

**Joint SDG Fund**

Template for the Joint Programme  
Evidence-based Final Narrative Report

**SDG FINANCING PORTFOLIO – COMPONENT 1**

**Date of Report:** 25 / October / 2023

<i>Programme title and Country</i>
<b>Country:</b> Uganda <b>Joint Programme (JP) title:</b> Integrating policy and financing for accelerated progress in SDGs in Uganda <b>MPTF Office Project Reference Number<sup>1</sup>:</b>

  

<i>Programme Duration</i>
<b>Start date<sup>2</sup></b> (day/month/year): 1st November 2020 <b>Original End date<sup>3</sup></b> (day/month/year): 30th November 2022 <b>Actual End date<sup>4</sup></b> (day/month/year): 30th November 2023  <b>Have agencies operationally closed the Programme in its system:</b> Yes/No  <b>Expected financial closure date<sup>5</sup>:</b> 30th November 2023

  

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<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

<sup>2</sup> The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>5</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

***Programme Budget (US\$)***

**Total Budget** (as per Programme Document, without co-funding): USD 1,000,000.00

**Agency/Other Contributions/Co-funding** (if applicable):

**Joint SDG Fund Contribution<sup>6</sup> and co-funding breakdown, by recipient organisation:**

Agency/others	Joint SDG Fund contribution	Co-funding	Total
UNDP	484,814	572,000	1,056,814
UNCDF	295,384	312,000	607,384
UN Women	219,802	152,000	371,802
<b>Total</b>	<b>1,000,000</b>	<b>1,036,000</b>	<b>2,036,000</b>

***External Consultant Details***

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**Title and organization** (if applicable): NA

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<sup>6</sup> Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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## Abbreviations

African Girls Can Code	AGCC
African Continental Free Trade Area	ACFTA
African Union Agenda	AUA
Certificate of Compliance	CoC
Citizen Generated Data	CGD
Civil Society Budget Advocacy Group	CSBAG
Civil Society Organisations	CSOs
Climate Change Budgeting Tagging	CCBT
Climate Finance Unit	CFU
Common Market for East and Southern Africa	COMESA
Development Finance Assessment	DFA
District Development Plans	DDPs
East African Community	EAC
Electronic Government Procurement	EGP
Equal Opportunities Commission	EOC
Financial Year	FY
Gender and Equity Budgeting	GEB
Gender Equality and Women's Empowerment	GEWE
Gender Responsive Budgeting	GRB
Government of Uganda	GoU
High-Level Political Forum	HLPF
Integrated Financial Management System	IFM
Intergovernmental Fiscal Transfers	IGFT
International Monetary Fund	IMF
Integrated National Financing Framework	INFF
Integrated Revenue Administrative System	IRAS
Joint Programme	JP
Leave No One Behind Assessment	LNOB
Local Economic Development	LED
Local Governments	LG
Maternal Mortality Ratio	MMR
Makerere University-CoBAMS	
Ministries, Departments and Agencies	MDAs
Ministry of Finance, Planning and Economic Development	MoFPED
Ministry of Kampala City and Metropolitan Affairs	MKCMA

Ministry of Local Government	MoLG
<b>Mid- Term Review</b>	<b>MTR</b>
National Budget Framework Paper	NBFP
<b><u>National Development Plan</u></b>	<b>NDP</b>
Own-source Revenue	OSR
<b>Parish Development Model</b>	<b>PDM</b>
Planning and Budgeting System	PBS
Programme Based Budgeting	PBB
Programme Based Budgeting System	PBBS
<b>Programme Implementation Action Plans</b>	<b>PIAPs</b>
Public Finance Management Act	PFMA
Public Finance Management Reform Strategy	PFMRS
<b><u>Public Investment Financing Strategy</u></b>	<b>PIFSan</b>
Public Private Partnership	PPP
Public Procurement and Disposal of Public Assets	PPDPA
Second Chance Education Programme	
Sustainable Development Goals	SDGs
Tax Administration Diagnostic Assessment Tool	TADAT
Uganda revenue Authority	URA
Uganda Development Bank	UDB
United Nations Joint Programme on Data and Statistics	UNJPD&S
Uganda Demographic Health Survey	UDHS
Universal Primary Education	UPE
Uganda Women Entrepreneurs Association Limited	UWEAL
Voluntary National Report	VNR

## Executive summary

### Leaving No One Behind: Responding to the Needs of Vulnerable People

***Integrated National Planning and Financing Frameworks:*** Significant results have been achieved on enhancing national development planning and financing frameworks, including the formulation of a programme-based third National Development Plan (NDPIII) and its Programme Implementation Action Plans (PIAPs). This has strengthened the alignment between development planning and budgeting both at the national and local levels. Preparation of an integrated and comprehensive national Public Investment Financing Strategy (PIFS); and strengthening of Uganda’s capacity to implement climate policies and comply with national and global climate obligations are other significant results achieved through the JP contributions. The PIFS, aligned with NDP III/ Sustainable Development Goals (SDGs), serves as Uganda’s Integrated National Financing Framework (INFF) and was launched in 2023. While the PIFS provides a framework for widening the scope of mobilization of financial resources from domestic, external, emerging and innovative financing options, the impact of its implementation is yet to be seen.

***Inclusive and Gender Responsive Planning, Budgeting and Service Delivery:*** The Government of Uganda was supported to undertake a review of the implementation of the Public Finance Management Act (PFMA 2015) and establish the extent of integration of Gender and Equity Budgeting in the PFMA. The review revealed that the national budget for gender equality issues increased to 87% from UGX 18,343 billion in FY 2015/16 to UGX 34,304 billion in FY 2019/20. This increased allocations cuts across all sectors, indicating important progress on advancing gender equality in general, and strengthening gender responsive planning, budgeting and services delivery in particular. Specific government-packages, including the Parish Development Model (PDM), COVID stimulus packages and Agriculture Fund, and *Emyoga*, the WB Grant to Uganda for the Grow Project focusing on growth of women’s economic enterprises, directly benefit women. In addition, compliance of Ministries, Departments and Agencies (MDAs) on Gender and Equity in the National Budget Framework Paper revealed progress in commitment, from 57% in 2016/2017 to 61% in FY 2019/2020. The Government’s increased investment on safe deliveries and thereby improvement of Maternal Mortality Ratio (MMR) from 368/100,000 to 189/100,000 per live births as revealed by the UDHS 2022/23 report, can be attributed to UN policy advocacy and programme support, including this JP. Parity in primary education enrolment under Universal Primary Education (UPE), reduction in fertility rate from 5.4% to 5.2% are other indicators demonstrating UN-partners collective impact, including of the JP. More than 1,000 pregnant and young mothers were supported to return to school under the Second Chance Education Programme and over 1,000 girls have received digital literacy through the African Girls Can Code programme. With UN support, the Public Procurement and Disposal of Public Assets Authority (PPDPA) conducted an assessment on capacity gaps of women in business to participate in government procurement processes. The recommendations of the assessment are informing awareness raising and advocacy efforts for improving women’s participation and benefit from the 30% allocation for women under the PPDA Act 2021. Support was delivered to Civil Society Organisations (CSOs) on increasing evidence on gender equality using the Citizen Generated Data (CGD) to inform budgeting, programming, and policy options.

***Mobilising Local Development Finance:*** Important results have been made on mobilising domestic financing, including by improving Local Government’s own-source revenue, towards district development plans (DDPs) implementation. On one hand, growth of local governments’ revenue in



Yumbe and Zombo (pilot) districts is an important achievement directly attributed to the JP intervention, i.e, support provided to the local governments; on the other hand, investment of increased local revenue towards SDGs actions by district local governments is an example of UN policy advocacy impact. Following the JP intervention, Yumbe district local government registered a local revenue realisation of UGX 1,500,000,000 in FY 2020/21, UGX 1,296,182,312 in FY 2021/22 and UGX 1,460,904,365 in FY 2022/23 respectively. Similarly, Zombo registered revenue growth of UGX 786,716,000 in FY 2020/21, UGX 1,059,251,000 in FY 2021/22, UGX 1,108,251,000 in FY 2022/23 respectively. This observed growth in local revenue collection in Zombo at an average of UGX 984,739,333 (9%) and local revenue growth in Yumbe at an average local revenue collection of UGX 1,419,028,892(80.2%). As a result, service delivery has been improved through an increased share of local revenue to the district budget of the two local governments of pilot districts. In Zombo, the district's own source revenue contributed to its budget with 2.9% in FY 2020/21, and 3.5% in FYs 2021/22/23 respectively - this represents an average of 3.3%. Much as this signifies other sources of financing contribute immensely to the district's budget, local revenue has registered an improvement much better than the 1% of own source revenue to the budget of majority rural local governments in Uganda. Similarly Yumbe district registered a contribution of local revenue to the district budget of 1.4% in FY 2021/22 and 1.6% in FY 2022/23 respectively, presenting an average of 1.5%. In real terms this is significant growth of local revenue share to the district budget to Yumbe, this however is discounted by the huge support the district receives from development partners on programs for refugees toward the district budget.

