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**For information**

**United Nations Development Programme (UNDP)/  
United Nations Population Fund (UNFPA)/  
United Nations Office for Project Services (UNOPS)  
Executive Board**

**United Nations Entity for Gender Equality and the  
Empowerment of Women (UN-Women)  
Executive Board**

**United Nations Children's Fund (UNICEF)  
Executive Board**

**World Food Programme (WFP)  
Executive Board**

Executive Board of UNDP/UNFPA/UNOPS  
**Second regular session 2018**  
4-7 September 2018, New York  
Executive Board of UN-Women  
**Second regular session 2018**  
10-11 September 2018, New York

Executive Board of UNICEF  
**Second regular session 2018**  
12-14 September 2018, New York  
Executive Board of WFP  
**Second regular session 2018**  
26-30 November 2018, Rome

## **Report of the joint field visit to Uganda by members of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, 30 April to 4 May 2018**

### **I. Background**

#### **A. Visit overview**

1. The joint field visit to Uganda of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP took place from 30 April to 4 May 2018. The delegation of 25 Board members was led by H. E. Mr. Jagdish Dharamchand Koonjul, Permanent Representative of Mauritius to the United Nations and President of the Executive Board of UNDP, UNFPA and UNOPS. The complete list of the delegation is contained in the annex.

2. The visit aimed to assess the effectiveness of the United Nations in Uganda with regard to: (a) supporting delivery of national development priorities, including alignment with the 2030 Agenda for Sustainable Development; and (b) partnerships and collaboration through “delivering as one” and working with others, including national and local governments, beneficiaries, Member States, non-governmental organizations (NGOs), civil society, the private sector and other development actors.

3. Following the visit, the delegation made recommendations for strengthening: (a) the impact of the United Nations in Uganda; (b) the work of the Executive Boards; and (c) future Board field visits.
4. This is especially relevant to improve understanding and add context to the ongoing discussions on the United Nations development system reform, implementation of United Nations agencies, funds and programmes strategic plans and the common chapter, review of the United Nations Development Assistance Framework (UNDAF) in Uganda, and maximize the impact of the United Nations delivering as one in Uganda.
5. The visit included meetings with: H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda; Rt Hon. Ruhakana Rugunda, Prime Minister of the Republic of Uganda, accompanied by H.E. Jeje Odongo, Minister of Internal Affairs, H.E. Jane Ruth Aceng, Minister of Health, and H.E. Ssempijja V. Bamulangaki, Minister of Agriculture, Animal Industry and Fisheries; H.E. Rebecca Kadaga, Speaker of Parliament; and regional and local government officials in the West Nile and Karamoja regions. The delegation also met a number of beneficiaries, NGOs, civil society and Member States representatives.
6. The delegation visited the sites of a number of United Nations-assisted projects in Kampala, including a vocational training institute (UNOPS-led), the National Emergency, Coordination and Operations Centre (UNDP and UNICEF), a women's economic empowerment programme (UN-Women), a youth centre (UNFPA), and the National Metrological Centre (UNDP). The delegation also made separate visits to the West Nile region (Arua and Yumbe districts) and to the Karamoja region (Moroto and Amudat districts).

## **B. Uganda overview**

7. Since independence, Uganda has made significant development progress over the past half century. Since 1986, under the stewardship of the National Resistance Movement, Uganda has recovered from political turmoil, institutional breakdown and economic collapse to a remarkable success story of political stability, economic growth and structural transformation. Economic growth rate has reached an average of 6.4 per cent since 2002; and absolute poverty declined, from 24.5 per cent in 2009 to 19.7 per cent in 2013.
8. The second National Development Plan, 2016-2020 (NDP II) aims at propelling Uganda to a middle-income status by 2020. This ambitious agenda is supported by Uganda Vision 2040, which is aligned with the Agenda 2063 – a framework developed by the African Union for socio-economic transformation of the continent over the next 50 years. Vision 2040 aims at strengthening the fundamentals in order to harness Uganda's abundant opportunities and resources. The fundamentals include infrastructure (energy, transport, petroleum sector infrastructure development, information and communications technology and water); human resource development, science, technology, engineering and innovation; peace, security and defence; urbanization; and land. The opportunities on the other hand have been identified in the following areas and include agriculture; tourism; minerals; oil and gas; industrialization; knowledge, information and communications technology; geographical position; abundant labour force; and water resources. Vision 2040 underscores good governance as a backbone for economic and social transformation. NDPII seeks to address the population growth challenge of the country by harnessing the potential of the large youthful population for economic development (demographic dividend).
9. With a population of 34.6 million and an annual growth rate of 3 per cent, Uganda has the third fastest growing population in the world. Half of the population is below the age of 15, creating a high child dependency ratio that places a heavy burden on the working-age population, hindering investment and economic growth; putting pressure on natural resources and the environment, and on infrastructure (increased urbanization); as well as exacerbating inequalities. Vision 2040 points out that in spite of progress in the political and decision-making arenas, other conditions sustaining gender inequality in Uganda remain salient,

