data, policy insights, and analytical expertise that identified key development challenges, opportunities, and structural barriers. It facilitated inclusive stakeholder consultations—engaging government, civil society, private sector, and development partners—that ensured the UNSDCF reflects national contexts and leaves no one behind. Through its broad mandate across governance, poverty reduction, resilience, environment, and digital transformation, UNDP and partners helped to define strategic priorities and outcomes within the Cooperation Framework that are coherent, measurable, and transformative. In developing the CPD 2026–2030, UNDP translated the collective UNSDCF outcomes into its specific programmatic contributions, focusing on areas where it has a comparative advantage and can add the most value. The CPD outlines UNDP's theory of change, resource mobilization strategy, and partnerships to advance inclusive, resilient, and sustainable development. UNDP also ensured strong linkages between the CPD and national development plans, reinforcing country ownership and sustainability. Moreover, UNDP supports the Resident Coordinator and the UN Country Team (UNCT) in implementing and monitoring the UNSDCF, promoting results-based management, integrated financing, and SDG acceleration. Through these efforts, UNDP ensured that both the UNSDCF and the CPD 2026–2030 are evidence-based, inclusive, and catalytic frameworks that drive progress toward the 2030 Agenda and national development aspirations.
IWP Org. Result Challenges
There were delays in the timely completion of the United Nations Sustainable Development Cooperation

Framework (UNSDCF) [[E007]]. The UNSDCF was one of the key documents required to be submitted to the UNDP Executive Board with the new Country Programme Document (CPD) 2026–2030 to secure approval. The delays were mainly due to scheduling, rescheduling and conducting various stakeholder consultations to ensure ownership and buy-in. Instead, the draft UNSDCF was used as support document to the country office CPD 2026-2030 [[E008]].**IWP Org. Result Corrective Actions**During the development of CPD 2026-2030, several recurring challenges and practices hindered effectiveness. These typically relate to coordination, alignment, participation, and evidence use. When CPD development is overly driven by UNDP timelines or corporate templates rather than national planning cycles, alignment with national priorities weakens. This may lead to limited government ownership and reduced sustainability of results. In future, UNDP Uganda will address delays in UNSDCF completion by defining/specifying concrete steps and milestones with stakeholders such as adjusting internal timelines and/or sequencing consultations. Generally, what does not work during CPD development is a process that is top-down, disconnected from the UNSDCF, inadequately evidence-based, and insufficiently participatory. Success depends on ensuring national consultation, ownership, coherence, focus, and strong results-based design grounded in robust analysis and inclusive dialogue [[E010]].

IWP Output Name :Assigned: IRRF Tier 3 - 4.2 Environmental and social due diligence mainstreamed
IWP Org. Result Successes :Overall, environmental and social safeguards were institutionalized across all new UNDP-supported projects; national and local disaster management capacities were strengthened through operational tools and systems; and gender equality advanced through targeted strategies that empowered women within key environmental sectors [[E001]]. Specifically, environment and social standards due diligence was fully integrated into all new plans and budgets of UNDP-funded projects. Each project design also systematically incorporated UNDP's cross-cutting priorities, including poverty reduction, good governance, and gender equality. UNDP also strengthened national capacities to enhance Uganda's resilience to multi-hazard disaster risks. Through continuous support to the National Emergency Operation and Coordination Centre, the country's ability to manage disasters—including epidemics and pandemics—was significantly improved. Disaster risk screening and analysis tools were developed and deployed across District Local Governments, enabling risk-informed planning and investment decisions at both national and local levels. A gender mainstreaming strategy, with a particular focus on the waste management sector, was implemented to ensure inclusive participation and equitable benefits. The strategy emphasized gender representation, engagement, and responsiveness, incorporating targeted interventions to support women and vulnerable groups. As a result, gender equality and women's empowerment have been increasingly integrated into environmental and waste management initiatives, reinforcing the importance of inclusive approaches for sustainable development [[E010]].
IWP Org. Result Challenges
While UNDP and partners were largely successful in creating awareness around natural resource governance and building structures, the effects of these initiatives at community level were mixed mainly due to slow operationalization of programs at district level and low absorption capacity leading to uncoordinated delivery of separate government entities hence affected the pace of interventions. [[E001]]
IWP Org. Result Corrective Actions The regulatory environment with laws, policies and amendments to policies are instruments that stay to be implemented. The country office and UN country team implemented the environmental sustainability procedures and integrated the procedures into implementation processes, which enhanced environmental sustainability. UNDP and partners will continue to integrate environment and social due diligence in all the planned target inventions [[E010]] Additionally, among the UNDP and partners' safeguards to the slow district-level operationalization, will include regular sensitization, early planning and working with relevant stakeholders to fast-track implementation and resource use.

