

Joint SDG Fund

Template for the Joint Programme Annual Progress Report

SDG FINANCING PORTFOLIO – COMPONENT 1

Cover page

Reporting period: June 30 - December 31, 2020

Country: Uganda

Joint Programme (JP) title: Integrating policy and financing for accelerated progress in SDGs in Uganda

Short title: Integrated financing in Uganda

Start date: 3 December 2020

End date: 31 December 2022

RC: Ms. Rosa Malango

Government Focal Point: Ms. Maris Wanyera, Director of Cash and Debt department in Finance and Planning, Ministry of Finance, Planning and Economic Development

Representative of Lead PUNO: Ms. Elsie Attafuaah, UNDP Resident Representative

List of PUNOs: UNDP, UNCDF, UN Women

RCO Main JP Focal Point: Asel Abdurakhmanova E-mail: asel.abdurakhmanova@un.org

Lead Agency Joint Programme Focal Point: Francis Wasswa E-mail: francis.wasswa@undp.org

Contact person for Joint Communications: Michael Wangusa E-mail: michael.wangusa@un.org

Budget (Joint SDG Fund contribution): 403,097 USD

Overall budget (with co-funding): 713,897 USD

Annual Financial Delivery Rate: 0%

$$- \text{Annual Delivery Rate (\%)} = \frac{\text{Expeditures PUNO 1+ Expeditures PUNO 2...}}{\text{Total transferred funds Jan 2020 to December 2020}};$$

Rate of Committed Funding :

$$- \text{Committed Funding Rate (\%)} = \frac{\text{Committed money PUNO 1+ Committed money PUNO 2...}}{\text{Total transferred funds Jan 2020 to December 2020}}$$

	Expenditures January 2020 - December 2020	Committed resources January 2020- December 2020	Transferred Funds January 2020- December 2020	Annual Financial Delivery Rate (%)	Committed Funding Rate(%)
UNCDF	0	0	108,000	0	100%
UNDP	0	0	195,097		
UN Women	0	0	100,000		
PUNO 4					
PUNO 5					

Comment: Due to resource allocations in December 2020, the resources under commitments are yet to be sourced.

Short description of the Joint Programme (max 1 paragraph):

The focus of this joint programme is to support and accelerate the Government of Uganda's efforts to enhance the implementation of SDGs in multiple fronts including: aligning plans, policies and financing, contributing to the development of Integrated National Financing Framework (INFF), strengthening development finance by better aligning private sector finance with national priorities, enhancing local level revenue generation, increasing effectiveness of government interventions towards National Priorities and the SDGs through advancing transformational policy reforms in the area of public finance management and enhancing accountability and transparency. Participating PUNOs include UNDP, UNCDF and UN Women and some of the implementing partners include, the Ministry of Finance, Planning and Economic Development, the National Planning Authority, The Ministry of Local Government, the Local Government Finance Commission and the District Local Governments of Otuke, Zombo and Yumbe. The programme in 2020 majorly focused on inception activities which included development of TORs for consultants and initial engagements with implementing partners.

Executive summary

Through the Joint Programme (JP), UN agencies have worked together to support collective efforts in contributing development of INFF. The year has been featured with Government's effort in developing the Programme Implementation Plans under the [National Development Plan III](#). During this period, UNDP's support under the JP majorly focused working with the National Planning Authority and the Ministry of Finance, Planning and Economic Development to strengthen governance mechanisms, systems, and tools that align policies and annual budget to the NDP III; support the review of the methodology for certificate of compliance (CoC) that assess alignment of the plan (national and local government) with annual budget in line with the Public Finance Management Act as well as supporting the SDGs Secretariat to develop the SDGs advocacy and Information education communication materials. In relation to activities led by UNCDF and UN Women, the start of most of the planned activities were linked to the funds' disbursement. With the disbursement of the funds in December and the general elections held on 14h January 2021, it has been suggested to launch the JP after the elections. Discussions are ongoing to define dates for the launch.

A. Annual Progress (MAXIMUM 7 PAGES)

- *This section should refer to broader context and JP approach and provide update on priority issues. Note that you will present results in detail in part B. Please, be very succinct and to the point, and use bullet points when adequate. The responses in most of this section should not be more than 1-2 paragraphs.*

A.1 The overview of progress and challenges

A.1.1. Overall self-assessment

Provide a self-assessment on the overall JP progress in the last year.

- Above expectations (expected annual results fully achieved and additional progress made)
- On track (expected annual results achieved)
- Satisfactory (majority of expected annual results achieved)
- Not-satisfactory (majority of expected annual results not yet achieved)
 - Please, explain briefly the reasoning behind the self-assessment.