**Strengthened partnerships between state and non-state actors for climate finance access:** The catalytic funds provided by the JP, and utilised in developing integrated national policies and strategies, has mobilised implementation support from other development partners. For example, the Ministry of Finance, Planning and Economic Development (MoFPED) with support from other non-UN development partners has already embarked on institutionalisation of climate finance to maximise climate finance access from national and international sources. The recent establishment of the Climate Finance Unit under the Department of Development Assistance and Regional Cooperation attests to this. This has been a collaborative effort between MoFPED and UK Foreign Commonwealth Development Office with the Global Green Growth Institute as an intermediary. Similarly, with UN support, the Uganda Development Bank has set up a Climate Financing Facility and committed UGX50 billion (about USD 13.5 million) for capitalization of the facility. The facility is a strategic fund that is already making available ‘affordable finance’ for promoting climate-smart agriculture, ensuring climate-resilient infrastructure, and promoting low-carbon industries.

## Context

The Government’s Uganda Vision 2040, launched in 2013, aims to transform Uganda from a “peasant society” to a modern and prosperous country within 30 years. The transformation is to be implemented through the Comprehensive National Development Planning Framework that is articulated in three 10-year development plans and six five-year National Development Plans. The country is implementing its Third National Development Plan (NDP III), which covers the period 2020/21 to 2024/25 and whose overarching goal is to increase Ugandans’ household incomes and improve their quality of life. Uganda has embedded the SDGs in its national development planning frameworks and identifies the NDP III as the vehicle to help accelerate achievement of the SDGs. The NDP III also addresses regional aspirations

and commitments, such as those in the African Union Agenda 2063, East African Community Vision 2050, the Common Market for East and Southern Africa (COMESA), and the African Continental Free Trade Area (ACFTA). While the direction at the strategic level is clear, delivering on these aspirations could be inhibited by several challenges related to mobilisation and efficient use of resources, alignment of budgets, plans, policies, and processes.

When this Joint Programme (JP) ‘Integrating policy and financing for accelerated progress in SDGs in Uganda’ commenced in November, 2020, Uganda together with the rest of the world, was grappling with COVID-19 pandemic which disrupted economic activities in 2020, leading to a contraction in GDP, but a recovery was observed in subsequent years - 3.5 percent in 2020/21 to 4.6 % in 2021/22. Generally, the anticipated upturn in healthcare and education services, building on gains from the COVID-19 response, has been evident. Efforts have been directed to strengthening healthcare, with a focus on improved capacity in all areas especially in vaccination and combating diseases like malaria, Ebola, and HIV/AIDS.

Since this JP, Uganda has moved from a period of heightened security tensions due to elections to Ebola Virus Disease Outbreak sandwiched between the persistent COVID-19 outbreak and annual occurrence of severe weather events leading to deaths and displacements and destruction to properties. Despite experiencing relative stability since the 2021 elections, Uganda’s terror levels are up due to higher likelihood of terror attacks as evident in the June 16 school attack in Western Uganda and several foiled attacks in Kampala between August and September 2023. Concerns over human rights violations are rife after the non-renewal of the mandate of the UN Office for Human Rights and the enactment of the Anti-Homosexuality Bill into law in the first half of 2023. While it is premature to tell the full scale of the impacts of the Anti-Homosexuality Act, the initial indications are contractions in development funding and distortion in service delivery and development interventions on the ground.

While service delivery has been strengthened through better alignment of plans with budgets and policies during the JP period, Uganda's population continued to grow rapidly, presenting challenges for healthcare, education, and employment opportunities for the youth and other most vulnerable people. Interestingly Uganda’s youthful population however, represents its greatest opportunity for sustainable growth and development when fully harnessed.

The country has been undertaking several initiatives to address challenges related to mobilization and efficient use of resources and the alignment of budgets, plans, policies and processes in order to strengthen its domestic revenues and improve management of its expenditures. These initiatives are aimed at accelerating achievement of the country’s priorities, enhancing overall economic stability, and achieving sustainable socioeconomic transformation.

As the country strives to enhance its revenue mobilization capacities, it is cognizant of the need to raise revenue in a way that is fair, reduces inequalities and sustains economic growth. It also acknowledges the need to include all relevant stakeholders in the public and private sectors in the entire discourse on mobilizing finance for socioeconomic transformation. In this regard, the Government of Uganda developed a Domestic Resource Mobilization Strategy (DRMS), which recognizes the importance of having a medium-term strategy for government revenues, to guarantee a reasonable, realistic and practical approach to sustainable resource mobilization. The Government is also taking a more holistic

and strategic approach to managing financing through development of an Integrated National Financing Framework (INFF), to ensure that the country aligns its development plans, policies and financing with the NDPIII and the SDGs. As part of the INFF development process, a Public Investment Financing Strategy, which provides a framework for widening the scope of mobilization of financial resources from domestic, external, emerging and innovative financing options, was developed. In addition, an SDG Investor Map – a market intelligence tool that translates SDG needs and policy priorities into actionable investment opportunities to help the country shift billions of dollars towards the SDGs – was also used. The Government also implemented Tax Inspectors Without Borders – a joint initiative of OECD and the United Nations Development Programme – to recover revenues lost to the private sector through transfer pricing.<sup>7</sup>

## Joint Programme Results

**The JP has contributed to paradigm shift in alternative financing options for Local Governments:** Local Governments (LGs) in Uganda are mandated to implement Government policies and regional and international protocols including the SDG's. Their traditional major sources of financing have been (i) transfers from the central government accounting for 99% for most rural LGs and (ii) Own source revenues including local taxation accounting for only 1% in most rural LGs. As much as the LG Act provides for LGs to use alternative financing options including bank loans, this has not taken root in the country due to inadequate capacities and unfavourable policy environment and attitudes towards LG capacities as well as capacity gaps in project development. There is now a paradigm shift and in line with the INFF there is now better appreciation of need for LGs to tap into market-based financing options as such the Government was able to work with UNCDF with support from SDG to develop (i) guidelines for revenue generating projects development (ii) Cabinet memo for approval of market-based options including the capital markets (iii) development of a sub national pooled financing mechanism.

**Improved Local Revenue Collection and share in districts Plans:** The project was able to contribute to increased own source revenue with two JP districts reporting over 100% collections of their targeted revenues. The contribution to their development plans has increased to 4.3% for Zombo and 2.7% for Yumbe, slightly above the 2021 target of 4% for Zombo. This increased revenue means local governments are now able implement their locally prioritized needs. The Local Government of Eastern Uganda have strengthened capacity in gender and equality mainstreaming and are now able to mainstream gender in their Plans and budget and have a better understanding and analysis of gender and GRB concepts and the need for evidence based planning with support from UN Women in partnership with MoFPED. Specifically, UNCDF efforts were on the need to Increase mobilisation and contribution of Local Government own-source revenue towards SDGs implementation for Yumbe and Zombo district local governments. Following the JP intervention, Yumbe district local government registered a local revenue realisation of UGX 1,500,000,000 in FY 2020/21, UGX 1,296,182,312 in FY 2021/22 and UGX 1,460,904,365 in FY 2022/23 respectively. Similarly, Zombo registered revenue growth of UGX 786,716,000 in FY 2020/21, UGX 1,059,251,000 in FY 2021/22, UGX 1,108,251,000 in FY 2022/23 respectively. This observed growth in local revenue collection in Zombo at an average of UGX 984,739,333 (9%) and local revenue growth in Yumbe at an average local revenue collection of UGX

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<sup>7</sup> Common Country Analysis, Uganda, June 2020

1,419,028,892 (80.2%) can be attributed partly to UNCDF support under the JP to the 2 local governments.

The efforts from the program intervention have supported increased service delivery through increased share of local revenue to the district budget of the 2 local governments. In Zombo, Own source revenue contributed to the district budget by 2.9% FY 2020/21, 3.5% FYs 2021/22/2023 respectively - this represents an average of 3.3%. Much as this signifies other sources of financing contribute immensely to the district's budget, local revenue has registered an improvement much better than the 1% of own source revenue to the budget of majority rural local governments in Uganda. Similarly Yumbe district registered a contribution of local revenue to the district budget of 1.4% in FY 2021/22 and 1.6% in FY 2022/23 respectively, presenting an average of 1.5%. In real terms this is significant growth of local revenue share to the district budget to Yumbe, this however is discounted by the huge support the district receives from development partners on programs for refugees toward the district budget. Achievement of these local revenue results has been through the following JP interventions:

- Trained about 20 local government staff from Yumbe and Zombo to improve on local revenue collection and administration through revitalising revenue committees by forming the committees, appointment and subsequent of 215 (58F, 153M) staff.
- Trained district technical staff on assessing the districts tax health using the Tax Administration Diagnostic Assessment Tool (TADAT) in partnership with the International Monetary Fund (IMF)/TADAT Secretariat and Uganda Revenue Authority (URA). Over 162 LG, and central government staff from the new cities, Greater Kampala Metropolitan Area (GKMA), Ministry of Local Government (MoLG), and the Ministry of Kampala City and Metropolitan Affairs (MKCMAs) and URA staff benefited from the training.
- Supported establishment of property registers through property valuation process. This created an additional revenue source of property rates to the list of taxable sources of the districts. The outcomes from the property valuation process are yet to materialise in terms of realised local revenues.
- Held over 10 barazas with Taxpayers to enlighten communities on how the new tax is electronically mobilised, how the tax collection tool Integrated Revenue Administrative System (IRAS) works and how it eases tax collection and tax payment.
- UNCDF in partnership with Makerere University-CoBAMS developed project development guidelines/ tool kits that have been validated by the MoFPED-Public Private Partnership (PPP) Unit. The guidelines have been validated by a wide spectrum of stakeholders including the intended users, the LG, and the city councils.
- The local government and cities benefited from capacity building training on project development. During the project development process over 60 LG staff were trained in Bankable project proposal development and financial analysis. Over 10 local council political leaders were engaged for an enabled policy environment for local governments to tap into alternative financing for their development needs in the current environment of constrained Intergovernmental Fiscal Transfers (IGFT).