including: gender disparities in access and control over productive resources like land, water and energy; limited share of women in wage employment in non-agricultural sectors; sexual and gender-based violence; access to sexual and reproductive health information and services; limited participation in household, community and national decision-making.

10. Uganda demonstrates a complex interplay between humanitarian, development, governance, peace and security issues, most notably by its unique refugee situation and response. Uganda is currently offering refuge to the highest number of refugees in Africa and the third largest globally. Over half of the refugee population is female (54 per cent) and three in five refugees are children (59 per cent). This has created a complex refugee crisis, with the protracted refugee situation compounded by the recent refugee influx, most notably from Burundi, the Democratic Republic of the Congo and South Sudan.

11. With a population of 1.5 million people and an annual population growth rate of 4.03 per cent, Kampala, the Ugandan capital, is one of the fastest growing cities in the world. The Kampala City Council Authority is the governing body, administering the capital city on behalf of the central Government. Headed by a minister, an executive director and the mayor, Kampala is divided into five divisions (Central, Kawempe, Makindye, Nakawa and Rubaga), each headed by a popularly elected mayor.

12. The Arua district lies in the northwestern corner of Uganda and covers an area of 4,274.13 square kilometres, about 87 per cent of which is arable. Arua town is a cosmopolitan city, where major languages (English, Kiswahili, Lingala and Arabic) and many local dialects are widely spoken, and where multiple cultures are freely celebrated. This demonstrates the unique welcoming and inclusive character of the local population. As of 2016, the district had an estimated population of 820,500, of which 36,731 were refugees. By May 2017, Arua hosted 151,039 refugees, accounting for 18 per cent of the district population.

13. Karamoja is an agro-pastoralist region, located in northeastern Uganda covering more than 27,000 square kilometres, comprising seven districts: Kaabong, Kotido, Abim, Moroto, Napak, Amudat and Nakapiripirit. The overall population in Karamoja is estimated at 1.2 million people, with about 70 per cent residing in rural areas. According to the Uganda national household survey report 2016/2017, Karamoja is classified as the region worst hit by income poverty, with 61 per cent people categorized as poor, followed by Bukedi (48 per cent) and Busoga (42 per cent). Income poverty is the proportion of Ugandans whose personal income lies below the poverty line, defined as \$1.25 (about 4,500 Ugandan shillings) a day.

### **C. The United Nations in Uganda**

14. There has been a longstanding, large United Nations presence in Uganda. Resident agencies are UNDP, UNFPA, UNOPS, UNICEF, UN-Women, WFP and the Food and Agriculture Organization (FAO), the International Organization for Migration (IOM), UNAIDS the Office of the United Nations High Commissioner for Refugees (UNHCR), Office of the United Nations High Commissioner for Human Rights (OHCHR) and the World Health Organization (WHO). Non-resident agencies are the International Fund for Agricultural Development (IFAD), ILO, the United Nations Office for Disaster Risk Reduction (UNISDR), UN-Habitat, UNEP, UNESCO, United Nations Capital Development Fund and United Nations Industrial Development Organization (UNIDO).

15. The United Nations in Uganda has adopted a “Delivering as One” approach, led by the United Nations Resident Coordinator and UNDP Resident Representative, supported by a United Nations country team (UNCT) comprising the heads of United Nations agencies in Uganda and United Nations area coordinators.

16. The United Nations Development Assistance Framework (UNDAF) 2016-2020 is the strategic framework outlining the contribution of the United Nations in Uganda towards the national development goals and priorities as outlined in the second Ugandan National Development Plan, 2016-2020 and the Vision 2040 document. The UNDAF focuses on three

strategic pillars: (a) inclusive and effective governance; (b) human capital development; and (c) sustainable and inclusive economic development. There is currently a midterm review of the UNDAF, due to be completed in September 2018. United Nations agencies, funds and programmes have their own country strategic plans that guide their work in Uganda, in alignment with the UNDAF and national development priorities.