- Implementation of the most planned activities for 2020 were linked to the finalization of the project document that has taken extended round of consultations with the Ministry of Finance, Planning and Economic Development after the initial approval has been received. Necessary recommendations were considered, and final documentation submitted to SDG Fund (25 November 2020) followed by receipt of allocation (3 December 2020). The key areas of support in this timeframe has been the support to development of the Programme Implementation Action Plans (PIAPs) under NDP III. However, the inception activities to prepare ground for the UN JP implementation have already been undertaken during 2020.
- UN Women led the development of the Terms of Reference (ToRs) for conducting an assessment on the impact of the PFMA 2015 in promoting GEWE in Uganda. The agency embarked on engaging the

implementing partners, MoFPED, EOC and MGLSD for inputs. The ToRs have been finalized and procurement processes are underway.

- The JP team has drafted the country specific TORs for the INFF Oversight Committee in Uganda being currently reviewed internally.

A.1.2. Overall progress and key developments to date

- Provide brief description of the key JP developments during the reporting period including 1) governance and coordination; 2) research, assessments and feasibility studies on SDG financing; 3) financial policy development and financial advocacy activities; 4) capacity building for key stakeholders on SDG financing; 5) JP programme management (e.g. establishment of JP oversight committee, hiring of key personnel and consultants); and 6) mobilization of financial resources (co-funding and co-financing)

During the year the following are some of the key milestones achieved by the JP, under components led by UNDP:

- a) Development of a Partnership Framework between UNDP and National Planning Authority to deepen engagement for the short to medium-term collaboration with specific outputs in line with NDP III priorities. Specifically, the two institutions identified three broad areas of support to ensure effective implementation of SDGs as well as NDP III:
 - i. Integrated policy and programming solutions to respond to Uganda's development priorities;
 - ii. Financing strategy and pro-poor policy formulation; and
 - iii. Monitoring and evaluation of the NDP III.
- b) In line with (a.) above, UNDP provided support for the development of Programme Implementation Action Plans (PIAPs) by financing all NPA workshops on PIAPs, which aimed to review, validate and finalize the PIAPs; Printing of NDP III; and review of the methodology for the CoC for NDP III programme-based planning.
- c) UNDP also supported the SDGs Secretariat in popularizing the Voluntary National Report and Sustainable Development Goals (SDGs) through print SDGs awareness campaign materials.

Under components led by UN Women:

- d) The Agency held consultative discussions with teams and partners on the Terms of Reference for the consultancy services for conducting an assessment on the impact of the PFMA 2015 in promoting GEWE in Uganda.

Under components led by UNCDF:

- e) Held inception meeting with UNCDF key government partners, the Ministry of Local Government (MOLG) and the Local Government Finance Commission (LGFC) to introduce the programme and agree on the work plan for 2020
- f) Working with the LGFC, we developed Terms of Reference for consultants to support LGs enhance local revenue administration and management through automation and other administrative process. The terms of reference were approved and the procurement process for the consults ongoing, to be concluded within the quarter 1 of 2021.
- g) In the efforts to build capacity of local governments pilot access to private capital for SDG financing and infrastructure development, the project during the year worked with the Ministry of Local Government and District Local Government to identify and develop the pilot projects. Two missions were fronted to LGs in Northern Uganda and Wakiso District Local Government. Paidher Community and Women and child friendly Market in Zombo District and Otuke Business and Governance center, in Otuke District were identified as the pilot projects. The Ministry also agreed to look for additional resources to support Wakiso District vendors market project in Wakiso District. A team of 5 Investment of Officers from UNCDF working closely with the MOLG and the District Local Governments have since developed the Zombo and Otuke projects proposals ready for engagement with the MoFPED PPP unit and then later the private sector. These further engagements will take place in 2021, Q1 and Q2. During the project development process over 20 LG staff were trained in Bankable project proposal development and financial analysis. Over 10 Local Council political

leaders were engaged on the need for enabled policy environment for LGs to tap into alternative financing for their development needs in the current environment of constrained IGFT.

A.1.3. Changes

Was the JP document modified in the past year?

Yes

No

There were no major modifications to the document apart for positive input to improve quality of the document.

A.1.4. Challenges

Did the JP face any major challenges in the past year?

Yes

No

- Briefly explain the challenges, their impacts on JP's implementation and results, and how you overcame those. If challenges persist, indicate your plan to address their impact on the JP.

Major challenge was linked to the delay in submitting the funds transfer request due to protracted prodoc discussions with the MoFPED. The other challenges were associated with COVID-19 pandemic and Government introduced SOPs that affected the work of most UN staff and Government implementing partners working from home, that resulted in delays, for example, in receiving comments on the project document from the Government counterparts. Most UN programmes have been affected by the movement restrictions and during the total lock-down early 2020, affecting Government offices to operate with only critical staff support. In addition, the SOPs remained in place and have impacted on activities such as community awareness campaigns on SDGs, which require community members to congregate and discuss different SDGs related issues.