**Integrated National Planning, budgeting, and monitoring and reporting:** One of the key achievements the JP has contributed to is the shift from Uganda's sector-based disjointed planning and budgeting process to a more coherent programme-based approach to planning, budgeting, monitoring, reporting, and implementation. Under the previous sector-wide approach, the responsibility for planning

and budgeting at the central government level was delegated to Sector MDAs. To execute this responsibility effectively, MDAs were required to formulate their policies, strategies and programmes consolidated into Sector Development Plans that were aligned to the NDP and Uganda Vision 2040. Sectors were also required to monitor Sector specific outcomes. The planning process has been reformed and the Programme Based Approach adopted in NDP III aims to deliver on common results through a programme. The NDP III defines a programme as a group of related interventions/projects that are intended to achieve a common objective within a specified timeframe. The programme approach has been adopted for three main reasons: (i) To focus implementation on delivery of common results; (ii) To strengthen alignment and eliminate the ‘silo’ approach to service delivery and enhance synergies across sectors and other actors; (iii) To provide a framework for the already existing programme-based budgeting. The Sector, Ministry, Agency and Local Government plans are required to be aligned to the NDP III, which is well aligned with the SDGs. Implementation of these plans now, are linked to the Programme Based Budgeting System (PBBS). This Achievement by the Government of Uganda can be attributed to the UN support provided under this JP. The following summarises the UN contributions in the achievement of this result:

- **Improved alignment between Development Planning and Budgeting through the Certificate of Budget Compliance Process** - With support from UNDP, the National Planning Authority revised the methodology for certificate of compliance that assess alignment of development planning, policies, and budgeting frameworks both at the national and local levels. Improved Certificate of Compliance (CoC) of the annual budget of the previous year, issued by the National Planning Authority is expected to: (i) improve the oversight functions of the parliament regarding budget appropriation as well as oversight institutions (OAG, Non-State Actors) to strengthen accountability mechanisms; (ii) informs Cabinet decision making during the consideration of the annual budgets; (iii) help MDAs and LGs to improve alignment & performance towards achievement of the NDP and Vision 2040 goals and targets; (iv) gauge Uganda’s commitment to achieving the SDGs agenda that is delivered through budget interventions and allocations; and (v) inform the Public about the transparency, consistency and effectiveness of planning and budgeting processes.
- Assistance was delivered to also ensure the alignment between national planning and local government development plans. A comprehensive review undertaken led to the alignment of 176 Local Government Development Plans (2020-2025) and the NDP III; and Programme Implementation Action Plans (PIAPs) were developed for each of the 20 programmes in NDP III with well-articulated results, objectives, activities, and resources required.
- In 2022, the Government introduced a new development approach called the Parish Development Model (PDM) within the NDP-III. The PDM is an integrated development strategy to achieve social-economic transformation at the village and community level – by using the Parish as the epicentre for Development. With UNDP support, the government has established a PDM policy lab at the Makerere University to develop a roadmap (an action plan) for effective implementation of the PDM.



**Enabling environment created to attract private and other innovative financing to national priorities:** UNDP supported the design of SDGs Investment Map for Uganda, which is a market intelligence tool that helps the private investors with insights into the local market conditions, local SDG investment opportunities, potential business models, expected development impact of such projects, etc. Similarly, UNDP supported the government in the development of NDP III bankable projects for resource mobilisation. Feasibility studies on livestock vaccines and tourism in the Mt. Elgon, were undertaken. These feasibility studies are now at a stage of being allocated a project code number in the Public Investment Plan, which will then enable respective line Ministries to start implementation. The JP has also enabled preparation and launch of several integrated national development assessments, policies, strategies. For example, with support from the UN System in Uganda, the government has prepared and launched the following national development policies/strategies in an inclusive and integrated manner.

- Development Finance Assessment
- Public Investment Financing Strategy, for the period.
- Second Roadmap for SDG Implementation for the period 2020/21 to 2024/25.
- The National Industrial Policy 2020
- Updated Nationally Determined Contribution in fulfilment of the Paris Agreement.
- National AfCFTA implementation Strategy.
- Digital Transformation Roadmap, and
- URA Digital and IT Transformation Strategy

**Enhanced capacity of government staff in resource mobilisation and SDGs implementation:** The UN System, under this JP, has been supporting the Government in strengthening institutional frameworks for SDGs implementation with special focus on coordination, monitoring and reporting as well as SDGs related data collection and analytics. UNDP supported five officials of the MoFPED to undertake two weeks long training at the International Law Institute, Washington DC in 2022 on loans negotiations with international organisations and companies.

**Strengthened partnerships between state and non-state actors for climate finance access:** The catalytic funds provided by the JP, and utilised in developing integrated national policies and strategies, has mobilised implementation support from other development partners. For example, the Ministry of Finance, Planning and Economic Development (MoFPED) with support from other non-UN development partners has already embarked on institutionalisation of climate finance to maximise climate finance access from national and international sources. The recent establishment of the Climate Finance Unit under the Department of Development Assistance and Regional Cooperation attests to this. This has been a collaborative effort between MoFPED and UK Foreign Commonwealth Development Office with the Global Green Growth Institute as an intermediary. Similarly, with UN support, the Uganda Development Bank has set up a Climate Financing Facility and committed UGX50 billion (about USD 13.5 million) for capitalization of the facility. The facility is a strategic fund that is already making available ‘affordable finance’ for promoting climate-smart agriculture, ensuring climate-resilient infrastructure, and promoting low-carbon industries.

**Strengthened Uganda’s capacity to implement climate policies and comply with national and global climate obligations:** The Government of Uganda with support from UNDP raised her climate ambition through the development of a climate change act and development of a revised Nationally Determined Contribution (NDC) and NDC implementation and resource mobilisation plan. By developing an NDC with increased ambition to reduce GHG emissions by 24.7 percent by 2030, from 22 percent in the first generation NDC of 2015 and a clear implementation and resource mobilisation plan, Uganda has demonstrated commitment to a climate resilient and low carbon development path. Uganda has also set a net zero-emission target by 2050 through a long-term Climate Change Strategy (LTS) and clearly identified key sectors where emission reductions will be prioritised. UNDP further supported Uganda’s participation in COP27 negotiations where the country pitched her commitment to a well-defined energy transition, loss and damage facility, carbon markets and other climate commitments.

***Quality Data and Statistics for Leaving No One Behind:*** Institutional capacity of Uganda Bureau of Statistics (UBOS) to generate quality gender disaggregated data was strengthened, which has largely informed policy makers and other stakeholders on existing gender and Human rights data gaps, (GBV, Teenage pregnancy, unemployment, unpaid care work, negative social norms and practices). UN Women in partnership with the Civil Society Budget Advocacy Group (CSBAG) of 25 Civil Society Organisations (CSOs) has strengthened national stakeholders’ capacity to generate and use gender statistics and Citizen Generated Data (CGD). As a result the CSOs compiled Metadata and developed a capacity improvement plan. CSOs have committed to the compilation of data as an integral part of the interventions implemented and submit evidence-based reports with quality data based on the quality dimensions for the monitoring of SDGs and related development frameworks. UN Women also supported the review of the data and statistics for SDG indicators. As a result, data series for the existing SDG and the Agenda 2063 indicators were updated. Metadata have been developed and updated for the SDG and Agenda 2063 indicators. A total of 32 indicators were updated with new data series, and currently, Uganda has 121 of the 201 indicators with data available. These SDG indicators informed the Leaving No One Behind (LNOB) assessment report and the preparation of the national mid-term progress report for SDGs 2023. In addition, implementation of this JP has also strengthened collaboration for joint programming and resource mobilisation by UN agencies – for example, a dedicated UN Joint Programmes on Data and Statistics has been developed, together with the Government.

***SDG Annual Conferences Enhance National Ownership and Commitment:*** The UN System provided technical and financial support to the Government to convene two Annual SDG Conferences in June 2022 and 2023. The 2023 conference focused on promoting inclusive national and continental actions for accelerated delivery of the SDGs and Agenda 2063. The Conference brought together over 700 participants that included LG leaders, development partners, civil society, private sector, traditional leaders, and youth and children. With UNWomen support, a Leaving No One Behind Assessment (LNOB) was undertaken, recommendations of the assessment were adopted at the second Annual SDG Conference, informing Uganda’s position paper on accelerating the implementation of SDGs. The paper was presented at the High Level SDG Summit in New York in 2023, and Uganda has endorsed six national commitments to accelerate delivery of SDGs by 2030.<sup>8</sup> There is renewed commitment to localise

<sup>8</sup>Commitment #1: Accelerating Leave No One Behind Agenda through the Parish Development Model

Commitment #2: Accelerate actions for Trade financing and Climate smart investments.

