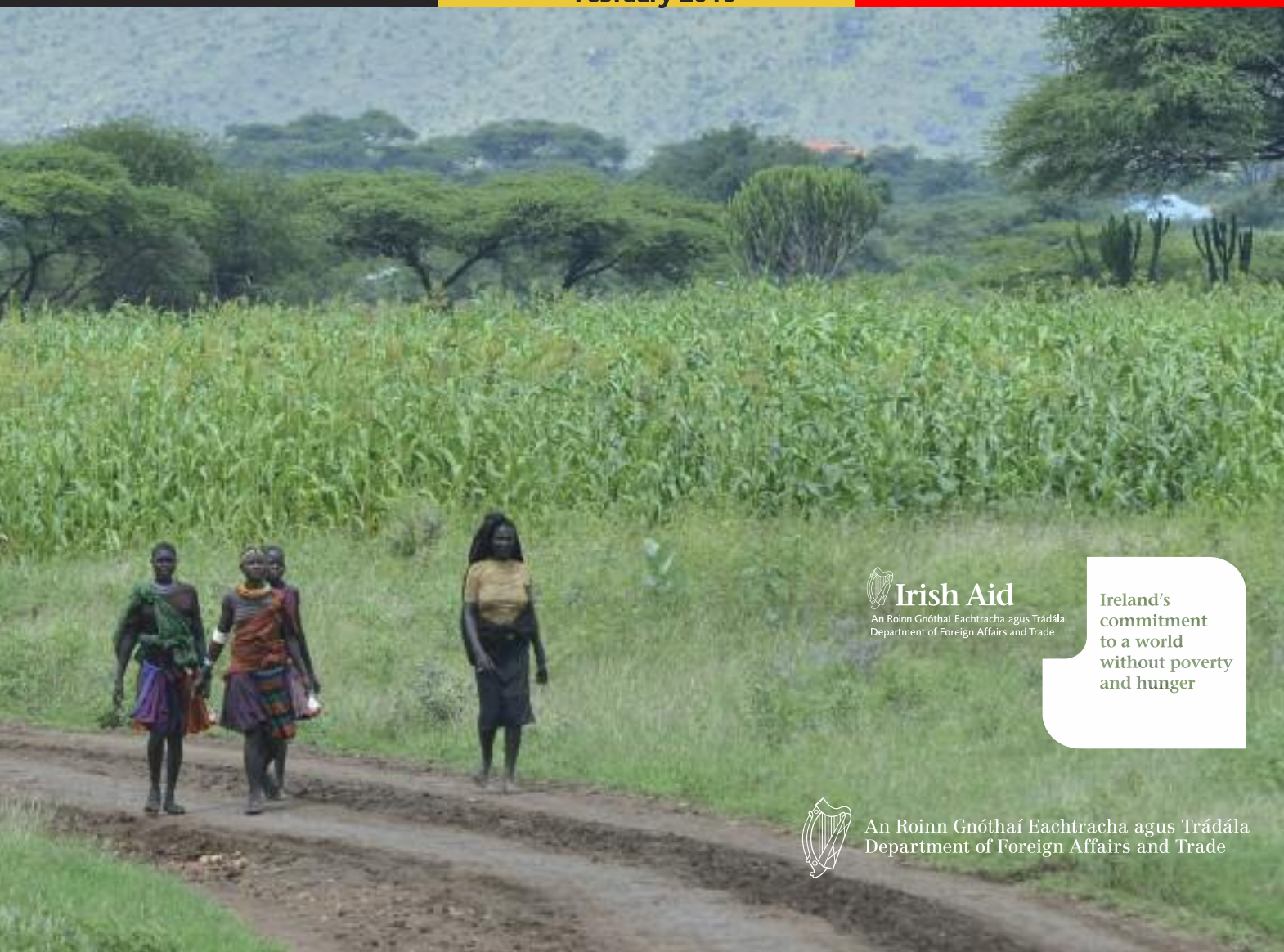


EMBASSY OF IRELAND

UGANDA COUNTRY STRATEGY PAPER

2016 – 2020

February 2016



Irish Aid

An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade

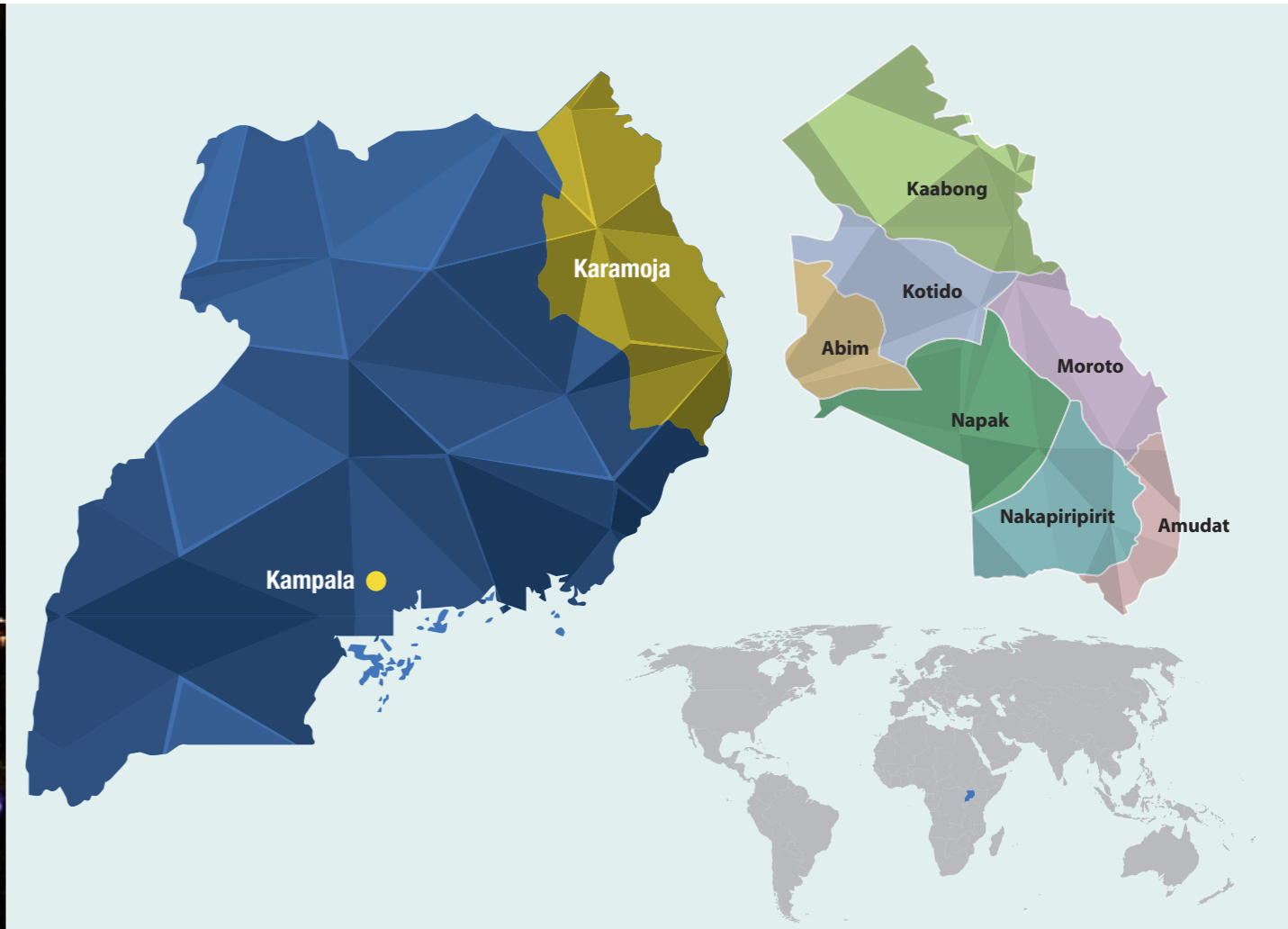
Ireland's
commitment
to a world
without poverty
and hunger