A.1.5. COVID-19 and other strategic alignment

- Briefly explain how you adapted the JP to the COVID-19 context in 2020. How did the JP ensure alignment with the national recovery response to COVID-19? Refer to how the JP aligns with SERP in your country, or how you plan to ensure that alignment.

The JP is well placed within the context of Covid-19 and contributes to implementation of recommendations of the [UNCT Report on Socio-Economic Impacts of COVID-19 on Uganda Economy](#). The JP is well positioned and aligned to support development of INFF in partnership with government working closely with National Planning Authority, Ministry of Finance Planning and Economic Development, Uganda Bureau of Statistics, and Office of the Prime Minister to build government mechanisms for aligning policies to plans, budgets as well effectively monitor, evaluate and evidence-based reporting on the progress of the SDGs, NDP III and [UN Sustainable Development Cooperation Framework for Uganda \(UNSDCF, 2021-2025\)](#).

A.2 Update on priority issues

A.2.1. Progress on Integrated National Financing Framework/SDG financing building blocks

- Please define the status and progress of your JP's INFF, SDG financing strategy or enabling framework according to the implementation stages in the table below. **The INFF survey (<https://ee.kobotoolbox.org/x/mDFH54N>) needs be completed online (one per country) and is considered an integral part of the Annual Progress report.** This question and the survey are applicable to all Component 1 JPs, even if the JP does not aim to complete all INFF steps and blocks. The INFF scope was considered comprehensive enough to cover the planned activities under the 62 JPs. (Instructions to complete the survey are online – for questions contact UNDP helpdesk tim.strawson@undp.org).

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable	Comments/ Notes
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3. Financing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Monitoring & review	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Governance & coordination	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

- Provide a brief description of the progress made during the reporting period.
- Supported the alignment of budgets to plans as indicated under A.1.2
- Supported the monitoring and review activities under the certificate of compliance
- Supported the review of the SDGs Coordination Framework and SDGs Roadmap. A draft report of the SDGs Roadmap is already in place and this will inform the Governance and Coordination Framework of the INFF.
- Worked with MFPED on the development of the Financing strategy. However, more work is needed since the financing strategy in its current form focuses more on public investment. The JP is working closely with the MFPED to review the inception report and identify missing components of the financing strategy, so that they can be incorporated.
- UN Women led the development of the Terms of Reference (ToRs) for conducting an assessment on the impact of the PFMA 2015 in promoting GEWE in Uganda. The agency embarked on engaging the implementing partners, MoFPED, EOC and MGLSD for inputs. The ToRs have been finalized and procurement processes are underway.

A.2.2. Thematic focus

- Please select the thematic focus of your JP (select all that apply)

- | | | | |
|--|---|--|--|
| <input checked="" type="checkbox"/> Cross-cutting | <input checked="" type="checkbox"/> Social protection | <input checked="" type="checkbox"/> Agriculture | <input checked="" type="checkbox"/> Other..... |
| <input checked="" type="checkbox"/> Gender | <input checked="" type="checkbox"/> Health & nutrition | <input checked="" type="checkbox"/> Biodiversity | <input type="checkbox"/> Other..... |
| <input checked="" type="checkbox"/> Children & youth | <input checked="" type="checkbox"/> Climate change & nature | <input checked="" type="checkbox"/> Blue economy | <input type="checkbox"/> Other..... |

Note that the JP considers all areas since NDP III, SDGs UNSDCF are cross cutting

A.2.3. Gender marker

Did your Joint Programme feature Gender Results in the past year at the outcome or output level?

- Yes
 No

Briefly explain:

- Please indicate the total average scoring of the JP's gender marker as defined in the JP document. Gender Marker total average scoring from 0 to 3 (as defined in the JP document): 2

If the score is lower than 2 what measures are you planning to take to address this scoring which is below the minimum requirements of the Fund? Please reassess and attach a new Gender Marker Matrix when submitting this report (Instructions for the Gender Marker Scoring [here](#) and for any doubts contact Un Women helpdesk UNCT-GEM.helpdesk@unwomen.org). The Gender marker submitted at proposal stage still applies.

- Briefly explain how you applied the Gender Marker in the last year, and/or other ways in which you mainstreamed gender in JP implementation.

- UN Women engaged Ministry of Gender Labour and Social Development, Ministry of Finance Planning and Social Development, Equal Opportunities Commission and Civil Society Budget Advocacy Group in content development, planning and development of the Terms of Reference to initiate activity implementation.