SDGs through the PDM and half a dozen UN entities jointly developed a proposal for the localization of SDGs. The proposal has been submitted to the SDG Fund for fund allocations. Some specific results achieved through UN Women interventions are below:

- The printing of the Public Finance Management Act (PFMA) 2015 assessment 2021 report was completed and findings disseminated to selected local governments. The report has been shared with key Gender Responsive Budgeting (GRB) stakeholders to embark on the implementation of the recommendations.
- More than 500 copies of the PFMA 2015 review report were produced for dissemination to all MDAs and LGs. UN Women supported the Equal Opportunity Commission (EOC) to orient Districts technocrats and councillors of Iganga and Bugweri Local Governments on the importance of compliance to gender and equity certification in line with the PFMA 2015. Sixty-four (64) Local Government officials (Iganga 38 & Bugweri 26) benefited from the training on gender mainstreaming and received 100 copies of the PFMA 2015 review report and the Gender and Equity Guidelines. This will inform monitoring the LGs progress on gender mainstreaming.
- UN Women supported MoFPED and the Equal Opportunities Commission (EOC) to mobilise two District Local Government councillors of Bugweri and Iganga districts and rolled out Gender Responsive Budgeting (GRB) guidelines to guide on prioritisation of gender issues in the district plans and budgets using domestic resources for sustainable development outcomes.
- In 2022, UN Women supported Public Procurement and Disposal of Public Assets Authority (PPDA) to conduct an assessment of the UPPDA Act 2021 to establish the level of participation of women entrepreneurs in public procurement and their benefit from the 30% quota of the government tenders. The assessment revealed a need for more financial investment and capacity building to support women entrepreneurs to leverage the reserved/quota to participate and benefit from procurement processes. As a result, UN Women in partnership with PPDA supported the Uganda Women Entrepreneurs Association Limited (UWEAL) to build the capacity of women entrepreneurs. Cumulatively, 193 Women Entrepreneurs selected from Kabale, Mbale, Jinja and Arua have strengthened their capacity in PPDA processes including Responsive bids, Registration and Usage of Electronic Government Procurement (EGP) System, Business Formalisation and Tax Compliance strengthened. As a result of the training, 80 women expressed interest in registering on the EGP system pending tax clearance.

## 1. Overview of Strategic Final Results

### 1.1. Overall assessment (max 100 words)

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Commitment #3: Accelerate actions to leverage the advantages of Science, Technology and Innovation.

Commitment #4: Accelerating economic and social development through climate change adaptation and mitigation.

Commitment #5: Accelerate Efforts to harness the full potential of data to improve the lives of all Ugandans. As such, the Government of Uganda is committed to continue expanding the number of SDG indicators that have data points from the current 121 to 201.

Commitment #6: Accelerate actions to build strong institutions and partnerships. The Government of Uganda is improving service delivery by the public sector through fighting corruption and improving accountability of institutions. Priority will be given to (i) ensuring transparency, accountability and anti-corruption measures across government systems by implementation of Electronic Government in especially procurement, health, education and taxation; (ii) fast tracking and monitoring the effective implementation of government programs; (iii) strengthening the courts and case management systems through adequate staffing and digitization; and implementation of other covert and overt efforts in the fight against corruption.



- ☒ Above expectations (fully achieved expected JP results and made additional progress)
- ☐ In line with expectations (achieved expected JP results)
- ☐ Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- ☐ Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

While all planned results of the UP were delivered, targets achieved under are beyond initial scope. For example, under the Outcome 1 of the JP, UN PUNOs have:

- Fostered strong partnerships and enhanced implementation of UN DS reform principles with regard to the development of the INFF, strengthening coherence among UN agencies as well as with other development partners. A case in point is around areas of climate financing and the development of a new UN JP on data and statistics, together with the Government and donor partners. An understanding has been reached with some like minded donors to advance collaboration in five common interest themes, including on data and statistics, youth, refugee inclusion in the spirit of leaving no one behind, providing greater development focus on vulnerable communities of food insecure Karamoja and climate action agenda.
- Fostered integrated policy and programming solutions by supporting the development of the NDPIII and its implementation processes; and several other policies such as the National Industrialization Policy and its Implementation strategy that positions Uganda as a fast mover in harnessing the AfCFTA and many other Policies.
- Enhanced governance mechanisms, systems and tools that align policies and annual budgets to the national development Plan. For example, by supporting the National Planning Authority (NPA) to develop a new framework for the Certificate of Compliance (CoC) that is consistent with the programme-based planning and budgeting, taking into alignment of the plans with international development agendas specifically SDGs, Africa Agenda 2063, EAC Vision 2050 and AfCFTA. The CoC framework is now used to assess alignment of development planning, policies, and budgeting frameworks both at the national and local levels. This process is also assisting the government to advance the Public Finance Management (PFM) reforms. The CoC has since expanded to cover other important areas such as demographic dividend, gender equality, SDGs, and Climate Change.
- Reinforced institutional frameworks to support effective public finance management and integrated financing through supporting the development of the PIFS, enhancing the capacity of key Government Institutions in development financing, including on loans negotiation for financing from Non-Traditional Development Partners are achievements that will have far reaching gains. In addition, several analysis and assessments were supported, including analysis of financial markets and the impact of debt management decisions, strategy design on debt market development; and regulatory impact assessment of cash management policy for public debt management reforms.

Under the Outcome 2: Diverse sources of development finance mobilised to implement interventions contained in the NDP III and District Development Plans (DDPs).

- **An enabling environment to attract private and innovative financing to national priorities has been created.** For example, UNDP facilitated the **development of two bankable projects one on livestock vaccines and another on Mt. Elgon region Tourism**
- There has been **Improved SDGs data and analytics in line with national, regional and international frameworks.** For example, for the first time in Uganda, a Multidimensional

Poverty Index Report (MPI) was produced and its findings have significantly enhanced mainstreaming of SDGs in national plans as well as informing planning and budgeting processes. SDG indicators were reviewed and support provided to utilise citizen generated data. Because of these efforts, Uganda has increased the number of SDGs targets it can report on from 92 in 2020 to 121 in 2022.

- On local revenue mobilisation, UNCDF has achieved its target with quality impact, not only local governments increased revenue realisation, but own source revenue was directed towards district development priorities, while service delivery was improved.
- For UN Women, noticeable impact was on gender budgeting with increased resources allocation towards gender equality issues across sectors; and as a result, some development indicators including maternal mortality ratio, demonstrate good progress.

### 1.2 Key results achieved (max 500 words)

- First, review of the SDGs indicators, improved data and statistics and undertaking of Leaving No One Behind Assessment have had a catalytic and transformative impact because based on these, the Government of Uganda has adopted six priority commitments as part of SDGs acceleration efforts. Following the first Annual SDG Conference supported by this JP, the Government took leadership responsibility in convening the second SDG Annual Conference in 2023, demonstrating strong national ownership for SDGs implementation. This has further created a systemic national dialogue across sectors and at all levels, which is expected to enhance accountability in the SDG implementation.
- Second, the shift from sector-based planning to integrated programme based approach with strong link to budgeting and policy is a systemic transformation in the national planning process, which is a notable result achieved by the JP.
- Third, at the local level, automation of local revenue collection using Integrated Revenue Administrative System (IRAS) has contributed to the overall country efforts to have IRAS used for local revenue collection in all local governments and municipalities in Uganda. Efforts are underway to link it with the Integrated Financial Management System (IFMIS) and Planning and Budgeting System (PBS) under the Ministry of Finance. This achievement is a good example of catalytic system transformation, expected to increase revenue base and thereby improving domestic investments towards SDGs priority sectors. Progress was made on identifying alternative financing from diverse sources of development finance for local governments and cities to complement grants from central governments and development partners. A cabinet paper was developed and approved to this effect, for the development of capital markets in Uganda.

### 1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks (max 2 pages)

■ Please

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Financing strategy</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Uganda is one of the first countries that prepared the Development Finance Assessment (DFA) in 2019 as it was preparing NDP III in the same year. It had also started discussions at the national level to put in place a national financing strategy for NDP III. Therefore, by the time UNDP, UNDESA and EU entered a partnership to jointly support pioneer countries to develop the INFF, Uganda had done a scoping of existing information related to the four building blocks of INFF and identified the MoFPED as an institutional home for the INFF process. Although the INFF roadmap was developed, the existing government institutional architecture for planning (led by NPA), budgeting and financing (led by MoFPED), monitoring and reporting (led by the Office of the Prime Minister-OPM) was strong enough to coordinate the INFF process.

The main result achieved under Assessments and Diagnostics was the completion of the Development Finance Assessment (DFA) in 2019. The assessment provided information on the state of different financing flows and financing needs of the country while exploring untapped sources of financing and their appropriateness and feasibility for the country. It also highlighted that there existed many financing policies with no overall strategy on how to align the different financing options with the needs. The findings came at a time when the country was preparing the third National Development, and thus played a crucial role in informing the costing for the plan as well as strengthening alignment, integration, and coordination of planning processes with development financing systems at national and local levels. The DFA findings were in alignment with three key reasons behind the below expected performance for the NPDI and NDPII, namely, misalignment of financing options to appropriate projects; lack of diversification of financing options; inadequacy of financing to implement priorities set out in the Plans; and constrained private sector involvement. Therefore, as a fulfilment of stage 2 of INFF, the PIFS used the DFA findings to address those challenges. For example, assessment of various Medium Debt Management Strategies (MDMS) indicated that several provisions in the Public Debt Management Framework (PDMF) were not adhered to, resulting in misalignment of financing options to projects in NDP I & II. As a solution, the PIFS has put in place a Resource Alignment Committee (RAC) chaired by the Permanent Secretary/Secretary to the Treasury (PSST) and its members drawn from all the NDPIII 20 programmes and NPA, to provide strategic leadership and ensure sustained adherence to proposed alignment framework in NDPIII.

