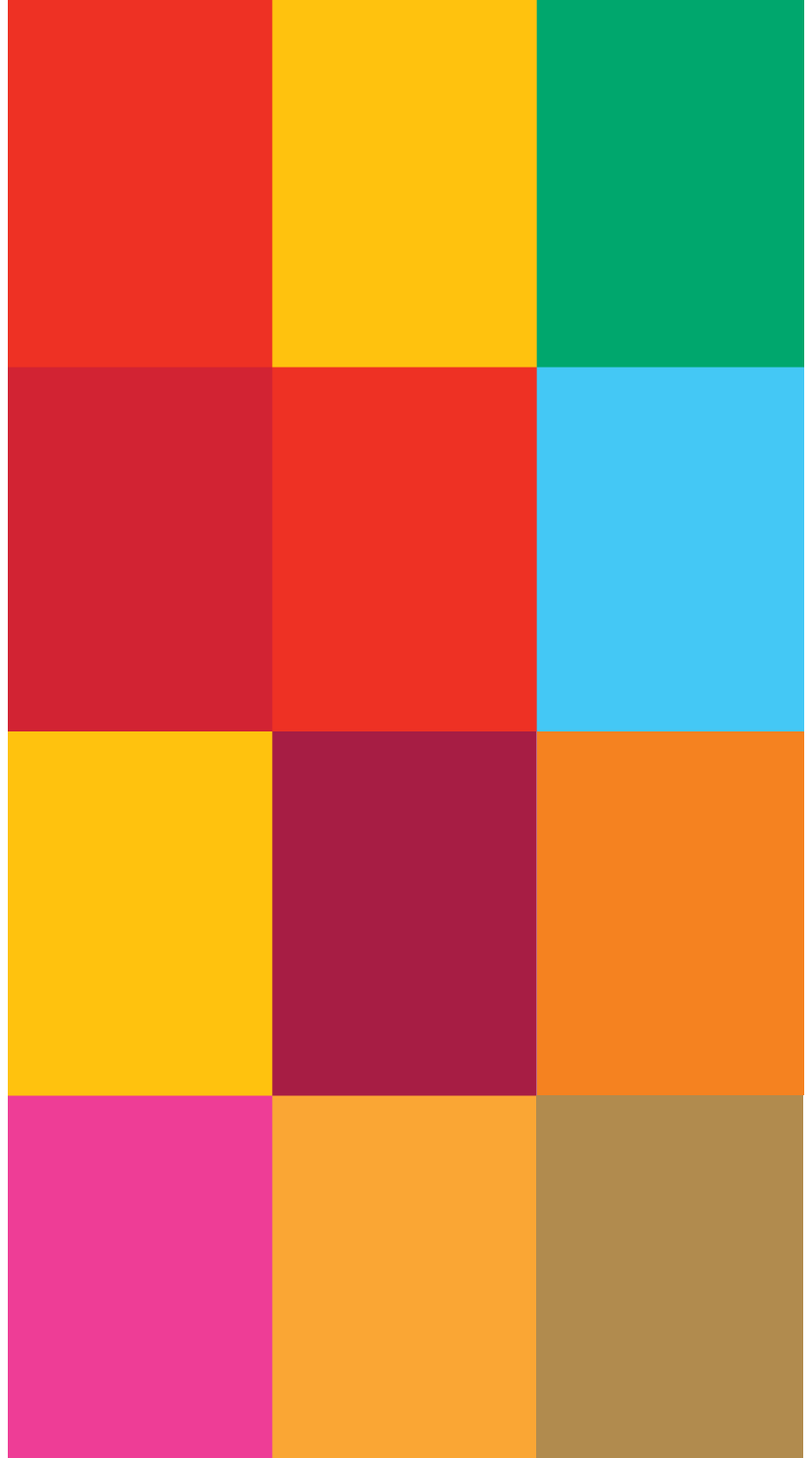




**UNITED NATIONS
UGANDA**



THE UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR UGANDA (2021-2025)

BRIEFING NOTE



UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR UGANDA 2021-2025

Brief Outline and Chronology of Key Milestones

The UN General Assembly Resolution 72/279 on the repositioning of the UN Development System, positions the United Nations Sustainable Development Cooperation Framework (UNSDCF) as the single most important UN country planning instrument in support of the 2030 Agenda. The current UN Development Assistance Framework for Uganda (UNDAF, 2016-2020) has ended on 31st December 2020.

