



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION – UGANDA

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Annex 1. TERMS OF REFERENCE

1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Uganda has been selected for an ICPE since its country programme will end in 2020. The ICPE will be conducted in 2019 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Government of Uganda, UNDP Uganda country office, and UNDP Regional Bureau for Africa.

2. National context

Development Context: Uganda is a low-income country with an estimated population of 37.7 million people in 2016/17. Over the past 30 years, Uganda has achieved high growth and poverty reduction. Uganda ranks 162nd (of 189) countries in the 2017 Human Development Index with a score of .516. The Country aims to achieve lower-middle income status by 2040, and Government strategies have accordingly shifted from a poverty reduction to an economic growth and transformation agenda.

Key development challenges continue to include the uneven distribution of development gains across social groups and regions, gender inequality in politics and the economy, governance gaps and low citizen participation, corruption, regional insecurity, degradation of natural resources, and youth unemployment.

There are significant regional and social disparities within the country which have impacted and slowed development progress in recent years. The national poverty rate was 21.4% in 2016, reaching 35.7% in the North and 32.5% in the East. An estimated 57% of Ugandans – over 23.5 million Ugandans – live in multidimensional poverty. Within the Eastern region, poverty is particularly acute in the Karamoja sub-region at 60.2%. The 2012 disarmament brought a fragile peace to the region, ending the extended conflict between the government and pastoral Karimojong groups and inter-group disputes. The arid

region faces risks of drought and famine with the impact of climate change. Uganda has made strides in its health outcomes yet there are still gaps in maternal and child health, particularly in communicable diseases and unmet need for family planning.

Uganda adopted the 2030 Agenda for Sustainable Development, and was a pioneer in mainstreaming the Sustainable Development Goals (SDGs) in development planning. Vision 2040 outlines Uganda's long-term development strategy, implemented through five-year development plans including the 2015/6-2019/2020 National Development Plan (NDP-II).

Political Context: Uganda is a parliamentary democracy, led by President Yoweri Museveni since 1986. He was re-elected in 2016 with 60.62% of the vote; the next elections are scheduled for 2021.

Corruption is a key concern within the country. In 2017, Transparency International ranked Uganda 151st (of 180 countries) in its Corruption Perceptions Index and the Country loses an estimated \$250-300 million dollars of public resources annually through corruption.

Instability in South Sudan and the Democratic Republic of Congo (DR Congo) has disrupted trade and resulted in an influx over one million refugees since mid-2016. Uganda hosts over 1.1 million refugees and asylum seekers and has earned international recognition for its progressive refugee policies.

Environment: Uganda remains predominantly rural and agricultural with rural Ugandans representing 75.7% of the population, with a poverty incidence of 25% compared to 9.6% for the urban population. Uganda is vulnerable to the effects of climate change including increased temperatures and drought, particularly in the arid northeast areas, disease, and other extreme weather events.

Gender: Uganda ranks 126th (out of 160 countries) on the Gender Inequality Index and 43rd (out of 149 countries) on the Global Gender Gap report. Uganda has implemented progressive gender legislation yet women still face barriers including access to credit and low rates of land ownership (27%). While narrowing, women have lower rates of educational attainment, employment, and political representation. Violence against women is prevalent: 55.5% of women ages 15-49 reported physical or sexual violence.

3. UNDP programme strategy in Uganda

The UNDP country programme is outlined in the 2016-2020 Country Programme Document (CPD), and is in alignment with the 2016-2020 UN Development Assistance Framework (UNDAF) and the Ugandan National Development Plan II (NDP-II), 2015/16 to 2019/20. The CPD has pillars covering 4 outcomes, i) inclusive governance and ii) the sustainable and inclusive economic development pillars, with gender equality and women's empowerment as a cross-cutting issue.

The **Inclusive Effective Governance portfolio** focuses developing national capacities in three key areas – corresponding to Outcomes 1, 2, and 3 in the CPD:

- **Rule of Law and Constitutional Democracy:** Focused on upstream support in justice, law and order sector institutions in order to enhance service delivery and equitable access in line with human rights standards. At lower levels, support provided increased access to legal aid and justice for poor and vulnerable groups, especially the elderly; HIV & AIDS infected and affected persons; youth; and female-headed households.

- **Institutional Effectiveness**: UNDP supports a transformative approach to address the bottlenecks that hinder institutional effectiveness, transparency and accountability in Uganda's public sector. Bottlenecks include: i) gaps in policy, legal and regulatory frameworks, and operational mechanisms to foster effectiveness in public sector management; ii) weak institutional capacities to implement policies for accountable institutional effectiveness and corruption control in an inclusive manner, and iii) weak public demand for transparency, accountability and efficacy in the management of public affairs. The programme aims to ultimately improve the overall government effectiveness, particularly in critical areas such as human capital development (including service delivery effectiveness).
- **Peace, Security and System Resilience**: UNDP supports innovative formal and informal community security and peacebuilding mechanisms to promote social cohesion. Working in partnership with other UN agencies, work focuses on cross-border peace and resilience system-building initiatives to leverage peace dividends for communities particularly those in Northern Uganda. This includes leveraging cross border initiatives such as the Intergovernmental Authority on Development's Horn of Africa initiative particularly in Karamoja. Strengthening the voice and participation of women, youth and the elderly is key in this area.

In order to advance ***gender equality and the empowerment of women***, the portfolio focuses on i) promoting electoral systems that ensure equitable engagement of citizens particularly the youth, women and other vulnerable groups, ii) supporting gender champions at national and local level to advocate for reforms and accountability mechanisms that improve women's participation and leadership in conflict prevention and peace building and iii) increasing women's presence in border community policing and reporting mechanisms for cross-border crimes.

The **Sustainable, Inclusive Economic Development portfolio** – Outcome 4 – strengthens capacities for natural resources management, climate change resilience and disaster risk reduction, whilst expanding livelihoods and creating employment opportunities through empowerment of youth, women and other vulnerable members of the population. The programme is aligned to NDP II's priority of agriculture, tourism, and minerals and extractives. The programme supports government in the areas of:

- **Climate Change Response and Disaster Risk Reduction**: The programme emphasizes suppressing climate and disaster stresses on the economy by increasing capacity of selected communities to manage climate change as well as natural disasters through:
 - Integrating climate change adaptation and disaster risk reduction in government policies and legal frameworks, including a gender perspective
 - Promoting policy implementation, planning, coordination, monitoring, and evaluation
 - Increasing capacities for adoption and adaptation of emerging technologies to combat climate change and disaster.
 - Empowering citizens to engage more in climate change mitigation.
- **Inclusive Green Growth**: This programme supports government efforts in natural resource management, livelihoods, and job creation through building and expanding capacities, particularly among women and youth. UNDP advocate for:
 - Improved livelihoods and expanded employment opportunities
 - Increased capacity and improved accountability for sustainable natural resources management
 - Empowered public and private sector institutions to effectively participate in East African regional peace and trade enhancement processes.

Table 1: Country Programme outcomes and indicative resources (2016-2020)

Country Programme Outcomes	Indicative resources 2016-2020 (US\$ Million)	Expenditure 2016-2018
Outcome 1: By end 2020, rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice	\$8.5	\$4.3
Outcome 2: By end 2020, targeted public institutions and public -private partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda’s citizenry enforcing a culture of mutual accountability, transparency and integrity	\$10	\$10.7
Outcome 3: By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and man-made disasters	\$15.5	\$5.9
Outcome 4: By end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.	\$102.7	\$19.6
Other (regional and global projects, unlinked expenses)		\$2.2
Total	\$136.7	\$42.6

Source: UNDP Uganda Country Programme Document 2016-2020 (DP/DCP/UGA/4); Atlas financial data for budget and expenditures as of 30 July 2019.

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme.

As the country-level evaluation of UNDP, ICPEs will focus on the formal UNDP country programmes approved by the Executive Board. The country programmes are defined – depending on the programme cycle and the country – in the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP). The scope of the ICPE includes the entirety of UNDP’s activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, and government funds. There will also be initiatives from the regional and global programmes that are included in the scope of the ICPE. It is important to note, however, that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these ‘non-project’ activities may be crucial for the political and social agenda of a country.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP. This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The ICPE will address the following three key evaluation questions. These questions will also guide the presentation of the evaluation findings in the report.

- What did the UNDP country programme intend to achieve during the period under review?
- To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker in the portfolio analyses by priority outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative. In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

6. Data collection

Assessment of data collection constraints and existing data. An assessment was carried for each outcome to ascertain the available information, identify data constraints, to determine the data collection needs and method. The assessment outlined the level of evaluable data that is available. The assessment indicates that the country office has conducted 11 evaluations of a total 15 planned for the 2016-2020 programme cycle. With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as annual data on the status of the indicators

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and managers. The evaluation questions mentioned above and the data collection method will be further detailed and outlined in the outcome analysis. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the CO will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by key evaluation question. This will also facilitate the analysis process, and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Uganda programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

Stakeholder involvement: a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

7. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Uganda country office, the Regional Bureau for Africa and the Government of Uganda. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country Office in Uganda: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). To ensure the anonymity of the views expressed, the CO staff will not participate in the interviews with key stakeholders. The country office and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a video-conference, where findings and results of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the Regional Bureau. It will support the use and dissemination of the final ICPE report at the country level.

UNDP Regional Bureau for Africa: The UNDP Regional Bureau for Africa will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible of supporting the country office in the preparation of the management response, as required, and monitoring the implementation of the evaluation recommendations, in accordance with the management response.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- IEO senior evaluation advisor *and* Lead evaluator (LE) with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- Consultants: Up to two external consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. The experts will support the evaluation across inclusive effective governance and sustainable, inclusive sustainable economic development portfolios. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.
- Research Assistant (RA): A research assistant based in the IEO will provide background research and will support the portfolio analysis.