Uganda's Public Investment Financing Strategy, aligned with NDP III/ Sustainable Development Goals (SDGs) was launched in March 2023, and serves as Uganda's Integrated National Financing Framework (INFF). While the PIFS provides a framework for widening the scope of mobilization of financial resources from domestic, external, emerging and innovative financing options, the impact of its

implementation is yet to be seen. An oversight committee has been established within the Ministry of Finance.

The JP reinforced institutional frameworks to support effective public finance management and integrated financing through INFF, which will enhance integrated development planning; improved alignment between plans, policies, and financing, monitoring and reporting, and foster robust knowledge management ecosystem for accelerated progress in implementation of NDP III and SDGs. In this regard, the Government has developed a Public Investment Financing Strategy (PIFS), whose implementation started in March 2023. The overall objective of the PIFS was to establish robust and sustainable financing mechanisms for the achievement of the NDP III. Specifically, the PIFS aims to improve alignment of Government programmes to suitable financing options; minimise the cost and risk exposure of financing modalities; leverage additional financing from traditional and other innovative sources to meet the increasing development requirements; and provide a framework for partnership with the private sector, both in the implementation and financing of public investment programmes and projects. The PIFS prioritises a implementation of number of financial reforms including: addressing financial management challenges, improve accountability, procurement, and information technology systems, e-cash and other digital platforms; improving efficiency and address corruption and ensure predictability of policies; finalisation of reforms under the Public Investment Management System (PIMS) to ensure efficiency in public investment; domestic debt market reforms in line with Capital Markets Master Plan; improving Tax to GDP ratio; and pension sector reforms to support competition and growth to catalyse the growth of long-term financing.

The INFF has created an enabling environment to attract private and innovative financing to national priorities. For example, feasibility studies for two bankable projects, namely the Livestock Vaccines and Mt. Elgon region Tourism, was completed and now awaits for inclusion in the Public Investment Plan (PIP) for funding and implementation. SDGs Investor Maps, highlighting key intersections between development needs, policy priorities, and investor interest were developed.

Uganda is one of the countries that has adopted the Loss and Damage financing mechanism. Prior to this Uganda through the MoFPED had already embarked on institutionalisation of climate finance to maximise climate finance access from national and international sources. The recent establishment of the Climate Finance Unit (CFU) under the Department of Development Assistance and Regional Cooperation with support from UK Foreign Commonwealth Development Office and the Global Green Growth Institute as an intermediary, attests to this. The objective of the CFU is to increase access to climate finance in Uganda by improving policy, coordination, budgeting, capacity building and knowledge management.

For example, the CFU working with the World Bank is undertaking a Climate Change Budgeting Tagging (CCBT) exercise of all NDPIII programmes, aimed to include climate change expenditure codes in the budgeting system to ease tracking and reporting on climate finance, in line with the UNFCCC obligations. The JP also supported the Government to set up a climate financing facility under the management of Uganda Development Bank (UDB). These efforts aim to support the implementation of PIFS through identification of innovative green financing streams to enhance the engagement of the private sector in financing the national development plan. Some of the financing options (especially green financing) are complex and require capacity development of relevant institutions and evidence-based policy advice and best practices. To this end, capacities in innovative financing options (e.g., loans negotiations and climate finance) are being built at national and local levels.

The JP enhanced governance mechanisms, systems, and tools that align policies and annual budgets to the national development plan. For example, the Government developed NDP III Programme Implementation Action Plans (PIAPs), which have enabled a transition from sector-based budgeting to programme-based budgeting (or allocation) approach, which allocates resources by programme, in alignment with the national development plan. The alignment between budgets and the Plan is then assessed using an innovative Certificate of Compliance (CoC) that is consistent with the programme-based planning and budgeting, taking into alignment of the plans with international development agendas specifically SDGs, Africa Agenda 2063, EAC Vision 2050 and AfCFTA. The CoC framework is used to assess alignment of development planning, policies, and budgeting frameworks both at the national and local levels. The CoC also assesses alignment the budget for several cross-cutting issues including SDGs, East African Community (EAC) Protocols, Digitalization, Climate Change, the demographic dividend and human Rights. This comprehensive assessment process is helping government to take forward the Public Finance Management (PFM) reforms.

As a fulfilment of one of the requirements under the Comprehensive National Development Planning Framework (CNDPF), a Mid-Term Review of NDP III was also supported to assess the country's progress towards NDP III implementation. The aim of the MTR was to redirect the country towards recovery of the economy through a review of the; Assumptions of the Plan after the COVID 19 effects on the economy; Macroeconomic framework; Targets of the plan; Implementation arrangements of the programme-based approach; Programme performance including attendant projects; and Financing arrangements. The review recommended a re-prioritization of the PIAPs to identify key priority interventions, projects and actions for implementation in the remaining period of NDP III. The MTR findings were used to inform the FY 2023/24 national budget process. Specifically, the reprioritized PIAPs have, for the first time since the start of implementation of NDP III enabled the MFPED to implement a Programme-based Budgeting (PBB) through allocating budgets to programmes instead of votes/sectors. The review also recommended a change in financing strategy by the government to curb the fast-rising debt levels by considering alternative financing models including; Issuing long-term infrastructure Bonds, green bonds, climate finance, and other emerging financing options. Some of the JP's contributions in this regard is shown in section 1.5 below.

As part of effective implementation of the NDPIII, the government created a High-Level Executive Review Forum - Apex Platform under NDPIII to strengthen “the Executive Oversight” and at strengthening effective public policy management and promotion of good governance and accountability practices. The platform acts as a convener for primarily four government institutions that include; Office of the President (for Policy Leadership and Public Accountability), OPM (for Strategic and Implementation Coordination), MoFPED (for Resource Mobilization and Allocations), and National Planning Authority-NPA (for National Development Goals and Policy direction) through an annual “Executive Oversight Forum” chaired by H.E the President. The JP the APEX Platform Secretariat activities including preparation of the performance review study on the impact of commercialization of agriculture programmes and interventions on local economic development and socio-economic transformation in Uganda.

In NDP III, the Government also established the PDM, as a strategy for reducing poverty by moving 39% of households (16.1 million Ugandans) under subsistence economy into the money economy. However, the implementation of PDM started without a clear roadmap and implementation strategy. The JP

supported the Government with technical leadership of Makerere University to develop an implementation strategy. The strategy is now also informing the formulation of the PDM roadmap.

The governance and coordination structures are to a great extent embedded in existing government structures. At a strategic level, the government has established a robust planning, budgeting, monitoring and report institutional frameworks under the Ministry of Finance, Planning and Economic Development, National Planning Authority, Office of the Prime Minister and Office of the President. For example, as part of efforts to strengthen the national SDG Coordination Framework, the President appointed the Minister in charge of General Duties in the Office of the Prime Minister as the Cabinet Focal Point Minister in charge of SDGs. A fully-fledged national SDG Secretariat was also established to support the SDG Coordination architecture. Under NDPIII, an APEX Platform was formed under the Office of the President as a high-level Oversight Forum for uptake, learning and executive decision-making to foster transparency, accountability, and the promotion of good governance practices in the delivery of services to all Ugandans.

The Ministry of Finance, Planning and Economic Development (MOFPED), is the secretariat for the Oversight Committee, which is chaired by the Permanent Secretary/Secretary to the Treasury (PSST). In a letter dated January 31, 2022, the PSST, requested specific Ministries, Departments and Agencies (MDAs) and Development Partners to nominate members of the steering committee. The Oversight Committee was supposed to make key policy decisions, guide the Implementing Partner and Responsible Parties in the execution of the Joint Programme, and ensure effective oversight through receiving regular reports and reviewing the results of the programme periodically. Although the OC was put in place, it was only mentioned at the launch of the PIFS and never inaugurated. Therefore, during the implementation of the JP, PUNOs and implementing partners have relied on using existing Governance structures at MFPED, NPA, OPM and OP. There is a need for inclusive and regular meetings, review and reporting on the progress of implementation of the PIFS and the INFF.

In terms of results, the JP has specifically reinforced institutional frameworks for SDGs coordination, monitoring and reporting, and Localization. The JP supported the review of the first roadmap for SDGs Coordination and implementation Roadmap, and the development of second SDGs roadmap.