A.2.4. Vulnerable groups

Will the JP directly impact marginalized and/or vulnerable groups through a dedicated outcome or output?

Yes

No

- If yes, please indicate the dedicated outcome and/or output according to the table below.

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
Women and girls	Increased sales volumes & income	At least 60% of Paidha market infrastructure occupied by women	
	Capacity of advocates for gender and women's rights networks and institutions to demand accountability for GEWE commitments in line with Global norms and standards is strengthened.	Proportion of financial allocation to address SRHR, Harmful Practices, GBV increased by 30%	In progress
Children	✓	✓	
Youth	Increased sales volumes & income	At least 60% of Paidha market infrastructure occupied by the youth	
Persons with disabilities			✓
Older persons			✓
Minorities (incl. ethnic, religious, linguistic...)			✓
Indigenous peoples			✓
Persons of African Descent (when understood as separate from minorities)			
Migrants			
Refugees & asylum seekers	Increased sales volumes & income	At least 60% of Paidha market infrastructure occupied by women	✓
Internally displaced persons			✓
Stateless persons			✓
Persons deprived of their liberty	✓	✓	
Peasants and rural workers	Improved infrastructure , Increased sales volumes & income	At least 60% of Paidha market infrastructure occupied by women	
Human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...)	✓	✓	
LGBTI persons (sexual orientation and gender identity)			
Persons affected by (HIV/AIDS, leprosy...)	✓	✓	

Persons with albinism			
Victims or relatives of victims of enforced disappearances			
Victims of (slavery, torture, trafficking, sexual exploitation and abuse...)			

A.2.5. Learning and sharing

- Provide in bullet points the main highlights on JP learning and sharing. Please refer to any agency and/or south-south exchanges organized.

The actual JP implementation on ground has not yet taken force to capture lessons learnt due to delayed operationalization of the JP. However, this shall be reported on during the subsequent financial year. Whereas the implementation is delayed, the experience in back and force with government partners to refine the prodoc delayed the process and called for increased collaboration and engagement with government at various levels.

A.3 Update on events and partnerships

A.3.1. Events

- Indicate if you have organized any of the events below in person or virtually. If no, indicate in the comments if/when you plan to organize a launch event.

Type of event	Yes	No	Comments
JP launch event	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The launch has been suggested to take place after the elections held on 14 January 2021. While the Government is being formed by May 2021, the JP is intended to be launched earlier upon confirmation from MFPED.
Annual donors’ event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Further focused engagement with donors and IFIs on the INNFF is envisaged from February 2021
Partners’ event **	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is planned to take place every two months

*the Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland. Please note that this event can be held together with a launch event or partners’ event.

** Key advocacy outreach events with high level JP partners.

A.3.2. Partnerships

Did your Joint Programme facilitate engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)?

- Yes
- No

- Provide in bullet points the main highlights on JP partnerships and with whom. Refer only to the most important strategic partnerships and/or to the alignment with broader UNCTs partnership approach.
- UN RC and UNDP RR have had leadership discussions with the WB and EU.
- It is being suggested to form INFF technical team engaging WB, IMF and EU representative to also engage closely under the future INFF Oversight Committee. The advocacy on INFF will also be part of the upcoming meeting in February with Member States under the newly established platform Friends of the UN with private sector executive leaders and new Generation UNCT.
- UN Women held consultations with MFPED, Equal Opportunities Commission, Civil Society and Ministry of Gender Labour and Social Development in finalising the Terms of Reference for assessing the impact of PFMA 2015 on GEWE in Uganda.
- During the project development for Zombo and Otuke and as part of initial engagements, the program engaged with the Ministry of Finance, Planning and Economic development- PPP Unit; the Ministry of Local Government and three financial institutions in Uganda that included- DFCU Bank, Opportunity Bank and the Micro Finance Support Centre for Uganda. The discussions focused on leveraged additional private capital for infrastructure development and SDG implementation in LGs in Uganda. The discussions indicated that apart from the Micro finance support centre, most of the commercial banks would only be

interested in economic infrastructure that have clear revenue streams. These discussions guided the project development mission.

- In the efforts to enhance LG own source revenue collection and management, the programme also engaged with USAID and the World Bank- USMID program on need for joint support to LGs on improving revenue administration and management especially automation. One of the outcomes of the meeting was that the World Bank agreed to UNCDF, USAID and other partners instead of designing new solutions, using a World Bank designed revenue management solution called the Integrated Revenue Administration System (IRAS). The three partners agreed to work jointly in support of LGFC and the LGs to improve own source revenue performance.