## **II. Effectiveness of the United Nations in Uganda**

### **A. Supporting delivery of national development priorities and the Sustainable Development Goals**

17. The work of the United Nations in Uganda is broad and covers a range of issues. Given the limited scope of the field visit and this report, the delegation has focused its effectiveness assessment on the following key themes linked to the UNDAF: (a) overall alignment with national development priorities and the Sustainable Development Goals (SDGs); (b) links between humanitarian, development, and governance, peace, and security issues, demonstrated through the refugee response; (c) gender; and (d) agriculture.

#### **Overall alignment**

18. The delegation found evidence of overall strong links between the work of the United Nations in Uganda with national development priorities and the SDGs. This is reflected in the UNDAF and agency-specific country plans, and 60 per cent of the NDPII is reflected in the SDGs. There is also a close working relationship between the Resident Coordinator, the UNCT and United Nations agencies with the Ugandan Government. The UNCT is working with the Office of the Prime Minister on an interim report on the implementation of the Sustainable Development Goals, due in September 2018.

19. It is important that all United Nations-led or assisted projects are sustainable in the long term and support national capacity development. The Government assessed that while many United Nations projects have been reasonable, sustainability can be difficult given issues with project design, financing, and limited local capacity development.

20. While the United Nations has a strong partnership with the Government on the 2030 Agenda, this link was found to be weaker with the Parliament. Furthermore, the engagement of the UNCT on international humanitarian law and international human rights law, especially that of the Office of United Nations High Commissioner for Human Rights, was considered weak by the Parliament of Uganda, in terms of assistance provided in the domestication of international laws and the use of international instruments in support of Uganda's social and economic development.

#### **Links between humanitarian, development and governance, peace and security issues – the refugee response**

21. The Joint Executive Boards delegation welcomed the open refugee policy of the Ugandan Government and the leadership demonstrated in tackling this complex challenge. This includes the principle of refugee integration into society rather than their exclusion. The delegation's understanding of this was developed through interaction with the national and local governments and the field visits to the different regions in Uganda. This was also one of the key areas discussed between the delegation and the President of Uganda, who also emphasized the importance of open borders and distinguishing between identity and interests.

22. The United Nations has an important role to play to support the refugee response of the Government. On humanitarian action, the delegation saw the work of United Nations agencies in refugee settlements, providing infrastructure, logistical and immediate support; and on broader development support including on healthcare, education, entrepreneurship and agriculture.

23. Given the complexity, speed of events, and long-term nature of the refugee issue, the transition from humanitarian to development support is difficult. An important example is the registration of refugees and the need to ensure accuracy for proper management and effective use of resources. There have been issues with current processes and systems with allegations of misreporting of refugee numbers, misuse of resources and corruption. The United Nations is working with the Ugandan Government to address this issue, including through implementation of a new refugee biometric system.

24. While humanitarian-development links are strong, more could be done to support a smoother, better-coordinated transition. The delegation was updated on progress, including through the provision of United Nations-supported small-scale economic empowerment schemes, water provision support on refugee resettlement and integration, and border demarcation. Challenges include balancing support for refugees and locals, scaling up interventions, improving communications and developing appropriate infrastructure.

25. A further specific example is related to water provision. The delegation visited a joint United Nations-Member State solar-powered water project that was providing innovative and cost-effective water resource to a large refugee settlement; however, it was not available or appropriate in all areas. Water is mainly distributed to refugee settlements by heavy trucks, which has a negative impact, damaging the already poor local road network. Water distribution by truck is expensive, and local United Nations agency staff have been urged to reduce its use, despite the immediate needs, a lack of alternative options and longer-term planning timetables of their development partners.