#### [1.4. Contribution to SDG acceleration](#)



SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
<b>1.b.1. Share of Pro-poor public social spending (Education, Health, agriculture, Social Development, Water and Sanitation).</b>	<b>2018/19 Budget: 19.7%</b>	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.	<p><b><u>18.2% (share of Human capital development programme exp in total budget 2023/24)</u></b></p> <p>Public Investment Financing Strategy (Uganda's INFF) launched.</p> <p>Public Finance Management Act 2015 dissemination has equipped stakeholders on gender-responsive budgeting.</p> <p>Uganda's adopted six commitments for SDG acceleration actions</p>	
<b>5.c.1 Proportion of Compliance of the national budget to gender equality and empowerment of all women and girls.</b>	<b>74%</b>	<b>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</b>	<p><b><u>AB is 60.1% aligned to NDPIII (FY2022/23)</u></b></p> <p><b><u>Gender Equity budgeting: 60% aligned in FY2022/23</u></b></p>	
<b>17.1.1 Total government revenue as a proportion of GDP</b>	<b>2017/18: 14.6%</b>	<b>17.1. Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection</b>	N/A	<b>No existing data on district level GDP estimation</b>

17.1.2 Proportion of domestic budget funded by domestic taxes.	2019/20: 62.4%;  domestic borrowing:  8.5%  and foreign borrowing: 22.6%		% share of LR to budget  Zombo an average of 3.3  Yumbe an average of 1.4%	Supplementary approvals increased budgets thus discounting downwards share of LR  For Yumbe the district budget is discounted by the huge support the district receives from development partners on programs for refugees toward the district budget
<u>8.1.1 Annual growth rate of real GDP per capita</u>	<u>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</u>	<u>1.62%</u>	<u>2.1% (2022/23) using Annual GDP Tables from UBOS</u>	

[1]<http://effectivecooperation.org/monitoring-country-progress/making-development-co-operation-more-effective/>

1.5. Contribution to SDG financing flows (max 500 words)



The JP supported the government to develop and operationalize a carbon market mechanism to aid the mobilisation of international financing to implement the country's commitment to climate change (as evidenced in the Nationally Determined Contributions) and to drive low-carbon investments for the benefit of people and the planet. In addition, the JP is supporting the Government to develop the framework for carbon markets and strengthen related capacities of the national task force to take advantage of the provisions of Article 6 of the Paris Agreement and drive significant inflow of international private financing for climate change adaptation and mitigation actions in the country. In addition, the JP supported the Government to launch a USD13.5 million climate finance facility, a fund that will make available finance to promote a green economy. The fund is already providing targeted financing for climate adaptation and mitigation, which is urgently needed to significantly reduce the impact of climate change in Uganda. This financing is mainly directed to the development of climate resilient practices, especially in agriculture, mining and many other extractives, which are the bedrock of Uganda's economy but also promoting renewable energy development.

In the medium term, the Government plans to develop a National Climate Finance Strategy with clear strategies and interventions that will be deployed in the mobilisation of climate finance from domestic and international sources; address systemic barriers to climate finance access; and build strategic partnerships at national, regional and global levels.

In efforts to mobilise diverse sources of development finance for local governments and cities to complement grants from central governments and development partners, the JP supported the Ministry of Finance, Planning and Economic Development (MoFPED) with technical assistance for the development of a cabinet paper for the development of capital markets in Ugandas. A sub-national pooled financing mechanism has been established.

#### 1.6. Results achieved on contributing to UN Development System reform at the (max 500 words)

**Enhanced UN System-wide efforts towards SDG awareness and localization:** SDG Annual Conferences are an example of delivering the UN system-wide support to the host Government. Technical and financial support was provided to convene the SDG Annual Conferences; in 2023, the second conference focused on addressing the mid-term progress gaps of the SDGs and Leaving No One Behind (LNOB). The conference focused on promoting inclusive national and continental actions for accelerated delivery of the SDGs and Agenda 2063. The Conference brought together over 700 participants that included Local Government leaders, development partners, civil society, private sector, traditional leaders, and youth and children. The conference contributed to the High-Level Political Forum (HLPF 2023) and the SDG Summit 2023 by reflecting on the progress made, showcasing innovative approaches, and identifying areas that require improvement on SDGs. With the third National Development Plan (NDPIII) implementation nearing its fourth quarter and preparations for NDPIV underway, the conference provided a platform for stakeholders to assess achievements, evaluate strategies that have been effective, and discuss necessary changes to accelerate implementation and achieve the SDGs and Agenda 2063 objectives. The UN reaffirmed its commitment to bolstering development financing and supporting the government in implementing the recently released Public Investment Financing strategy. Key messages and recommendations from the SDG Conference and regional

SDG regional forums informed the national commitments to SDG acceleration and transformation by 2030. The six Commitments include:

- 1: Accelerating LNOB Agenda through the inclusive Parish Development Model Implementation.
- 2: Accelerate inclusive actions for Trade financing and Climate-Smart investments.
- 3: Accelerate inclusive actions to leverage the advantages of Science, Technology, and Innovation.
- 4: Accelerating inclusive economic and social development through climate change adaptation and mitigation.
- 5: Accelerate Efforts to harness the full potential of data to improve the lives of all Ugandans.
- 6: Accelerate strengthening SDG coordination and service delivery mechanisms.

As a result of the JP, as mentioned above, and in line with the UN DS reform principles, about a dozen UN Agencies have come together in developing a new JP on Data and Statistics with an aim to address the SDG data gap.

Second, the UN system supported the Government to organize the second Africa high-level forum of south-south and triangular cooperation for sustainable development. The UNCT is working with the Government to organise the upcoming NAM and G77 meeting to be held in Kampala in January. With regard to South-to-South cooperation, UNDP has created a data visualisation tool showcasing UNDP's South-South and Triangular practices at global, regional and country levels, and Uganda is one of the countries depicted in the tool.

**Strengthening SDGs Localization:** The JP has strengthened strategic UN planning, including the development of JP on Data and Statistics to address the SDGs data gap as well as another JP on strengthening the SDG localisation.

#### 1.7. Results achieved on cross-cutting issues (max 200 words)

UN Women was able to use her convening role in gender of normative, coordination and operations to provide an opportunity to influence and support mainstreaming gender in policy, programming and budget. The experience and lessons learnt from the SDG Fund Component 1, have strengthened collaboration for joint programming and resource mobilisation by UN agencies. A case in point is the development of JPs on cross cutting issues, such as data and statistics, youth and gender equality and women's empowerment.

Uganda Bureau of Statistics and MoFPED were supported to prepare the 2022 National Multidimensional Poverty Index (MPI) Report and Poverty Status Report 2021. These two reports, which compliment each other with respect to poverty measurement in Uganda do provide SDG disaggregated data on women and youth and other vulnerable groups

#### 1.8. Results achieved on COVID-19 recovery (max 200 words)

- Developed and piloted a new cultural tourism product named the 'Ekyooto Ha Mpango Tourism and Cultural festival' curated to promote and market tourism and investment opportunities in the Rwenzori region.

- Partnered with Uganda Wildlife Authority and the private sector to co-create the Mount Rwenzori marathon – a commercially viable yet innovative and inclusive development solution to expand the Rwenzori region’s tourism product offering to include sports tourism, drive down poverty, create new opportunities for the youth and women and amplify the conversation about tackling biodiversity loss and the impact of climate change on the Rwenzori Mountain ranges.
- Strengthened the protected area monitoring, research and prevention of poaching and encroachment capacity of the Uganda Wildlife Authority (UWA). UWA was equipped with Unarmed Aerial Vehicles (UAVs) and VHF Radio Communication Equipment.
- Convened a series of policy dialogues as part of efforts to inform the formulation of a supportive policy framework for domestic tourism as a stimulant for the sustainable recovery of the tourism industry. The dialogues also provided a platform for critical discussions on tourism for inclusive growth, risk-informed development, building resilience and green recovery of the tourism industry
- The PFMA 2015 assessment review conducted in 2020/21 largely using virtual means, phone calls as it was difficult to interact physically with target audiences that still suffered effects of COVID – 19.

#### 1.9. Strategic Partnerships (max 500 words)

- Development and launch of PIFS has enhanced partnership with the World Bank
- Set up of the Climate Finance Unit was completed in partnership with FCDO
- Climate Change Budget Tagging was a collaborative initiative between World Bank and Green Growth Institute with MFPED
- Climate Financing Facility launch has fostered UNDP and Uganda Development Bank partnership

#### 1.10. Additional financing mobilized (max 300 words)

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organisation	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>	GoU	National planning Authority - NDP III, Ministry of Local Government - PDM		Significant considerations are given on increasing allocation and improve income and welfare of vulnerable groups under the PDM; women (30%), youth (15%) and Persons with Disabilities (15%).  UWEP and YLP 34.5bn allocated to women to

						<p>boost their economic enterprises FY 2022/23</p> <p>The World Bank GroW project allocated 217 million USD for women support.</p>
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>	<p>JP EU Spotlight, JP GBV Sweden World Bank</p>	<p>EU GBV World Bank</p>	<p>USD 240 (M?)</p> <p>USD 60,000</p> <p>USD 217 million USD</p>	<p>The World Bank GroW project allocated 217 million USD for women support.</p>
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				<p><i>Partnership with private sector enhanced; however, in terms of USD mobilisation concrete data is unavailable.</i></p>
PUNOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><i>Contribution from sister projects to the joint SDG fund activities</i></p>	UNCDF	<p><i>105,000</i></p> <p><i>28,808</i></p> <p><i>41,000</i></p>	<p><i>Pooled financing mechanism for subnational activity with contribution from DINU project</i></p> <p><i>Project development guidelines activity-contribution from DINU &amp; FDS project</i></p>

					11,556	Revenue enhancement Action plans review from TADAT assessment report-Contribution from FDS project
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

## 2. Results by JP Outcome and Output

### 2.1. Results achieved by Fund's global results (max 500 words)

### 2.2. Results achieved by Joint Programme Outcome (max 500 words)

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.

- Programme-based third National Development Plan (NDPIII) and its Programme Implementation Action Plans (PIAPs) developed, strengthening the alignment between development planning and budgeting both at the national and local levels.
- ***Public Investment Financing Strategy (PIFS) developed and launched in March 2023, and implementation is ongoing under the leadership of the Ministry of Finance, Planning and Economic Development.***
- Uganda's capacity was strengthened to implement climate policies and comply with national and global climate obligations.
- ***In terms of*** financing for integrated multi-sectoral solutions, the impact of revised programme based integrated approach (instead of sector based) is yet to be seen.