An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade



Students from Kangole Girls school dance during the St. Patrick's Day reception in Kampala, Photo: Irish Aid
 Cover page: Karimojong walking at the foot of Mt. Moroto in Moroto district, Photo: Irish Aid



KEY FACTS

	Ireland	Uganda
GDP per capita (2015)	€40,685	USD \$1,836
GDP growth	7.8 %	6.9%
Population	4.64 million	34.6 million
Human Development Ranking	6/188	163/188

Executive Summary7

Section 1 10

 Country Analysis..... 10

 The Development Cooperation Context in Uganda.....17

Section 2 - CSP 2016-202023

 Development Programme - Intermediate Outcomes 30

 Wider Embassy Work.....48

Section 353

 Managing for Development Results53

 Budget and Channels of Disbursement.....55

Annexes58

ADB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AMISOM	African Union Mission in Somalia
BTC	Belgian Technical Cooperation
BTVET	Business Technical, Vocational Education and Training
COMESA	Common Market of Eastern and Southern Africa
CSO	Civil Society Organisations
CSP	Country Strategy Paper
DAC	District AIDS Committees
DfID	Department for International Development
DGF	Democratic Governance Facility
DP	Development Partner
DRC	Democratic Republic of Congo
E&A	Evaluation and Audit
EAC	East African Community
ESP	Expanding Social Protection
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FfA	Framework for Action
FY	Financial Year
GBV	Gender Based Violence
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoU	Government of Uganda
HAP	Humanitarian Assistance Policy
HIV	Human Immunodeficiency Virus
HoM	Head of Mission
HQ	Head Quarters
HR	Human Resources
ICGLR	International Conference on the Great Lakes Region
IGAD	Intergovernmental Authority on Development
IIED	International Institute for Environment and Development
ILO	International Labour Organisation
IMF	International Monetary Fund
IOM	International Organisation for Migration
JLOS	Justice Law and Order Sector
JUPSA	Joint UN Programme of Support on AIDS in Uganda
KDPG	Karamoja Development Partners Group
KIDP	Karamoja Integrated Development Plan
LDPG	Local Development Partners' Group
LG	Local Government
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MEL	Monitoring, Evaluation & Learning
MMR	Maternal Mortality Ratio



Students of Kangole Girls' School, Napak district, Photo: Irish Aid

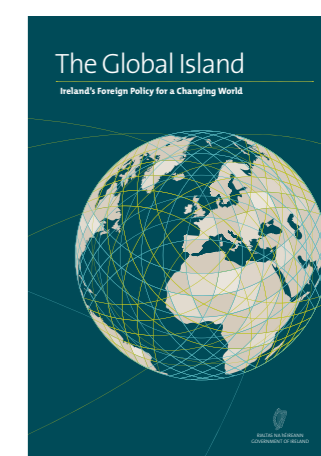
MoFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MTEF	Mid Term Expenditure Framework
MTR	Mid Term Review
NDP	National Development Plan
NGO	Non-Governmental Organisations
NPA	National Planning Authority
NRM	National Resistance Movement
OAG	Office of the Auditor General
ODA	Official Development Assistance
OPM	Office of the Prime Minister
OWOF	One World One Future
PCM	Programme Cycle Management
PDG	Partners for Democracy and Governance
PFM	Public Financial Management
PLHIV	People Living with HIV
PMDS	Performance, Management and Development System
PMU	Programme Management Unit
PRDP	Peace, Recovery and Development Plan
SAGE	Social Assistance Grant for Empowerment
SCG	Senior Citizens' Grant
SDGs	Sustainable Development Goals
SMG	Senior Management Group
SP	Social Protection
ToC	Theory of Change
ToR	Terms of Reference
TWG	Technical Working Group
UAC	Uganda AIDS Commission
UHRC	Uganda Human Rights Commission
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	United Nations Programme on HIV and AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UPE	Universal Primary Education
USAID	United States Agency for International Development
USE	Universal Secondary Education
VFM	Value For Money
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation



A sorghum garden in Moroto district, Photo: Irish Aid

The *Global Island*, the Irish Government's foreign policy, aims to safeguard peace, security and economic prosperity, and promote reconciliation and cooperation at home; and protect Irish citizens and promote our values abroad. This Country Strategy Paper (CSP) for Uganda lays out the ways and means through which the Embassy of Ireland in Uganda will contribute to these goals. ***The overall Goal of this Plan is to advance Ireland's values and interests in Uganda.*** Within that, a focused and high-impact plan for the Irish Aid programme in Uganda, demonstrably contributing to Ireland's Policy for International Development, *One World, One Future*, is described - with an overall goal of ensuring that poor, vulnerable and marginalised individuals are better able to attain a decent living in line with Uganda's National Development Plan (2016-20).

