



# Operational Plan 2011-2015

## DFID Uganda

Updated November 2013

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# Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, [Development Tracker](#), to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.



# 1) Context

**Uganda aspires to be a middle income country by 2040.** This would mean doubling the average Ugandan's annual income of \$589, and potentially no longer needing development aid. Successful regional economic integration could help achieve this sooner. Revenues from oil offer good prospects for economic growth, although much depends on how the windfall from oil is managed and invested. Between 2005 and 2011 Uganda's gross national income increased by an average of 7.6% a year and inward investment has doubled. The growth rate dropped to 3.2% in 2011/2012, but is now 5-6% and returning to trend. Uganda experienced double digit inflation in 2011 but brought this under control through effective macroeconomic management. There has been good progress towards the Millennium Development Goals (MDGs), with a decline in the proportion of people living below the national poverty line from 31% to 24.5% between 2006 and 2011, and particularly towards MDGs on hunger, gender equality, HIV/AIDS treatment and access to safe water. Sustained stability and the end of conflict, first nationally and then in the north, have underpinned two decades of progress.

**Continued growth has not benefited everyone.** In the north, 46% of the population still lives in poverty; nationally, rural areas remain much poorer than towns. 38% of Ugandans still live on less than \$1.25 per day. Uganda has the third highest population growth rate in the world, which stretches its government's ability to provide services such as drugs in health facilities. HIV/AIDS is resurgent, with 140,000 new HIV infections in 2012. Sharp gender inequalities persist. Only one in three girls completes four years of secondary education. Some 60% 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. Malaria is the country's biggest killer, yet only 41% of the population use mosquito nets.

**The Ugandan government's priorities are stability and economic growth.** The 2010 National Development Plan 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. **But substantial constraints to growth exist**, including the high rate of population growth, inadequate electricity supply and poor transport infrastructure. Financial services are inaccessible, expensive and often unregulated. Levels of under employment and unemployment, particularly amongst young people, are very high. Climate change will increase pressures on land use. Women and girls' lack of access to education and employment reduces economic performance. **Standards of governance are stagnating:** widespread corruption and weak systems of accountability remain day-to-day concerns for citizens, investors and development partners. There has been no peaceful transition of power since independence. The drivers of past conflict persist: further violence resulting from poor governance, ethnic divisions or unequal regional development would have a rapid and damaging impact on economic progress.

**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 multilateral or bilateral development partners provide support to Uganda.** The four biggest – the World Bank, the USA, the European Union and the African Development Bank – provide 60% of total aid. In 2009/10, total external assistance was around \$1.6 billion (compared to GDP of \$16 billion). 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 our approach, which is aligned closely with national priorities but able to work flexibly enough to influence other development partners and spearhead a range of joint approaches to programming. The relative contribution of donors to the Ugandan economy, and the influence they hold, is however diminishing including on issues of transparency and accountability. Many development partners are reviewing 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 budget support donors in November 2012. The UK has taken the decision to indefinitely suspend budget support and to re-programme funds through other channels.

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



## 2) Vision

### Overview

**DFID's vision for 2011-15 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 National Development Plan 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 will tackle the barriers to equitable, sustainable and inclusive growth, tackle corruption, and help Uganda meet the Millennium Development Goals (MDGs). DFID will 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 will, however, maintain a strong dialogue with the Government of Uganda (GoU) at a time when development partners' influence is decreasing, by working with the Ugandan government'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 will create partnerships 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 will **help Uganda to achieve the MDGs**. This plan targets off-track MDGs in the health sector, where opportunities are greatest, to improve the lives of girls and women through better maternal and child health and boosting access to family planning choices. DFID will help improve malaria management, and will direct resources to preventing new HIV/AIDS infections. We will help the Karamoja region in the north to move from emergency support to medium-term development, while standing ready to fund food distribution if needed. We will also provide support for the refugees fleeing conflict in the Democratic Republic of the Congo (DRC).