IWP Output Name :Assigned: IRRF Tier 3 - 6.5 UNDP become green, sustainable and just by reducing
IWP Org. Result Successes :UNDP strengthened national efforts to mitigate and adapt to climate change by supporting implementation of measures that reduce greenhouse gas emissions. Working with the National Environment Management Authority (NEMA) and National Forestry Authority (NFA), UNDP continued to upgrade the Natural Resources Information System (NARIS), enhancing spatial monitoring

of critical ecosystems such as forests and wetlands. The system now supports integrated spatial planning and evidence-based environmental decision-making, enabling institutions to collaborate around a shared vision for sustainable natural resource management. To advance innovation for sustainable development, UNDP continued to build strategic partnerships with leading universities and government agencies, ensured a functional state-of-the-art "Unipod" Innovation Hub at Makerere University. Equipped with Maker Spaces, Design Labs, Collaboration Spaces, and Tech Transfer systems, the hub—together with the new business incubation center at Kabale University—has transformed how universities conduct research and promote innovation. These platforms have strengthened university-industry linkages, resulting in tangible outputs such as locally manufactured electric buses now operating on the Entebbe–Kampala Expressway and the national E-Mobility Skilling Program, which equips youth with specialized skills in electric vehicle technologies to support Uganda's transition to renewable energy. At the institutional level, UNDP reduced its environmental footprint by greening operations. Two of the ten Country Office vehicles (20%) are now electric, contributing to an expected 10% reduction in fuel use by end of 2025. Water consumption continues to decrease by 50% from 7,871 m^3 in 2022, 4,387 m^3 in 2023/24 and to about 2500 m3 due to adoption of conservation technologies. Additionally, all air conditioning units were replaced with energy-efficient models, created a docu-centrer where all data is kept for use [[E001]].

IWP Org. Result Challenges

Due to on-going geo-political dynamics, donor funding cuts negatively affected full implementation of planned interventions and full actualization of Unipod innovations. Additionally, Institutional capacity gaps as well as limited adherence to strict accountability requirements on the side of partner institutions continued to hamper effective implementation [[E001]].**IWP Org. Result Corrective Actions**More internal sensitization of UN staff and partners is needed on greening the blue initiative. UNDP will continue to work with relevant stakeholders to ensure this regular sensitization. UNDP and partners will also continue to prioritize these interventions in programming. UNDP will invest in institutional compliance and adherence to rules and procedures especially through: regular training of partners on rules and procedures.; schedule compliance quality assurance mechanisms on a regular basis; documenting and sharing best practices/ lessons learned across to promote learning & continuous development. On resource Mobilization Capacity to bridge the funding gap, UNDP will continue updating and implementing its communication and Resource Mobilization Strategy (PCAP) to inform programming [[E019]]

IWP Output Name :Assigned: IRRF Tier 3 - 2.3 Inclusive working culture that is free from discrimi

IWP Org. Result Successes :In 2025, UNDP strengthened institutional capacity and staff competence in gender equality and protection from sexual exploitation and abuse (PSEA) across its operations and partnerships. UNDP and partner capacity were strengthened to integrate gender equality, equity, and PSEA standards into programmes and institutional systems as well as strengthened gender-responsive planning in the health sector; and built a more inclusive, accountable, and safe operating environment accross UNDP supported initiatives. All newly recruited Country Office staff completed mandatory gender and PSEA/sexual harassment (SH) training, achieving 100% compliance. These trainings were integrated into the Harmonized Approach to Cash Transfers (HACT) sessions for staff and partners, complemented by dedicated gender sessions that deepened understanding of gender-responsive programming [[E006]]. Over 40 UNDP staff participated in a series of learning sessions under the Gender for Development (G4D) Portfolio, focusing on key thematic areas such as economic empowerment, climate resilience, digital innovation, health, and gender-based violence. This enhanced internal technical expertise to design and implement gender-transformative initiatives. To strengthen gender and equity mainstreaming in the health sector, UNDP supported 49 health workers (34 women and 15 men)—including district and community health officers from Jinja City, Jinja District, and Jinja Regional Referral Hospital—to apply gender and equity principles in planning and budgeting processes. This contributed to institutionalizing gender-responsive planning within local health governance systems. UNDP also expanded PSEA/SH capacity-building to new partner institutions working on youth skilling and innovation. These included 40 staff from Refactory, 17 TVET principals, and 25 staff from Creatures Animation, ensuring all partners are equipped to prevent and respond to SEA/SH incidents within their operations.