26. It is important to consider and coordinate development actions within the broader political and regional context, including the multilateral response and links to peacekeeping operations. The Ugandan Government was thankful for the United Nations efforts on the Solidarity Summit on Refugees, held in June 2017, where \$539.9 million were pledged by traditional donor countries of the Organization for Economic Cooperation and Development, non-traditional and emerging donors; and in solidarity and commendation of the Uganda progressive refugee policy, the African Union and four African countries (Equatorial Guinea, Gabon, Kenya and Somalia) also pledged. Private companies (MTN Uganda, Cyan Foods Uganda) and individual donors also pledged resource. The amount has been disbursed to United Nations agencies, including the UNHCR (\$237.3 million), WFP (\$134 million), UNICEF (\$10.4 million), IOM (\$2.2 million), UN-Women (\$1.6 million), UNFPA (\$13.5 million), non-governmental organizations (\$83.4 million) and the Government (\$73 million) mainly to the Office of the Prime Minister. Some \$2.5 million have been disbursed without allocation details.

27. In this regard, the delegation highlighted that countries such as Norway have approached all the stakeholders to raise a One Fund for the Refugees in assisting UNHCR and the Government in facing this challenge. However, because of the lack of leadership of several domestic stakeholders in supporting this initiative and an improper use of the available tools in addressing the challenge of the refugees through United Nations capacities, this initiative, which could have been explored, has failed.

### **Gender**

28. Tackling gender issues is a priority for Government and United Nations action, including on economic empowerment, health, education, gender-based violence, violence against children, female genital mutilation (FGM), and early child marriage. This is reflected in the Uganda NDPII, the UNDAF and the agency-specific country plans.

29. The delegation visited a number of United Nations-led and joint United Nations/Government programmes aimed at tackling these issues, including in refugee settlements and urban centres, which saw strong community engagement. The Government and Parliament gave an update on actions they are taking with the United Nations, including

a comprehensive adolescent health strategy, work with local leaders to educate communities, and on child/teen pregnancy and early child marriage to promote better ways of living. The delegation noted that in the area of FGM, for example, while the legislative framework is in place, there was a need to strengthen enforcement related capacities. The delegation welcomed the engagement of the Minister of Education and First Lady of Uganda, the Honourable Janet Museveni in addressing the empowerment of rural women.

30. Challenges highlighted to the delegation include securing adequate funding and long-term sustainability of projects; securing political commitment at all levels; and tackling cultural barriers. The delegation that visited the Karamoja region would be particularly interested in seeing the United Nations explore building a multifunctional shelter in Karamoja that provides legal, women healthcare services and education to the young girls and women.

31. With regard to preventing sexual exploitation and abuse, the delegation was updated on a 'One United Nations' action plan finalized in March under the leadership of the United Nations Resident Coordinator. Messages on 'zero tolerance' on sexual exploitation and abuse from United Nations agency leadership at headquarters had been taken on at field level, with staff on the ground clear on roles, responsibilities and actions.

32. The delegation also welcomed the strong gender balance of the UNCT in Uganda, including the roles of women as Resident Coordinator and heads of several agency country teams.

### **Agriculture**

33. More than 80 per cent of Ugandans live in rural areas and more than 70 per cent rely on agriculture for their livelihoods. The field trip helped delegates understand the importance of agriculture to the economy and to the people of Uganda, not only as a source of income but also for their food security and nutrition. This exemplifies the crucial role played by the United Nations Rome-based agencies of FAO, IFAD and WFP in the Ugandan context. Most of the agriculture workers in Uganda are smallholders who often do not own their own land, lack seeds, water and skills. Ugandan farmers also face challenges such as lack of infrastructure and access to markets, climate change and gender inequalities. The Rome-based agencies are helping the Government and providing seeds, water, rural extension and other services, but it is not enough. Furthermore, there is a lot of potential for investing in local cooperatives and for adding value to products that are locally available such as mango, for instance. Currently, Ugandans cultivate a large amount of tobacco, which can be a good source of income, but it can have long-term impact on people's health and does not contribute to their food security and nutrition.

34. The presence of the United Nations in Karamoja, and in particular WFP, is attributable to the consistent lowest scores on development and social indicators, notably, adult literacy (32 per cent), gender-based violence, under-five mortality, undernutrition and stunting, as well as early child marriage and female genital mutilation.

35. Karamoja has strong, solid institutions of governance. This is demonstrated in its district and local governance structures, which work hand in hand with United Nations agencies based in Karamoja, including WFP.

36. United Nations agencies in Karamoja have signed a memorandum of understanding which serves as a common legal framework of engagement. These United Nations agencies work with the Government on 60 per cent of the work that they do, specifically on the implementation of its current national development plan.

37. WFP has a school feeding programme, which appears to be the biggest project in the Karamoja region, feeding 130,000 school children every school day in 293 schools in the seven districts of Karamoja. Amudat district comprises 30 schools, accommodating 12,000 children.