The plan **boosts wealth creation** by addressing the most binding constraints to inclusive economic growth – 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. DFID will help 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 will provide cash transfers to the most vulnerable households. We will also work in Northern Uganda to unlock economic potential by supporting stronger markets for agriculture. The UK will support Ugandans to adapt to the effects of **climate change** and to use more renewable energy.

The plan **strengthens governance and security** to underpin future growth and to maintain Uganda as a stable country in an unstable region. DFID will work alongside the British High Commission to empower Ugandans, particularly girls and women, to hold the state to account, to enable the Ugandan government to provide more responsive services, and to tackle corruption. DFID will target much of its effort in northern Uganda, where risks to stability are still greatest and where poverty levels are most severe. In line with DFID's peacebuilding-statebuilding approach, we will help improve access to state-provided services while investing in conflict resolution and reconciliation.

**Value for money** considerations will drive DFID's choice of investments and partners. We will work through others where they can clearly demonstrate cost-effectiveness in achieving results for the poor. DFID will incorporate impact assessment into project annual reviews, and the most innovative programmes will have full impact evaluations. We will help the Ugandan government to improve its own systems for collecting and transparently acting upon performance data.

### What we will stop doing

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 agriculture and public sector reform.



## 3) Results

### Headline results\*

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
MDG: Health	Number of women using modern contraception (total - national)	1.5 million (21.4% in 2010)	2.73 million (33.5% in 2015 – end year snapshot) (1.22 million additional, of which 431,000 attributed to DFID)
MDG: Health	Number of births attended by a skilled attendant (annual - national)	504,000 (33% in 2010)	694,000 (40% in 2015 – end year snapshot) (increase of 2.46 million births attended over four years, of which 100,030 attributed to DFID)
Wealth Creation	Average delay in completion of national roads construction contracts (attributed to DFID support) (annual)	14.0 months (2010/11)	6 months (2015 – end year snapshot) (reduction of 8 months per contract)
Wealth Creation	Number of men and women with access to financial services (fully attributed to DFID support)	0 (2010)	250,000 (cumulative over four years)
Governance and Security	Number of value for money audits conducted by the Auditor General (total annual)	10 (2009)	15 (2015 – end year snapshot) (52 audits over four years, of which 14 additional attributed to DFID)
Poverty, Hunger and Vulnerability	Number of beneficiaries receiving an unconditional cash transfer each month (snapshot)	0 (2010)	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 (attributed to DFID support)	2,850 (2010) (current programme)	42,850 (2015 - cumulative) (additional 40,000, of which 24,000 will be girls)
Poverty, Hunger and Vulnerability	Number of labour hours worked on food/cash for work projects in Karamoja region (attributed to DFID)	0 (2010)	24 million (2014 - cumulative)

\* These results may not be directly aggregatable with other country results due to different measurement methodologies



## 3) Results (continued)

### 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 will be 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. In previous years we have used budget support, however following the discovery of misappropriation of UK funds by the Office of the Prime Minister in 2012, the decision was made to indefinitely suspend all budget support to the Government of Uganda.

A second group of programmes are new to DFID's portfolio in Uganda, but **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. Addressing social barriers to contraceptive use is as important as the supply of commodities. There is local evidence that community monitoring of health services in Uganda significantly improves treatment practices and health outcomes. Population Council research has proved that educating adolescent girls will result in lower fertility and greater economic opportunity. 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. Although effective HIV prevention interventions exist and are more cost-effective than treatment, the impact of combination prevention interventions is unclear. Similarly, the quality of malaria data and analysis is insufficient to define optimal strategies to speed up progress against the disease. 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, better evidence will be needed to raise awareness and formulate social protection policy in Uganda. Our evaluation plans are set out in full below.