IWP Org. Result Challenges
The limited funding to facilitate effective implementation of the Country Office PSEA/SH workplan constrained outreach to communities where UNDP operates. Additionally, internal operational factors such as staffing constraints, slow procurement processes and partner capacities slowed down implementation [[E019]].**IWP Org. Result Corrective Actions**Ensure regular completion of staff sensitization on gender equality, disability, HIV/AIDS & youth inclusion, sexual harassment and prevention of sexual exploitation and abuse and conduct annual partner PSEA capacity assessments, including gender equality seal certification procedures covering the public & private sectors. UNDP working with partners will continue to conduct risk Management and accountability Initiatives at programme and project levels as well as have intensive learning from completed audit exercises on risk planning, escalation and resolution to inform programming [[E019]].

IWP Output Name :Assigned: IRRF Tier 3 - 1.3 Cutting-edge strategic innovations and digital solut
IWP Org. Result Successes :UNDP supported the Government to bridge digital skills gaps by equipping youth, women, and marginalized groups with the competencies required to thrive in the digital economy. Through partnerships with national innovation and skilling institutions, 8,568 youth (M:4,974, F:3,594) accessed digital and entrepreneurial training leading to decent employment and enterprise creation. Under the Skills for Digital Jobs initiative, 150 youth (M:97, F:43) gained advanced digital skills in software engineering, Artificial Intelligence (AI), data science, and cybersecurity, enhancing employability in leading tech firms. Similarly, 8,139 youth (M:4,697, F:3,442) trained at the National ICT Innovation Hub acquired digital literacy and AI competencies, while 29 youth (M:20, F:9) trained in 2D/3D animation and visual effects accessed opportunities in the global creative economy. In the green and industrial innovation space, 25 students (M:10, F:15) trained under the E-Mobility Programme with Kiira Motors secured employment in electric vehicle assembly, and 20 (M:14, F:6) under the Industry 4.0 initiative developed functional smart devices demonstrating UNDP's holistic approach to inclusive digital transformation and future-ready skills development [[E030]].
IWP Org. Result Challenges
Preparation of the National Artificial Intelligence (AI) Strategy remained off-track due to electioneering activities, which delayed consultations and validation processes [[E030]]. Nonetheless, UNDP supported an AI ecosystem assessment and multi-stakeholder dialogues to ensure alignment, feasibility, and national ownership, with finalisation expected post-election. The planned South-South capacity-building initiative for the Cabinet on AI, Digital Infrastructure, and the Knowledge Economy was not achieved as competing national priorities and scheduling constraints hindered Cabinet-level engagements [[E025]]. To mitigate this, UNDP facilitated senior Government participation in the Global AI Summit in Kigali, enhancing leadership understanding of AI governance and digital transformation [[E025]]. Additionally, the Fashion Forward Programme with Makerere Unipod aimed at equipping youth with digital and sustainable fashion skills was partially implemented due to festive season disruptions, with full rollout scheduled for Q2 2026 [[E038]].**IWP Org. Result Corrective Actions**To correct the course of action and achieve the intended results, UNDP will support the Government in developing a National Artificial Intelligence (AI) Strategy for Uganda, building on insights from the Global AI Summit [[E025]]. The Strategy will serve as a national framework to guide the responsible and inclusive adoption of AI across public service, economic development, and innovation, unlocking opportunities for efficient service delivery, youth employment, and inclusive growth [[E030]]. To accelerate progress, UNDP will strengthen collaboration with line ministries, the private sector, and development partners, leveraging digital platforms and data-driven analysis to enhance stakeholder engagement, expedite consensus-building, and ensure strong national ownership. These actions will also reinforce institutional capacities for policy implementation and regulatory compliance, establishing sustainable systems for AI governance, innovation, and digital transformation ultimately advancing productivity, competitiveness, and resilience across Uganda's economy [[E038]].

