



Department  
for International  
Development

# **Operational Plan 2011-2016**

## **DFID Uganda**

Updated December 2014



# Contents

<b>Introduction</b>	<b>4</b>
<b>Context</b>	<b>5</b>
<b>Vision</b>	<b>6</b>
<b>Results 2011/12-2014/15</b>	<b>7</b>
<b>Delivery and Resources</b>	<b>10</b>
<b>Delivering Value for Money</b>	<b>14</b>
<b>Monitoring and Evaluation</b>	<b>15</b>
<b>Transparency</b>	<b>16</b>
<b>Annex A: Changes to Operational Plan</b>	<b>17</b>
<b>Annex B: Human Rights Assessment</b>	<b>18</b>

---

## Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

## Context

**Uganda aspires to be a middle income country by 2040.** This would mean doubling the average Ugandan's annual income of \$626. Revenues from oil offer good prospects for economic growth, although much depends on how the windfall from oil is managed and invested. Underpinned by the end of conflict and sustained stability, Uganda's growth rate has averaged an impressive 6% over the past two decades and is projected to continue at this level in the near term. It is estimated that GDP growth for 2013/14 will be 5.7% with a slightly higher level in 2014/15. There has been very good progress towards a number of Millennium Development Goals (MDGs), including an impressive decline in the proportion of people living below the national poverty line from 31% to 20% between 2006 and 2013<sup>1</sup>.

**Continued growth has not, however, benefited everyone.** There are large numbers of people only just above the poverty line, and significant regional disparities in income poverty - in the north 44% of people still live below the national poverty line. Growth has not translated into widespread employment in decent jobs, and it is estimated that Uganda will need to create 1.5 million jobs annually by 2037. Uganda has the third highest population growth rate in the world, which is compounding the challenges of a rapidly growing number of underemployed young people, as well as stretching government's ability to provide services. Whilst gender policies are progressive and significant gains have been made, sharp inequalities persist. Only one in three girls completes four years of secondary education. 56% of Ugandan women experience violence of some kind but only 5.5% of them report this to the police. Every day, 16 women die from pregnancy or childbirth.

**The Ugandan government's priorities are stability and economic growth.** The National Development Plan (NDP) (2010-2015) states that "the private sector will remain the engine of growth and development". Other issues, including poverty eradication, democratic development and action against corruption, are seen through this prism. The NDP prioritises efforts to address some of the substantial constraints to growth, including inadequate electricity supply and poor transport infrastructure. Other constraints include the inaccessibility of financial services; the high population growth; the potential impact of climate change, and the low priority and level of funding directed to education which is reflected in poor learning outcomes.

**Some governance trends are concerning:** Despite a robust legal framework and active parliamentary and media oversight, widespread corruption and weak systems of accountability remain day-to-day concerns for citizens, investors and development partners. 2016 will see the next elections, but there has been no peaceful transition of power since independence. The human rights record is mixed with some worrying trends on free association, assembly and speech. Under an existing Penal Code homosexuality is illegal in Uganda, and LGBTI communities face discrimination. The Anti-Homosexuality Act passed in 2014 was subsequently annulled, however if passed again it would further restrict the rights of the LGBTI communities. Whilst some conflict drivers and pockets of instability remain, Uganda is often described as an island of stability in an unstable region. This stability is highly valued by Ugandans, but if governance trends continue to decline and conflict drivers aren't addressed, stability could be impacted.

**Strengthened East African regional integration will bring opportunities for Uganda** to raise its income from trade and to attract greater private investment. Revenues from oil production will further boost the economy if well managed, but oil wealth will bring new challenges. A reorientation of the economy and an appreciation of the exchange rate could undermine existing agricultural exports, as millions rely on agricultural livelihoods. Oil revenues can be volatile and also risk creating opportunities and incentives for corruption.