### Value for Money (VfM) rationale

Investments in better public financial management and oversight of public expenditure will have a multiplier effect on the efficiency and effectiveness of government spending. DFID Uganda's roads programme will help reduce inefficiencies in contracting and introduce greater competition. New financial services will lower the cost of informal borrowing at least seven-fold. UN procurement will secure preferential prices for reproductive health and malaria commodities and every £1 spent on contraceptive services will save at least £3 spent on maternal and new born care. A national social protection framework will bring coherence and sustainability to currently uncoordinated initiatives to address chronic poverty. Investing in productive livelihoods in Karamoja will be more cost effective than providing food aid alone.



## 4) Delivery and Resources

### Intervention choice

Tackling poverty nationally and achieving the Millennium Development Goals for all Ugandans will require a strong partnership between DFID and the Government of Uganda. UK support will be aligned to national priorities, will support reformers in the administration, and will help to embed discipline in public resource management before revenues from oil production start to flow. We will 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 on 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 will be based on joint DFID/British High Commission working.

DFID Uganda will work through a range of programme and project-based instruments to improve accountability, foster private sector growth, and to explore new ways of achieving results for the poor:

- DFID will scale up work to increase the accountability through support to state institutions, as well as with civil society to do things government cannot: to hold the state accountable for service delivery and to demand increased transparency; to mobilise community groups around HIV/AIDS prevention and family planning; and to advocate for a renewed approach to climate change policy. All such programmes will strengthen local, sustainable civil society organisations as well as work through capable international bodies.
- DFID will promote economic growth by engaging expert organisations to help create jobs, and 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 will 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 will lead innovative approaches to provide services for the poor, working with government to scale up those that show success. In the health sector we will design a performance-based approach to subsidising private user fees. DFID will fund a major increase in private sector capacity in family planning, and will pilot cash grants for the poorest to establish the potential for such a mechanism to be part of national policy.

### Partnerships

DFID Uganda will work 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 will support United Nations joint programmes on population and gender, and work with the World Bank and EU on wealth creation. All such arrangements will include commitments to address the challenges identified by DFID's Multilateral Aid Review. For example in Karamoja, DFID will help 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 will continue to collaborate closely with other bilateral donors and channel funding through them where appropriate. We will continue to have a pivotal role in aid coordination structures, chairing or co-chairing development partner working groups on accountability, public financial management, social protection, budget support, and democratic governance; and participating fully in health, infrastructure, climate change, northern Uganda and anti-corruption groups. We will identify new opportunities for joint bilateral programmes to enhance coordination, including with USAID, Irish Aid, the Netherlands and Nordic partners.



## 4) Delivery and Resources (continued)

### Planned Programme Expenditure

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation	17,080	0	13,816	2,270	10,729	0	20,000	2,921	20,000	9,000	64,545	14,191
Climate Change	508	0	627	0	1,515	0	8,002	0	1,000	0	11,144	0
Governance and Security	22,237	0	16,202	0	11,506	0	11,000	0	6,000	0	44,708	0
Education	7,072	0	10,714	0	4,831	0	500	0	2,000	0	18,045	0
Reproductive, Maternal and Newborn Health	12,798	0	5,047	0	13,838	0	12,579	0	15,000	0	46,464	0
Malaria	0	0	2,175	0	15,197	0	5,000	0	5,000	0	27,372	0
HIV/Aids	4,000	0	1,983	0	328	0	2,000	0	500		4,811	0
Other Health	8,336	10,000	12,371	0	14,253	0	14,000	5,000	7,000	0	47,624	5,000
Water and Sanitation	816	0	600	0	229	0		0	500	0	1,329	0
Poverty, Hunger and Vulnerability	11,000	0	5,483	0	7,373	0	14,500	0	15,000	0	42,356	0
Humanitarian	555	0	2,966	0	4,125	0	2,500	0	1,000	0	10,591	0
Other MDG's	0	0	0	0	0	0	0	0	0	0	0	0
Global Partnerships	0	0	1,066	0	1,033	0	0	0	0	0	2,099	0
<b>TOTAL</b>	<b>84,402</b>	<b>10,000</b>	<b>73,050</b>	<b>2,270</b>	<b>84,957</b>	<b>0</b>	<b>90,081</b>	<b>7,921</b>	<b>73,000</b>	<b>9,000</b>	<b>321,088</b>	<b>19,191</b>

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. 2011/12 and 2012/13 are final outturn figures. 2013/14/ and 2014/15 are planned budgets within the spending review period and are subject to updates.