The United Nations Country Team in Uganda in partnership with Government and non-state stakeholders through the National Task Team have developed the new [United Nations Sustainable Development Cooperation Framework for Uganda \(2021-2025\)](#) launched on 9th September 2020 by the President of Uganda and RC/UNCT. The UNSDCF is supported by the [Joint Statement of Accountability](#) signed by the Prime Minister, National Planning Authority Chair, UN Resident Coordinator and 29 UN entities on 2nd September 2020. With SDGs at its core, the Cooperation Framework is closely aligned to the National Development Plan III and Uganda's National Vision 2040 and will be implemented by 29 UN entities through three Strategic Priorities: 1) Transformative and Inclusive Governance; 2) Shared Prosperity in a Healthy Environment; and 3) Human Well-being and Resilience.

The UN General Assembly Resolution 72/279 on the repositioning of the UN development system, positions the UNSDCF as the single most important UN country planning instrument in support of the 2030 Agenda. The UN Resident Coordinator and UN entities adhere to the individual and mutual accountabilities stipulated in the Management and Accountability Framework.

Through UNSDCF, the UNCT will ensure consistent approach and commitment to repositioning of the UN cooperation and support to the Government of Uganda. A mandatory and inclusive governance and management structure for the Cooperation Framework is the Joint National-UN Steering Committee that will be established as the highest governing body. It will foster greater national ownership, accountability and enhance the chances of achieving planned results. The other key accountability mechanisms to support the Cooperation Framework implementation include: UN Country Team; UN Deputies team supported by the UN SDG and M&E and Learning Teams, Human Rights and Gender Advisory Group, UN Operations Management Team, UN Communications and Partnerships Group.

Through the Cooperation Framework the UN system will support Government efforts in harmonizing financing options for its development through an Integrated National Financing Framework. The UN system supports the roll out and management of an SDG Dashboard to strengthen monitoring and reporting of activities across the nation in line with NV 2040, NDP III and SDGs.

The Cooperation Framework articulates the United Nations' collective response to support the Government of Uganda in addressing national priorities and gaps in their pathway towards meeting the SDGs. It is a vehicle for supporting economic transformation, offering options to reframe economic policies and practices around sustainability for inclusive, diversified and job-intensive economic transformation that advances the rights and well-being of people in Uganda and protects the planet.

The new UNSDCF represents a shift from the previous UNDAF in line with the Mutual Accountability Framework and UN reform agenda:

- UNSDCF as the common agenda for the UN system: SDGs & independent UN RC dedicated to coordination & safety.



- UNSDCF as the most important instrument for planning and implementation of the UN development activities at country level in support of SDGs.
- Through the UNSDCF, the UN system will complement key policy, programmatic and legal frameworks, notably the Refugee Response Plan (RRP) and National Action Plan for the Implementation of the Global Compact on Refugees and the CRRF among other.
- In line to the UN reform agenda, UN entities country programs aligned to UNSDCF & to SDG financing framework.
- Integrated National Financing Framework: to support enhanced coherence of the financing landscape for the NDP III.
- UNCT configuration informed by UNSDCF priorities & endorsed by the UNSG.
- Financing framework targeting national needs aiming to shift from UN siloed planning and financing
- UNSDCF will allow for enhanced accountability for results, mutual accountability for efficiency and joint monitoring and reporting on impact.
- Joint National – UNSDCF Steering Committee to assess impact, take corrective measures and enhance strategic coordination.
- Shift from 12 Outcome Results Groups coordination and management to 3 Strategic Priorities based coordination.