The development of the CSP over the last 14 months has been underpinned by a thorough process of context analysis, lesson learning, evaluation and programme design. The CSP presents a framework, underpinned by a strong theory of change, that will enable the Embassy of Ireland to respond to the context, contribute to the achievement of specified outcomes, track progress and manage risks.



Students from Kangole Girls school dance during the St. Patrick's Day reception in Kampala

Enrolment in primary school has increased from 2.5 million boys and girls in 2007 to over 8.5 million today.

Progress is being achieved in Uganda, where the Irish Government has had an aid programme for 21 years. Poverty has reduced from 50% in 1992 to below 20% in 2012. HIV/AIDS prevalence rates have reduced from 18% to 7.3%. Enrolment in primary school has increased from 2.5 million boys and girls in 2007 to over 8.5 million today. Uganda, a near-failed state in 1986, is today a growing economy and an important actor in the region.

However, much remains to be done. There are high levels of inequality and areas of fragility (over 90% of people in Karamoja are classed as poor and vulnerable as opposed to just under 11% in Kampala). Only a third of enrolled pupils are completing primary school. HIV/AIDS prevalence rates have begun to creep up, including in Karamoja.

The external Evaluation of the Irish Aid CSP 2010-14 found that the programme has “*produced tangible and widely acknowledged results*”, especially in the social sectors. This CSP builds on the achievements to date, and takes advantage of a period of thorough review and analysis. Hard choices have been made, with a view to setting out a more realistic agenda - *doing less and doing it better*. The proposed annual budget is €16m to €17million. Karamoja will remain as the main area of focus with approximately 45% of the projected budget expended in the sub-region, given the high levels of poverty and fragility there and the need for initiatives that support resilience. Management (including risk) systems have been strengthened, the staff structure has been streamlined to be able to effectively implement the CSP, and clear results have been laid out through which the programme will be held accountable.

The CSP will be delivered in partnership with Government, civil society and multilateral organisations, although the number of partnerships will reduce from the previous CSP. There will be strong alignment to and engagement with Government plans and systems. Emphasis is placed on engagement in catalytic areas where this engagement and

financing can lead to sustainable interventions by the Government of Uganda and others, which will yield development results for the poor and vulnerable. A prime example of this is in the area of social protection, which has seen a strong Government of Uganda commitment to fund the Senior Citizens’ Grant throughout the country. Ireland will play a leading role in the Democratic Governance Facility (DGF) and the Karamoja Development Partners Group (KDPG) -two priority cross cutting areas within this plan.

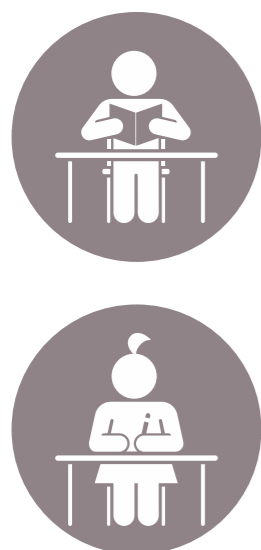
To complement the approach of building resilience and countering fragility, there is an innovative rapid-response mechanism for humanitarian response – a pre-placed in-country (CSP) fund of €1m per annum to respond to humanitarian emergencies (refugee influxes, food scarcity, flooding or other disasters) which in Uganda are very common. Uganda is widely recognised as having one of the best refugee policies in the world, and efforts will be supported in that regard.



A whole-of-Embassy approach has been used in the development of this CSP.

The engagement across the *Global Island* themes of our people, our prosperity, our influence, our values and our place in Europe include the Embassy’s important roles in consular assistance, political engagement, trade and investment support, sustainable development, support for human rights, culture promotion, and engagement within the EU. This will be done in a way which contributes to the work of the Irish Government through its Embassy network in Africa, and in particular the East African Community (in which Rwanda is a country of secondary accreditation for the Embassy).

Finally, this CSP aims for a reflective and adaptive approach, responding to changing circumstances, continually learning about what is working and what may not, and being accountable for that learning and the results and progress being achieved. It seeks to support value-for-money interventions that can have the most impact (especially in Karamoja), and where the values as set out in *The Global Island* can best be applied.



SECTION 1 COUNTRY ANALYSIS



A Karimojong homestead at the bottom of a hill in Abim district, Photo: Irish Aid

Uganda's population is very young, with 56.7% of the population below 18 years of age.

Uganda's area of 241,551 sq. kms ranges from the glacier-tipped peaks of the Rwenzori Mountains in the West, to the semi-arid Kaabong hills in Karamoja in the North East, down to the shores of Lake Victoria. This land-locked country is situated in the Great Lakes Region bordered by South Sudan, Kenya, Tanzania, Rwanda and Democratic Republic of Congo (DRC).

The population of Uganda was estimated at 34.6 million¹ in 2014, having risen from 9.5 million in 1969.

Uganda's population is very young, with 56.7% of the population below 18 years of age. Many households have a high dependency ratio making it harder to exit from poverty, and this large young population creates a high demand for services, particularly for health and education.

A large young population also has potential to contribute to economic development as an emerging labour pool. However, the low levels of educational attainment, the skills gaps between education and the labour market and inadequate levels of job creation combine to create high levels of unemployment, with the attendant development problems that arise from this.

¹ Ugandan Bureau of statistics, National Population and Housing Census 2014- Main Report, Kampala , 2016

Since 2002, the economy has consistently grown by an average of 6.4% annually² although growth has slowed somewhat in recent years. A recent IMF report on Uganda states that growth is likely to be 5% in 2015/2016 which is lower than the projected growth figure.³ The sector shares of Gross Domestic Product (GDP) have remained relatively steady over the past decade at 49% for services, 18% for industry and 26% for agriculture. Uganda's economic growth has been largely driven by high-value services (including telecommunications, finance and real estate), which are not employment intensive. Inflation has fluctuated, with high spikes due to food and fuel price increases,

Since 1986, when the National Resistance Movement (NRM) came to power, the country has been led by President Yoweri Museveni. After Uganda transitioned to a multi-party political system he was re-elected President in 2005, 2011 and 2016.

The Constitution of Uganda protects most civil, political, economic, social and cultural rights and the Uganda Human Rights Commission (UHRC) is established to independently monitor, investigate and adjudicate human rights' violations.