**Some 29 development partners provide support to Uganda.** The four biggest are the World Bank, USA, the European Union and the African Development Bank. The UK is the second-largest bilateral donor. Our strengths include our professional expertise in-country, our willingness to provide leadership in key programme areas, and alignment to national priorities. The relative contribution of donors to the Ugandan economy and the influence they hold is diminishing including on issues of transparency and accountability. Many development partners reviewed their approach to supporting Uganda in the wake of corruption in the Office of the Prime Minister which resulted in a suspension of budget support by all donors in November 2012. The UK took the decision in 2013 to indefinitely suspend budget support and re-programme funds through other channels.

**The broader UK-Uganda relationship** includes strong bilateral engagement on development, diplomatic, political and security issues. The UK is the largest cumulative inward investor to Uganda, with \$1 billion in foreign direct investment. We work with Uganda to protect stability in the region, including through Uganda's leading role in the African Union peacekeeping force in Somalia.

---

<sup>1</sup> The proportion of people living in poverty is higher when measured against the international poverty line of \$1.25 per day – 38% in 2009

# Vision

## Overview

**DFID's vision for 2011-16 is to support Uganda in its transition to a prosperous, stable and accountable democracy, positioned to exploit the benefits of oil for all Ugandans and able to protect the interests of the most vulnerable.** This reflects the guiding principle in Uganda's NDP of "intertwining economic growth and poverty eradication" and the Uganda Vision 2040's target to transform Uganda "to a modern and prosperous country within 30 years". The UK development programme is tackling the barriers to equitable, sustainable and inclusive growth, strengthening democratic governance and tackling corruption, and helping Uganda meet the Millennium Development Goals (MDGs). DFID aims to create opportunities in particular for girls and women.

In 2013, DFID indefinitely suspended budget support in light of corruption and broader fiduciary concerns, and reprogrammed funds through other channels. We are, however, maintaining a strong dialogue with the Government of Uganda (GoU) at a time when development partners' influence is decreasing, by working with the GoU's priorities in empowering the private sector to drive future prosperity, providing limited financial support directly to government in critical areas such as public financial management, and by focusing on embedding the technical reforms necessary to manage future challenges. We are partnering with others where our combined expertise can add value and where our shared impact will be greater.

## Alignment to DFID and wider UK government priorities

The UK is helping **Uganda to achieve the MDGs**. This plan targets off-track MDGs in the health sector to improve the lives of girls and women through better maternal and child health (including better prevention and management of malaria), and boosting access to family planning choices. We will consolidate UK support to the health sector between 2014 and 2016 towards the delivery of cost-effective health interventions, especially sexual and reproductive health, through efficient and effective systems, showcasing approaches for others. In 2015/16 we will increase our support for education where progress is lagging and learning outcomes are poor. Our support for gender equality policy, reform and services will continue to 2016, particularly focussed on helping to free girls and women from violence by changing norms and supporting recourse, and giving them voice, choice and control over their lives.

The plan **prioritises support for inclusive economic growth** by addressing some of the most binding constraints to growth – lack of power, poor transport infrastructure, and financial services that are expensive and exclude poorer people – while making Uganda the hub of a regional market which can provide huge new opportunities. Additionally, DFID is helping Uganda's young people to access skills and opportunities to play a productive role in the economy, ensuring that Uganda can capitalise on its growing population. We are scaling up our work on growth in 2014/15, including work in Northern Uganda to unlock economic potential by supporting stronger markets for agriculture, and increased support for critical transport and renewable energy infrastructure.

We are significantly scaling up our support over the life of this plan to protect the most vulnerable people in Uganda, and **build resilience to the impacts of climate change**, particularly in the Karamoja region in the north. We are providing cash transfers to some of the most vulnerable households in Uganda.

The plan aims to **strengthen governance and security** to underpin future growth and to maintain Uganda as a stable country in an unstable region, as well as **ensuring a rapid humanitarian response** to those fleeing conflict in South Sudan and the Democratic Republic of Congo (DRC). Throughout 2013/14 we have been significantly scaling up our support for democratic governance, human rights and efforts to tackle corruption. We have also launched an innovative programme that will document how local accountability can improve service delivery, and we will continue to support public financial management reforms.