The Cooperation Framework adopts strategies that will leverage on Uganda’s digital transformation, support Government’s role in the economy, enhance productivity and job security in micro, small and medium enterprises, support Government and other actors to meet increased demand for quality and inclusive basic social and protection services, and strengthen disaster risk reduction systems at national, local government, sector, community and household levels.

The United Nations system in Uganda, will continue supporting the Government, Civil Society Organisations, Private Sector, Academia, general public and other key stakeholders to effectively pursue the achievement of NDP III and SDGs targets. The support will be implemented through three Strategic Priorities and five Outcomes.

On 18th October 2018, As a result of advocacy from the UN System in Uganda, the Minister for General Duties, Hon Mary Karoro Okurut was appointed Minister responsible for coordinating implementation of the SDGs.

On 4th July 2019 for the first time the President of Uganda met with the UNCT to discuss the UN reform, strategic interventions of the UN in Uganda to address the bottlenecks to the country’s development and the upcoming UNSDCF.

On 4th-5th July 2019 during the UNCT retreat a RC presented the UNSDCF roadmap to the Government and Development Partners.

During 2019 the UN system has supported the Government to review the National Development Plan II and ensure the findings inform the NDP III. The NDP III offered a strategic opportunity to support the Government in articulating its strategies for delivering on Vision 2040 and 2030 Agenda. Preparation of this plan followed several strategic engagements between the Government and the UN Country Team including: (i) **The highly acclaimed NDPIII Breakfast Series that drew the participation of close to 1000** subject matter experts from Government, Private Sector, Civil Society, Development Partner community and the Academia. The series revolved around five strategic thematic areas—human capital development; value addition and inclusive growth; good governance; financing and development cooperation; and cross cutting

2.3 COOPERATION FRAMEWORK 2021-2025 STRATEGIC PRIORITIES

**STRATEGIC PRIORITY 1
TRANSFORMATIVE AND INCLUSIVE GOVERNANCE**

OUTCOME 1:
By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security

OUTCOME 2.1:
By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources

OUTCOME 2.2:
By 2025, Uganda's natural resources and environment are sustainably managed, protected and people especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks

**STRATEGIC PRIORITY 2
SHARED PROSPERITY IN A HEALTHY ENVIRONMENT**

**STRATEGIC PRIORITY 3
HUMAN WELL-BEING AND RESILIENCE**

OUTCOME 3.1:
By 2025, all people, in particular vulnerable and marginalized groups, have improved access to and utilization of quality basic social and protection services

OUTCOME 3.2:
By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment



issues, to shape the strategic direction of the plan; (ii) **Technical and financial support to towards the development of the plan.** Some of these included recruitment of experts to lead on key aspects of the plan such as the costing of the plan, human resource development plan as well as support to the preparation of key background analytical work such as poverty status report.