Uganda has ratified most of the key international human rights instruments and has shown improvements in treaty-reporting. As reported by the Uganda Human Rights Commission (UHRC) however, there is still progress to be made in ensuring human rights are protected throughout the country.

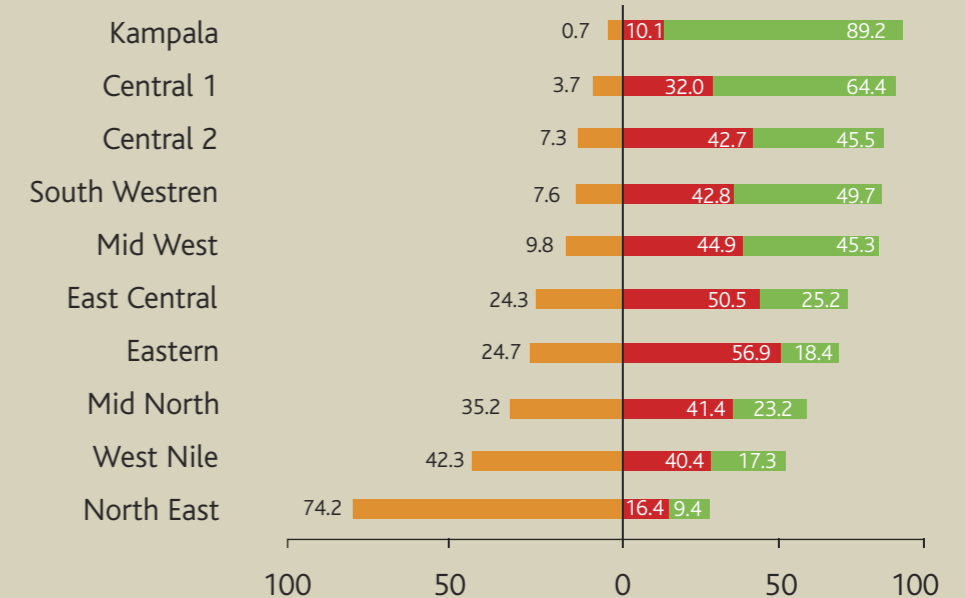
² UN Development Assistance Framework (UNDAF) for Uganda, 2016-2020

³ IMF Fifth Review November 2015

Young Karimojong in a *manyatta*, Kotido district, Photo: Irish Aid



Figure 1⁵ – Distribution of Poor, Insecure non-poor and middle class by region



Uganda has a vision to become a middle-income country in the coming period, to be achieved through a series of five-year National Development Plans. The Uganda National Planning Authority (NPA) has spearheaded the development of the Second National Development Plan (NDP2) for the period 2016 to 2020, within which most of the Sustainable Development Goals (SDGs) have been integrated.

The final Millennium Development Goals (MDG) Report for Uganda (2015) indicates that Uganda has achieved 33% of the MDG targets. Particularly, progress has been made on access to HIV treatment, reduction in incidence of malaria and other major diseases, and some targets on global partnerships for development.

The strategic direction of the NDP 2 provides clarity and improved focus, with four key objectives around Production, Infrastructure, Human Capital Development and Service Delivery. Priorities for investment are the three key growth opportunities of agriculture, tourism, and minerals, oil and gas, along with the two fundamentals of infrastructure and human capital investment. In terms of macroeconomic strategy and financing there are ambitious economic growth targets, albeit with high expectations of financing from the private sector and a lack of clarity around donor contributions.

Poverty and Inequality in Uganda

Absolute poverty⁴ in Uganda has been progressively reducing from over 50% to less than 20% between 1992 and 2012. However 63% of the population is still poor or vulnerable to poverty (falling below twice the poverty line and referred to as the 'insecure non-poor'). Those who are vulnerable are at real risk of falling into poverty when exposed to even small or moderate stresses or shocks. The unequal distribution of poverty and vulnerability is shown very starkly in Figure 1 below. Vulnerability (taken as the combined figure for the poor and insecure non poor) is higher in rural than urban areas, and regionally varies from 10.8 % in Kampala to a high of 90.6% in the North East, which is the Karamoja sub-region.

Poverty in Uganda is multi-dimensional. With over one fifth of Ugandans having unacceptable food consumption, poor nutrition is a serious concern - particularly given the impact that this has on lifelong outcomes and the loss of productivity to the economy. Poor nutrition is correlated in Uganda with poverty, low levels of mothers' education, female headed households and rural households, and there are particular effects on children. Nationally the rate for stunting (which can hamper cognitive development) in children is 33%, but in Karamoja the figure reaches 50.8%.

There are disparities in exiting poverty as well as in rates of poverty. The proportion of households exiting poverty in the Eastern and Northern Regions is lower, and there is a higher proportion of insecure households falling back into poverty here than elsewhere. A key barrier to exiting sustainably from poverty is lack of access to predictable household income. Rural households are more vulnerable to falling into poverty, indicating that rural livelihoods are less stable and more risky, highlighting the need for building resilience at different levels. Climate change is also impacting. Temperatures have risen 0.37° C per decade since 1960 and are predicted to rise much further. Uganda is experiencing more frequent and intense droughts than it has historically⁶, and annual rainfall has been decreasing⁷. All of this has implications for agricultural livelihoods in particular. Climate change impacts on agriculture and rural poverty may cause increased rural-urban migration as people suffering the impacts of climate change in rural areas seek (perceived) opportunities in towns and cities.

At household level agriculture is a source of income for 76% of the population, although only 26% of households are solely reliant on agriculture for their income. The other main sources of household income are wage employment for 43% of households and non-agriculture enterprises for 43% of households in Uganda⁸.

⁴ Absolute poor are defined as those who fall below the poverty line. Uganda has 9 poverty lines – a national poverty line and 8 poverty lines for rural and urban areas in each of the four regions of the country (Central, Eastern, Northern and Western). The national poverty line is equivalent to US\$1/per person per day. Uganda Poverty Status Report, 2014

⁵ Poverty Status Report 2014, MoFPED, November 2014
⁶ IIED presentation, Oct. 2014 (UNDP 2013)
⁷ Mc Sweeney et al, 2010.
⁸ ibid



Young Karimojong boys at a food distribution point in Moroto district, Photo: Irish Aid

The majority of Uganda's labour force remains employed in low productivity activities, and in the agricultural sector only a small percentage of agricultural workers are involved in commercialised farming. In urban areas, a substantial section of the population works in the informal sector, which faces constraints that prevent it from achieving high levels of productivity, including limited access to capital, little recognition by authorities, and lack of access to other facilities⁹.