The plan represents an expansion of DFID's role in Uganda, but with a focus on those areas where we have relative strengths. DFID indefinitely suspended budget support in 2013, and has proceeded with a withdrawal from public sector reform. We will further reduce bilateral support earmarked to HIV and AIDS in 2015/16, an issue that receives significant funding from other donors as well as UK support through our contribution to the Global Fund for AIDS, TB and Malaria.

## Results 2011/12-2014/15

**Headline results** (those with a \* directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
MDG: Health	Number of additional women using modern contraception*	0 (2010)	Since 2011, 795,280 additional women using modern contraception through DFID support	796,000 by 2015
MDG: Health	Number of additional births attended by a skilled attendant.	0 (2010)	75,226 births attended by a skilled healthcare provider since 2011 through DFID support	80,000 by 2015
Wealth Creation	Average delay in completion of national roads construction contracts* (annual)	14.0 months (2010/11)	6 months	6 months (2015 – end year snapshot) (reduction of 8 months per contract)
Wealth Creation	Number of men and women with access to financial services*	0 (2010)	Since 2011, 115,000 men and women accessing financial services through DFID support	125,000 (cumulative over four years to 2015)
Governance and Security	Number of value for money audits conducted by the Auditor General (cumulative total)	10 (2009)	34	15 (peak in 2015) (52 audits over four years, of which 14 additional attributed to DFID)
Poverty, Hunger and Vulnerability	Number of people who have benefitted from an unconditional cash transfer each month* (snapshot)	0 (2010)	In, 2013-14, 507,000 of the most vulnerable people in the country benefitted from DFID-supported unconditional monthly cash transfers	475,000 (2015 – end of year snapshot) (fully attributable to DFID)
Poverty, Hunger and Vulnerability	Number of primary school dropouts returning to school with support from the Girls Education Movement*	2,850 (2010) (current programme)	Since 2011, 30,366 primary school children who had dropped out now returning to school through DFID support	33,216 (cumulative to end 2013-14), (additional 30,366, of which 19,289 girls)
Poverty, Hunger and Vulnerability	Number of labour hours worked on food/cash for work projects in Karamoja region*	0 (2010)	By 2013-14, 27 million hours were worked on public works projects in Karamoja, equivalent to 29 days/ work per household	24 million (2014 - cumulative)

## Headline Results 2015/16

DFID Uganda has committed to significant shifts within its portfolio including scaling up support for inclusive economic growth, tackling corruption, strengthening democratic governance and improving learning outcomes. We are also refocussing our work in health and gender meaning that additional results will be delivered to 2016 – specific output and impact indicators and targets for these areas will be defined in the coming months and are likely to include:

- Additional users of modern family planning;
- Reductions in malaria parasite prevalence rates and improved malaria treatment for children;
- Improved learning outcomes and graduation of girls from primary to secondary;
- New investment in agricultural enterprise, and households with increased income from agriculture;
- Paved road constructed;
- Greater efficiency in service delivery through greater levels of budget credibility, control and compliance;
- Increased risks for those engaging in corrupt activities and stronger anti-corruption regime.



## Evidence supporting results

The evidence base in Uganda is good and improving all the time, particularly for the health and poverty pillars. The Uganda Bureau of Statistics provides reliable and independent survey data, with appropriate emphasis on gender and regional data disaggregation. Results of the latest National Household Survey were published in 2010, complemented by an annual longitudinal panel survey. The latest Demographic and Health Survey results were published in 2012.

Many of DFID Uganda's programmes are based on scaling up interventions which have **already proven effective**. In the accountability sector, improvements in the national audit function have led to greater scrutiny of public expenditure by parliament and resulted in corruption being uncovered in 2012. Support to the Prime Minister's Office and Ministry of Finance has resulted in more effective monitoring of Ministerial performance by Cabinet. For humanitarian assistance, DFID's responses to emergency appeals have consistently been successful in preventing major loss of life. Until 2013, we used budget support, however following the discovery of misappropriation of UK funds by the Office of the Prime Minister, the decision was made to indefinitely suspend all budget support to the Government of Uganda.