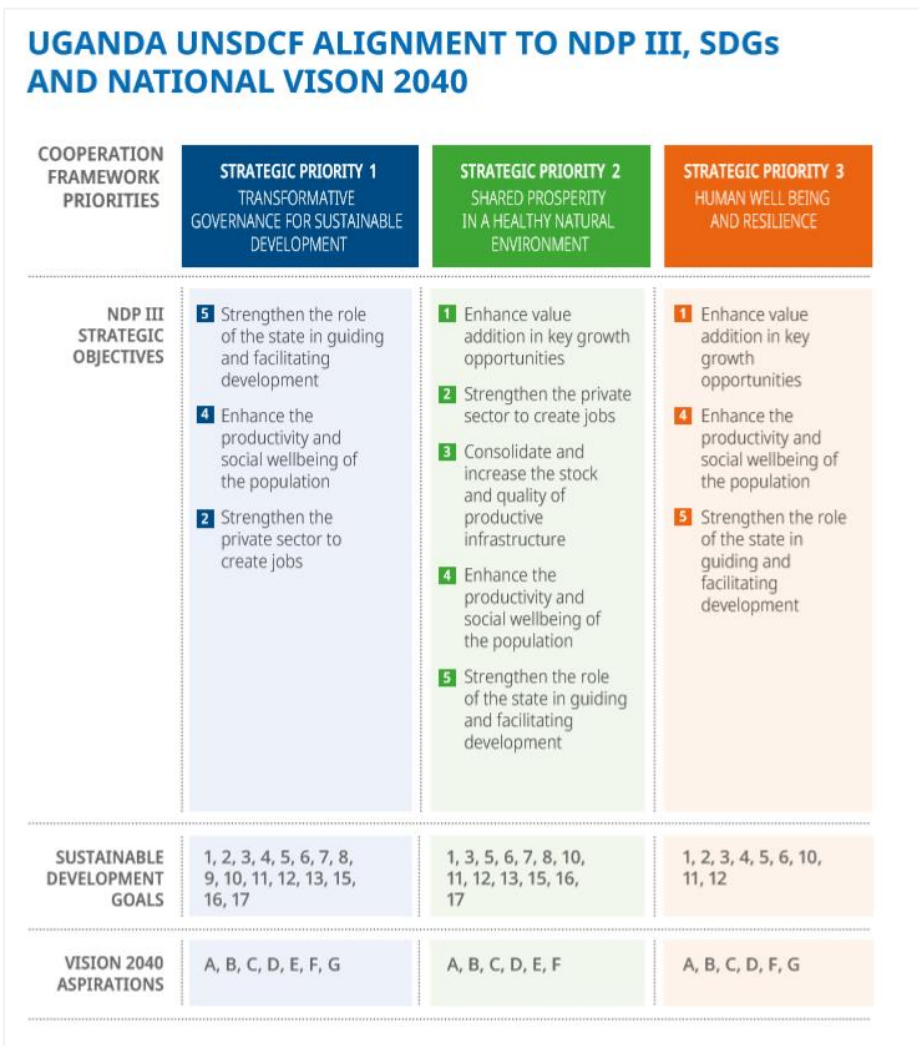
On 11th February 2020, the UN Resident Coordinator Ms. Rosa Malango and UNCT had a joint retreat with the Local Development Partners that developed collective comments and inputs of the UN system and development partners on the NDP III shared with the Government of Uganda.

On 27th-29th February 2020, the UN system in close collaboration and partnership with the Government, Civil Society Organizations, Private Sector, Youth and Academia through the National Task Team on UNSDCF embarked on the process of developing the new Cooperation Framework to advance the 2030 Agenda and SDGs as well as Uganda’s aspirations in the third National Development Plan (NDPIII), Uganda Vision 2040, East African Community Vision 2050 and the African Union’s Agenda 2063. The process was informed by series of multi-stakeholder consultative processes, the mid-term evaluation of the second National Development Plan (NDPII) and lessons from the current UNDAF implementation.

Specifically, the process also included the UN Common Country Analysis, the Joint Strategic Visioning and Prioritization Workshop and multi-stakeholder consultations undertaken with the leadership of the Office of the Prime Minister and all key stakeholders, including the National Planning Authority and Ministry of Finance, Planning and Economic Development.

The CF governance structure will ensure alignment to national coordination structures, national ownership and engagement. These include the Joint National-UN UNSDCF Steering Committee as the highest governing body, and Strategic Priorities co-leadership with lead line ministries.

On 2nd June 2020, the UN Resident Coordinator Ms. Rosa Malango presented an overview of the Cooperation Framework to H.E. President of Uganda Yoweri Museveni who has agreed to table the UNSDCF to Cabinet and its launch along with the NDP III launch; Co-sign the Cooperation Framework with the UN Resident Coordinator; Preside over the UNSDCF Annual Review Meetings.



During June 2020, all Ministers have received draft copies of the CF and joint statement for their review that has been informed by their technical representatives in the respective MDAs.

On 8th June 2020 the UNCT presented the draft UNSDCF to Partners Development Group and Local Partners Development Group represented by Donors and Development Partners.

On 25th June 2020 the UN RC presented to the Prime Minister the linkages between the UNSCDF and NDP III. This meeting was followed by series of presentations and discussions with National Planning Authority, Ministry of Finance, Planning and Economic Development and other stakeholders confirming the linkages with national and regional planning frameworks and its relevance in addressing the Sustainable Development Goals agenda.