38. The Kalas primary school in Amudat is attended by 542 children, among which are young girls who have run away from early marriages or are victims of female genital mutilation. WFP has played a big role in keeping the children in school and providing them with at least one balanced meal per day. Some children stay in the school even after it has closed, as going back to the village would likely entail early child marriages or female genital mutilation.

39. The visit to the West Nile region allowed delegates to observe the Government's unique system of refugee settlements in close proximity to the homes of Ugandan nationals. Refugee site visits illustrated the potential of solid partnerships among United Nations actors along with the host Government to contribute to effective outcomes. Specifically, the visit to the Imvepi settlement demonstrated UNHCR, WFP, World Vision and the Government of Uganda collaborating to welcome and settle refugees and provide them with care, including their first meals after arrival. Meeting and talking with refugee families brought their stories home for delegates and demonstrated the need for both emergency and development solutions, as refugee populations find themselves in long-term exile situations. This also reflects the need for collaboration among United Nations partners to contribute according to their respective mandates. Refugee families told of their challenges with employment and with attempts at subsistence farming to help diversify their diets, not dissimilar to the challenges faced by the local Ugandan population. Delegates learned that in Arua, 47 per cent of refugees participate in the local economy, also reflecting the Government policy of inclusion for refugees.

40. The background information and dialogue with refugees during field trips showed how agriculture is important for medium and long-term coexistence of rural people of Uganda and refugees. Enhancement of agricultural productivity plays a vital role to improve the nutrition, income, employment of both groups. It is obvious that if appropriate intervention for agricultural productivity will not happen, the local people and refugees will face increasing competition over limited resources, thus eventually turning the current peaceful coexistence into severe social dispute.

41. To improve the situation, it is essential that United Nations Rome-based agencies harmonize their efforts and engage with national agencies for agricultural development to come up with a national plan and task force to improve agricultural inputs. The agricultural knowledge and information system also needs to be restructured in such a way as to allow the rural poor and refugees alike to gain access to appropriate knowledge and skills networks.

42. Considering the very high proportion of people relying their livelihood on agriculture (77 per cent, according to WFP) and taking into consideration the fact that the great majority of refugees receive plots of land, the following steps/measures seem necessary:

- (a) Public investments for logistics (roads, warehouses, water supply);
- (b) Appropriate land registration (registered land ownership would be essential for smallholders to apply for credits);
- (c) Establish microcredit schemes and provide access to credits for smallholders to buy inputs;
- (d) Extension services available for rural communities to share knowledge on agriculture and related rural development issues;
- (e) Establish local markets and incentives for producers to organize their activities (primary processing, warehousing, sales) jointly;
- (f) Private investments based on the needs of local communities and harmonized with the national priorities, with the involvement of the United Nations Rome-based agencies and paying due attention to the inclusive nature of development model (preserving and creating rural jobs).

## **B. Partnerships and collaboration**

43. The United Nations works with a large and wide range of partners, including as One United Nations, and national and local governments, beneficiaries, NGOs and civil society organizations, Member States, the private sector and other development actors.

### **One United Nations**

44. The UNCT operates effectively, led by a strong Resident Coordinator. The Resident Coordinator's role is to ensure United Nations coherence and value-added, evidence-based decision-making, flexibility and respect for different working methods, and empowerment of all staff; and to act as an enabler and a troubleshooter. The Resident Coordinator leads the UNCT, sharing ownership of delivery with other agency heads. It is also important to ensure strong links between the Resident Coordinator and regional and headquarter leadership, to ensure messages flow effectively in all directions.

45. To deliver as one United Nations, it is important to have strong and effective relationships between individual United Nations agencies, the UNCT and the Resident Coordinator; and across regional and headquarter leadership different parts of the United Nations, e.g. political and peacekeeping. Given overlapping mandates and activities of the different United Nations agencies, e.g. with regard to humanitarian and development actions, there is a need for a clear and coherent strategy to ensure added value and avoid duplication of effort and resources.

46. Senior government ministers described the United Nations delivering effectively as one in the country but with room for improvement. In particular, they challenged the desire or wish, implicitly or explicitly, of some United Nations agencies to be over-autonomous and defend their territories and status quo, refusing to be part of the broader United Nations effort. They referenced a long-standing proposal for co-location of United Nations activities, and pointed out a lack of progress, which they attributed to resistance among some United Nations agencies.