A second group of programmes **draw on existing international or local evidence to support the case** for intervention. On reproductive health, research shows that 56% of pregnancies in Uganda are unintended, yet seven out of 10 women wanting to avoid pregnancy do not use modern contraception. Our work in family planning and sexual and reproductive health builds service capacity and draws on international best practice on how to integrate family planning into mainstream health services and contract private clinics to provide good quality services. It also draws on international evidence on how to tackle barriers to demand, such as work to change the attitudes of men, and innovations to alleviate the cost of services. International evidence shows that community monitoring of health services can improve treatment practices and health outcomes – our work in health accountability is testing this at scale in Uganda.

On wealth creation, international evidence shows that a combination of better transport infrastructure and greater trade openness leads to faster movement of goods across borders and economic growth. There is strong evidence of the need for financial services in Uganda, and data show that a 10 percentage point increase in access to money reduces poverty by up to 3%. DFID South Africa's FinMark programme has demonstrated how effective supporting banks can be in helping people on low incomes access finance.

For DFID Uganda's most innovative programmes, **the evidence base is less strong and we will be evaluating new approaches**. Results-based financing models for health care services in Uganda are relatively untested. The quality of malaria data and analysis has been insufficient to define optimal strategies to speed up progress against the disease, but so has the capacity of public institutions to use the available data in planning and to invest in better data. There is, as yet, very little Uganda-specific research on the impacts of climate change and there is only a limited number of studies that have assessed the relative costs and benefits of disaster risk reduction initiatives. The link between vocational training and job creation is notoriously difficult to determine. And although research from Africa shows that cash transfers impact positively on nutrition, food security and access to services for beneficiary households, we are generating better evidence to raise awareness and formulate social protection policy in Uganda, in part, responding to calls from Ugandan stakeholders for domestic evidence.

## Delivery and Resources

### Instruments of delivery

Value for money considerations drive DFID's choice of investments and partners. We work through others where they can clearly demonstrate cost-effectiveness in achieving results for the poor. UK support is aligned to national priorities, supports reformers in the administration, and helps to embed discipline in public resource management before revenues from oil production start to flow. We provide funding through government systems in limited cases, and where checks and balances are in place to mitigate fiduciary risks. An assessment against the DFID Partnership Principles is used to inform decisions on the use of delivery instruments, including general budget support, sector budget support and other forms of financial aid. This assessment was used in 2013 in indefinitely suspending and re-programming budget support. All the UK government's work towards democratic and political reform in Uganda is based on joint DFID/British High Commission working.

DFID Uganda is working through a range of instruments to improve accountability, foster private sector growth, and to explore new ways of achieving results for the poor:

- DFID is scaling up work to increase democratic governance and accountability. We provide support to state institutions in areas such as public financial management, tackling corruption and increasing oversight. We also provide support to civil society to do things government cannot: to hold the state accountable for service delivery and to demand increased transparency. Our programme focuses primarily on strengthening local, sustainable civil society organisations.
- DFID is promoting economic growth by engaging expert organisations to help create jobs, to improve rural value chains and the markets for financial services, and for roads construction, focusing on providing better access and opportunities for the poor. Programmes empower those organisations to pursue the strategies that prove most effective in financial services, transport infrastructure and regional integration, and to close down activities which evidence shows to be failing.
- DFID is leading innovative approaches to provide services for the poor, working with government to scale up those that show success. In the health sector this includes a performance-based approach to subsidising private user fees. DFID is funding a major increase in private sector capacity in family planning, and is piloting cash grants for the poorest to establish the potential for such a mechanism to be part of national policy and roll out.