Currently 18% of Ugandans are living in urban areas¹⁰, and this is increasing rapidly, by 4.5% per year. Current trends could result in an increase in the population of Uganda's cities from just 6 million today to more than 30 million, within the next two decades. Urban areas in Uganda already play a significant role in driving economic growth, and more than 70 percent of non-agricultural economic activity and non-agricultural jobs are located in urban areas¹¹.

Gender inequality is persistent in Uganda and, despite good policy in many areas, there is still a gap between policy and practice. There are proven inter-linkages between gender, poverty and food security, gender and education, gender and maternal and child mortality and overall, gender and family welfare. Significant challenges for women still remain, particularly regarding power relationships, ownership and control of productive assets, accessing reproductive health services and early marriage¹².

⁹ Private Sector Context Analysis, Embassy of Ireland, 2014

¹⁰ National Population and Housing Census, 2014

¹¹ Uganda Economic Update, 5th Edition, World Bank, March 2015

¹² Development, Context Analysis Paper, Embassy of Ireland, 2014

Access to services for the poor and marginalised in Uganda still poses many challenges. In education, Universal Primary Education (UPE) has dramatically increased enrolment from 2.5 million in 1997 to 8.5 million in 2013 country wide, but the primary completion rate is only 33%¹³. This is worse for girls who face multiple gender related barriers in the completion of school. The quality of education remains a challenge, attested by the high dropout and grade repetition rates and the low learning outcomes. Although UPE and the Universal Secondary Education (USE) policy eliminated tuition fees, other direct and indirect costs are still borne by parents and families and those are another barrier for the poorest. Nationally, the highest level of access to secondary school is still just over 30% (for the central region)¹⁴, but for Karamoja this rate drops drastically, with fewer than one in 10 secondary-aged children at school¹⁵.

In health services¹⁶ good progress has been made in some areas including drug availability, but there is limited progress with the Maternal Mortality Ratio (MMR). The inequalities between urban and rural women and between the poorest and best-off women for antenatal care and institutional deliveries are large and persisting with little progress in closing the gap. There are also generally higher child mortality rates among children of women with low education and children from poor households.

HIV prevalence increased among adults aged 15-49 years, from 6.4% in 2004/05 to 7.3% in 2011¹⁷. This

¹³ Min of Education Annual Census, 2013/14

¹⁴ Youth Map Uganda Assessment Volume 1.

¹⁵ Situation Analysis of Children in Uganda, UNICEF, 2015

¹⁶ Development Context Paper, Embassy of Kampala August 2014

¹⁷ 2011 AIDS Indicator Survey (done every 5 years so this is the most recent data)

increase is attributed to new incident HIV infections and improved survival. It is estimated that by the end of 2014 there were 1.5 million people living with HIV, of whom 180,000 were children. Across all regions of the country, women are disproportionately more affected than men (8.3% versus 6.1%) and urban residents are more likely to be infected than their rural counterparts (8.7% versus 7%). While the number of new infections is still unacceptably high it has nevertheless dropped from 137,000 in 2013 to 99,000 in 2014¹⁸. The Government has been addressing the AIDS epidemic through implementation of the National HIV Prevention Strategy, the National Strategic Plan for HIV&AIDS and the Health Sector Strategic Investment Plan.

Poverty in Karamoja

Karamoja sub-region which has a population of 1.37 million inhabitants, is emerging from years of conflict and persistently scores the lowest on all of the development indicators in Uganda. The fragility of the environment, remoteness, deprivation, low education levels, low capacity levels, potential for conflict and poor policy have all been challenges for the region. Gender inequality is particularly notable in this region. Contributing to a sustainable exit from poverty and building resilience in Karamoja will require concerted, long-term engagement.

The majority of the population in Karamoja subsist through agro-pastoral and pastoral livelihoods. The region suffers from cyclical droughts which occur every 2 to 3 years. Chronic food shortages and malnutrition are common phenomena in the sub-region which is particularly impacted by climate change. Evidence is clear that households which do not own livestock are particularly vulnerable to food insecurity.

Nonetheless Karamoja is also a region with potential. It is ecologically diverse, with opportunities for crop and livestock production, and it has tourism potential. It is one of the most richly endowed sub-regions in Uganda: over 50 different minerals are known to occur here, including gold, silver, copper, iron, gemstones, limestone and marble although the scale and accessibility of all of these resources is not yet fully established. This represents a potential source of income for the region, but also increases the potential for exploitation, for example through land grabbing.

According to the 2015 UNICEF Adolescent Girls Vulnerabilities Index, adolescent girls in Karamoja are the most vulnerable in Uganda. The 2015 report concludes that education disparities drives this vulnerability in Karamoja which registers the lowest enrolment rates in the country. There are a total of 115,985 pupils in 245 primary schools and 7,158 pupils in 20 secondary schools in Karamoja. Adult illiteracy rates are also the highest in the country, at 86% and 71% in Moroto and Nakapiripirit respectively. Overall, the sub-region has a literacy level of only 12% compared to a 71% national average. Access to quality vocational educations is extremely limited. The reasons underpinning this level of educational deprivation are complex and multi-faceted ranging from the traditional agro-pastoral lifestyle which requires the labour of young boys and girls as herders as well as high levels of poverty and negative perceptions of education by parents. Approximately 36% are unable to afford the cost of sending children to schools.¹⁹ In addition, there is a high failure rate in the existing schools due to the poor quality of education which in turn discourages those parents who do attempt to keep their children in school.²⁰ A UNICEF survey carried out in Moroto district found that the key factors affecting school attendance are affordability (35%), violence in schools (30%) and absenteeism (20%).²¹

¹⁸ Preliminary reports from Ministry of Health 2014

¹⁹ WFP and UNICEF 2014

²⁰ KIDP 2015-2020.

²¹ Rethinking public finance for children: monitoring for results July 2015- UNICEF and GoU.

Maternal mortality and infant mortality rates are significantly higher than the rest of the country (750 vs 438 per 100,000 live births and 105 vs 54 per 1,000 live births respectively).