A.3.3. Additional financing

Did your Joint Programme secure additional co-funding or co-financing resources in 2020 (committed after the approval of the JP by the Joint SDG Fund) from government, IFIs, PUNOs and other partners?

- Yes
 No

- If yes, provide details according to the table below.

Source of funding	Yes	No	Co-funding or Co-financing?	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
PUNOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Co-funding	UNDP UN Women UNCDF	171,600 45,600 93,600	
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

A.4 Strategic communications

Did the JP develop a strategic communications plan?

- Yes
 No

The development of the Strategic communication plan is in the progress and is part of 2021 planning process which is ongoing exercise.

- Provide in bullet points the main highlights on JP strategic communications. Note that Annex 3 should be completed with further information on strategic communications.
- The purpose of the UNJP strategic communications Plan is to inform about and advocate for the Joint Programme to Government, development partners, IFIs donors and the general public.
- It will be integrated in the overall UN advocacy on UNCT collective work
- The Communications Strategy for the wider public will focus on the results and impact of the Joint Programme, and progress towards meeting its outcomes and wider SDG financing agenda in Uganda.

B. Annual Results (MAXIMUM 3 PAGES)

- Section B should provide specific information on the achievement of expected annual results and workplan, following up on the broader progress presented in the part A.

B.1. SDG acceleration

List up to 3 main SDG targets that your Joint Programme primarily focused in 2020.

- **SDG target 1.b.** Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

- **SDG target 5.c.** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
 - **SDG target 8.1** Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
 - **SDG target 16.6.** Develop effective, accountable and transparent institutions at all levels;
 - **SDG target 10.1** By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
 - **SDG target 17.1.** Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection;
 - **SDG target 17.3** Mobilize additional financial resources for developing countries from multiple sources.
 - SDG target 17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress
 - SDG target 17.14. Enhance policy coherence for sustainable development; and
 - SDG target 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.
- *Briefly explain the activities implemented in 2020 to accelerate progress towards these SDGs, in line with the JP's Theory of Change for SDG acceleration.*
- Worked closely with NPA and MFPED to develop the Programme Implementation Action Plans for NDP III as well as review the methodology for the CoC.
 - Worked closely with the MFPED to review the inception report of the financing strategy produced.
 - Worked closely with private sector in Uganda to produce the SDGs Investor Maps.
 - Worked closely with MFPED, EOC, MGLSD to develop TORs for impact assessment of the PFMA 2015.

B.2. Contribution to Fund's global results

- Fill out Annex 1-1 and Annex 1-2, and provide below a short narrative on how the JP contributed to the Fund's global Outcome and Output last year. Please refer to the targets written in the JP ProDoc for the last year. If you haven't set a target for the global Outcome and Output of the Fund in the submission of your JP ProDoc, please do so in Annex 1-1 and Annex 1-2.

Implementation just initiated and results will be reported in the subsequent implementation and reporting period

- In case you are not able to derive a target for the Outcome please suggest 01 alternative Outcome and explain your suggestion below. This question is part of a work in progress to revise the Joint SDG Fund's M&E framework which might be modified in 2021.

The Joint SDG Fund's M&E framework will be informed by the NDP III and UNSDCF (2021-2025) Results and Resource Frameworks.

B.3. JP Outputs and outcomes

- Fill out Annex 1-3 and provide brief narrative on the implementation of JP-specific outcomes and outputs. While annual results might refer mostly to output-level results, they might also include contribution to outcome-level results.

- Achievement of outputs

Under components led by UNDP:

- Development of a Partnership Framework between UNDP and National Planning Authority to deepen engagement for the short to medium-term collaboration with specific outputs in line with NDP III priorities. Specifically, the two institutions identified three broad areas of support to ensure effective implementation of SDGs as well as NDP III:
 - Integrated policy and programming solutions to respond to Uganda's development priorities;
 - Financing strategy and pro-poor policy formulation; and
 - Monitoring and evaluation of the NDP III.

- In line with (a.) above, UNDP provided support for the development of Programme Implementation Action Plans (PIAPs) by financing all NPA workshops on PIAPs, which aimed to review, validate and finalize the PIAPs; Printing of NDP III; and review of the methodology for the CoC for NDP III programme-based planning.
- UNDP also supported the SDGs Secretariat in popularizing the Voluntary National Report and Sustainable Development Goals (SDGs) through print SDGs awareness campaign materials.