Outcome 2: Diverse sources of development finance mobilized to implement interventions contained in the NDP III and District Development Plans (DDPs)

- % share of local government revenue in Total District budget, in FY 2022/23 Zombo 3.5%, and Yumbe 1.6% , these reflected variedly towards the target of 3%. In as much as Zombo exceeded the target, Yumbe failure is as a result of the significant refugee factor support from Development partners support to the district budget.
- No significant change was noticed on % of compliance of the plans and budgets on gender and equity issues by sectors and LGS because of the COVID-19 Pandemic and reprioritization of national priorities and deviations in targets of the NBFP vs NDPIII for many programmes; unsatisfactory implementation of core projects; and inconsistencies in ministerial policy statements.

### 232. Results achieved by Joint Programme Output (max 500 words)

**UNCDF:** All output indicators were met and beyond except for 2.1 indicator 3 on bankable economic infrastructure project developments were not met because of the cumbersome identification of profitable projects that appeal to the private sector. Legal gaps and instruments supporting abilities of LGs to initiate infrastructure projects under PPP arrangement were not in place. Data collection was through using field checklists, desktop review of relevant documents and questionnaire tools.

### 3. Challenges and Changes

#### 3.1. Challenges faced by JP (max 300 words)

- Delays on Government side to sign the JP document led to late release of the implementation funds from the SDG Fund Secretariat. In addition, a new Government requirement that the Solicitor General must clear all Development Partners projects and country documents before the Minister of Finance, Planning and Economic Development (MoFPED) signs such, increased the turn-around time on the side of the Government. The start of the budgeting cycle, which normally starts in September in Uganda, also remained a challenge in convening timely meetings with the MOFPED as its staff are stretched in budget issues. Lengthy government approval processes in general has remained a challenge. Approval of the Cabinet memo for example, involved rigorous stakeholder consultations and approval by the MoFPED and Cabinet.

#### 3.2. Changes made to JP (if applicable) (max 200 words)

- *NA*

### 4. Sustainability and Country Ownership

#### 4.1. Sustainability and country ownership (max 500 words)

The JP supported the following nationally led processes, ensuring strong national ownership and sustainability:

- Preparation and launch of the Public Investment Financing Strategy (PIFS);
- Establishment of the INFF Oversight Committee within the Ministry of Finance.
- Finalisation of the NDP III Mid-term Review – diagnostic studies conducted for “SDG accelerators” expect interventions to spur the achievement of other SDGs related to Industry; Governance; Environment and Climate change which were identified in NDP III, specifically on their relevance, effectiveness and efficiency of the requisite policy and institutional arrangements for their implementation. Results from the studies will inform the NDP IV formulation.
- Launch of the process for preparing Uganda’s Third Voluntary National Review Report
- Dissemination of the Localization Manuals at both National and Local levels, which will contribute to SDGs communication, Advocacy and Population in Uganda.
- Support delivered in the implementation of the Parish Development Model which aims at alleviating poverty by supporting 39 percent of households in Uganda still stuck in the subsistence economy to join the monetary economy through supporting the development of the PDM implementation road map.
- Development of concept notes on Innovative financing streams for possible roll out to enhance the engagement of the private sector in financing the national development plan (e.g., green financing, infrastructure bond, social bonds, Blended financing, Risk and Insurance financing).

- Launch of a study on the Impact of Commercialization of Agriculture in Local Economic Development for Socio-Economic Transformation of Uganda since 2010, by the Office of the Prime Minister.
- Launch of the Poverty Status Report 2021 by the Ministry of Finance, Planning and Economic Development.
- Launch Development Dialogues with a first theme focusing on the different financing options in the PIFs.

## 5. Communications

### 5.1 Communication products (max 300 words)

Communications were led by respective PUNOs, through their regular engagement with partners.

### 5.2 Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	<input type="checkbox"/>	<input type="checkbox"/>		<i>JP was launched together with the Gov'.</i>
Annual donors' event* (mandatory)	<input type="checkbox"/>	<input type="checkbox"/>		<i>No annual donor event was organised; however, partners were regularly engaged and briefed by PUNOs as well as by the RC in her regular donor engagement.</i>
Partners' event ** *(optional)	<input type="checkbox"/>	<input type="checkbox"/>		

\*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.

## 6. Lessons and Best Practices

### 6.1. Key lessons learned, best practices, and recommendations on SDG financing (max 300 words)

- Effective Coordination is an important principle in programme implementation and resource mobilisation. We have seen that our coordination mandate on gender equality and women empowerment has strengthened our engagement and resource mobilisation potential, thereby yielding more tangible results for scaling up UN work in Uganda. This is key to ensuring that increased advocacy and awareness translate into enhanced accountability, financing, and results for gender equality.



- Gender Responsive Budgeting continues to be a very strategic approach for mainstreaming and institutionalising gender in public institutions presenting greater opportunities for sustainability for gender equality programming in Uganda. UN Women worked closely with local partners including the Equal Opportunities Commission, the Ministry of Finance, National Planning Authority etc to coordinate GRB related activities i.e Capacity building, implementation, monitoring and reporting. In the next SN, UN women will leverage on its strong partnerships with the UNDP, UNCDF, Equal Opportunities Commission, Ministry of Finance and Civil Society Budget Advocacy Group to ensure activities for Gender and Equity compliance are sustained in all MDAs and Local Governments as mandated by the PFMA 2015, National Gender Policy and the Constitution of the Republic of Uganda.
- There is an increased need for exploring alternative and innovative development finance options: While traditional development financing mechanisms such as tax revenue, official development assistance (ODA) and public debt remain relevant for financing development priorities, the significance of alternative and innovative development finance options needs to be expanded greatly. New actors and sources of development finance, including non-OECD/DAC donors, philanthropic organisations, public private partnerships (PPPs) etc are becoming increasingly relevant. Yet, many developing countries, including Uganda, have not fully exploited the potential of these new financing options. This has implications on how far we can go in realising national development ambitions. In Uganda, several government documents including the recent Mid-term Review of NDPIII and Minister’s budget speech for the FY 2024/25 attest to this.
- More technical assistance is needed to support countries operationalizing INFFs at the country level. With UN system support, many countries including Uganda committed to pioneering the implementation of the Integrated National Financing Framework (INFF) as recommended in the Addis Ababa Action Agenda on Financing for Development. However, full operationalization of the four blocks of INFF remains a challenge and calls for more technical support at the country level. Technical support should go beyond support to the development of financing strategies but focus on supporting their effective implementation. For example, countries like Uganda lack capacity in mobilising climate financing.
- Implementation of a portfolio-based approach for addressing complex development challenges is key.
- Collaborative approach to addressing the development needs is key. For example, UN has demonstrated the importance of UN reforms as twelve (12) UN agencies, including UNDP, UN Women, UNICEF, UNFPA, WHO, UNCDF, UNGP, ILO, FAO, UNEP, UNAIDS and IOM, under the overall coordination of the UN Resident Coordinator’s Office partnered with the Uganda Bureau of Statistics (UBOS) and developed a Joint Programme for Data and Statistics in Uganda (JPDS).
- Uptake and use of gender data and statistics: Evidence based decision making is strongly encouraged through the development of tools in different sectors including the electoral sector, Justice, Law and Order, etc. that allowed the collection of gender disaggregated data. More



emphasis will be placed on production of statistical products, policy briefs and research papers that can be used by decision makers during policy formulation, planning, resource allocation and M&E. Greater integration with the work within UN Women of the thematic leads and their data needs will also be essential during the next SN.

## Annex 1: Consolidated results framework

### 1. JP contribution to global programmatic results (full programme duration)

- *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 (Complete table below)

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds			NA	

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

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested	0	1	1	Public Investment Financing Strategy (PIFS) developed and launched in March 2023.
4.2: #of integrated financing strategies that have been implemented with partners in lead	0	1	1	PFIS implementation is ongoing under the leadership of the Ministry of Finance, Planning and Economic Development.
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress				A USD13.5 million climate finance facility was launched.

### 2. Selected global operational effectiveness indicators (full programme duration)

- *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?

☐ Yes, considerably contributed

☒ Yes, contributed

☐ No

Explain briefly: Yes, the JP, together with other joint initiatives, including the joint project launched for COVID response/MPTF emergency window and other JPs on gender equality and GBV, have improved overall UNCT coherence. Two new JPs have been developed; and the UNCT is exploring three other joint initiatives, particularly in the spirit of LNOB and HDP-nexus; hence, the overall UNCT impact in Uganda has been considerably strengthened.

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

☒ Yes,

☐ No

☐ N/A (if there are no other joint programmes in the country)

Explain briefly: The JP encouraged PUNOs to collectively engaged with relevant national partners/authority at all levels, in addition to the PUNOs, other UN Agencies, as members of the UN SDGs technical group, were engaged in JP related engagement (eg., SDG Annual Conference).