Health statistics for Karamoja are also significantly worse than other areas of the country. There is low access and utilisation of basic health services- averaging 24% compared to the national rate of 72%. Household sanitation stands at 20.6% compared to a national average of 72%. Maternal mortality and infant mortality rates are significantly higher than the rest of the country (750 vs 438 per 100,000 live births and 105 vs 54 per 1,000 live births respectively). Karamoja has only 5 hospitals throughout the entire region and extremely low ratios of medical professionals to patients. Although below the national average of 7.4 %, in recent years in Karamoja there has been a rapid increase in the prevalence of HIV/AIDS (currently 5.3%, up from 3.5% in 2006).²²

The Development Cooperation Context in Uganda

The adoption of the SDGs in September 2015 marked an important milestone, providing a common framework for the post-2015 agenda. A major thrust of this agenda is its domestication, both in terms of targets and financing. As already noted the GoU has integrated the SDGs into the NDP 2. In this respect Uganda has recognised the need to increase its domestic resource mobilisation to finance development, including through widening the tax base, improving contract negotiation, better customs, tax systems and administration.²³

Official Development Assistance (ODA) provided by partner governments and international organisations to Uganda has played an important role in supporting Uganda's recovery, growth and poverty eradication efforts, and aid is being allocated to almost all sectors²⁴. In 2003 ODA represented around half of the budget. In recent years ODA has ranged from 28.9% (2011/12) to the current projection (2014/15) of 18.2% of Uganda's national budget, and this declining trend is projected to continue. Nonetheless, ODA remains an important source of financial resources for the government, and plays a key role in efforts to reduce poverty and promote prosperity.

EU development partners represent a major part of ODA to Uganda, with indicative allocations forecasted to increase for the next NDP period (2015/16-2019/20) to more than €2 billion. The EU Member States in Uganda have agreed that there is a good basis for Joint Programming, where possible in Uganda based on joint analysis, identification of priority sectors and discussions on division of labour, contained in the EU Joint Programming document²⁵.

²² KIDP 2015-2020

²³ High Level Dialogue on Financing Sustainable Development in Uganda - 20/07/2015

²⁴ Donor Context Analysis Paper, Embassy of Ireland, 2014

²⁵ EU Joint Programming in Uganda, Feb 2015



Karimojong men and women perform a welcome dance during a Ministerial visit to their *manyatta* in Kotido district, Photo: Irish Aid

Development partners continue to contribute across the sectors, now largely through sector and project support. There is increasing emphasis on areas such as infrastructure development, in line with the National Development Plan. There has been a reduction in bi-lateral support to the HIV/AIDS and education sectors.

The Karamoja Development Partners Group (KDPG- which Ireland will chair in 2016) has an important role to play in terms of development and coordination in Karamoja. A wide range of development partners are already programming in the region, or expressing an interest in doing so – including EU, DFID, USAID, UNICEF, FAO, WFP and GIZ. It is important that there is coherence and good coordination among development partners to create synergies, and maximise the development gains that can be made. Otherwise there is a risk of fragmented and contradictory approaches that can undermine progress.

EU development partners represent a major part of ODA to Uganda, with indicative allocations forecasted to increase for the next NDP period (2015/16-2019/20) to more than €2 billion.

A third Peace Recovery and Development Plan (PRDP 3) will be implemented for 2015/16-2019/20, covering all of Northern Uganda with a strategic framework to which all development in the region - by Government, Development Partners (DP) and civil society - is to be aligned. This area-specific plan is in recognition of the fact that despite the gains in peace and stability in recent years, there is a growing socio-economic gap between the North and the rest of Uganda. The PRDP 3, which is under the Office of the Prime Minister (OPM), will have three broad strategic objectives - to consolidate peace, to develop the economy and to reduce vulnerability. The Karamoja Integrated Development Plan, a sub-plan of PRDP 3 (2016 – 2020) sets out a number of objectives including the establishment of law and order, the provision of basic social services, support to the development of alternative means of livelihoods and the strengthening of food security for the poor and vulnerable.

Irish Cooperation to date

Ireland has enjoyed a strong relationship with Uganda and a high level of social capital has been built up over a long period. This goes back as far as missionary work which supported front line service delivery most notably in education and health. In Uganda, Ireland is viewed as a neutral country, with a shared history of colonialism and famine. To date the Irish government's engagement has been predominantly through the Irish Aid programme, which commenced when the Embassy opened in 1994.

Irish Aid's development support in-country has increased significantly over the years, from an initial programme of less than €1m per annum to over €33m in 2010/11, with reductions in the interim programme in advance of this CSP. The Irish Aid Country Strategy Paper 2010-2014 focussed on the reduction of chronic poverty and vulnerability in line with the National Development Plan. Having a strengthened focus on the chronically poor saw Irish Aid target specific support at the most impoverished region of the country, Karamoja, while also maintaining support at national level through assistance to education, gender based violence, economic development, and HIV and AIDS, with governance as a central element. In 2012, following the discovery by the Auditor General of fraud at the OPM, there was a suspension of direct funding through Government financial systems, and interim annual programmes were implemented from 2013 to 2015.

Irish Aid also supports development in Uganda through Headquarters funding to multilateral agencies and Irish NGOs who are working in Uganda. In 2014, total funding to Uganda, from both the Embassy and HQ amounted to €28.8 million²⁶. This funding supports a wide range of activities including climate change adaptation (World Resources Initiative), long-term programmes on health, nutrition and agriculture, and humanitarian support (NGOs). A fellowships scheme is funded from HQ, and Uganda has actively participated in this, with an active Irish Uganda Alumni Association also in existence (plans are afoot for the Fellowship Scheme to include Rwanda as a modest way from 2016 onwards).

The Embassy of Ireland has been fulfilling a range of other important functions in Uganda. The political work of the Embassy has been important in forging good relations with Uganda and advancing on common agendas, including at the UN and other levels. Uganda is an important actor in the region, given its role in the Great Lakes Region and EAC in mediating conflict, and its role in promoting the EAC common market. Under the Uganda Foreign Minister's chairing of the UN General Assembly in 2014/15, Ireland was selected as one of the co-facilitators for the post-2015 development agenda negotiations.

The Embassy provides passport services and consular assistance to Irish citizens, and generally supports the Irish community in Uganda and Rwanda. An Irish Society has been in Uganda for over 60 years and plays an important role in establishing links and promoting Ireland in the country. There is a small but active Irish community in Rwanda.