8. Evaluation process

The ICPE will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is approved. The IEO start collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering an “advance questionnaire” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these the key evaluation questions will guide the evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPEs. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The phase will commence in May 2019. During this phase, the evaluation team undertakes an in-country mission to engage in data collection activities. The estimated duration of the mission is up to 2-3 calendar weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a formal debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Uganda country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the evaluation report will be finalized.

Phase 5: Publication and dissemination. The ICPE report, including the management response, and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Uganda country office and the Government of Uganda will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

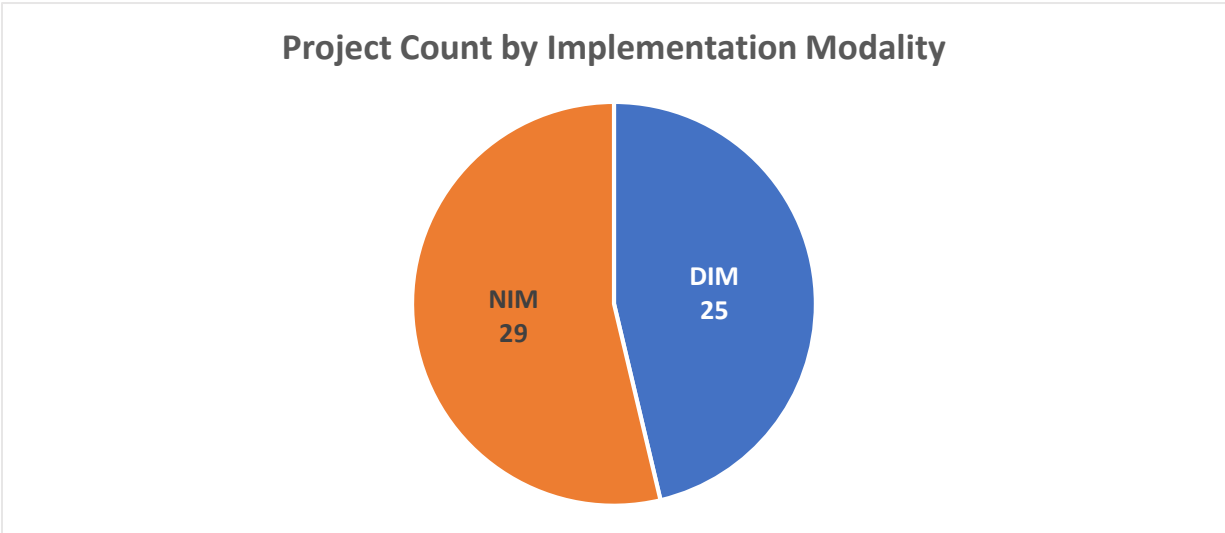
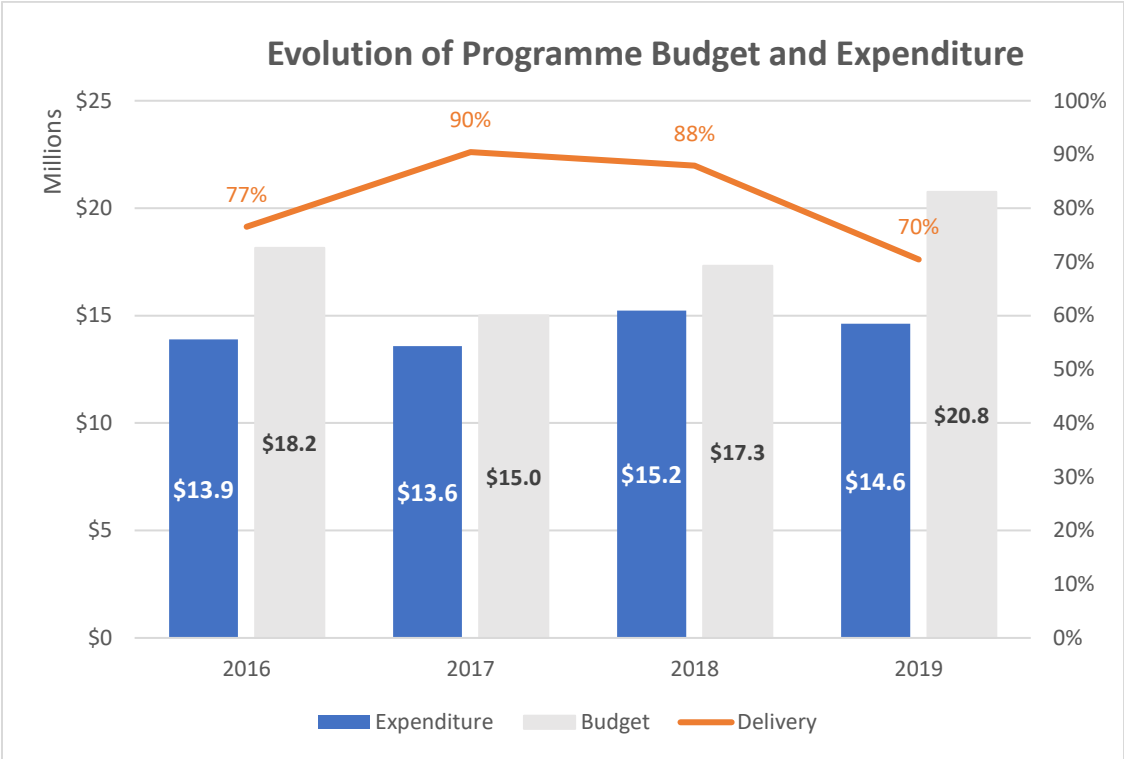
9. Timeframe for the ICPE process

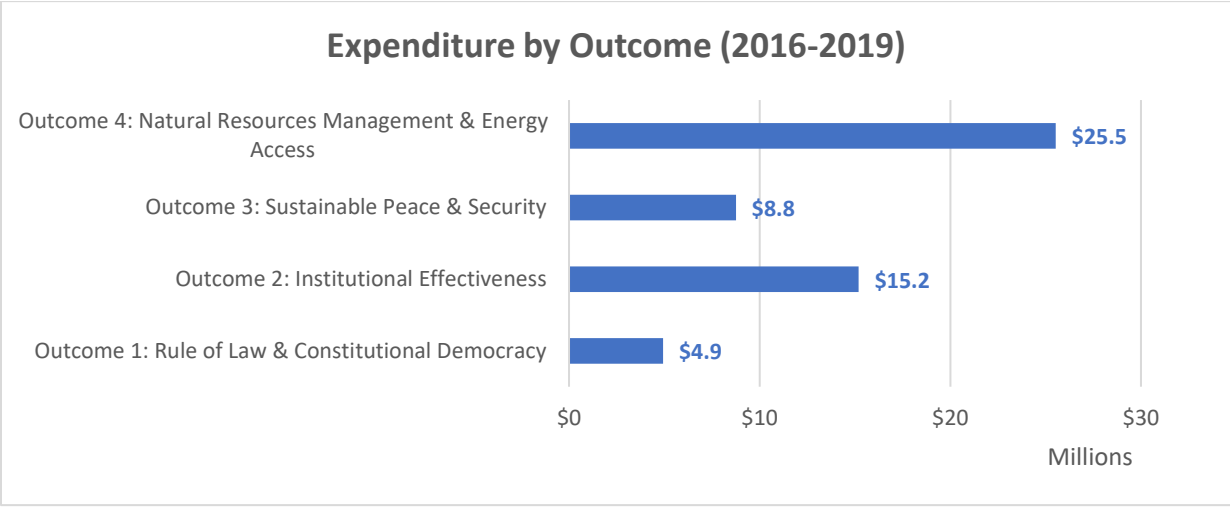
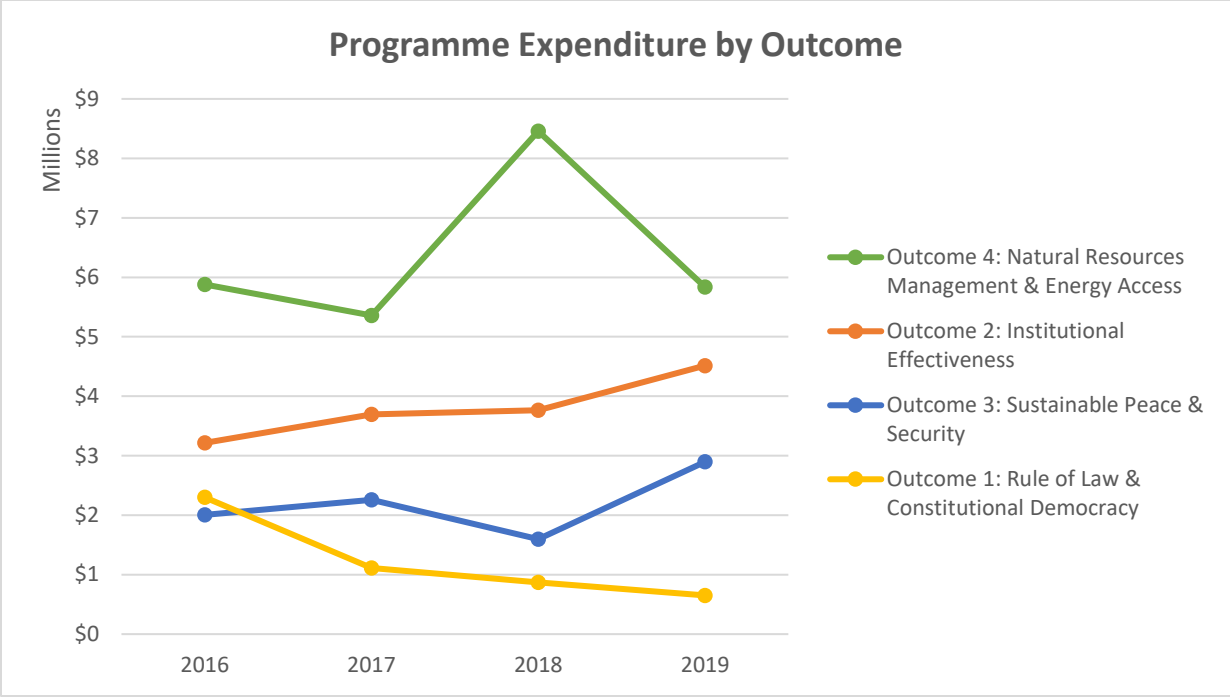
The timeframe and responsibilities for the evaluation process are tentatively as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in 2020 (tentative)	
Activity	Proposed Timeframe
Phase 1: Preparatory work	
TOR – approval by the Independent Evaluation Office	January 2019
Selection of other evaluation team members	February 2019
Phase 2: Desk analysis	
Preliminary analysis of available data and context analysis	January – April 2019
Phase 3: Data Collection	
Data collection and preliminary findings	10 th June to 21 st June
Phase 4: Analysis, report writing, quality review and debrief	
Analysis and Synthesis	July/ August 2019
Zero draft ICPE for clearance by IEO and EAP	August 2019
First draft ICPE for CO/RB review	September 2019
Second draft ICPE shared with GOV	October/ November 2019
Draft management response (CO/RB)	October/ November 2019
Final debriefing with national stakeholders	December 2019
Phase 5: Production and Follow-up	
Editing and formatting	December 2019
Final report and Evaluation Brief	January 2020
Dissemination of the final report	February 2020