47. Heads of agencies at headquarters have encouraged the UNCT to strengthen collaboration in six main areas towards the implementation of the common chapter. To that end, the UNCT will use the midterm review of the UNDAF.

### **National and local governments**

48. The United Nations is an important and valued strategic and implementing partner for the Ugandan Government at national and local levels. Continued open dialogue is important, including on keeping delivery on track and dealing effectively with any implementation issues, for example, as experienced with the refugee registration system.

49. The Government expressed concern regarding reports that the United Nations might be closing the Regional Service Centre in Entebbe, which, it argued, was set up for cost efficiency and proximity. They called on the United Nations to consolidate further rather than dismantle operations.

### **Beneficiaries**

50. The delegation was able to meet and discuss issues with a number of beneficiaries. This was helpful for getting a first-hand account of the work and impact of the United Nations, including what is going well and what could be improved; and for putting into perspective the discussions had at headquarters level. Beneficiaries' feedback on engaging the United Nations was positive overall, with examples of the United Nations empowering local people, including on entrepreneurship and as refugee settlement leaders. Beneficiaries were most open and engaging when discussions were in smaller groups, without a large UNCT presence.



### **NGOs and civil society organisations**

51. NGOs and civil society organizations play an important role in supporting delivery of the country's development priorities. A number of local NGOs and civil society organizations active in a range of areas briefed the delegation. The delegation also visited different sites to see collaboration in action. Strong collaboration with the United Nations, including on specific programmes, system strengthening, and advocacy, was highlighted, providing a space for innovation and scaling up community-based participation activities.

52. Some of the challenges pointed out by local NGOs and civil society organizations include: the difficulties they face navigating the United Nations and understanding who does what and identifying opportunities for collaboration; the need for better coordination and centralized support; accessing funding, for example, for projects and promoting accountability; and perceived inflexibilities of United Nations rules and procedures for engagement. The delegation met representatives from international NGOs on site visits to different United Nations-led projects, but discussions with them could have been more exhaustive.

### **Member States**

53. Member States play an important role in supporting delivery of the national development priorities and as partners of the United Nations. The delegation met Member States at a briefing dinner and through bilateral meetings. This allowed for informal discussions where the United Nations received positive feedback for its delivery support but it was also encouraged to strengthen partnerships with Member States to go beyond structures and working groups and achieve more strategic, open and transparent relationships.

### **Private sector and other development actors**

54. The delegation had limited updates on the United Nations partnerships and collaboration with the private sector and other development actors such as the World Bank. This would have been helpful given their important role on a number of issues, including on financing, employment and entrepreneurship, and advocacy.

## **III. Recommendations**

55. Based on these reflections on the effectiveness of the United Nations in Uganda, and recognizing that there is no one-size-fits-all approach, the delegation has made a number of recommendations for strengthening: (a) the impact of the United Nations in Uganda; (b) the work of the Executive Boards; and (c) future Board field visits. The importance of this was captured in discussions with a young mother in a refugee settlement, who said: "We don't care what part of the United Nations you're from, we just want to see you improve our lives through the impact of your visit."

### **A. Strengthening the impact of the United Nations in Uganda**

#### **Recommendation 1.**

56. Increase transparency of the work of the United Nations in Uganda by putting on the United Nations country team website links to the UNDAF, all United Nations agency-specific country programme documents, peacekeeping and political briefings, the 2030 Agenda and the SDGs, as well as the Government national development plan. Currently only the UNDAF is available on the UNCT website.

Responsibility: UNCT.

### **Recommendation 2**

57. Ensure a strong focus on long-term project sustainability and developing national capacity, including using lessons learned from existing programmes and projects, for instance mainstreaming into all actions the SDGs, local capacity development, and regional dimensions; strengthening links between humanitarian and development programming; improving financing; and improving agriculture and gender mainstreaming in infrastructure development.

Responsibility: UNCT and United Nations agencies.

### **Recommendation 3**

58. UNCT to strengthen and expand partnerships and collaboration at all levels, drawing on comparative advantages and reducing overlap of activities; develop a comprehensive engagement strategy as part of the midterm review of the UNDAF and present this on the UNCT website to help increase impact and transparency.

Responsibility: UNCT.