## 4) Delivery and Resources (continued)

### Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	1202	1224	1589	1925	1966	6704
Frontline staff costs - Non Pay	508	772	845	784	969	3370
Administrative Costs - Pay	320	260	199	288	299	1046
Administrative Costs - Non Pay	381	137	118	112	101	468
<b>Total</b>	<b>2411</b>	<b>2393</b>	<b>2751</b>	<b>3109</b>	<b>3335</b>	<b>11588</b>



## 4) Delivery and Resources (continued)

### Planned Efficiency savings

Category	Details
Strategic Reprioritisation	Switch from food aid to livelihoods in Karamoja; food aid will only continue if there is an emergency appeal.
Further examples of Programme efficiency	Transfer of resources from budget support to alternative mechanisms

	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Administrative Cost Savings Initiative								
Reduction in Estates & Property Costs (legal cost)*				12				
Reduction in Electricity consumption as a result of using LED Halogen lights in all our properties**						8		8
Reduction in costs as a result of office restructuring***	23	133						
Reduction in Security costs as result of a re-negotiation of contracts****		60		29		10		
Other Reductions (carbon emissions charge)*****				5				
<b>Total</b>	<b>23</b>	<b>193</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>8</b>

\*This is a saving of legal costs. These were foreseen costs for professional legal fees chargeable for the services of drawing up lease arrangement for new tenants of the office building.

\*\* This is an anticipated saving on our electricity bills as a result of using LED halogen lights in all our properties.

\*\*\* JMU cost saving on staff costs and Non labour costs realised in the year 2011/12 as a result of localising the Head of Corporate Services post.

\*\*\*\*This is a realised saving on security cost relating to a renegotiation of the security contract which brought the contract cost down.

\*\*\*\*\* Carbon emissions for the FY 2012-13 were lower than that of 2011-12 by 18%.



## 5) Delivering Value for Money

DFID Uganda has achieved good value for money (VfM) in its past programmes, with strong portfolio quality scores (73.1% in 2009/10). Strong evidence of VfM is provided for all new approved spend. Even before the Joint Management Unit (JMU) was set up, DFID Uganda identified savings from closer working with the British High Commission, including through staff medical arrangements and joint guarding contracts. In late 2010, DFID Uganda conducted office-wide training on best practice in procurement. Where possible, DFID Uganda has based programming decisions in this operational plan on an analysis of unit costs: for example we will move from providing emergency food aid in Karamoja, to creating long-term livelihood opportunities.

However we judge that we can achieve (and demonstrate) even more cost-effective investments by fostering a culture of results in DFID Uganda and by increasing the attention to VfM in economic appraisals and in our administration spend. Through **a new VfM strategy and action plan**, we will demonstrate the steps needed to increase our commercial astuteness in managing procurement and contracts and those needed to address VfM improvements in government systems and within our programmes.

### Challenges

The Bilateral Aid Review process revealed various challenges which DFID Uganda is addressing through the VfM Strategy, including:

- A limited understanding among staff members of how they can contribute to the VfM agenda. It was seen mainly as the domain of procurement officers or economic advisers.
- Inadequate data on unit costs to estimate investment returns accurately across all pillars of the operational plan.
- Operationalising and employing new programme documentation formats.
- Poor monitoring of VfM through the results framework.