### 3. Results as per JP Results Framework

- *Present JP results in the following template*

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)

<p>Outcome 1 indicator 1</p> <p>% of planned intervention and SDG related interventions financed on an annual basis by budget.</p>	<p>58% plan to budget and alignment with SDGs is 61% in 2018/2019</p>	<p>59% plan to budget and alignment with SDGs is 62% in 2019/2020</p>	<p>65% plan to budget and alignment with SDGs is 70% in 2021/2021</p>	<p>68% plan to budget and alignment with SDGs is 65% in 2020/21</p>	<p>Integration of GEWE, enhance capacity of MDAs and staff in GRB and gender statistical analysis.</p> <p>shift from sector to program-based approach</p>
<p>Outcome 1 indicator 2</p> <p>% of compliance of the plans and budgets on gender and equity issues by sectors and LGS</p>	<p>61% compliance of budget with gender and equality 2019/20 budget</p>	<p>65%</p>	<p>68%</p>	<p>60.1%</p>	<p>No change, due COVID-19 Pandemic and reprioritization of national priorities</p> <p>deviations in targets of the NBFP vs NDPIII for many programmes; unsatisfactory implementation of core projects; and inconsistencies in ministerial policy statements.</p>
<p>Output 1.1 indicator1</p> <p>Output 1.1 indicator 1: Number of policies and frameworks, guidelines developed and revised</p>	<p>0</p>	<p>1</p>	<p>3</p>	<p>LG GRB guidelines developed, Gender Policy revised and aligned to International normative frameworks for GEWE-CEDAW, CSW, SDGs, Beijing, &amp; Generation Equality &amp; recommendations.</p> <p>SDGs Roadmap 2021-2025</p> <p>PDM implementation strategy</p>	<p>National gender Policy due for approval by cabinet.</p>

				AFCFTA implementation strategy	
Output 1.1 indicator2 Output 1.1 indicator 2: Number of sector and LG staff trained on gender-based budgeting.	0	7	21	Over 200 staff from MDAs, CSOs and LGs trained	Clear understanding of the budget call circular, key gender concepts, statistics and integration of gender into plans and budgets.
Output 1.1 Indicator3 Number of assessments and policy reviews completed	0	0	2	LNOB assessment NDPIII Reprioritization Report NDPIII Reprioritized PIAPs NDPIII MTR PFMA 2015	All successfully completed
Output 1.2 indicator1: Number of guidelines produced for improved public finance management	0	0	1	NDPIII MTR Study on Commercialization of agriculture	
Output 1.2 indicator2: Number of government policy reforms and systems advanced through the INFF process.	0	0			

Output Indicator 1.3 indicator 2 Number of oversight/legislative staff trained on gender based or gender sensitive budget, value for money and SDGs.	0	50	50	over 250 staff from MDAs, CSOs and LGs trained	Clear understanding of the Gender responsive budgeting value for money and GEWE SDGs accountability.
Output 1.4. Indicator 1 Number of accountability actors empowered to monitor SDGS' implementation	0	1	1	1000 participants	2 SDG conferences and 4 regional level workshops held in addition to 5 cities' celebrations on SDG localisation.
Outcome 2 Indicator1: The extent to which private sector financing mobilised towards NDP III priority area tracked.	NA	NA	NA	Financing tracked	MOU signed with Private sector foundation, MTN, Stanbic Bank, DFCU and Standard Bank .
Outcome 2 Indicator2: % share of local government revenue in Total District budget	3%	3&4		FY 2022/23 Zombo average 3.3%, Yumbe 1.5%	For the 2 local governments, supplementary approvals increased budgets thus discounting downwards share of LR  For the 2 LGs use automation of local revenue collection contributed to increment of LR collection

Indicator: % Increment of Local Revenue collection		10%		Zombo average : 9% Yumbe: 80.2%	
Output 2.1 Indicator 1 Number of businesses enabling environment issues resolved through public private dialogues	0	0	0	0	
Output 2.1 Indicator 2 Number of new innovative financing instruments approved for implementation	0	1	1	1	there are several instruments in PIFS, which ideally are all approved for implementation
Output 2.1 Indicator 3 No. of Bankable project development economic infrastructure projects and supported to reach financial close	0	2		2	<p>Cumbersomeness of identification of profitable projects that appeal to the private sector. Legal gaps and instruments supporting abilities of LGs to initiate infrastructure projects under PPP arrangement</p> <p>Two feasibility studies - on Livestock vaccines and Mt. Elgon Tourism were completed but are yet to get a Project Identification number to be able to enter the Project Investment Plan (PIP)</p>

Tax Payer register updated and upgraded to web based	0	2		2	The 2 LGs developed electronic tax registers through IRAS for most of the tax sources
No. of Local Staff Capacity Build to undertake digitalized tax payer registration and assessment	0	20		over 30	TOT training on digitised tax registers using IRAS. All revenue mobilisation staff at both the sub county and town council of the 2 LGs were trained
No. of Tax Payers in electronic database	0	5000		Over 5000	Sensitization of tax payers via radio and sms and baraza sessions for communities
No. of tax payer reached and able to use digital systems for tax payment	0	5000		Over 5000	URA launched a Digital and IT strategy, which will go a long way in reaching tax payers
Revenue automation IEC materials Produced and disseminated	0				



No. of LGs with fully functional automated Revenue collection and administration system	0	2		2	
No. of Local Governments using automated system	0	2		2	
Amount of Revenue collected through automated system Vs manual system	0				
No. of LGs undertaking property valuation and updating property tax registers using digital tools	0	1		2	Property valuation and assessment was supported in both LGs
		2		2	

Number of the Revenue Committees functional and supporting tax administration process	Committees exist but not functional				
No. of Tax Payer awareness outreach interventions by revenue committees	0	2		over 5	Approach was subcounty/town council targeted thus more than 2 subcounties/towncouncils were visited.

## Annex 2: List of strategic documents

- Complete the tables by focusing on documents that are of strategic importance for the JP results and for the priorities of the Joint SDG Fund in this portfolio and **attach a copy of all strategic documents to your submission.**

### 1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalised	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalising it
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Public Investment Financing Strategy (PIFS)	March 2023	Financing Strategy	Uganda's financing strategy produced by the Ministry of Finance, Planning and Economic Development with support from UNDP and the World Bank
Sustainable Development Goals Progress Report	2021	SDGs assessment	SDGs progress report produced by the Office of the Prime Minister with support from UNDP
Roadmap for the Implementation of Sustainable Goals in Uganda 2020/21-2024/25	August 2021	Implementation Framework	SDGs implementation roadmap produced by the Office of the Prime Minister with support from UNDP
Multidimensional Poverty Index (MPI) Report	July 2022	Assessment of multidimensional poverty	Assessment of multidimensional poverty done by the Uganda Bureau of Statistics with support from UNDP
Poverty Status Report 2021	February 2023	Assessment of Income Poverty	Assessment of Income Poverty by MFPEd with support from UNDP
Examining the Impact of Commercialization of Agriculture in Local Economic Development for socio-Economic Transformation of Uganda	ongoing	Assessment	Examines the impact of Commercialization of Agriculture in Local Economic Development for socio-Economic Transformation of Uganda since 2010 to provide recommendations to guide future agricultural development interventions, develop mechanism for managing for results and hold implementers accountable. The study is being done by the Office of the President with support from UNDP
Review of the PFM Act 2015			UNWOMEN

## 2. Strategic documents to which the JP directly contributed to

<b>Title of the document</b>	<b>Date (month; year) when finalised</b>	<b>Document type (policy/strategy, assessment, guidance, training material, methodology etc.)</b>	<b>Brief description of the document and the role of the JP in finalising it</b>
EU Gender for Development Uganda G4DU 2023-2025	September 2023	Programme Document	Financing for Gender Equality and Ending Violence against women and girls.
Women Count II	January 2022	Programme Document	To support implementation and monitoring SDGs through better production and use of Gender Statistics
UN Joint Programme on Data and Statistics	October 2023	Programme Document	To support production and use of data and statistics to fastrack and accelerate delivery of SDGs.
Gender Equality Flagship JP	October 2023	Programme Proposal	To increase financing for GEWE & LNOB
All Reports shown in Table 1 above			

### Annex 3. Communications materials

#### 1. Human interest story

NA - No PUNO Submitted any story.

#### 2. Communication products

Title of the document	Date when finalised (MM/YY)	Brief description and hyperlink (if it exists)
PFMA2015 Review Report	October 2021	Review of the progress in transforming the lives of women and girls
NDPIII MTR report	October 2022	<a href="#">Tracking progress on gender equality and women's Empowerment commitments</a>
Metadata Hand book for SDGs	March 2022	Provision of technical statistical opinion on SDG indicators
NDPIII Hand books	2020	For monitoring gender priorities in NDPIII implementation

#### Annex 4: Stakeholder feedback

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
1	MFPED	Margaret Kacande	Head,BMAU	Margaret.Kakande@finance.go.ug	Project manager	
2	MGLSD	Angela Nakfeero	Commissioner	angelanakafeero@gmail.com	Project manager	
3	EOC	Irene Nafungo	Principal Officer	inafungo@gmail.com	Project manager	
4	CSBAG	Carol Namagembe	Project Manager	cnamagembe@csbag.org	Project manager	
5	NPA	Judith Mutabazi	Gender and Population Officer	judith.mutabazi@npa.go.ug	Project manager	
6	UBOS	Helen Nviiri	Director Population & Social Statistics	helen.nviiri@ubos.org	Project manager	
7	EPRC	Ibrahim Kasirye	Director Research	ikasirye@eprcug.org	Project manager	
8	NPA	Winnie Nabiddo	Manager, M&E	winnie.nabiddo@npa.go.ug	Coordinator	
9	OPM	Albert Byamugisha	Senior Technical Advisor, SDGs secretariat	abyamugisha@gmail.com	coordinator	
10	UBOS	Vincent Ssennono	Principal Statistician	vincent.ssennono@ubos.org	coordinator	
11	MFPED	Maris Wanyera	Director	maris.wanyera@finance.go.ug	Coordinator	

12	Makerere University	Eria Hisali	Principal	mhisali@gmail.com	coordinator	
13	APEX, OOP	Vincent Bamugaya Tumusiime	Director	btumusiime240@gmail.com	coordinator	