### **Recommendation 4**

59. Ensure there is a strengthened regional dimension to the United Nations work, including regional strategic documents, partnership strategy, and regular visits by UNCT (feedback from some local partners was that the UNCT did not visit regions enough).

Responsibility: UNCT.

### **Recommendation 5**

60. As part of the midterm review of the UNDAF and United Nations agencies own work, implement lessons learned from this visit and reflect outcomes from United Nations development system reform, new United Nations agency strategic plans, and the common chapter. From a thematic perspective, use the mid-term review as an opportunity to assess the effectiveness of the UN's support to national authorities around key crosscutting issues examined during the visit, such as ending FGM.

Responsibility: UNCT and United Nations agencies.

### **Recommendation 6**

61. UNCT to consider and update on the issues raised by the Ugandan Government with regard to co-location of United Nations activities and the United Nations Regional Service Centre in Entebbe.

Responsibility: UNCT.

## **B. Strengthening the work of the Executive Boards**

### **Recommendation 7**

62. Strengthen country-level understanding at Executive Board level, including through more dynamic and interactive briefings at Board meetings and informal meetings; and focused on key cross-cutting issues, such as humanitarian/development action and gender; use this as an opportunity to strengthen cross-United Nations agency work; engage the Resident Coordinator, the UNCT, agency country heads, local partners, and political leaders, as appropriate; and present the UNDAF alongside agency-specific country programme documents when they come to the Executive Boards for approval.

Responsibility: Board secretariats to make specific proposals within the context of the follow-up to the 2018 Joint Meeting segment on the Working Methods of the Boards.

## C. Strengthening future Board visits

### Recommendation 8

63. Minimize the potential adverse environmental, infrastructural, and/or public safety impacts of delegations travelling to either remote communities or densely populated areas.

Responsibility: Board secretariats, in partnership with relevant UNCTs, to make such considerations part of the specific criteria when designing and implementing visit programmes.

### Recommendation 9

64. Ensure effectiveness and impact of field visits including by being clearer on strategic objectives and ensuring a deeper dialogue with the UNCT, Resident Coordinator, and all relevant partners, including beneficiaries as well as political, peacekeeping and private-sector partners.

Responsibility: Board Secretariats in partnership with UNCTs to consider, including impact assessment related considerations when designing and implementing visit programmes.

### Recommendation 10

65. Ensure value for money of the field visits, noting that field visits, while having numerous benefits, are expensive and difficult to organize, taking people away from other core work. Therefore, benefits should be appropriately balanced against costs.

Responsibility: Board secretariats, to make specific proposals on improving field visits, within the context of the follow up to the 2018 Joint Meeting Segment of the Working Methods of the Boards.

## IV. Conclusion

66. The delegation would like to express its deepest appreciation to the Government of Uganda for facilitating the field visit – and to the Resident Coordinator, the UNCT and UNFPA as lead agency for all the efforts made to give a wide overview of the work of the organizations in Uganda; and for being wonderful hosts for the joint field visit to Uganda.

67. The visit delivered on the key objectives to assess the effectiveness of the United Nations in Uganda with regard to supporting delivery of national development priorities and the SDGs and on partnerships and collaboration. The delegation looks forward to the consideration and implementation of the follow-up recommendations.

**Annex: List of participants**

<b>Region/Agency</b>	<b>UN-Women</b>	<b>UNDP/UNFPA/UNOPS</b>	<b>UNICEF</b>	<b>WFP</b>
<b>Africa</b>	<b>H.E. Ms. Christine Kalamwina</b> Minister Counsellor and Deputy Permanent Representative, Permanent Mission of Zambia to the United Nations	<b>H.E. Mr. Jagdish Koonjul*</b> President of the UNDP/UNFPA/UNOPS Executive Board, Ambassador Extraordinary and Plenipotentiary and Permanent Representative of Mauritius to the United Nations	<b>H.E. Mr. Omer Dahab Fadl Mohamed</b> Ambassador Extraordinary and Plenipotentiary and Permanent Representative of Sudan to the United Nations	<b>H.E. Lineo Irene Molise- Mabusela</b> Ambassador and Permanent Representative of Lesotho to the United Nations Organizations based in Rome
			<b>H.E. Dr. Edgar Sisa</b> Minister Counsellor, Permanent Mission of Botswana to the United Nations	
<b>Asia-Pacific</b>		<b>H.E. Mr. Park Chull-joo</b> Vice-President of the UNDP/UNFPA/UNOPS Executive Board, Ambassador and Deputy Permanent Representative, Permanent Mission of the Republic of Korea to the United Nations	<b>H.E. Mr. Durga Prasad Bhattarai</b> Vice-President of the UNICEF Executive Board, Ambassador Extraordinary and Plenipotentiary and Permanent Representative of the Federal Democratic Republic of Nepal to the United Nations	<b>H.E. Mohammad Hossein Emadi</b> Ambassador Extraordinary and Plenipotentiary and Permanent Representative of the Islamic Republic of Iran to FAO
		<b>Mr. Shahir Alkhaniny</b> First Secretary, Permanent Mission of Saudi Arabia to the United Nations		