During 25th June meeting with the Prime Minister:

- It has been acknowledged that the UNSDCF is aligned to the NDP III and Uganda's Vision 2040. UN Agencies are urged to support NDP III implementation at sector level in the development of the action plans in close collaboration with line Ministries and stakeholders. UN Agencies were requested to streamline NDP III budgeting alignment through submission of the work plans. Strengthen information flow between the UN and the Sector WGs. • Agreement on the joint launch of NDP III and UNSDCF as well as the signing of the UNSDCF Joint Statement by the PM. Concerning mutual UN and Government accountability, it was recommended that the UNSDCF Joint UN – Government Steering Committee be part of the Government Annual Performance Reporting (GAPR) process to enhance review of performance towards SDGs. • Proposal for the UNCT socio-economic analysis on COVID-19 to be adopted by the Government. • Cascade the UNSDCF alignment to NDP III and closer engagement with Local Governments. • Proposal to nominate coordinators for linkages of UNSDCF with NDPIII at Government and UN level.

On 27th July 2020 a joint UNCT and National Planning Authority Meeting was held to discuss UNSDCF and NDP III Programme Action Plans. Perspective going forward on the implementation and coordination arrangements.

On 12th August 2020, UNSDCF has been presented by the UNCT to the Ministry of Finance, Planning and Economic Development.

On 2nd September 2020, Joint Statement of Accountability of the UNSDCF signing ceremony with PM and UNCT took place, all partners were invited to join virtually.

On 9th September 2020 – UNSDCF was launched by H.E. President of Uganda.

Joint Work Planning: On 20th July 2020 – RCO organized and facilitated UNSDCF Joint Work Plans development kick-off workshop together with refresher on UN programming principles, develop and agree on the JWP markers, with support from the UN Human Rights and Gender Group, technical experts on resilience, RBM and peacebuilding. JWPs are envisaged to be presented to the Government and stakeholders in Feb 2021.

Detailed UNSDCF Chronology of Consultations:

DATE	ACTIVITY	RESPONSIBILITY and Comments	OUTPUTS
October 2018	As a result of advocacy from the UN System in Uganda, the Minister for General Duties, Hon Mary Karoro Okurut was appointed Minister responsible for coordinating implementation of the SDGs.	RC/UNCT	Approved Minister responsible for SDGs
March 2019	A national SDG Secretariat was established at the Office of the Prime Minister and it is responsible for coordinating localization of the SDGs by Government Ministries, Departments and Agencies, Private Sector and Civil Society.	RC/UNCT	SDG Secretariat in place
October 2019	The Cabinet of Uganda adopted the SDGs as a pathway for achievement of the country's Vision 2040 as a result of advocacy from the UN Country Team. This included the decision to require SDG compliance certificates for Ministries, Departments and Agencies.	RC/UNCT	SDG high-level advocacy and accountability
July 2019	Preparation and approval of the UNSDCF Roadmap	RCO/PRG	CF Roadmap
4 July 2019	For the first time the President of Uganda met with the UNCT to discuss the UN reform, strategic interventions of the UN in Uganda to address the bottlenecks to the country's development and the upcoming UNSDCF.	RCO	UNCT discussion with the President on the UNDS reform
4-5 July 2019	During the UNCT retreat under the theme 'UN Evidence-based Leadership for the SDGs.' RC presented the UNSDCF roadmap to the Government and Development Partners	RCO	UNSDCF Roadmap presentation Strategic discussions on the SDGs and leadership
2019	Series of NDP III Breakfast meetings	RCO, UNDP	UN support and engagement in the NDP III formulation
7 October 2019 and 3 February 2020	A New Generation of UN Country Team, comprised of representatives from Government, UN Heads of Agency, Development Partners, Civil Society, Academia and the Private sector has been established in Uganda. The new generation UNCT meets periodically. The international development partners discussed the implementation of the Sustainable Development Goals and the UN reform and 'what is new' with the UN reform.	RCO	New Generation UNCT meetings
6 February 2020	UNCT Consultative Meeting on the third National Development Plan (NDPIII: 2020/21-2024/25)	RCO, UNDP	UN consolidated comments on NDP III draft