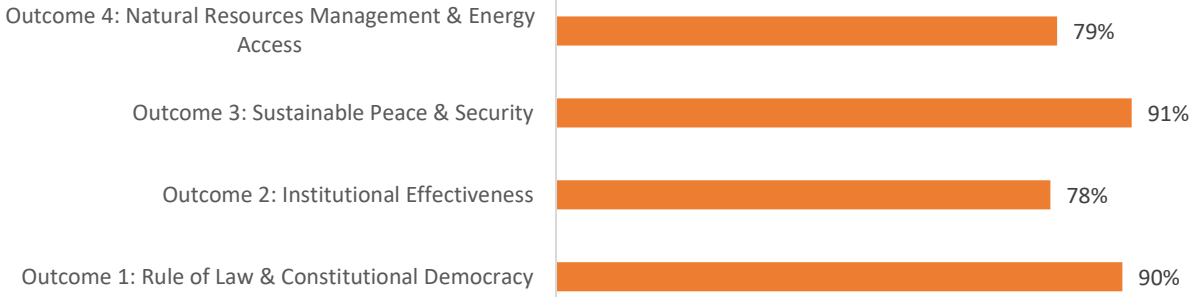
Annex 2. COUNTRY OFFICE AT A GLANCE

All project financial data is for 2016 to 2019, downloaded from Atlas/PowerBI, 11 February 2020. The data set does not include support to the Resident Coordinator office.

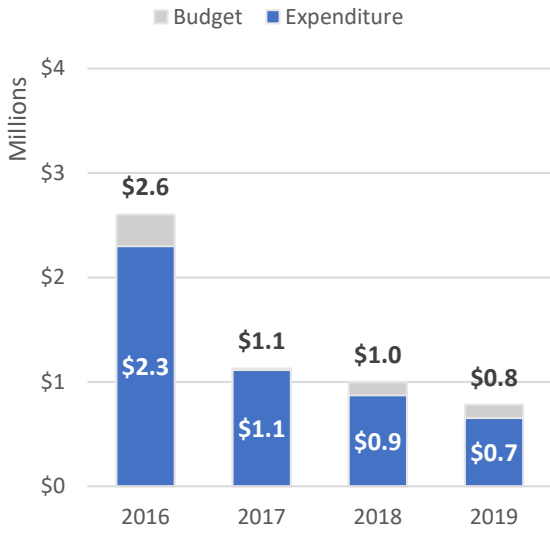




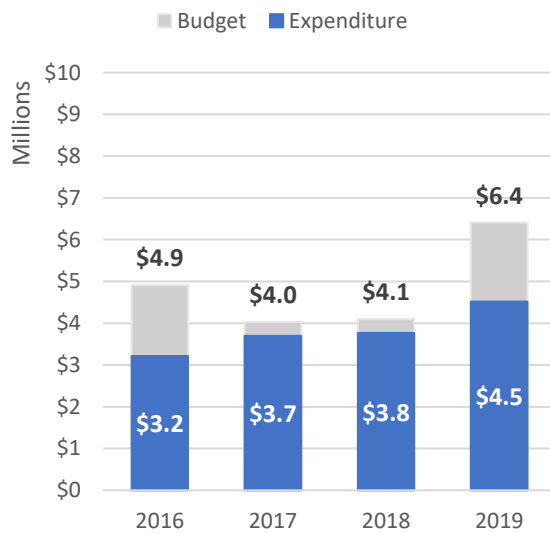
Delivery Rate by Outcome (2016-2019)

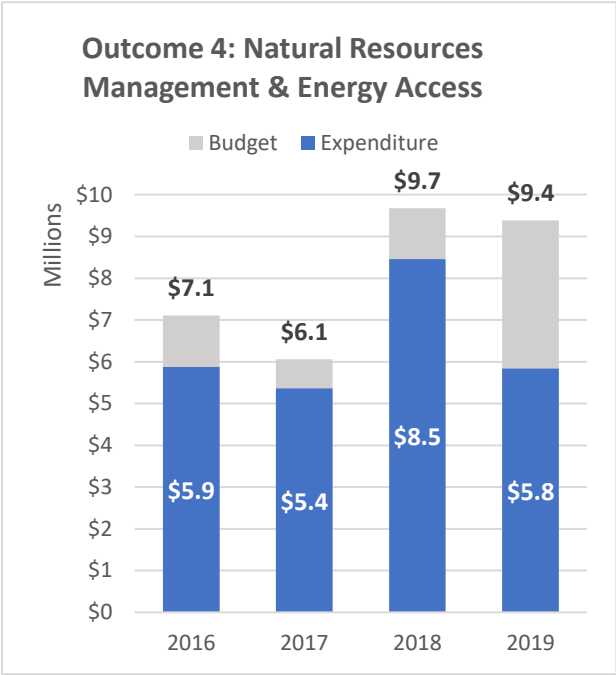
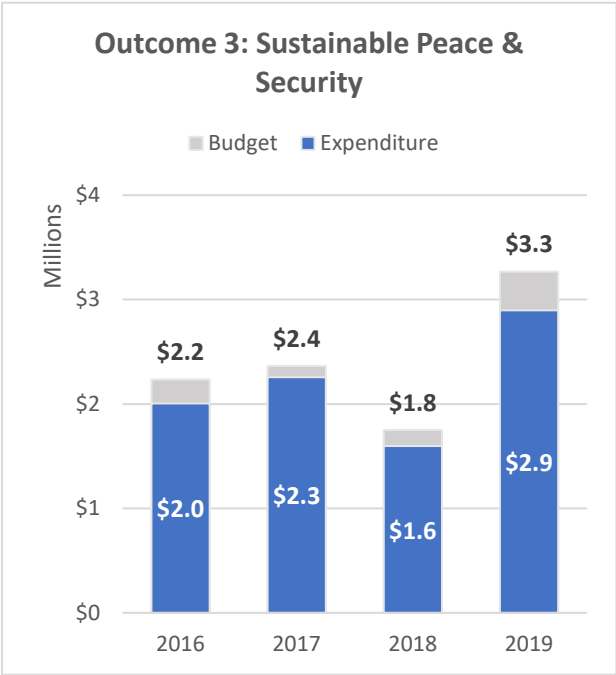