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)

The 2025 resource envelope was 31.5% core while 68.5% was non-core resources which is a ratio of 1:2 [[E019]]. That is USD 6.6 million: 14.4million. Most of the non-core resources were mobilized towards climate change action, energy and environment response portfolio while core resources were more of catalytic funding to most interventions. The non-core resources were mobilized as follows: USD1.84 from GEF, USD 1.8M from Government of Netherlands, USD 1.4million from European Union, USD 0.83 million from (Korea), USD 0.6million from William and Flora Hewlett Foundation, USD 0.4Million from Government of Germany, USD 0.36million from Bill and Melinda Gates Foundation, USD 0.27million from Government of the United Kingdom among others [[E022]]. In 2025, government made its contribution of USD 156,000 towards local cost (GLOC). The country office also updated its partnership and communication strategy (PCAP), 2025 which fully captures the donor landscape and informs the way-forward regarding resource mobilization efforts[[E019]]. Key strategic gains from partnerships were realized and resource mobilization approaches were very effective in informing support to Integrated National Development Planning and Budgeting, development of National Strategies and Policies in key areas such as Industrialization, Public Investment Financing, Tourism and mining among others. Additionally, stakeholders' action plan on SDGs implementation completed through the national SDG conference, alongside evidence-based policy advisory and partnership with public universities on innovation spaces.

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 7.220,581m, which is 46% of the target of USD 15.829,352m. Global geopolitical complexities continue to affect resource mobilization efforts. Some donors like KOICA withdrew funding due to domestic challenges. Uganda's signing of the Anti-Homosexuality Act previously continues to hamper resource mobilization efforts as potential donors who are not in agreement with the law reprioritized / delayed funding streams [[E010]]. The CO continues to engage donors by developing healthy pipelines that are expected to come to fruition in 2026 and 2027.

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)

UNDP Uganda strengthened protection from sexual exploitation and abuse (PSEA) through the development and implementation of a Country Office PSEA Action Plan aligned with the Inter-Agency framework. The PSEA Committee was expanded to include representation from Moroto, Gulu, Mbale field offices and placed under senior management leadership, with PSEA deliverables integrated into members' PMDs to reinforce accountability. PSEA was fully mainstreamed into governance and staff engagement, becoming a standing agenda item in staff meetings. Continuous awareness campaigns and dissemination of materials promoted prevention, mindset change, and a culture of accountability among staff and communities. UNDP maintained active engagement in Inter-Agency PSEA coordination, with committee members participating in joint trainings, outreach, and network activities. PSEA training was systematically integrated into office sessions for new partners and staff, achieving 100% completion of mandatory PSEA/SH training. A total of 32 participants (22F/10M) were trained [[E006]], and three committee members became certified trainers of trainers (TOTs) through the national PSEA network. UNDP supported the Accountability to Affected Populations (AAP) mechanism, improving survivor-centered reporting pathways, and contributed to joint UN PSEA risk assessments in Karamoja, including a regional risk register and mitigation plans. Collectively, these actions have strengthened institutional safeguards, accountability, and ensured that PSEA/SH standards are upheld across UNDP's programmes and operations

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.)

UNDP generated over 27 knowledge building blogs compared to 22 developed in 2024. Coffee learning sessions were institutionalized where a minimum of three learning sessions are held per month to promote knowledge sharing across UNDP teams boosting cross practice knowledge building. UNDP Annual and quarterly reports are more widely shared and receive positive feedback in how they are influencing development dialogues. Podcasts are regularly held with development partners and government counterparts to expand knowledge sharing in practical terms on UNDP specific programmatic lessons [[E001]].

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 CO adopted the use of knowledge-based Blogs, annual and quarterly newsletters, and joint publications with Development Partners to showcase experiences and impact-oriented lessons. The success documentation booklet for the Nature, Climate, Energy and Resilience pillar [[E018]] highlights joint efforts in supporting sustainable natural resource management, climate action, energy transition and building resilient communities. This was developed with Governments of Uganda, Germany, Austria, South Africa, Republic of Korea. These products convert complex development theories into simple SDG oriented results and observable impact at the community level with real life changes. These informed new pipeline development with EU, Governments of South Africa and Korea. The UNDP social media has been a useful channel for engagement and generation of development insights and for social listening. Periodic engagement with these channels enables the harvesting of content which is integrated into coffee learning session and used to share programmatic insights for replication and scaling.