11 February 2020	UNCT and LDPG Retreat on the NDP III	RCO, UNDP	Collective inputs to the NDP III
Nov-Dec 2019 Jan – March 2020	UN CCA preparation, reflections and identification of gaps and opportunities	-Technical Team -CF Consultant -RCO	UN CCA draft finalization
February 27- 28, 2020	CF Stakeholders Visioning and Prioritization Meeting with Government, stakeholders and partners	RCO Commissioner, Strategic Coordination & Implementation (OPM) International Consultant National F Task Form Stakeholders from Government and Non-Stake Actors	Identification and consensus building on CF Three Strategic Priorities (SPs) and potential actions.
March 4-5, 2020	Training on Programming Principles: LNOB, HRBA, GEWE, Resilience, Sustainability, RBM to CF Drafters and SP Groups for agencies and partners	-HRBA, OHCHR -Gender, UN Women -Sustainability, FAO -Resilience, UNDP -RBM, UNICEF	Training completed
March 6, 2020	Technical Meeting to Refine the Strategic Priorities, Outcomes and Theory of Change for the UNSDCF	Commissioner, Strategic Coordination & Implementation (OPM), RCO, PRG, SP Leads and Groups	Presentation made and refining of CF SP and Outcomes done
March 12, 2020	UNCT Uganda Meeting to discuss UNSDCF Strategic Priorities and Outcomes	Facilitator: HoA UNFPA RCO CF Consultant	Presentation made and inputs given by UNCT
March 19, 2020	UNCT Uganda Meeting to discuss and approve UNSDCF Strategic Priorities and Outcomes	RC/UNCT	CF Three Strategic Priorities (SPs) and Five Outcomes agreed
March – April, 2020	Series of Virtual Technical Meetings and discussions: CF Strategic Groups meetings to discuss and agree on CF Strategic Priorities (SP) and Outcomes	SP Leads and Group Members UN M&E Groups CF Consultant RCO	Several Draft versions of CF produced and shared with Stakeholders for inputs
April 9, 2020	Presentation of draft UNSDCF 2021-2025 to PRG, SP Leads and Group members	CF Consultant RCO	Presentation made and discussed
April 16, 2020	Meeting with National Task CF Task Team to share/present Draft CF	RCO CF Consultant SP Leads	Draft CF presented, inputs given and agreed
March-June 2020	Drafting CF, inputs uptake, reflections, sharing within RCO and UN entities for inputs and comments	CF Consultant RCO Team UN Entities	Drafts shared and commented on, and refined to produce Final Draft CF (Refer to UN agencies input file).
April, 2020	UN CCA Submission to DCO DCO Comments shared with agencies Amendments introduced	RCO CF Consultant	Revised UN CCA to be shared



April 29, 2020	PRG Meeting and presentation of progress on CF: Process and progress: Results Framework pre-validation, Joint Statement Review	RCO CF Consultant	CF Draft Chapters Outline and Content Presented and approved by PRG
April - May 2020	UNCT Configuration Collection of Inputs from all entities Total 29 UN entities participated in the exercise	UN Entities RCO	-Configuration Template shared and filled by various UN entities (Refer to UN Configuration/Joint Statement file) File. -Joint Statement of capacities drafted
May 7, 2020	Presentation of Update on the UNSDCF to UNCT Uganda	RCO CF Consultant	Latest CF highlights provided and special UNCT meeting on CF scheduled for 11 May
May 11, 2020	Special UNCT Meeting: Presentation and Discussions of UNSDCF to UNCT	CF Consultant RCO	UNCT approved UNSCF SPs and Outcomes, with preliminary outputs
May 14, 2020	Presentation of Draft UNSDCF 2021-2025 to National Stakeholders (Government and Non-State Actors)	National Task Team CF Consultant RCO	Presentation made and approved. Inputs given by various stakeholders (refer to Responses Matrix)
June 2020	Reflections and feedbacks, stakeholders' inputs uptake and adjustments and refining UNSDCF 2021-2025	RCO Consultant RCO	CF draft produced and refined
June 8, 2020	RC and Strategic Priority Groups Chairs (UNDP, FAO, UN Women Representatives) on behalf of UNCT presented the draft UNSDCF to Partners Development Group and Local Partners Development Group represented by Donors and Development Partners	RCO, SP leads PDG and LDPG Secretariats	UNSDCF presentation to DPs and donors
July 2, 2020	PRG Meeting and presentation of Draft CF next steps and preparation for drafting JWPs	RCO CF Consultant	Presentation made and JWPs template presented and circulated.
July 20, 2020	RCO organized and facilitated UNSDCF Joint Work Plans development kick-off workshop	RCO, HRAG, UN M&E Team	JWPs draft templates with agreed markers. Refresher for all staff on UN programming principles under development and agreement on the JWP markers, with support from the UN Human Rights and Gender Group, technical experts on resilience, RBM and peacebuilding