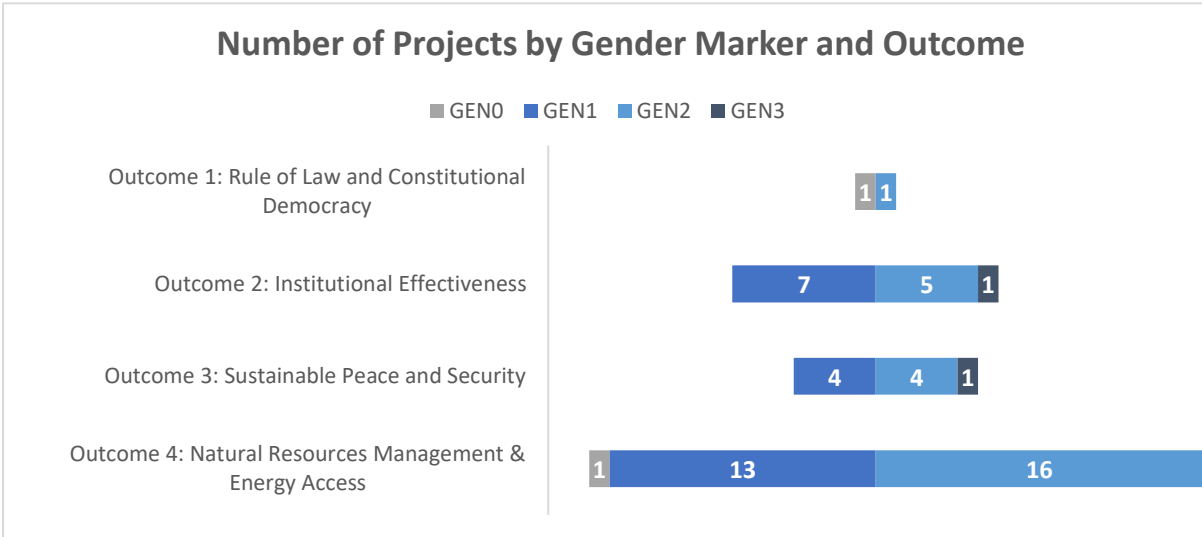
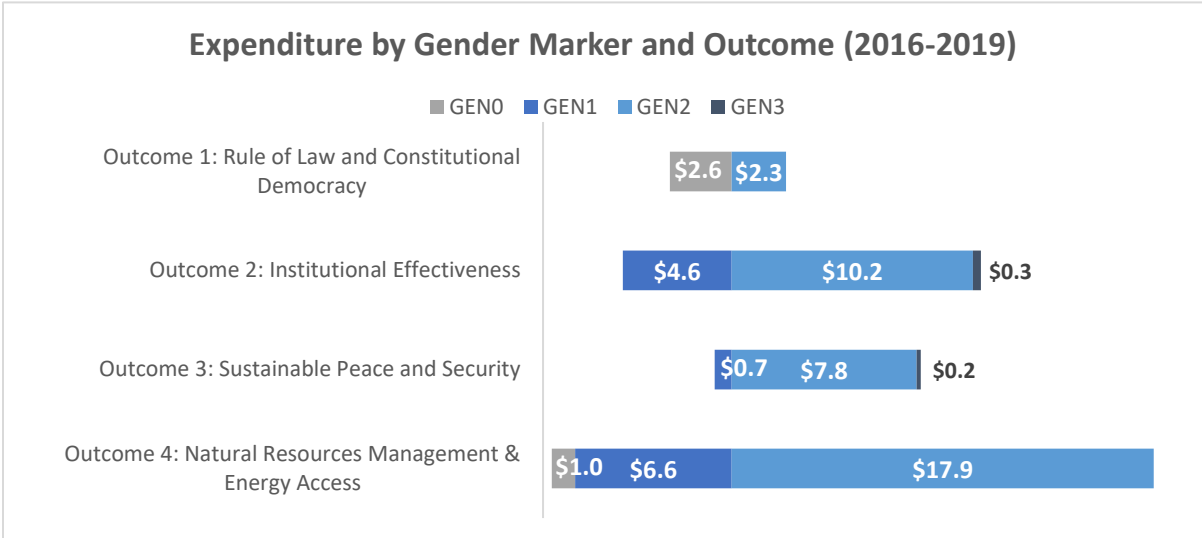
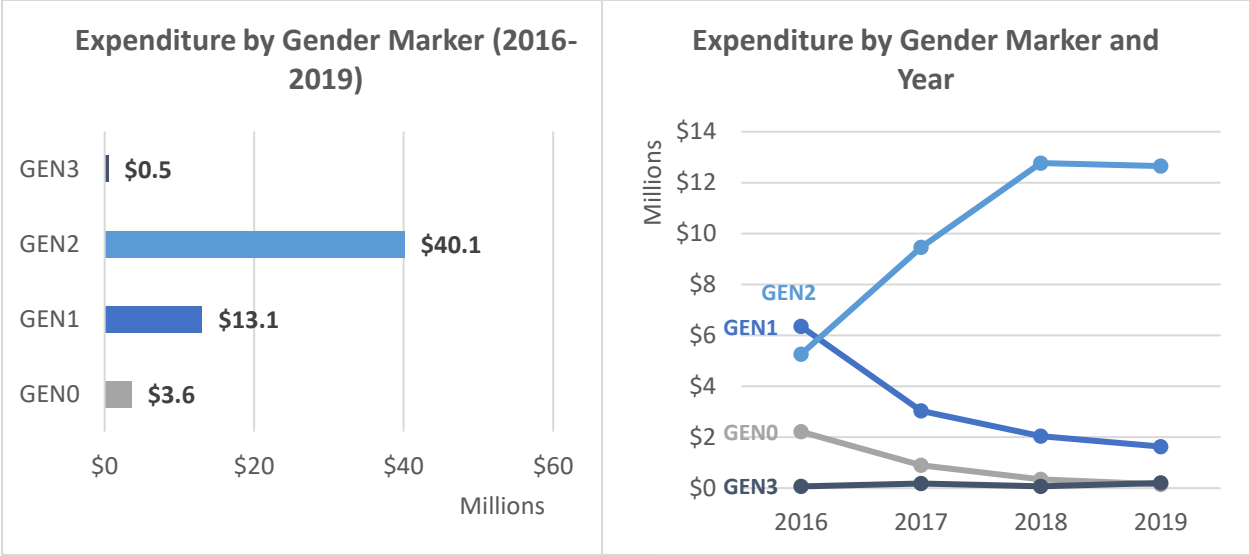
Outcome 1: Rule of Law & Constitutional Democracy

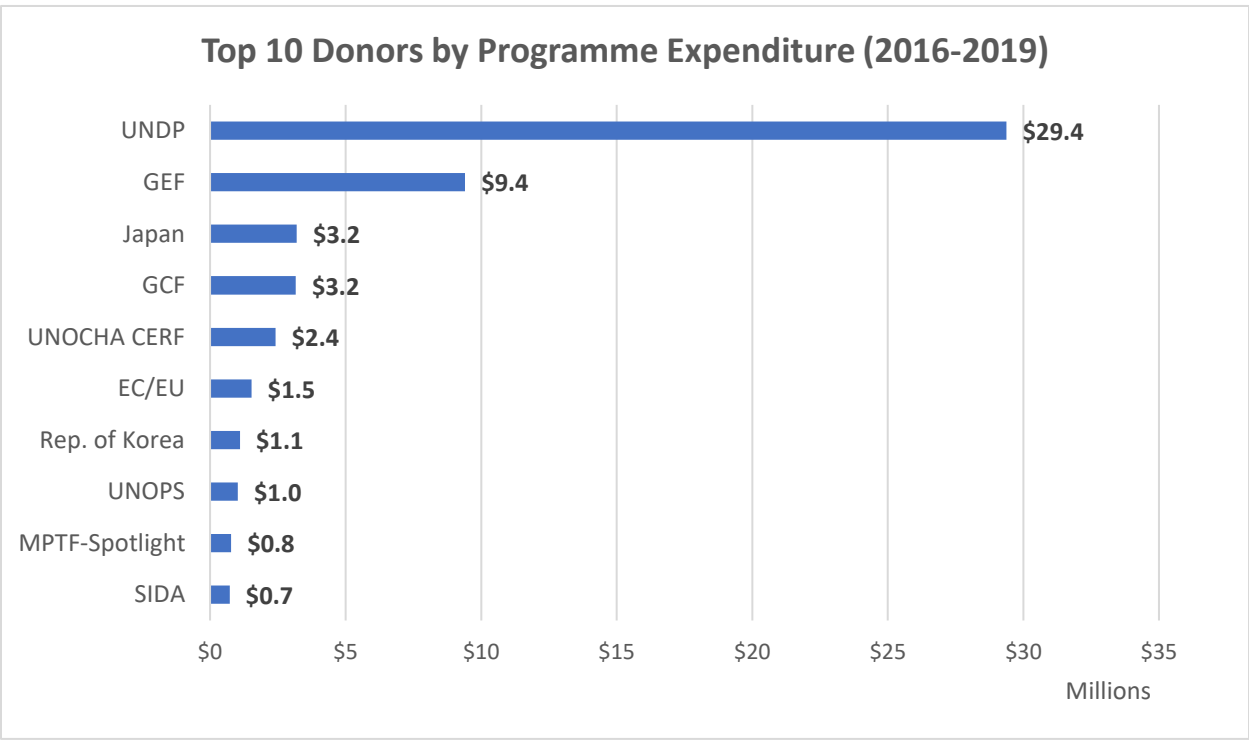
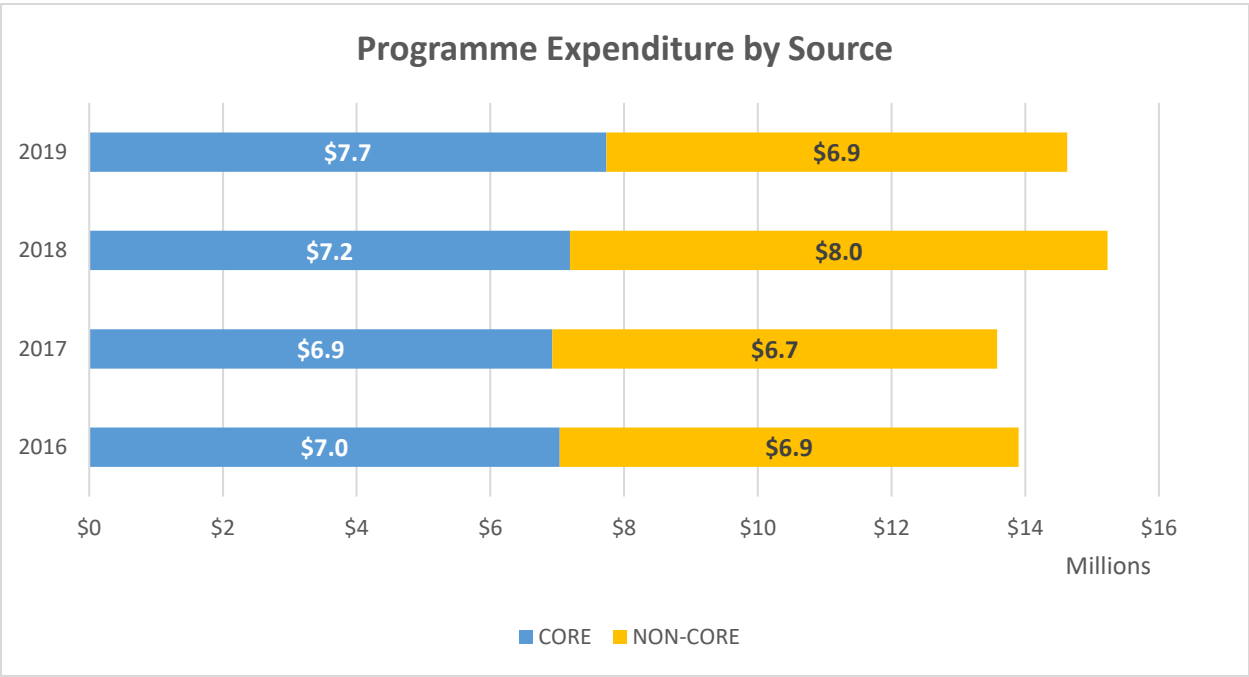