### Partnerships

DFID Uganda is working through multilateral agencies where they can demonstrate a clear record of achievement and where they can bring partners together in a more coherent approach. We are supporting United Nations joint programmes on population and gender, and the World Bank and EU on wealth creation. We have recently had a new road construction programme with the African Development Bank approved. All such arrangements include commitments to address the challenges identified by DFID's Multilateral Aid Review. For example in Karamoja, DFID is helping the World Food Programme to improve its partnership with government; and our support for the UN Population Fund (UNFPA) is conditional on a dedicated monitoring and evaluation expert being in place to improve cost-effective programming decisions.

We continue to collaborate closely with other bilateral donors and channel funding through them where appropriate, most notably with USAID. We have a pivotal role in aid coordination structures, chairing or co-chairing development partner working groups on anti-corruption, democratic governance, public financial management, social protection and democratic governance; and participating fully in health, infrastructure, climate change and northern Uganda groups. We will identify new opportunities for joint bilateral programmes where they enhance effectiveness and coordination, including with USAID, Irish Aid, the Netherlands and Nordic partners.

### Maximising the impact of our people

In order for DFID Uganda to deliver effectively on its objectives as set out in its Operational Plan, it needs a high performing team that is supported to learn and develop to meet current and evolving business needs and priorities. DFID Uganda is committed to effectively managing performance, building and sustaining a learning culture, investing in the team, and supporting all team members to reach their full potential to deliver. Our

individual and collective capability can and will influence our ability to deliver poverty reduction and support economic growth in Uganda. Our Learning and Development Strategy to 2016 prioritizes developing skills and capacity in:

- Commercial capability
- Programme and Financial Management
- Leadership and Management
- Change management

## Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £000
Climate Change	627		1,515		10,726		13,970	1,386	
Education	10,714		4,831		3,557				
Global partnerships	1,066		1,033		932				
Governance and security	16,084		11,506		8,425	1,102	12,792		
Humanitarian	2,966		4,125		6,844	1,456	10,000		
Multiple Pillars							2,893	370	
Poverty, hunger and vulnerability	5,483		7,373		15,908	2,572	12,110		
Water and Sanitation	600		229						
Wealth Creation	13,816	2,270	10,729		11,824	3,097	13,673	8,434	
Health	21,694		43,616		28,274		17,012		
<b>Grand Total</b>	<b>73,051</b>	<b>2,270</b>	<b>84,958</b>	<b>0</b>	<b>86,491</b>	<b>8,228</b>	<b>82,450</b>	<b>10,190</b>	<b>96,000</b>

\*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

**Planned Operating Costs**

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	1,224	1,580	1,833	1,597	
Frontline Delivery Costs – Non Pay	772	845	861	1,103	
Administrative costs - Pay	260	197	235	234	
Administrative costs – Non Pay	137	118	83	66	
	<b>2,393</b>	<b>2,741</b>	<b>3,013</b>	<b>3,000</b>	<b>2,930</b>

\*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

## Delivering Value for Money

DFID Uganda strives to achieve (and demonstrate) cost-effective investments by fostering a culture of results and by increasing the attention to value for money (VfM) in both programme spend and operating costs. Through a **VfM strategy and action plan**, we aim to deliver and monitor efforts to increase our commercial capability and ensure a strong understanding of DFID's VfM approach and priorities both within the DFID team as well as our implementing partners.

DFID Uganda recruited a Commercial Adviser (50%) from 2013 who has significantly strengthened our approach to value for money, including strengthening contract negotiation (achieving significant savings in 2013/14), contract management (for both programmes as well as higher value corporate service contracts) and procurement, as well as a strong focus on building capacity across the team.

All our Business Cases for new programmes including an economic appraisal and a commercial case, ensuring that from design the three elements of economy, efficiency and effectiveness are considered in appraising options. Efforts to improve VfM are reviewed at all programme annual reviews, and special VfM reviews are considered where we want to understand more about the cost drivers.