Under components led by UN Women:

- UNWomen prepared the Terms of Reference for assessing the impact of the Public Finance Management Act 2015 ON Gender Equality and Women Empowerment in Uganda. The ToR has been finalised and procurement of a consultancy to lead has commenced. It is expected that the exercise shall establish the extent to which budget allocations and expenditures across different MDA/sectors contributed to gender equality objectives in line with international and regional frameworks, enhance appreciation of the importance of GRB across the public and private institutions for sustainable development, establish the benefits and relevancy of the GRB tools developed under the period for the review and explore opportunities for UN Women to strengthen coordination, partnerships and collaboration with other UN agencies and the Private sector.

Under components led by UNCDF:

- Held inception meeting with UNCDF key government partners, the Ministry of Local Government (MOLG) and the Local Government Finance Commission (LGFC) to introduce the programme and agree on the work plan for 2020
- Working with the LGFC, we developed Terms of Reference for consultants to support LGs enhance local revenue administration and management through automation and other administrative processes. The terms of reference were approved and the procurement process for the consultants ongoing, to be concluded within the quarter 1 of 2021.
- In the efforts to build capacity of local governments pilot access to private capital for SDG financing and infrastructure development, the project during the year worked with the Ministry of Local Government and District Local Government to identify and develop the pilot projects. Two missions were fronted to LGs in Northern Uganda and Wakiso District Local Government. Paidher Community and Women and child friendly Market in Zombo District and Otuke Business and Governance center, in Otuke District were identified as the pilot projects. The Ministry also agreed to look for additional resources to support Wakiso District vendors market project in Wakiso District. A team of 5 Investment Officers from UNCDF working closely with the MOLG and the District Local Governments have since developed the Zombo and Otuke projects proposals ready for engagement with the MoFPED PPP unit and then later the private sector. These further engagements will take place in 2021, Q1 and Q2. During the project development process over 20 LG staff were trained in Bankable project proposal development and financial analysis. Over 10 Local Council political leaders were engaged on the need for an enabled policy environment for LGs to tap into alternative financing for their development needs in the current environment of constrained IGFT.

B.4. Strategic Documents

Did the JP produce strategic documents in the last year (policy, strategies, analyses/assessments, methodological documents, and other relevant documents)?

- Yes
 No

- *Fill out Annex 2 and provide brief explanation on the most important documents developed.*
- Eighteen (18) Programme Implementation Action Plans
- Draft SDGs Roadmap evaluation report
- Draft CoC framework
- Terms of Reference for assessing the impact of the Public Finance Management Act 2015 ON Gender Equality and Women Empowerment in Uganda

C. Plan for the Next Year of implementation (MAXIMUM 2 PAGES)

- *Section C builds upon part A and B to describe the approach planned for the next year (1 January 2021 to 31 Dec 2021) and towards the end of JP implementation. Explain the most important risks and mitigation measures (an updated risk matrix will be presented in the Annex 4).*

C.1 Upcoming activities

- What are JP's priority activities in the annual work plan (1 Jan 2021 – 31 Dec 2021)?
- Finalizing the development of the new framework for the Certificate of Compliance
- Finalizing the development of the Financing strategy.
- Complete recruitment of 18 Technical Assistance experts to provide support to the NDP III Programme Working Groups Secretariats. Specifically, the TAs will assist in building capacity of MDAs and Local Government in programme-based planning, budgeting, monitoring, review and reporting.
- In addition, these TAs will ensure support the production of strategic plans for 176 Local Government, Municipalities and Cities, which are aligned to NDP III and SDGs.
- Strengthen the capacity and role of development committee in undertaking independent project review and appraisal to align NDP III identified priority areas and programmes as well as projects.
- Facilitate development of bankable projects identified in the NDP III for private sector engagement
- Hire a consultancy to lead on the an assessment of PFMA 2015 on GEWE, launch, print and disseminate the report at National level. Additionally, periodic consultations shall be made with MFPED, EOC, CSBAG, UBOS and MGLSD to establish areas and scale up recommendations in ongoing Government programmes.
- Finalising the development of the two bankable bussiness proposals and engaging with private sector and the MoFPED for support to LGs to tap into private and other public funds. Develop guidelines for sub-national access to private finance
- Complete recruitment process for a consulatant to support LG autmate revenue sources and tranform the two LGs of Zombo and Yumbe to full automated system.
- Support sector Ministries and Uganda Investment Authority to work with the Private sector by adopting shared value approach to come up with the SDG aligned business models and processes including scaling up experiences from the UN participating agencies.
- Strengthen institutional capacity in Gender and Equity Responsive Planning and Budgeting targeting under-performing sectors and Local Governments with the PFM act 2015 at national and LG level in collaboration with CSO.
- Provide a brief narrative about the JP's specifics expected annual results (outputs and outcomes) for 1 Jan 2021 – 31 Dec 2021.
- It is expected that national and sub national institutions capacity for planning, budgeting, policy analysis and financing are integrated to deliver national priorities and respond to the needs of people of the most vulnerable groups of people.
- Additional resources mobilized for development of 2 economic infrastructure projects
- Local Government own source revenue performance improved and contribution to their development plans improved.