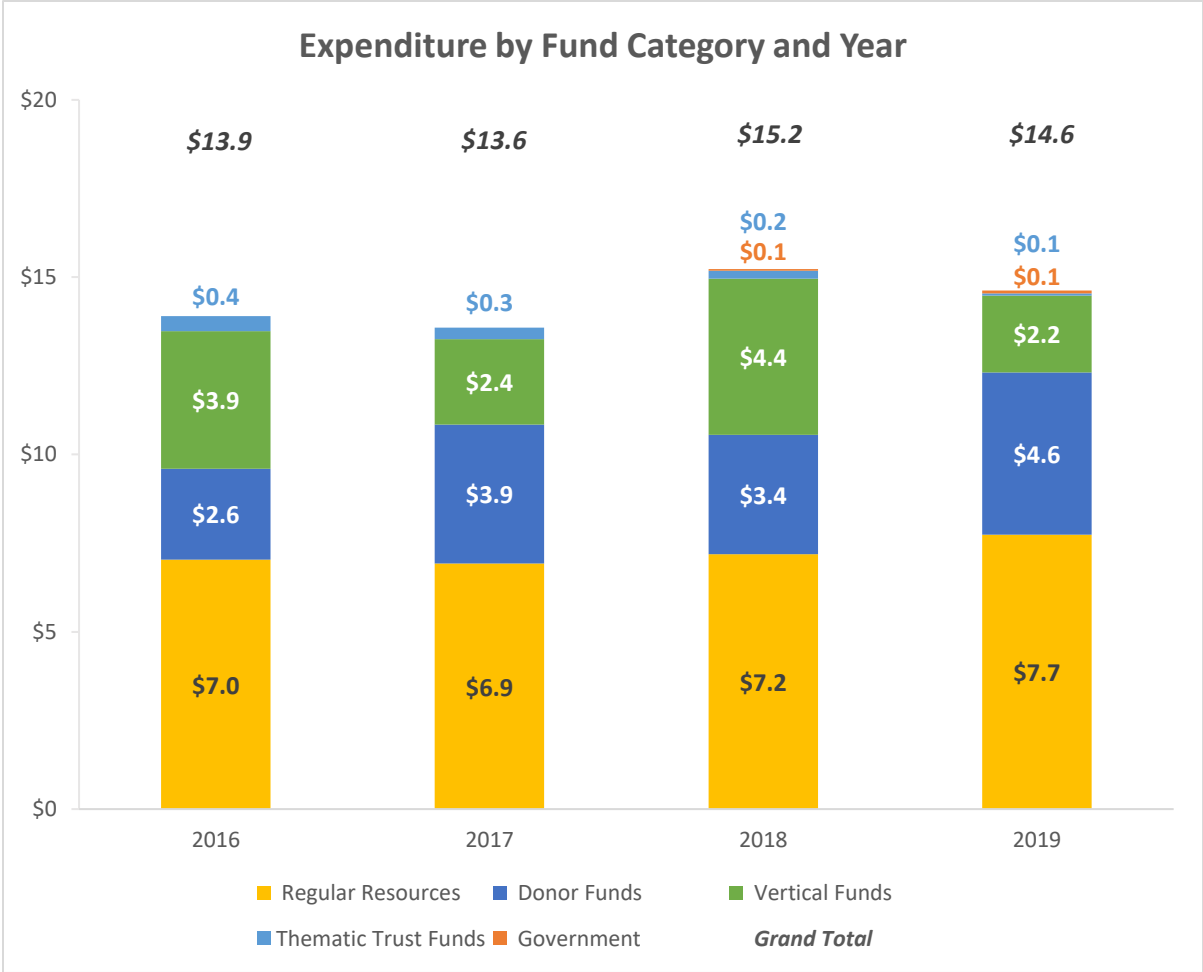
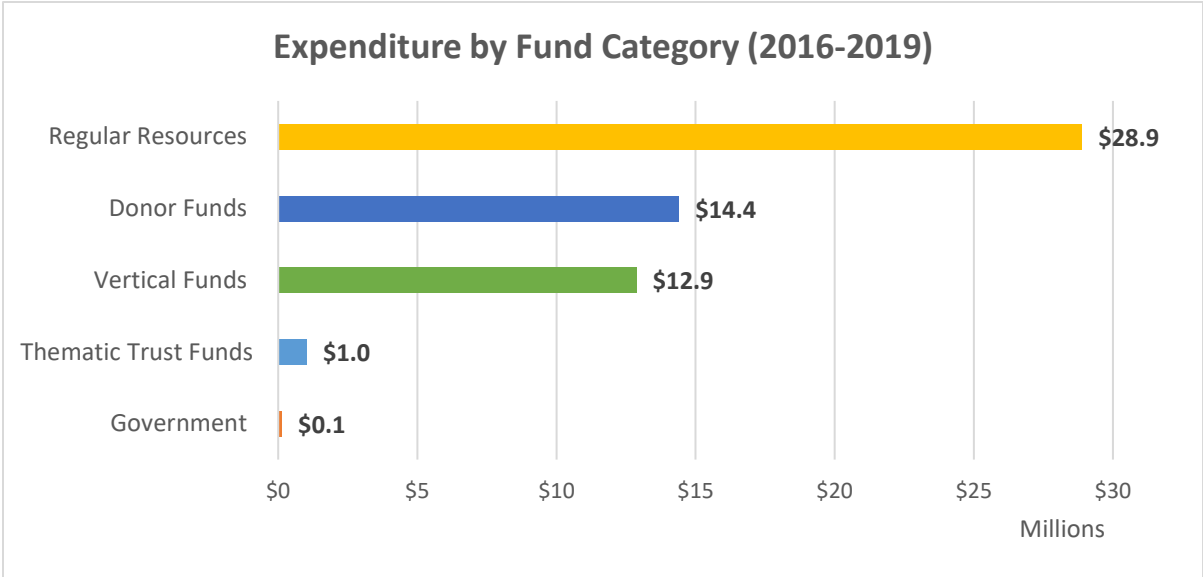
Outcome 2: Institutional Effectiveness











Annex 3. PROJECT LIST

Project	Project Output	Start	End	Impl. Mod.	2016 E 2016 B	2017 E 2017 B	2018 B 2018 E	2019 E 2019 B	2016-19 E 2016-19 B
Outcome 1: By end 2020, rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice					\$2,299,498 \$2,603,350	\$1,111,438 \$1,129,482	\$995,196 \$869,241	\$651,767 \$780,643	\$4,931,945 \$5,508,671
00070364 National Capacities for Mediation, Dialogue & Negotiation	00090708 Peace Architecture Project	May 2014	Feb 2018	DIM	\$2,149,008 \$2,288,350	\$475,696 \$474,000			\$2,624,704 \$2,762,350
00092245 Rule of Law and Constitutional Democracy (RLCD)	00097050 Rule of Law Constitutional Dem	Jan 2016	Dec 2020	DIM	\$150,490 \$315,000	\$635,742 \$655,482	\$995,196 \$869,241	\$651,767 \$780,643	\$2,307,241 \$2,746,321
Outcome 2: By end 2020, targeted public institutions and public-private partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's citizenry enforcing a culture of mutual accountability, transparency and integrity					\$3,215,917 \$4,908,633	\$3,696,298 \$4,029,343	\$4,098,214 \$3,766,695	\$4,514,987 \$6,406,918	\$15,193,897 \$19,443,108
00092241 Institutional Effectiveness Programme	00105911 DPC, EDC & CPD Implementation	Jan 2017	Dec 2020	DIM		\$1,786,357 \$1,807,675	\$2,461,189 \$2,403,581	\$2,280,074 \$2,777,096	\$6,470,012 \$7,045,960
	00097040 Institutional Effectiveness	Jan 2016	Dec 2020	NIM	\$260,951 \$355,465	\$600,660 \$626,465	\$596,000 \$519,314	\$552,319 \$559,999	\$1,933,244 \$2,137,929
	00112214 Spotlight Initiative	Jan 2018	Dec 2022	DIM			\$178,872 \$5,630	\$773,690 \$1,133,271	\$779,320 \$1,312,143
	00103193 Institutional transformation GEWE	Apr 2016	Dec 2020	DIM	\$73,466 \$285,000	\$180,617 \$181,283	\$72,000 \$69,741	\$17,898 \$27,000	\$341,722 \$565,283
	00118485 DPC - Stand Alone project	Oct 2019	Dec 2020	DIM				-\$7,322 \$502,957	-\$7,322 \$502,957
00072037 Pulse Lab/RC Coordination	00085278 Pulse Lab Uganda	Jan 2013	Dec 2020	DIM	\$706,955 \$1,083,936	\$703,164 \$766,225	\$615,836 \$607,914	\$726,169 \$931,707	\$2,744,202 \$3,397,705
00063267 Capacity for Aid Effectiveness	00080490 Capacity for Aid Effectiveness	Oct 2011	Feb 2018	DIM	\$1,656,379 \$2,627,921	-\$36,859 \$8,744			\$1,619,520 \$2,636,665