To 2016, DFID Uganda will:

- Implement and monitor our VfM action plan, ensuring a focus on tangible improvements and savings,
- Explore early market engagement for new programmes to test the market for delivery partners,
- Continue to engage with our implementing partners to ensure they understand DFID's approach and are focussed on delivering VfM,
- Strengthen our approach to documenting efforts to improve VfM and their impact,
- Drive efficiency savings in operating costs by moving to one FCO led corporate services team,
- Continue to build capacity in this area across the DFID Uganda team, prioritising commercial capability in our Learning and Development strategy.

# Monitoring and Evaluation

## Monitoring

DFID Uganda operates a three-tier process of monitoring. Tier 1 includes all programme teams, who have established mechanisms for engaging with their programmes on a regular basis to monitor performance and progress against the logical frameworks and associated programme and project monitoring instruments. A diagnostic exercise is being carried out in 2014 to look in-depth at how a sample of programmes conduct their performance monitoring, the lessons from which will be used to prepare guidance for the office and feed into the preparation of delivery plans for new programmes.

At the Tier 2 office-wide level, DFID Uganda meets at least twice a year through the Programme Management Board to assess performance against the targets and milestones set out in the DFID Uganda Results Framework and agree on remedial action, particularly against projects that are deemed to be underperforming. Issues raised from the Board meetings as pertaining to results are recorded and followed-up in subsequent meetings. The Results Framework was refreshed in 2014 to focus in on key priority results, particularly those contributing to the operational plan and the corporate commitments under the DFID-wide results framework. The refresh has ensured a clear line of sight between strategic priorities, programme and policy priorities and the results being delivered.

Tier 3 involves the biannual upwards reporting on the key results measures indicated in the DFID-wider results framework. These measures are embedded in the DFID Uganda Results Framework, and thus the process of updating the latter involves an automated update of those reported corporately, thus enhancing ownership and efficiency.

The DFID Uganda Performance and Effectiveness team provides a support and challenge function to ensure that project reviews and completion reports are carried out on time and that review recommendations are acted upon. Review reports are quality assured before being published, and delivery plans are being developed for all projects and programmes.

## Evaluation

DFID Uganda's evaluation strategy was updated in 2013/14 to provide a balance of demand, scale, size, innovation, risk and existing evidence across the Operational Plan. The strategy covers different aspects of the Operational Plan, including the structure and capacity of the office, and a plan to strengthen evaluation skills and accountability across the teams. As of 2013/14, DFID Uganda has 10 live evaluations, including a range of process, performance and impact evaluations to focused on generating credible evidence on what is not working and why, and whether to stop, maintain or scale-up existing interventions. Evaluations cover around 50% by value of DFID Uganda's total portfolio over 2011-16.

Evaluations/reviews completed to date are a performance evaluation of the World Food Programme-led food /cash for work in Karamoja; a government of Uganda-UN mid-term evaluation of the joint population programme, and a review of budget support. Ongoing evaluations include an impact evaluation of the expanded social protection programme to assess the impact of cash transfers on beneficiary households; an impact evaluation of results-based financing for private-not-for-profit health care services in Northern Uganda, and the increased coverage of long-lasting insecticide nets. Evaluations are also being planned to assess the impact of demand side accountability work in the health sector, procurement support in the roads sector, and on-grid small scale renewable energy support. The Evaluation and Results Adviser (50%) oversees all evaluations, promotes learning and development in evaluation and ensures consistency with DFID's evaluation policy.

## Building capacity of partners

DFID Uganda remains actively committed to strengthening the supply and use of statistics, results monitoring and evaluation with its primary national partners. This has included (until 2012-13) support to the production of the government's bi-annual performance reports, discussed and acted upon by Cabinet, and support to Parliament and senior civil servants to access and utilise evidence. Following the approval by the Secretary of State to restart limited financial aid to the Uganda Bureau of Statistics, DFID Uganda's support is focused on the national housing and population census 2014, key surveys, and strengthening statistical capacity across the national system.