C.2. Expected changes

- Indicate if you expect any further modifications to the to work plan, budget, Theory of Change, results framework of the JP between 1 Jan 2021 – 31 Dec 2021.

No expected changes

C.3. Risks and mitigation measures

Are there any changes made/expected to be made to the Risk Matrix?

Yes

No

- Fill out Annex 4 and briefly describe the main risks and respective mitigation measures taken/planned.

Annex 1: Consolidated Annual Results

1. JP contribution to global programmatic results (annual)

- Provide data for the Joint SDG Fund global results (as per targets defined in the JP document).

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Update table below)

Indicators	Target 2020	Result 2020	Target 2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope(for other/additional sector/s or through new sources/means)	0		10%
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale(for the same multi-sectoral solution.)	0		10%

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Update table below and provide details as requested)

Indicators	Target 2020	Result 2020	Target 2021	List of strategies/ frameworks developed
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0		1	
4.2: #of integrated financing strategies that have been implemented with partners in lead disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners	0		1	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0		1	

2. Selected global performance indicators (annual)

- Provide data for aggregation at the global level of the Joint SDG Fund.

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence in 2020?

- Yes, considerably contributed
 Yes, contributed
 No

Explain briefly:

2.2. Did your Joint Programme contribute to reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other Joint Programmes?

- Yes,
 No
 N/A (if there are no other joint programmes in the country)

Explain briefly: Not yet fully embarked on active implementation.

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

- Yes
 No

Explain briefly:

3. Results as per JP Results Framework (annual)

- Present annual JP results in the following template

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Outcome 1: Support to enhance domestic Resource mobilization and attracting private flows in support of national and subnational priority projects						
Outcome 1 indicator: % share of local government revenue in Total District budget	3%	3% share of local government budget	Zombo: 2.7% contribution Yumbe: 1%	No directly support from project yet. COVID-19 greatly impacted LG fiscal space	4% Share of LG Total budget	
Outcome indicator 2: % Increment of Local Revenue collection	3%	0	0	No Directly activity planned for 2020	10% increase of OSR contribution	
Output 2.1 Enabling environment created to attract private and innovative financing to national and local priorities						
Output 1.1: Number of business enabling environment issues resolved through public private dialogues	0	0	0	In development process	2	
Output 1.2: Number of new innovative financing instruments approved for implementation	0	0	0	Instrument approval on cabinet paper yet to be presented to cabinet for approval	1	
Output 1.3: No. of Bankable project development economic infrastructure projects and supported to reach financial close	0	0	2- both still in draft	Project development support process initiated for Paidha market in Zombo DLG	2	
Output 2.2: Local Government Own Source Revenue collection and administration systems upgraded to web based systems for at least 2 LGs						
Output 2.1: Tax Payer register updated and upgraded to web based	0	2	0	Tax registers updated though together with the upgrading to automation still in progress	Register for at least 6 tax sources in the 2 LGs	
Output 2.2: No. of Local Staff Capacity Build to undertake digitalized tax payer registration and assessment	0	20	0	Activity still at inception stage	20	
Output 2.3: No. of Tax Payers in electronic data base	0	5000	0	Automation process still in progress	5000	

Output 2.4: No. of tax payer reached and able to use digital systems for tax payment	0	0	0	Automation process still in progress	5000	
Output 2.5: Revenue automation IEC materials Produced and disseminated	0	0	0	Automation process still in progress	5000 IEC materials	
Output 2.6: No. of LGs with fully functional automated Revenue collection and administration system	0	0	0	Automation process still in progress	2	
Output 2.7: No. of Local Governments using automated system	0	0	0	Automation process still in progress	2	
Output 2.8: Amount of Revenue collected through automated system Vs manual system	0	0	0	Automation process still in progress	US\$28,000	
Output 2.9 indicator: No. of LGs undertaking property valuation and updating property tax registers using digital tools	0	1	0	Automation process still in progress	1	
Output 2.10 indicator: Number of the Revenue Committees functional and supporting tax administration process	0	2	0	Automation process still in progress	2	
Output 2.11: No. of Tax Payer awareness outreach interventions by revenue committees	0	0	0	Automation process still in progress	2	
Outcome 1 National and sub national planning, budgeting, policy functions, processes, systems and finance are integrated to deliver national priorities and respond to the needs of most at vulnerable groups of people.						
Outcome 1 indicator1: % of planned intervention and SDG related interventions financed on annual basis by budget.	58% plan to budget alignment and budget alignment with SDGs is 61% in 2018/19	59% alignment of plan with budget 62% alignment of budget with SDGs	59.7% alignment of plan with budget 63% alignment of budget with SDGs	Improvement in alignment of budget with SDGs is due to good performance in SDGs 1, 5, 6, 16, and 17 owing to substantial allocation of resources towards the areas of; poverty reduction, water and sanitation, gender, and peaceful and inclusive societies	65% alignment of plan with budget 70% alignment of budget with SDGs	