00079025 Inclusive and Sustainable New Communities	00089151 Saemaul Initiative	Mar 2014	Dec 2017	DIM	\$379,867 \$419,600	\$462,359 \$638,951	\$174,317 \$160,515	\$49 \$0	\$1,002,789 \$1,232,868
00120545 Accelerator Lab - Uganda	00116726 Accelerator Lab - Uganda	Jul 2019	Dec 2019	DIM				\$172,110 \$474,888	\$172,110 \$474,888
Closed projects from previous cycle					\$138,299 \$136,711				\$138,299 \$136,711
Outcome 3: By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and man-made disasters.					\$2,003,980 \$2,236,678	\$2,257,331 \$2,364,954	\$1,751,386 \$1,597,394	\$2,896,299 \$3,267,508	\$8,755,004 \$9,620,526
00092215 Peace and Security for Systems Resilience	00097030 Peace and Security for Systems	Jan 2016	Dec 2020	NIM	\$175,755 \$235,000	\$650,143 \$657,200	\$1,293,907 \$1,158,252	\$1,184,666 \$1,236,112	\$3,168,817 \$3,422,219
	00116174 Emergency Employment	May 2019	Dec 2019	DIM				\$1,475,265 \$1,507,667	\$1,475,265 \$1,507,667
	00115057 Host & Refugee Comm. Emp.	Feb 2019	Dec 2022	DIM				\$183,079 \$467,326	\$183,079 \$467,326
	00101608 Emergency Response for S. Sudan	Aug 2016	Feb 2018	DIM	\$18,819 \$25,000	\$80,515 \$80,917			\$99,333 \$105,917
	00116487 Preventing & Responding to Violence	Jun 2019	Dec 2019	DIM				\$54,309 \$56,303	\$54,309 \$56,303
	00118580 Harnessing Youth Potential	Nov 2019	Jun 2020	DIM				\$0 \$100	\$0 \$100
00073876 Local Development and Social Cohesion in N. Uganda	00086488 Local Development & Cohesion	Jan 2013	Feb 2018	DIM	\$1,327,756 \$1,372,000	\$282,339 \$356,737	\$0 -\$50		\$1,610,045 \$1,728,737
00092356 Inclusive Green Growth	00104667 Response & Resilience Strategy	Mar 2017	Dec 2020	DIM		\$1,244,334 \$1,270,100	\$367,478 \$349,630	-\$1,020 \$0	\$1,592,944 \$1,637,578
Closed projects from previous cycle					\$481,650 \$604,678		\$90,001 \$89,562		\$571,211 \$694,679
Outcome 4: By end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.					\$5,572,432 \$6,601,306	\$5,285,193 \$5,971,662	\$9,574,811 \$8,424,101	\$5,838,262 \$9,385,060	\$25,119,988 \$31,532,840

00092356 Inclusive Green Growth	00097104 Inclusive Green Growth	Jan 2016	Dec 2020	NIM	\$449,754 \$514,586	\$777,737 \$791,101	\$1,100,000 \$1,022,259	\$1,034,846 \$1,067,674	\$3,284,596 \$3,473,361
	00109849 Hum-Devt Nexus SS	Mar 2018	Mar 2019	DIM			\$1,096,552 \$977,777	\$485,443 \$512,739	\$1,463,220 \$1,609,291
	00105566 Graduate Volunteer Scheme	May 2017	Dec 2019	DIM			\$120,000 \$82,711	\$665,548 \$673,000	\$748,259 \$793,000
	00102857 Inclusive Business Ecosystem	Jan 2018	Dec 2021	NIM				\$259,756 \$300,000	\$259,756 \$300,000
00104372 Building Resilient Communities, Wetland Ecosystems and Associate Catchments	00105972 Building Resilient Communities	Jul 2017	Jun 2025	NIM		\$154,085 \$231,457	\$2,755,857 \$2,589,766	\$778,008 \$2,082,137	\$3,521,859 \$5,069,451
00092244 Climate Change Resilience and DRR	00097049 Resilience to Climate Change & DRR	Jan 2016	Dec 2020	NIM	\$373,407 \$400,870	\$1,042,277 \$1,006,800	\$1,174,400 \$925,444	\$456,482 \$631,394	\$2,797,610 \$3,213,464
	00102861 Low Emission Capacity Building II	Jan 2017	Dec 2020	NIM			\$50,000 \$35,516	\$294,971 \$516,484	\$330,486 \$566,484
	00102862 Strengthening Hydromet Service	Jan 2017	Dec 2019	DIM			\$60,000 \$58,097	\$73,189 \$75,278	\$131,285 \$135,278
00076999 Early Warning System	00088073 Early Warning System	Dec 2013	Dec 2018	DIM	\$2,003,057 \$2,107,800	\$622,080 \$875,904	\$211,716 \$195,828		\$2,820,965 \$3,195,420
00072558 Kidepo Conservation project	00085611 Kidepo Conservation Project	Jan 2013	Dec 2019	NIM	\$720,738 \$972,386	\$635,884 \$645,640	\$749,370 \$587,914	\$336,546 \$565,375	\$2,281,082 \$2,932,771
00074620 Improved Charcoal Prod. Tech.	00086931 Improved Charcoal Technologies	Jun 2013	Dec 2019	NIM	\$893,495 \$1,058,213	\$793,822 \$797,509	\$477,483 \$472,698	\$338,055 \$509,969	\$2,498,071 \$2,843,174
00088957 Integrated Landscape Mgmt. for Improved Livelihoods	00095404 Integrated Landscape Mgmt.	Jun 2015	Dec 2020	NIM	\$32,339 \$52,000	\$314,060 \$359,000	\$586,068 \$523,169	\$429,625 \$670,554	\$1,299,194 \$1,667,622
00075375 Extractive Industries for Sustainable Development	00099853 LVMM – Uganda	Apr 2016	Dec 2019	DIM	\$66,473 \$200,000	\$422,445 \$433,350	\$363,016 \$349,112	\$148,747 \$184,414	\$986,777 \$1,180,780
00061683 Low Emission Capacity Building project	00078274 Low Emission Capacity Building	Jul 2011	Feb 2018	NIM	\$247,714 \$274,868	\$43,943 \$61,943	\$9,899 \$8,627		\$300,284 \$346,710

	00100062 Intended National Contribution	Apr 2016	Dec 2018	NIM	\$127,034 \$240,267	\$23,225 \$98,596	\$84,181 \$51,751	\$1,629 \$0	\$203,640 \$423,044
	00106127 Green Schools NAMA DPP	Jul 2011	Dec 2018	NIM		\$50,979 \$75,000	\$219,631 \$137,442		\$188,421 \$294,631
00096870 Fostering Sustainability & Resilience for Food Security	00100758 Fostering Sustainability & Resilience	Jan 2017	Dec 2021	NIM			\$119,760 \$80,759	\$244,721 \$856,634	\$325,479 \$976,394
00089380 UN-REDD National Programme	00095648 Uganda UN-REDD	Feb 2015	Dec 2018	NIM	\$212,911 \$251,018	\$354,293 \$427,504	\$69,665 \$27,175	\$1 \$0	\$594,380 \$748,187
00101752 Capacity for RIO Convention Implementation	00104050 Rio Convention Implementation	Mar 2017	Dec 2021	NIM		\$13,395 \$24,009	\$246,840 \$218,567	\$194,490 \$333,984	\$426,452 \$604,833
00063035 Ecosystem Based Adaptation in Mountain Ecosystems	00080337 Ecosystem Based Adaptation	Nov 2011	Feb 2019	NIM	\$278,390 \$306,218	\$34,610 \$34,367	\$207 -\$727	\$206 \$206	\$312,478 \$340,997
00100437 NAMA on Integrated Waste Management and Biogas in Uganda	00103399 NAMA for IWM and Biogas	Jan 2017	Dec 2021	NIM				\$40,470 \$287,386	\$40,470 \$287,386
	00096429 NAMA on Integrated Waste Mgmt	Oct 2015	Feb 2018	DIM	\$133,344 \$150,000	\$2,077 \$58,995			\$135,420 \$208,995
00111247 Nile Basin Enhancing conjunctive mgmt. of surface	00110354 Enhancing conjunctive management	Mar 2018	Dec 2019	DIM			\$80,167 \$80,167	\$55,529 \$69,833	\$135,696 \$150,000
00080345 Enhancing Adoption of Climate Smart Agriculture	00090071 Climate Smart Agriculture project	Mar 2014	Feb 2018	NIM	\$33,775 \$73,080	\$283 \$50,488	\$0 \$49		\$34,107 \$123,568
00124074 LVMM II ACP-EU Dev. Minerals Programme Phase II	00119157 Focus country-Uganda	Nov 2019	Nov 2022	DIM				\$0 \$48,000	\$0 \$48,000
Project proposal grants and closed projects					\$304,812 \$504,913	\$73,293 \$84,395	\$101,016 \$32,771		\$410,876 \$690,324
Other					\$30,921 \$544,627	\$369,955 \$415,936	\$280,367 \$118,865	\$333,282 \$443,900	\$853,023 \$1,684,830
Global and Regional Projects					\$471,348 \$754,656	\$785,964 \$1,018,636	\$524,399 \$421,550	\$393,101 \$479,577	\$2,071,963 \$2,777,268

Grand Total	\$13,898,909	\$13,579,471	\$17,325,389	\$14,627,698	\$57,336,696
	\$18,154,163	\$15,014,408	\$15,230,617	\$20,763,607	\$71,257,567

Annex 4. PEOPLE CONSULTED

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Inclusive Green Growth Beneficiary Interviews

Uganda Graduate Volunteer Scheme Focus Group

Wetlands Project Beneficiary Interviews

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Annex 5. DOCUMENTS CONSULTED

The evaluation team consulted all available project documents (including project documents, annual work plans, annual reports, and evaluations), pre-mission questionnaires, Results-Oriented Annual Reports (ROARs) as well as the following documents.

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Annex 6. STATUS OF COUNTRY PROGRAMME OUTCOME INDICATORS

As reported by the Country Office in the Corporate Planning System

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
Outcome 1: By end 2020, rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice				
% of women/men who think Uganda has democracy (or with minor problems), by sex Baseline: 52% (2012) Women – 46% (2012) Men – 58% (2015) Source: Afrobarometer/UBOS	38% Women – 34% Men – 42% Rural – 39% Urban – 37%	54% Women - 45% Men - 59% Rural – 60% Urban – 40% Source: African Peer Review Mechanism - Uganda Country Self-Assessment report 2017	61% ² Women – 64% Men – 57%	62% Women – 64% Men – 58%
% who have trust in the courts of law institutions, by sex 64% (2012); Women – 68%; Men – 62%	65.9% Data source does not disaggregate by sex.	96% Source: 2017 Annual JLOS Performance Report. Data does not disaggregate by sex.	59% This reflects public trust in the justice system at 59%. The public satisfaction with JLOS service improved from 72 percent to 76%. JLOS Annual Performance Report 2017/2018.	70%

¹ Information extracted from the UNDP Intranet Corporate Planning System (2016 and 2017) and SP/IRRF (2018).