### Actions

- Set up a VfM team to develop the DFID Uganda VfM strategy and action plan and thereafter monitor implementation.
- Ensure all staff understand their role in the VfM agenda and that relevant officers have an in-depth understanding of strategic procurement.
- Implement the new staff housing policy.
- Effectively monitor VfM across all programmes, by strengthening the emphasis on VfM in the results framework and ensuring that the results adviser and economist allocate time to help identify and monitor unit costs, and accurately attribute DFID's contribution to results.
- Influence partners in government and in civil society, our suppliers, consultants and other development partners (including multilaterals) to raise standards of project design and procurement. DFID will ensure that clear VfM monitoring tools (such as unit costs) are included in all programmes, and overheads are reduced, to obtain and demonstrate consistent value for money from all DFID funding.
- Strengthen tendering and supplier management by **recruiting a Commercial Adviser**, implementing effective supplier management practices, including combined procurement between programmes, and assessment of supplier performance across sectors.
- Conduct a full review of **our commercial capability** and capacity and implement its recommendations.



## 6) Monitoring and Evaluation

### Monitoring

The DFID Uganda programme team will meet quarterly to monitor overall progress against the Operational Plan pillars, including portfolio review scores. Twice yearly, the programme team will assess performance against the targets and milestones set out in the Results Framework and agree on remedial action, particularly against projects that are deemed to be underperforming. Programme team staff will adopt results for which they are directly accountable as part of their annual personal performance success criteria. A **performance and effectiveness team** will provide a challenge function to ensure that project reviews and completion reports are carried out on time and to standard, that project scoring is objective and that review recommendations are acted upon. Project annual reviews will usually be conducted by project task teams, in close consultation with implementing partners. Project completion reviews will be undertaken by third parties to ensure independent verification of project outcomes. Review reports will be quality assured before being published. At the end of the financial year, DFID Uganda will prepare an internal annual performance report, measuring achievement against the country Results Matrix using a traffic light system. Results Matrix indicators will be taken directly from project logical frameworks. The annual review report will also provide case studies for communication purposes.

### Evaluation

DFID Uganda's evaluation strategy has been updated 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 a proposed country programme evaluation to assess past performance and guide future actions, particularly in light of the suspension of budget support. It also includes a range of process, performance and impact evaluations to understand what is and is not working and why, and whether to stop, maintain or scale-up existing interventions. Evaluations will cover around 50% by value of DFID Uganda's total portfolio over 2011-15. Evaluations that are planned, underway or completed include a performance evaluation of the World Food Programme-led food /cash for work and transfer of livelihood assets programme in Karamoja, an impact evaluation of the expanded social protection programme to assess the impact of cash transfers on beneficiary households with regard to food security, nutrition and access to services, an impact evaluation of results-based financing for private-not-for-profit health care services in Northern Uganda, and two evaluations planned for work in the health sector, covering the impact of the rise in contraceptive prevalence and the increased coverage of long-lasting insecticide nets. Evaluations are also being planned to assess procurement support in the roads sector and on-grid small scale renewable energy support. The Regional Evaluation Adviser based in Uganda will oversee all evaluations, promote learning and development in evaluation and ensure consistency with DFID's evaluation policy.

### Building capacity of partners

DFID Uganda remains actively committed to strengthen the supply and use of statistics, results monitoring and evaluation with its primary national partners. This includes support to the production of Government's bi-annual performance reports, discussed and acted upon by Cabinet, and support to Parliament and senior civil servants to access evidence from evaluations when appropriate for sessional committees, Cabinet and public service committees which will be provided under the Strengthening Evidence Based Decision Making programme.



## 7) Transparency

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents, and we will provide opportunities for those directly affected by our projects to provide feedback.

### **Maintaining progress on Aid transparency**

The UK has been leading the transparency agenda in Uganda. DFID is funding an *Aid Management Platform*, which will bring together and make publicly available information about the aid disbursements of all development partners in Uganda. The new *Uganda Accountability Programme* will provide support to civil society organisations to strengthen demand for improvements in service delivery. The *Strengthening Evidence Based Decision Making* project will procure 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 2012, a Government Annual and Half-Annual Performance Report and improved assessments of poverty.