Outcome 2 Indicator 2: % of compliance of the plans and budgets on gender and equity issues by sectors and LGS	61% compliance of budget with gender and equality 2019/20 budget	65%	NA		68%	
Output 1.1 The governance mechanisms, systems, tools that align policies and annual budgets to the national development plan are strengthened						
Output 1.1 indicator 1: Number of policies and frameworks, guidelines developed and revised	0	1	1	18 draft PIAPs developed by end of November 2020	3	

Annex 2: List of strategic documents

- Complete the tables by focusing on documents that are of particular strategic importance for the JP results and for the priorities of the Joint SDG Fund in this portfolio.

1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it
1. Draft Bankable Business Proposal for Otuke Governance Centre and Paidha Community Market	Still in draft form under review	The bankable business proposals for the two markets are key input into engagement with Financial institutions and MOFPED in support of subnational mobilize additional private sector and public sector financing.
2. Terms of Reference for Consultant to automate local revenue for the local governments of Zombo and Yumbe	December 2020	These are ToRs to recruit consulting firm to support local governments in improving revenue administration and management system.
3. Terms of Reference	January 2021	Terms of reference for consultancy services: to support the review of the impact of the PFMA 2015 in promoting gender equality and women's empowerment in Uganda.
4. Programme Implementation Action Plans (PIAPs)	November 2020 Revision ongoing	PIAPs are a bridge between the National development plan and the annual budget. They are essentially the budget framework papers for each of the 18 programmes of NDP III
5. GoU Public Investment Financing Strategy Draft Inception Report	November 2020	The overall objective is to develop the Government of Uganda Public Investment Financing Strategy. Specifically, the PIFS will identify sustainable sources of financing and align them to their most appropriate use to achieve greater impact.

6. Draft Terms of Reference on the INFF Oversight Team	January 2020 In draft form Under internal review	The Terms of Reference for the INFF Oversight Team outlines the structure, membership and roles and responsibilities of the Oversight Team.
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2. Strategic documents for which JP provided contribution

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it

Annex 3: List of strategic communication documents

- Provide the responses to the questions below with data for the last year overall.

1. Have you created a strategic communication plan for the Joint Programme?

- Yes
 No

Explain briefly: To be undertaken in 2021

2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget). Zero

Explain briefly: Only implemented inception activities in 2020

3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

- Yes
 No

Explain briefly:

4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

- Yes
 No

Explain briefly:

5. How many articles (interviews, human interest stories, press releases, expert insights, etc) about your JP were published by an external media outlet (Non-UN published)?

Total number:

Explain briefly:

6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number:

Explain briefly:

7. Have you received an increase of social media followers?

Yes

No

Total number: (Not mandatory)

Explain briefly:

Multi-Media Faucets

- Complete the table by focusing on most important strategic communication documents (factsheets, promotional materials, infographics, videos, etc.). Provide hyperlinks when possible.

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)

Social Media Campaigns

- Complete the table by focusing on the highest social media impressions or campaigns. Provide hyperlinks when possible.

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)

Annex 4: Updated JP Risk Management Matrix

- Update the table from your JP document with the most recent analysis of risks and identification of mitigation measures. This should support the narrative update on the risks from the part C of the main report.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
COVID-19 outbreak could disrupt operations in all spheres	20	5	4	Leverage additional funds from other sources to implement SOPs and adoption of online platform for deliver results	RCO, PUNO
2021 Elections	15	5	3	Leverage existing UN programme support to strengthen infrastructure for elections and post-election dispute resolution. Using online platforms to continue to engage with partners working from home. Leverage additional resources for capacity building and bring onboard new leaders	RCO, UNDP, UNWOMEN; PUNO
Programmatic risks					
Coordination challenges given several actors	4	2	2	Strengthen the RCO to continue with the coordination	RCO, PUNOs
Institutional risks					
Restructuring of government ministries and agencies.		2	2		
High turnover of leaders at election	15	5	3	Leveraging additional resources to bring new leaders on board	RCO, PUNOs
Fiduciary risks					
Uncertainty in mobilizing additional resources to complement the planned financing	4	2	2	Identify and innovatively target potential donors through for instance round table discussions to attract financing.	RCO, PUNO