² Further, disaggregation by residence indicate that a higher proportion of the population living in rural areas (64%) revealed that they were satisfied with democracy in the country compared to those from urban areas (52%). The level of satisfaction also increased with increasing age from 57% among the youths to 70% among the older persons. Source: UBOS National Governance, Peace, and Security Survey Report 2017

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
% of women in national parliament Baseline: 35% (2013)	33.5% Data regressed in the period under review partly because women largely participated/ contested for district quota positions (affirmative action) as opposed to venturing into the open constituency.	34.5% Source: Uganda Parliament	34.7% ³ Source: Uganda Parliament	42%
Output 1.1: Strengthened technical and functional capacities of democracy institutions for enhancing equal participation, accountability, rule of law and access to justice				
1.1.1: No. of target democracy institutions with functional e-governance systems to promote efficiency and accountability Baseline: 0 (2013)			3 Sources: Annual Gov. Performance Report 2018 2017-2018 JLOS Performance Report Annual Report on the State of Equal Opportunities in Uganda 2017/2018	3
1.1.2: Proportion of completed to registered cases Baseline: 90.7%			96.1% Source: JLOS 2017-2018 Performance Report	95%
1.1.3: Extent to which democracy institutions (Electoral Commission and HRC) effectively meet minimum core function performance benchmarks (scale of 1-4: Not at all, very partial, partial; fully)			2 Sources: JLOS 2017-2018 Performance report 2017-2018	4

³ Representation as follows at September 2018: 1. Constituency (Directly Elected) 19 Women MPs (12.0%) 2. District Women Representatives 122 (76.7%) 3. Uganda Peoples Defence Force Representatives (UPDF) 3 Women MPs (1.9%) 4. Workers' Representatives 2 Women MPs (1.3%) 5. Youth Representatives 2 Women MPs (1.3%) 6. Persons With Disabilities Representatives (PWD's) 2 Women MPs (1.3%) 7. EX-Officios 9 Women MPs (5.7%)

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
Baseline: very partial - 2			Electoral Commission 2015 -2016 Post-Election evaluation report UHRC 20th Annual Report	
Outcome 2: By end 2020, targeted public institutions and public-private partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's citizenry enforcing a culture of mutual accountability, transparency and integrity				
Status of corruption index Baseline: 26 (2013) Source: Transparency International Corruptions Perception Index.	25 ⁴	25 Status has remained static. The 2016 corruption perception Index for 2016 ranks Uganda at 151 out of 176 countries.	26	35
% of women/men who think Government is fighting corruption very well Baseline: 4% (2013) Source: Afrobarometer/ UBOS surveys.	16% According to National Service Delivery Survey main report 2016 by UBOS and GoU, 16% of the respondents reported being aware of any Government efforts to fight bribery while only 10% were aware of the fight against embezzlement/ diversion of funds.	29% According to the East African Bribery Index 2017, only 29% thought that government was doing enough to fight corruption. Available data is not disaggregated by gender/location.	26% Source: Afrobarometer/UBOS surveys.	10%

⁴ Regression: Uganda ranked 139 of 168 countries assessed. Regressed from 26 in 2013 and 2014 to 25 in 2015 and further below the 2013 baseline figure. This in part was due to high incidence of corruption cases in government key institutions/sectors presented in courts of law/press. For instance, corruption cases in National Roads Authority (UNRA)

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
% of local governments/ other implementing agencies meeting standard performance measures of service delivery Baseline: 84% (2013)	98.4% Overall, of the 2,507.3 billion annual approved budgets of the 110 districts, 2357.0 billion (94.7%) was released of which 2,314.4 billion (98.4%) was spent signalling substantially high absorption.	49.0% According to the 2016/17 Government Annual Performance Report, 55 (49%) out of 112 districts performed well in all functional areas, having most indicators rated 'achieved' and scoring above the national average of 57%.	98% - local governments 10% - implementing agencies Local Government Performance Report 2018.	95% - local governments 20% - other agencies
Output 2.1: Selected ministries, department and agencies/sectors effectively coordinate and implement targeted public sector reforms by 2020.				
2.1.1: No. of MDAs developing and implementing strategic development plans and frameworks and complying with NDPII Priorities. Baseline: 1 (2013)			2 Source: 2018 Sector Review Reports, MoLG and OPM	5
2.1.2: No. of new PPPs providing innovative solutions for development (IRRF 7.6.1) Baseline: 0 (2014)			1 Source: 2018 Sector Review Report, OPM	3
2.1.3: Existence of strategic functional management information system informing policy direction Baseline: No (2013)			Yes Source: 2 nd Quarter (2018) Performance Report for Ministry of Foreign Affairs	Yes
Output 2.2: By end 2020 targeted accountability institutions (MDAs, CSOs and media) uphold and reinforce standards of accountability, transparency and integrity				
2.2.1: Existence of service delivery standards for key extractives and infrastructure (housing and roads) sectors Baseline: No (2014)			Yes Source: Sector Review Reports	Yes

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
2.2.2: No. of CSOs that are QUAM ⁵ certified and participate in ensuring compliance with national standards. Baseline: 76 (2013)			113 This output was not implemented in 2018 due to limited resource envelope. Source: QUAM report by DENIVA	150
2.2.3: % of targeted MDAs effectively monitoring implementation of the 'Leadership Code' Baseline: 0 (2013)			2 Source: Sector reports	3
2.2.4: No. of accountability institutions with functional mechanisms for detection, prevention and redress of corruption Baseline: 0 (2013)			2 Source: Gov. performance reports	3
Output 2.3: Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding, democratic processes, sustainable production, energy and Natural Resource Management (NRM) by 2020.				
2.3.1: Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and other at-risk groups, disaggregated by sex (IRRF 1.2.1) (rating scale 1-4 – not at all, very partial, partial, fully) Baseline: 1- not at all			3 – partial Source: Annual Government Performance Report 2018	3 - partial
2.3.2: Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development Baseline: No (2013)			Yes Source: Gov. Annual Performance Report 2018	Yes

⁵ A quality assurance mechanism and indicator to measure the extent to which CSOs themselves are compliant to accountability standards and codes; all country programme targets are for 2020.

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
2.3.3: No. of innovative, locally appropriate sustainable development initiatives developed and scaled up, targeting underserved communities/ groups and women Baseline: 100 (2013)			315	350
Outcome 3: By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and man-made disasters				
Political stability and absence of violence/terrorism score Baseline: 20 (2013)	23	42.9 It is an improvement from 2016, though there is a reported increase of violence especially on the citizens as reported by the World Governance Indicators Report, 2017.	27.0 Source: World Governance Indicators Report	50
Mortality rate from natural hazards Target: 74% (2013)	37% 8 year average plus 10% based EMDAT. This is significant progress as mortality sharply decreased.	34% Information Mgmt. System, Dept. of Relief, Disaster Preparedness and Management, OPM (Jan-Nov 2017)	37% Source: Desinventar Disaster Database, UNDAF Mid-Term Evaluation Report 2018.	50%
Output 3.1: By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security				
3.1.1: No. of policies addressing peace and social cohesion developed and implemented Baseline: 0 (2013)			0 ⁶	2
3.1.2: Existence of functional CSOs/national			Yes ⁷	Yes

⁶ “UNDP been able to address gaps in the legal and policy framework for sustaining peace through the first ever draft National Peace building and Conflict Transformation Policy, draft Small Arms and Light Weapons Bill, first ever draft Transitional Justice policy, regulation for the prevention of trafficking in persons, draft Countering/ Preventing Violent Extremism Strategy and National Plan of Action, UNSCR1325 on Women, Peace and Security, etc.) that have a bearing on peace and security of the country and the region at large. However, these have not yet been approved or enacted into law.” Source: Ministry of Internal Affairs Performance Report 2017/2018; OPM Performance Report 2017/2018; Hansard Parliamentary transcripts.

⁷ <https://www.monitor.co.ug/News/National/Museveni-launches-national-dialogue-lists-four-issues/688334-4901350-je5tt1z/index.html> Platform progress reports.

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
platforms facilitating effective internal dialogue, mediation and conflict transformation efforts Baseline: No (2013)				
Output 3.2: By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach.				
3.2.1: No. of districts with gender- and human rights-sensitive contingency plans developed and operationalized Baseline: 10 (2013)			11 ⁸	60
3.2.2: No. of platforms facilitating effective internal and cross-border dialogue, mediation, reconciliation and conflict transformation efforts Baseline: 4 (2013)			7 Source: National platform progress reports	10
3.2.3: % of women who think Government handles/resolves conflict between communities well 52% (2012)			16% of women Afrobarometer/ UBOS survey. Actual is significantly lower than baseline and milestone mainly due to women's low levels of understanding of matters that affect them.	62%
Outcome 4: By end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.				
% of land under forest and wetlands Baseline: % of land under wetlands and forest - 24.9% (2013) % of land under forest – 14% (2013) % of land under wetlands – 10.9% (2013)	% of land under forest - 11% % of land under wetlands – 10.9% This regression is in part due to rapid population growth and the subsequent dependency	% of land under forest – 9% % of land under wetlands – 10.9% Source: 2017 Water and Environment Sector Performance Report.	22% % of land under forest – 9% % of land under wetlands – 13% Source: 2018 Water and Environment Sector Performance Report	% of land under forest and wetlands - 29.4% % of land under forest – 18.5% % of land under wetlands – 10.9%

⁸ The districts that benefited were due to their vulnerability of natural disasters including landslides and refugee influx. They include 5 from refugee hosting districts in West Nile region; 3 districts in Rwenzori and 3 from Mt. Elgon region. Source: District annual performance report