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

**DFID Uganda will improve the quality of published information.** All programme documents will be checked for clear, factual, plain English. All relevant staff will carry out the DFID Plain English online training. The Uganda pages of the GOV.UK website will be checked and updated regularly. Information materials such as programme fact sheets will be made available on request and in print, where possible.

**DFID Uganda will work closely with all our programme partners to improve the transparency of our work and our plans.** We will maintain a strong and open relationship with partners within the Ugandan government, using existing fora such as the budget support coordination group where appropriate. The Head of Office will meet representatives of all civil society organisations in Uganda which hold core funding arrangements with DFID globally, and technical staff will meet counterparts from these organisations more frequently to discuss our programmes and the potential for closer local cooperation. DFID will offer meetings to other interested partners including parliamentarians, representatives of academia and the private sector.

**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, and will receive help to improve the quality and range of published information. DFID funding will be available for organisations working to improve public budget monitoring.



## 8) Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives, and institutions are accountable, inclusive and responsive.

### Human rights context

**Economic and social rights:** Uganda is ranked 161<sup>st</sup> out of 187 countries in the Human Development Index (2012). Progress towards meeting the MDGs has been uneven: impressive in terms of reducing income poverty, food security, improving gender equity in school enrolment and access to water, but much slower in relation to key health indicators. 24.5% of the population live below the national poverty line (Uganda National Household Survey 2009/10) estimated at 56 cents per day (Poverty trends analysis, Expanding Social Protection Programme 2012). 67% of the population are classified as economically insecure (National Poverty Status Report 2012). 96% of primary school aged children were enrolled in school in 2012. Completion rates in the same year were 66% for girls and 68% for boys (Ministry of Education and Sports Annual Census 2012). Although the majority of the population are within a five km radius of a health facility, only 26% of regional referral hospitals are functional (Annual Health Sector Performance Report 11/12).

**Non-discrimination:** In 2012, Uganda's Gender Inequality Index was 0.517, ranking it 110<sup>th</sup> out of 148 countries. Women represent 35% of all Members of Parliament as a result of affirmative action legislation that requires each of the 111 districts in the country to elect a woman representative. However, women own only 7% of the land, although 86% are engaged in agricultural work (Action Aid March 2010). Uganda has a high rate of gender based violence - 68% of married women between the ages of 15 and 49 have reported experiencing violence (Ugandan Demographic Health Survey (UDHS) 2006). For every 100,000 live births, 438 women die from pregnancy related causes (UDHS 2011). Although poverty rates in Northern Uganda have dropped from 60% to 41% in the past five years they are still approaching double the national average. The Northern region has the lowest literacy rate (56%) and lags behind in terms of pupils' ability to complete primary education. Access to safe water within one km in rural areas has stagnated at 65% across the country but is just 40% in Northern Uganda. An estimated 80% of persons with disabilities in northern Uganda live in long-term poverty with limited access to education (only 2% of PWDs have attained post-secondary level education), health facilities, quality housing and employment. Same-sex relationships are illegal in Uganda. Freedom House 2013 reported a systematic campaign to obstruct and shut down civic groups that engage the government on sensitive issues including the rights of sexual minorities.

**Civil and political rights:** The 2011 elections were assessed by the EU Election Observer Mission as flawed but peaceful. However, Freedom House (2012) rates Uganda as "partly free" and notes that this "is trending downward due to poor conduct of national elections and violent crackdowns on protesters and journalists". The 2011 US State Department Country Report on Human Rights identified the following areas of concern: unwarranted restrictions of civil liberties (freedom of assembly, the media and association); violence and discrimination against women and marginalised groups (particularly the lesbian, gay, bisexual and transgender community); and lack of integrity of the person (unlawful killings, torture, abuse of suspects and detainees). The Universal Periodic Review (UPR) reported in December 2011 and the Government accepted 110 of the 171 recommendations put forward, but rejected 19 (in an addendum submitted in March 2012 a further 19 were accepted and a further 6 recommendations rejected). Implementation of recommendations will be reviewed at the next UPR process in 2016.