Region/Agency	UN-Women	UNDP/UNFPA/UNOPS	UNICEF	WFP
<b>Eastern Europe</b>	<b>H.E. Ms. Ivana Pajević</b> President of the UN Women Executive Board, Ambassador and Deputy Permanent Representative, Permanent Mission of Montenegro to the United Nations		<b>H.E. Mr. Miloš Vukašinović</b> Vice-President of the UNICEF Executive Board, Ambassador Extraordinary and Plenipotentiary and Permanent Representative of Bosnia and Herzegovina to the United Nations	<b>H.E. Mr. Zoltán Kálmán</b> President of the WFP Executive Board, Minister Plenipotentiary and Permanent Representative Permanent Mission of Hungary to the United Nations Food and Agriculture Agencies in Rome
<b>Latin America and the Caribbean</b>	<b>Ms. Desirée del Carmen Cedeño Rengifo</b> Attachée, Permanent Mission of Panama to the United Nations	<b>Mr. Tumasie Blair</b> Counsellor, Permanent Mission of Antigua and Barbuda to the United Nations	<b>Mr. David Mulet Lind</b> First Secretary, Permanent Mission of Guatemala to the United Nations	<b>Ms. Fernanda Mansur Tansini</b> Second Secretary and Alternate Permanent Representative of Brazil to the United Nations
<b>Western Europe and other States</b>	<b>Mr. Jyrki Juhana Terva</b> Minister Counsellor (Economic and Social Affairs), Permanent Mission of Finland to the United Nations	<b>Ms. Christine Schneeberger</b> First Secretary, Permanent Mission of Switzerland to the United Nations	<b>Mr. Yusuf Ismail</b> Senior Policy Adviser, International Development Permanent Mission of the United Kingdom to the United Nations	<b>Ms. Hannah Laubenthal</b> First Secretary and Alternate Permanent Representative of the Federal Republic of Germany to the International Organizations in Rome
		<b>Ms. Stephanie O'Brien</b> Second Secretary, Permanent Mission of Ireland to the United Nations	<b>Ms. Sarah De Buttet</b> Attachée Fonds et programmes, Permanent Mission of France to the United Nations	<b>Ms. Elizabeth Petrovski</b> USAID Finance and Oversight Specialist, U.S. Mission to the United Nations Agencies for Food and Agriculture in Rome
<b>Executive Board Secretariat</b>	<b>Mr. Jean-Luc Bories</b> Secretary, UN-Women Executive Board	<b>Mr. Jordi Llopart</b> Secretary, UNDP/UNFPA/UNOPS Executive Board	<b>Mr. Nicolas Pron</b> Secretary, UNICEF Executive Board	<b>Ms. Harriet Spanos</b> Secretary, WFP Executive Board and Director, Executive Board Secretariat, Partnerships and Governance Department
		<b>Mr. Anthony Ngororano</b> Chief, Executive Branch Board, UNFPA	<b>Mr. Randall Gonzalez-Villalobos</b> Deputy Secretary of the Executive Board, UNICEF	

Region/Agency	UN-Women	UNDP/UNFPA/UNOPS	UNICEF	WFP
		<b>Mr. Suljuk Mustansar Tarar</b> Board and Governance Specialist, UNFPA		
		<b>Ms. Imelda Katjomiuse</b> Executive Board Administrative Assistant, UNFPA		
		<b>Ms. Elle Wang</b> Partnerships Advisor, UNOPS		

**Note: H.E. Mr. Adonia Ayebare**, Ambassador Extraordinary and Plenipotentiary and Permanent Representative of Uganda to the United Nations took part in the meetings from the side of the Government of Uganda.

\* Head of Delegation