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
	on the environment resources for livelihood.			
% of the target population with access to electricity and modern cooking energy, disaggregated by sex Baseline: 24% (2013) Access to electricity – 14%; men - 6.86%, women - 7.14% Access to modern cooking energy – 10% , men – 4.9%, women – 5.1%	20% 20% electricity 21% modern cooking energy (men: 44%, women: 56%) Source: National Population and Housing Census 2014 Main report (2016).	22% 22% electricity 21% modern cooking energy (men 44%, women 56%) Source: Energy and Mineral Sector Performance Report 2017.	23% access to electricity; 11.7% men, 11.3% women 21% access to modern cooking energy; 11.1% men, 9.9% women Source: 2018 Energy and Mineral Development Sector Report.	38% access to electricity and modern cooking energy 25% access to electricity (15% men, 12% women) 23% access to modern cooking energy (12% men, women 11.2%)
Economic loss from natural hazards Baseline: \$3,100,000 (2013)	\$3,600,000 Increasing combined economic losses resulting from climate and disaster risk. EMDAT.	\$3,300,000 ⁹	\$71,887	\$2,000,000
Number of jobs created Baseline: 480,854 (2014) Women – 245,236 (2014) Men – 235,618 (2014) Source: Gov. Annual Performance Report 2014.			488,654 Women – 249,352 Men – 238,618 Source: Gov. Annual Performance Report 2018.	
Annual growth rate of targeted sectors Baseline: Agriculture: 1.3% (2013) Tourism: 3.3% (2013) Mining: 0.4% (2013) Manufacturing: 5.7% (2013) Source: Ministry of Finance, Background to the Budget 2013.			Agriculture: 1.6% Tourism: 2.9% Mining: 4.5% Manufacturing: 2.5% Source: Ministry of Finance, Background to the Budget 2018.	Agriculture: 5% Tourism: 4.5% Mining: 0.8% Manufacturing: 7%

⁹ There was reduced combined economic losses resulting from Climate and Disaster risk in 2017 compared with \$3.6m in 2016. Nevertheless, this figure was still higher than the set target for \$2.7million in terms of combined economic losses resulting from Climate and Disaster risk (EMDAT).

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
Volume of exports in selected value chains 402,493 (2013); Sesame, 22,055 MT; Maize, 122,107 MT; Beans, 37,785 MT; Coffee, 220,546 MT Source: UBOS Statistical Abstract 2013.			625,405 Sesame: 16,171 Maize: 268,465 Beans: 128,147 Coffee: 212,622 Source: UBOS Statistical Abstract 2018.	480,000 Sesame: 26,000 Maize: 146,000 Beans: 44,000 Coffee: 264,000
Output 4.1: By end 2018, targeted MDAs have adequate technical, functional and financial capacity to integrate and operationalize NRM and climate change mitigation policies and strategies, including: (a) execution of priority gender responsive investments that increase energy access and consumption efficiency and promote low-carbon and renewable modern energy services; and (b) scale-up of climate change mitigation/adaptation and disaster-risk management strategies				
4.1.1: No. of target institutions that have implemented policies, strategies, and budgets that integrate sustainable energy, natural resource and land management, biodiversity, climate change mitigation and resilience initiatives Baseline: 63 (2015)			84 Source: Gov. Annual Performance Report	80
4.1.2: Hectares of land (in target areas) that are managed under a conservation, sustainable use or access and benefits sharing regime, disaggregated by category (IRRF 1.5) Baseline: In situ 1,178,710, sustainable use 4,420,000 (2013)			4,462,660 The entire space is under a conservation, sustainable use AND access and benefits sharing regime. Source: Gov. Annual Performance Report 2018	In situ 1,178,710, Sustainable use: 4,500,000
4.1.3: % of sectors integrating climate change mitigation, disaster-risk recovery and resilience into development plans and budgets Baseline: 20% (2013)			18% Source: Gov. Annual Performance Report 2018; Uganda National Climate Change Finance Analysis Report; Hazard, Risk and Vulnerability Profile Reports	50%

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
4.1.4: No. of new partnership mechanisms with funding for sustainable management solutions on natural resources, ecosystem services, chemicals and waste at national and/or subnational levels, disaggregated by partnership type (IRRF 1.3.1) Baseline: 131 (2013)			315 – natural resources and ecosystems; 131 – chemicals and waste Source: UNDP project reports	200
Output 4.2: Targeted institutions have adequate technical, functional and financial capacity to develop innovative solutions for sustainable management of natural resources (including extractives), energy access, ecosystems, chemicals, wastes and systems/models to analyse environmental and climate-related threats				
4.2.1: % of population in targeted districts with access to renewable energy sources Baseline: 10% (50% male, 50% female) (2013)			25% Source: Annual Sector Performance Reports 2018 Energy and Mineral Development Sector Report	15% (Male: 44; female: 56%)
4.2.2: No. of people benefiting from strengthened livelihoods through solutions for natural resources management, ecosystem services, chemicals and waste (IRRF 1.3.2) Baseline: 23,424,172 (male 49%, female 51%) (2013)			25,321,270 Source: UBOS abstract; 2018 annual project reports	24,425,000 (male 44%, female 56%)
4.2.3: Extent to which a system exists to access, deliver, monitor, report and verify the use of environmental and climate finance (IRRF 1.4.1) (1. Not at all, 2. Very partial 3. Partial 4. Fully) Baseline: 2 – very partial (2013)			2 - partial 2018 Water and Environment Sector Performance Report; ODI reports.	4 - fully functional
4.2.4: % of target population with access to early warning (including climate information), disaggregated by gender Baseline: 3% of men and 3% of women (2013)			18% overall; 8% women, 10% men Source: Terminal Evaluation report for Strengthening Climate Information and Early Warning Systems	12% of men and 12% of women

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
Output 4.3: Targeted MDAs, CSOs, media and other non-state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources; promote access to sustainable energy, bio-diversity conservation and climate change adaptation and mitigation				
4.3.1: No. of functional platforms established to engage citizens at all levels for sustainable environment and natural resources, disaggregated by category. Baseline: 0 (2013)			4 Source: 2018 Water and Environment Sector Performance Report. NECOC Monthly Bulletin Nov to Dec 2018.	5
4.3.2: No. of new partnership mechanisms with funding for (a) Sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level (IRRF 1.3.1) (b) Improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women (IRRF 7.6.1) Baseline: (a) 131; (b) 31 (2013)			315 ¹⁰	400 ¹¹
Output 4.4: By end 2020, target public institutions and CSOs have increased capacity to build resilience of communities and mitigate negative impact of man-made and natural disasters				
4.4.1: No. of national/sub-national development and key sectoral plans that explicitly address disaster and/or climate risk management being implemented, disaggregated by those which are gender responsive (IRRF 5.3.1) Baseline: 10 (2013)			1 national plan 116 sub-national plans 9 sectoral plans Sources: NDP-II. NECOC bulletin.	60
4.4.2: Existence of harmonized functional national early warning system Baseline: No (2013)			Yes Sources: NECOC reports, early warning bulletins, U NIEWS GoU Inter-	Yes

¹⁰ The number is same as total number because all indicator components are covered together in a partnership. Note, partnerships are addressing all components at the same time and vulnerable groups are composed of women as well. These partnerships are closely linked to the initiatives under indicator 2.3.3. Source: CBO grant agreement/ memorandums of understanding

¹¹ CPD has target of (a) 250 and (b) 80.

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
			Ministerial Agencies Monthly National Integrated Multi-Hazard Early Warning Bulletin Vol 2 15 Nov -15 Dec 2018. Issue # 25.	
Output 4.5: By end 2018, targeted MDAs have operational and functional capacities for development, implementation, coordination and monitoring of policies, laws and regulations in tourism and extractives				
4.5.1: No. of country diagnostics conducted by relevant MDAs that have informed policy options on national response to sustainable development options (IRRF 7.3.1) Baseline: 22			85 Source: Sector Review Reports	90 ¹²
4.5.2: No. of targeted MDAs that have implemented inclusive, market-oriented and environmentally responsive policies, plans and strategies Baseline: 0 (2013)			2 Source: 2018 Water and Environment Sector Performance Report	2
4.5.3: Existence of a functional inter-sectoral coordination mechanism for infrastructure, production and trade Baseline: No (2014)			Yes Source: Gov. performance reports	Yes
Output 4.6: By end 2020, targeted private sector and relevant partners have institutional capacity to (a) effectively compete in selected product and service markets in agriculture, tourism and extractives, and (b) to promote innovative and scalable market-based solutions that expand opportunities for the poor, women, youth and other emerging entrepreneurs in selected commodity and service value chains				
4.6.1: % increase in sales volumes of targeted commodities and services Baseline: 1.6%			3% Source: UBOS Statistical Abstract 2017	1.6% (2018) ¹³
4.6.2: No. of pilot and demonstration projects/business models initiated or scaled up by national partners Baseline: 0			12 initiated, 5 scaled up Source: Gov. Performance Report 2018	18 ¹⁴

¹² CPD has baseline of 0 and target of 12.

¹³ CPD has baseline at 17% (2013) and target at 30% (2020).

¹⁴ Target in CPD is 5.

Indicator ¹	Status/ Progress			Target
	2016	2017	2018	
4.6.3: No. of new functional partnerships implementing innovative solutions for development Baseline: 0			5 Source: Sector Review Reports	5
Output 4.7: By end 2019, relevant MDAs and selected private sector institutions deliver vocational and business development services to communities and MSMEs to operate market-oriented and sustainable businesses, including those related to agriculture, tourism and extractives				
4.7.1: No. of new enterprises registered/ established Baseline: 20,800 (2012 World Bank Ease of Doing Business Report)			23,600 Source: World Bank Ease of Doing Business Report	22,800
4.7.2: Percentage of targeted MSMEs that comply with corporate governance standards Baseline: 30% (UN programme reports, 2014)			43% Source: OECD, 2018. Private Sector Engagement through Development Co-operation in Uganda	50%
4.7.3: No. of targeted SMEs that access financial services Baseline: 0 (UBOS, 2013)			68 Source: UBOS Statistical Abstract 2018	100