# Transparency

Transparency is one of the top priorities for the UK government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

## Maintaining progress on Aid transparency

The UK has been leading the transparency agenda in Uganda. DFID funded an Aid Management Platform, which aims to bring together and make publicly available information about the aid disbursements of all development partners in Uganda. The Uganda Accountability Programme provides support to civil society organisations to strengthen demand for improvements in service delivery. The Strengthening Evidence Based Decision Making project is procuring technical assistance to support to improve the Ugandan government's information collection, management, assessment and publication. Outputs include more and better government data, including a census in 2014, and improved assessments of poverty.

## Meeting DFID Uganda's commitments under the UK Aid Transparency Guarantee

**DFID Uganda is improving the quality of published information.** All programme documents are checked to ensure they are accessible, accurate, timely and written in plain English. The Uganda pages of the GOV.UK website are checked and updated regularly and we are ensuring that all project documentation is published on the Development Tracker (<http://devtracker.dfid.gov.uk/>). We will map our programmes so that we can visualise where our support is targeted.

**DFID Uganda is working closely with all our programme partners to improve the transparency of our work and our plans.** We maintain a strong and open relationship with partners within the Ugandan government. The Head of Office meets representatives of civil society organisations in Uganda which hold core funding arrangements with DFID globally, and technical staff meet counterparts from these organisations to discuss our programmes and the potential for closer local cooperation. We will increase opportunities for those affected by our projects to provide feedback on project performance.

**DFID will support civil society more broadly to improve transparency at a national level.** Any civil society organisations which receive DFID funds will be required to make information on their work publicly available. DFID funding will be available for organisations working to improve public budget monitoring.



## Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
5	Update to analysis of context	Following DFID analysis.
6	Updated to reflect focus of portfolio	Following DFID analysis.
9	Narrative reflecting areas for additional results to 2016	Reflecting shifts in portfolio and extension of plan to 2016
10	Progress towards results updated	New results data for 2013/14
12 and 13	Programme and Operating costs updated	To reflect outturn in 2013/14 and allocations for 2014/15 and indicative allocation for 2015/16
14	Approach to Value for Money updated	To reflect progress and updated priorities
15	Approach to monitoring results updated	To reflect refreshed results framework and approach to results monitoring

## **Annex B: Human Rights Assessment**

### **Human rights context**

#### ***Economic and social rights***

Uganda is ranked 164<sup>th</sup> out of 187 countries in the Human Development Index (2014). Progress towards meeting the MDGs has been uneven: impressive achievements in reducing income poverty, food security, improving gender equity in school enrolment and access to water, but much slower progress on key health indicators. Although only 20% of the population live below the national poverty line of 56 cents per day, 67% of the population are classified as economically insecure (2012/13 Uganda National Household Survey). Although 96% of primary school aged children were enrolled in school in 2013, completion rates were just 67% and only one in three girls complete four years of secondary education (Education Management Information System, 2013). The majority of the population live within a 5 km radius of a health facility but just 36% of regional referral hospitals are functional (Annual Health Sector Performance Report 12/13).

#### ***Non-discrimination***

Uganda was ranked 115 out of 151 countries on the 2013 Gender Inequality Index. Women represent 35% of all Members of Parliament as a result of affirmative action legislation that requires every district to elect a woman representative. However, despite doing 86% of the agricultural work, women own only 7% of the land (Action Aid March 2010). Uganda also has exceptionally high rates of gender based violence, with 56% of married women between the ages of 15 and 49 having experienced violence.

The government of Uganda has demonstrated a positive approach to disability rights. Uganda was among the first countries to ratify the UN Convention on the Rights of People with Disabilities, and recognises sign language as a national language. It also has good representation of people with disabilities from village to parliament, and has a strong disability movement. Nevertheless, an estimated 80% of persons with disabilities in northern Uganda live in long-term poverty with limited access to education, health facilities, quality housing and employment.