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	25.00
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 in2025

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.)	123900.0
Stakeholder, validation, and/or evaluation reference group workshop costs	10000.0
Assessments and/or surveys (e.g., baseline survey, rapid assessments, etc.)	15000.0
Communication costs, including editing, publication, translation and dissemination	8500.0
Other contingency costs during evaluations	2600.0
Evaluation related trainings, orientations, and/or capacity building events	50000.0
Other	1500.0
Total	

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

Item	Expenditure (in USD)
Monitoring visits including joint monitoring visits	105000.0
Review and/or technical working group meetings	145000.0
Support by monitoring/reporting specialists, consultants, etc.	32000.0
Development and maintenance of monitoring systems, guidelines, database, websites, etc.	9200.0
Publication of knowledge products and reports	10000.0
Monitoring related trainings, orientations, and/or capacity building events	48000.0
Other	6300.0
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.)
Training and Capacity Building was completed for UNDP and stakeholders in RBM. This continued to build the local capacity, ensuring that decentralized evaluations are conducted and completed as planned while understanding context-specific needs [[E006]]. Additionally, the development and use of standardized evaluation frameworks ensured consistency in methodologies, enhanced the reliability and comparability across different contexts.

2.Coverage (500 characters max.)
To improve the coverage of decentralized evaluations, several strategic actions were completed which included: 1. Promoted Strategic Planning through integration of planned evaluations into project cycles, workplans ensuring their relevance, timely implementation and adoption. 2. Improved programme Oversight and Projects Quality Assurance by strengthening the role of programme management support and project management units in providing regular technical support and quality reviews[[E001]].

3.Use (500 characters max.)
To improve the use of decentralized evaluations in UNDP, several strategic actions were taken by the country office including: 1. Having a fostered Culture of Learning, encouraging knowledge sharing and the use of evaluations for adaptive programming and policy influence. 2. Leveraged technology by using digital platforms for tracking, knowledge management, and real-time data collection. These measures increased the credibility and utility of decentralized evaluations across board [[E001]].

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

1.Quality (500 characters max.)
The major challenges in implementing the strategy to strengthen to decentralized evaluation include limited evaluation capacity at the country level, inconsistent application of quality standards, insufficient resources, weak oversight mechanisms, and lack of systematic use of evaluation findings. These hinder the credibility, utility, and influence of decentralized evaluations in supporting evidence-based decision-making within UNDP [[E003]].

2.Coverage (500 characters max.)
The major challenges associated with coverage in implementing this strategy include uneven evaluation coverage across country field offices, project sites due to their remoteness and/or hard to reach, prioritization of projects with higher visibility or funding, limited resources to evaluate all relevant interventions, and gaps in planning that exclude key program areas. These issues reduce the comprehensiveness and representativeness of decentralized evaluations in UNDP[[E003]], [[E004]].

3.Use (500 characters max.)
Major challenges include limited integration of evaluation findings into planning and decision-making, low stakeholder engagement, weak feedback loops, and inadequate dissemination of results. These hindered the effective use of decentralized evaluations to inform policies, improve programming, and enhance accountability. 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.)

The CO in partnership with government, completed studies on the Growth and Poverty Impact Assessment for Uganda's Wealth Creation initiatives, the public investment, SDGs budget tagging system and impact on public expenditure efficiency. This generated actionable recommendations that informed SDGs tagging ensuring alignment with national /global development priorities and optimized the use of public funds. The CO also continues to use an integrated Monitoring Reporting and Verification tool previously developed in collaboration with government to enhance climate reporting and informed government planning, farming and aviation among others [[E001]]. 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 [[E005]]. This approach allows temporal comparisons and calculations of degrees of restoration and degradation portraying a “before and after” situation. What worked well: • Emphasis on data “beyond numbers”: listening to communities, focusing on stories and context helped make results more meaningful. Challenges: • Attribution remains difficult: many interventions work within complex systems, making it hard to claim attribution. • Data standardization and harmonization across board remain weak, limiting comparability and aggregation of results [[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	1.0	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.