July 27, 2020	July a joint UNCT and National Planning Authority Meeting was held to discuss UNSDCF and NDP III Programme Action Plans (PIAPs)	OPM, NPA RCO	Alignment of the JWPs and PIAPs
August 12, 2020	UNSDCF has been presented by the UNCT to the Ministry of Finance, Planning and Economic Development	NPA, Ministry of Finance technical teams RCO	Validation by the Ministry of Finance, Planning and Economic Development
September 2, 2020	Joint Statement of Accountability of the UNSDCF signing ceremony with PM, National Planning Authority and UNCT took place, all partners were invited to join virtually	OPM RCO	Final Joint Statement of Accountability approved by the Government
September 9, 2020	UNSDCF was launched by H.E. President of Uganda with RC/UNCT, key government partners and virtual participation of stakeholders	OPM RCO	Signed UNSDCF
3-6 November, 2020	Security Cell Workshop on elections and implications on programming	UNDSS	Finalized SRM and elections security plan
January 2021 - Joint Work Planning ongoing	JWPs are envisaged to be presented to the Government and stakeholders in Feb 2021	RCO, SP Leads, M&E team	Validated JWPs

Key Lessons:

- Guided by the new CF Guidelines and Companion Pieces, it is important building a common understanding of the requirements of the new generation CCA and UNSDCF across all UN entities and inter-agency teams for efficiency and effectiveness and collective support
- National CF Task Team co-led by the Office of the Prime Minister played a critical role
- Collection of relevant and credible evidence beyond Government and UN for the CCA, the process should include critical reports and studies at global, regional and national level
- Ensure engagement of UN entities at regional and HQ levels
- Application of the UN core programming principles: LNOB, HRBA, GEWE, Resilience, Sustainability and Accountability during all stages of the CF roll-out, CCA and JWPs
- Ensure multi-stakeholder engagement people's voices especially the youth, through innovations (SMS, e-platforms etc.) on assessing progress made on SDGs
- Use of credible data from credible sources including innovative ways to bring voices of vulnerable (2nd SDG VNR)
- Covid-19 emergency context
- Assessing stakeholders capacities' on SDGs including involvement in implementation and monitoring
- Effective management of inputs from UN entities (ensure balanced approach) to inform CCA, CF
- Engagement from other structures (e.g. DESA) for informing the analysis
- Smooth and timely engagement in different processes, e.g. once CF outcomes are agreed to initiate the UNCT Configuration Exercise
- Integration of the UN socio-economic analysis on Covid-19 impacts into CCA, CF and JWPs
- Clear distribution of roles in all phases and across inter-agency groups
- Close collaboration with the Government on coordination and implementation alignment (ongoing)
- Under new governance structure, UN M&E and UN SDG are suggested to be merged and embedded under UNCT Deputies Platform (former PRG)
- Strong support from RCO remained critical to ensure CF Roadmap is implemented timely and effectively
- UNCT cost-sharing for CF roll-out was critical