Homosexuality is illegal in Uganda and social attitudes towards same-sex relationships are extremely conservative. In February 2014, the President signed the Anti-Homosexuality Act (AHA) into law. The AHA further criminalised homosexuality, setting out harsh punishments, including for “aggravated homosexuality”, “attempting to commit homosexuality” and “promotion of homosexuality”. The AHA was nullified by the Constitutional Court in August 2014 (on the grounds of absence of a quorum in the House), but a group of MPs are actively seeking to introduce a new Private Members’ Bill. Widespread public and parliamentary support on this issue means that the introduction of new anti-homosexuality legislation remains a distinct possibility.

#### ***Civil and political rights***

The overall civil and political rights picture is mixed. In recent years, some aspects of human rights have improved. Tougher laws on the use of torture have been enacted, there has been a reduction in abuses by the military and further restrictions have been imposed on the use of the death penalty. A human rights committee has been established in Parliament which is actively involved in reviewing draft legislation affecting human rights, and has started to play a proactive role in holding key institutions to account. Uganda’s Human Rights Commission is widely respected.

However, there are increasing concerns that the government is limiting freedom of assembly and expression - especially of opposition political parties. The government often takes a heavy handed response to public demonstrations. There are concerns amongst civil society and political parties that a new Public Order Management Act could be used by the police to unfairly restrict opposition activity in the run up to the 2016 elections.

Uganda has a relatively free, vocal and vibrant media. Freedom House rated Uganda as “partly free” in 2014 - scoring 5 overall (better than South-Sudan and DRC but worse than Kenya and Tanzania). Concerns over freedom of expression were significantly increased after two media houses were closed by police for ten days in May 2013 for reporting politically sensitive issues.

## **Direction of travel**

### ***Economic and social rights***

Ugandans continue to face significant challenges in accessing basic services and progress on the MDGs remains limited. Budget allocations reflect a reduced focus on basic service delivery. Progress is also undermined by significant corruption in the public sector. Uganda is rated as “highly corrupt” by Transparency International (TI) and in the 2013 TI East Africa Bribery Index 86% of respondents judged Ugandan public institutions to be corrupt.

### ***Non-discrimination***

While progress on other aspects of discrimination remains static, LGBTI rights remain a cause for concern. Although the Anti-Homosexuality Act was nullified by the Constitutional Court, there is the possibility that a similar Bill will be introduced to Parliament. If new legislation is passed, this would likely lead to increased discrimination against sexual minorities.

### ***Civil and political rights***

There are significant concerns around freedom of expression and assembly, which have come under increasing pressure - particularly when state institutions are tested, for instance during civil action or protests. Data trends suggest a decline in both press freedom and political rights. For instance, Reporters Without Borders rank Uganda 110 out of 180 countries in 2014. Freedom House judge political rights to have declined in the last year from a score of 5 to 6 in 2014.

## **UK approach and focus**

Areas of UK engagement include:

- Lobbying the government to oppose any efforts to introduce new anti-homosexuality legislation;
- Designing a DFID-funded, FCO-managed project on LGBTI rights engaging the Police, Human Rights Commission and NGOs;
- Chairing the donor working group on accountability and supporting anti-corruption efforts by strengthening accountability institutions, including those enforcing the Rule of Law;
- Supporting democratic governance and human rights institutions within government and civil society through the multi-donor Democratic Governance Facility, which the UK also chairs;
- Placing a strong focus on human rights in the Partnership Principles governing aid to the government by assessing commitment before every disbursement of financial aid;
- Supporting work on gender equality, and services for women who have been victims of gender based violence; and
- Supporting health accountability and other local level service delivery accountability work to improve service delivery outcomes.

© Crown copyright 2014  
Produced by the Department for International Development

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence v.2. To view this licence visit [www.nationalarchives.gov.uk/doc/open-government-licence/version/2/](http://www.nationalarchives.gov.uk/doc/open-government-licence/version/2/) or email [PSI@nationalarchives.gsi.gov.uk](mailto:PSI@nationalarchives.gsi.gov.uk)

Where we have identified any third party copyright material you will need to obtain permission from the copyright holders concerned.