The Embassy has an important role to play in supporting trade and investment between Ireland and Uganda. More recently it has supported the establishment of the Irish Business Network which aims to share knowledge and experience on doing business in Uganda and engage on efforts to promote and facilitate trade linkages.

²⁶ This figure is made up of €21 million for CSP implementation, €1.3 m administration, €130,000 Humanitarian, €5.4 Civil Society Section (including Misesan Cara), €181,893 Policy Coherence and Research, €50,000 Resilience, €123,000 Inclusive economic growth, €190,000 Human rights, governance and gender, €338, 227 Fellowships , €5,280 Simon Cumbers Media.

The Independent External Evaluation of the CSP 210-2014 found that the social services component, covering education, HIV prevention and addressing gender-based violence, produced tangible and widely acknowledged results in all three areas.

A European Business Forum has been established to do likewise for the relatively small number (400 or so) EU companies based in or with a presence in Uganda. Ireland has relatively low levels of trade with Uganda. In 2014, Uganda was Ireland's 99th largest trading partner (up from 113th in 2013). Imports to Uganda (from Ireland) were valued at €16.685 million (up over 20% from 2013), and exports from Uganda (to Ireland) were valued at €358,000.

Lessons learned from the CSP (2010-14) implementation

The Embassy has consistently supported partners to conduct reviews and evaluations to inform future support and overall direction as well as participating actively at a sector level in ongoing processes of review and evaluation. Internally regular annual reviews have been conducted and a major internal learning exercise was conducted in November 2013.

A series of reviews of systems at an Embassy level were conducted by the Evaluation & Audit Unit since 2012. This has led to strengthened systems and procedures, and in particular risk management processes.

Programming has also been informed by major external evaluations, for example the joint EU and World Bank Review of Budget Support.

The independent evaluation of the Uganda CSP 2010-2014 found that the Social Services component, covering education, HIV prevention and addressing gender-based violence, produced tangible and widely acknowledged results in all three areas. Irish Aid's long-term commitment to education during a period of over ten years was identified as the single most effective input for addressing the goals to which Irish Aid is committed. Irish Aid was seen as being effective in highlighting the plight of the vulnerable at national level, particularly relating to Karamoja, and to have helped develop strategies for addressing issues of poverty and gender-based violence. Developments in social protection were considered positive, with a strong shift in Government's commitment to social protection.

A lesson learnt is the imperative to focus the programme in order to bring a strength and depth. This improved focus will enable the programme to improve the systems of programme cycle management, monitoring, evaluation and learning, and risk management.

The Embassy considered comparative advantage, and a range of additional criteria when analysing the options and choices regarding the new CSP. Following on from that, during the Directions Workshop²⁷ the following priority criteria were agreed and used for selection of areas of intervention for the CSP 2016-2020:

²⁷ Directions Workshop Report, Embassy of Ireland, February 2015

- Responsiveness to Irish foreign policy priorities
- Potential for sustainable impact on the poorest (quintile)
- Manageable risk
- Irish Aid capability (experience, technical capacity, ability to influence, added value)
- Means of implementation (right partners and modalities available)

The priority intervention areas are Social Protection, HIV/AIDS, Education and Governance & Accountability, and while working at national level to influence policy and implementation there will be a particular focus on Karamoja across the programme.

The choice to continue and build on the work in Karamoja is underpinned by the stark development indicators for that region, and the largely positive review of the value of Irish Aid’s intervention in Karamoja during the last CSP, showing the potential for sustainable impact on the poorest quintile. It also builds on Ireland’s commitment to strengthening its focus on working in fragile environments.

The evaluations of the pilot programme on Social Assistance Grants for Empowerment indicate that focussing on Social Protection has potential for high impact on the poorest quintile, and has suitable modalities.

The selection of prevention of HIV/AIDS, with a focus on Karamoja, is based on the disproportionate impact that HIV/AIDS has on the poorest quintile, and girls and adolescents, and the need to retain focus on the prevention of HIV/AIDS at a time when other development partners have moved away. This focus on prevention will also be critically important in the context of a burgeoning youth population. The CSP evaluation recognises this as an area where Irish Aid has demonstrated significant added value and ability to influence.

Investment in the education sector, with implementation in Karamoja, targets the poorest and builds on the strong experience and capacity of Irish Aid in this sector, as recommended in the CSP evaluation. There are synergies between improving educational opportunities, with a focus on girls, and HIV prevention. There are few other development partners working in this area, and in particular there are gaps around vocational training in Karamoja. Vocational education as a new area of engagement, both at country level and institutionally, provides opportunities for learning and innovation.

There is a strong basis for supporting governance and accountability in Uganda, not through a stand-alone programme but as an important approach across the CSP intervention areas. Ireland’s intervention is geared towards supporting increased citizens’ voice, fostering local-level collective problem-solving, and strengthening accountability institutions.

There is increasing donor engagement in Karamoja and a significant portion of this support is in the area of livelihoods, food security and nutrition. The proposed Irish Aid programme in Karamoja will build synergies with these programmes such as supporting the provision of vocational training relevant to the agriculture and livestock sectors and exploring opportunities to integrate nutrition in social protection, HIV and education programmes.



02 SECTION 2 CSP 2016-2020

Young Karimojong girls working in a garden at the foot of Mt. Moroto in Moroto district, Photo: Irish Aid

The Global Island: Ireland’s Foreign Policy for a Changing World sets out Ireland’s work in the priority areas of:

- | | | | | |
|--|---|---|---|---|
| <p>01
supporting
our people</p> | <p>02
promoting
our values</p> | <p>03
advancing our
prosperity</p> | <p>04
engaging
actively in the
European
Union (EU)</p> | <p>05
using our influence
and strengthening our
capacity to deliver
the high level goals</p> |
|--|---|---|---|---|

This CSP enumerates the innovative and high-impact ways in which the Embassy of Ireland will contribute to these priority areas in Uganda.

This CSP sets out clearly the agenda for Ireland in Uganda from 2016-2020, addressing the full range of Ireland’s engagements that contribute to the goals of the *Global Island*, as shown in detail in the Logic Model in Annex 2, and illustrated in Figure 2 below. The overall goal is to advance Ireland’s values and interests in Uganda.