### Direction of travel:

In recent years, some aspects of **civil and political rights** have improved (tougher laws on the use of torture, reduction in abuses by the military, further restrictions on the use of the death penalty) some have remained static (prison conditions) but others (freedom of assembly and expression and behaviour of the police) are currently on a downward trajectory - particularly when state institutions are tested, for instance during civil action or protests. **Social and economic rights:** The population continues to face significant challenges in accessing basic services. Nonetheless, the Government has put in place laws, policies and programmes which promote economic, social and cultural rights and is working towards their progressive realisation. **Inequalities and women's rights:** The draft anti-homosexuality private members bill is a major cause for concern which, if passed, could lead to serious violations of human rights.

### UK approach and focus:

The UK will continue to work closely with the Ugandan government, non-governmental organisations and international development partners to promote and safeguard human rights. Areas of UK engagement include: a. chairing the donor working groups both on accountability and on democracy and human rights; b. placing a strong focus on respecting human rights in the underlying principles governing aid to the Government; c. supporting democratic governance and human rights institutions within government and civil society through the multi-donor Democratic Governance Facility; working closely with the FCO on human rights reporting and policy dialogue and e. supporting work on gender equality, and services for women who have been victims of gender based violence.



# Annex A: Revisions made to Operational Plan 2012/13

**Introduction:** Updated slide.

**Context and vision:** revisions reflect the corruption in the Office of the Prime Minister that was recently discovered in 2012, assessment of the Partnership Principles, indefinite suspension of budget support and reprogramming.

**Results:** Updated to reflect expected results.

**Delivery and resources:** revisions reflect recent decisions on the channels for development assistance, and the strengthened focus on accountability institutions and private sector development. The financial tables are also updated to reflect actual spend and forecasted figures.

**Monitoring and evaluation:** revisions reflect new work done on strengthening our evaluation strategy.

**Human rights assessment:** new slide.

**Results progress:** updated results data.



# Annex B: Results Progress

## Progress towards headline results\*

Pillar/ Strategic Priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected Results (include year)
MDG: Health	Number of women using modern contraception (total - national)	1.5 million (21.4% in 2010)	Since 2011, 337,000 women using modern contraception through DFID support	2.73 million (33.5% in 2015 – end year snapshot) (1.22 million additional, of which 431,000 attributed to DFID)
MDG: Health	Number of births attended by a skilled attendant (annual - national)	504,000 (33% in 2010)	30,000 births attended by a skilled healthcare provider in 2012-13 through DFID support	694,000 (40% in 2015 – end year snapshot) (increase of 2.46 million births attended over four years, of which 100,030 attributed to DFID)
Wealth Creation	Number of men and women with access to financial services (fully attributed to DFID support)	0 (2010)	Since 2011, 40,000 men and women accessing financial services through DFID support	350,000 (cumulative over four years)
Poverty, Hunger and Vulnerability	Number of beneficiaries receiving an unconditional cash transfer each month (snapshot)	0 (2010)	In 2012-13, 300,000 of the most vulnerable people in the country benefitted from DFID-supported unconditional monthly cash transfers	250,000 (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 (attributed to DFID support)	2,850 (2010) (current programme)	Since 2011, 12,444 primary school children who had dropped out now returning to school through DFID support	42,850 (2015 - cumulative) (additional 40,000, of which 24,000 will be girls)
Poverty, Hunger and Vulnerability	Number of labour hours worked on food/cash for work projects in Karamoja region (attributed to DFID)	0 (2010)	In 2012-13, 11 million hours were worked on public works projects in Karamoja, equivalent to 29 days/ work per household	24 million (2014 - cumulative)

\* These results may not be directly aggregatable with other country results due to different measurement methodologies