Goal: To advance Ireland's values and interests in Uganda							
Our People	Our Prosperity	Our Values				Our Place in Europe	Our Influence
		Overall Goal: To Promote Ireland's values and interests in Uganda					
		Programme Goal					
		Poor, vulnerable and marginalised individuals are better able to attain a decent living in line with the Second National Development Plan					
		Outcome 1	Outcome 2				
		Increased resilience of poor, vulnerable and marginalised citizens and households with a focus on Karamoja.	Improved accountability and realisation of rights for poor, vulnerable and marginalised citizens/individuals				
		Intermediate Outcome 1	Intermediate Outcome 2	Intermediate Outcome 3	Intermediate Outcome 4		
High quality consular support provided to Irish and Ugandan/Rwandan citizens	Trade & investment is supported between Ireland, and Uganda/Rwanda	An increased number of vulnerable individuals and households are accessing predictable incomes and have strengthened coping strategies through sustainable social protection and humanitarian programmes	Number of new HIV infections among youth and adults in Uganda, and particularly amongst adolescent girls are stabilised/reduced	Better access to and completion of quality education and training in marginalised areas, with a focus on Karamoja	Citizens are better informed and empowered to realise and protect their rights	Dialogue reflects Ireland's learning Ireland's Foreign Policy on Uganda communicated clearly Engagement in EDF dialogue Premises co-location with EU	Increased internal capacity to deliver strategy, improved communication and enhanced accountability
Quality Consular services Improved crisis management capacity Strengthened connectivity Increased awareness of Irish culture	Strengthened business networks Market Opportunities identified Increased awareness of business/study opportunities in Ireland.	1. Government capacity on Social Protection (SP) strengthened 2. More Senior Citizens benefit from SP 3. Greater public demand for accountable SP system 4. Vulnerable individuals \$ households are supported to prepare for, withstand and recover from acute shocks and stresses	1. Increased capacity to prevent HIV 2. Improved functionality of coordination structures 3. More sustainable HIV/AIDS systems and financing	1. Quality of Primary Education improved in Karamoja 2. Increased access to and retention in Post Primary Education in Karamoja 3. Strengthened national and district level coordination			HR structure and systems fit for purpose for CSP Strengthened results based systems for PCM Strengthened communications Robust risk management systems in place and functioning

Our Strategies:

Political Engagement « Strong Risk Management « Strengthening Partnerships « Focus on Results « In-built Humanitarian response

Figure 2 - Embassy Logic Model²⁸

²⁸ This shows the Logic Model from Goal to Intermediate Outcome level. See Annex 3 for detailed Logic Model from Goal to Output level.

At the top of this table the five priority areas of Ireland's foreign policy are set out. Below that, the development programme, which contributes to the priority area of *Our Values*, is shown in the centre of the table, showing the goal, outcomes and intermediate outcomes which Ireland will be contributing to in Uganda. The wider Embassy work, primarily contributing to the other four priority areas of The Global Island, is also depicted, with the key strategies that will be adopted shown at the base of the table.

The Whole of Embassy approach enables linkages to be made across all of our work. Expertise and evidence in one outcome area or programme will contribute to other areas. For example governance expertise from the development programme can support other political engagement (*Our Place in Europe*), or can provide advice on local issues for Irish companies (*Our Prosperity*); economic analysis can inform preparation of business briefs (*Our Prosperity*); and a well-functioning visa system in the Embassy in Uganda supports business and tourism to Ireland.

The Uganda CSP has also been designed to contribute to the *One World One Future* Framework for Action (FfA). In Annex 1, the contribution of the CSP to the FfA outcomes is shown, as well as how this fits within the Sustainable Development Goals.

Theory of Change

The overarching Theory of Change (ToC) – that process of reflection on change and how it happens, and what that means for the part played by the Embassy of Ireland in the context in Uganda - is based on the hypothesis that *poor, vulnerable and marginalised Ugandans will be better able to attain a decent living if there is increased resilience of these households and improved accountability and realisation of their rights.*



AGE beneficiaries at a pay-point in Moroto district, Photo: Irish Aid

Ireland will help build resilience at the household level especially in Karamoja and when humanitarian crises occur (Outcome 1) through supporting the provision of increased incomes in the form of social protection payments (Intermediate Outcome 1) and humanitarian supports for the most vulnerable, as well as longer term investment in building human capital, specifically addressing HIV/AIDS prevention (Intermediate Outcome 2) and education (Intermediate Outcome 3).

At the same time, Ireland will support the building of improved governance and accountability (Outcome 2) - critical for more equitable resource allocation, improved services, and more inclusive economic growth; and enabling the poor, vulnerable and marginalised (many of whom are young and female) to make their voices heard, participate in society and the economy, and attain a decent living. This will be done by supporting capacity building of government and civil society, better leadership, more informed public engagement and tackling issues of accountability (Intermediate Outcome 4). Tackling structural issues, such as girls access to education through a resilience approach will also contribute, in the longer term, to greater realisation of rights, thus these outcomes are inter-linked. This CSP has a tightly focused programme concentrating on areas where Ireland has comparative advantage.

There is evidence to show that when an increased number of poor vulnerable individuals and households access regular, predictable direct income support through social protection programmes they are able to become more resilient, improve their adaptive capacity to climate change and rise from poverty²⁹. Globally such transfers have been shown to improve the education, health and lifelong income of beneficiaries and their families³⁰. Specifically, evidence from the phase 1 of the Expanding Social Protection Programme cash transfer indicates that beneficiaries spend most of their direct income transfers on food, health care and education and productive investments. This results in improved nutritional status of household members, better health, increased productivity and improved performance as well as retention of children in school. Cash transfers to the poor helps individuals to avoid risky coping strategies such as selling assets or withdrawing children from school³¹.

At times of humanitarian crises the usual coping mechanisms are overstretched and resilience will be supported through a dedicated CSP humanitarian response budget line. As noted in the context analysis, improving food and nutrition security is a key priority of GoU and Development Partners in Karamoja. Nonetheless, chronic food insecurity and malnutrition continue to impact the health and wellbeing of the Karamajong. In this context, periodic, short term and targeted humanitarian interventions are required. Significant numbers of refugees in Uganda also experience food and nutrition insecurity.

As a component of our approach to building resilience and countering fragility, an innovative rapid-response mechanism for humanitarian response is proposed – a pre-placed in-country (CSP) fund of €1m per annum to respond to humanitarian emergencies (refugee influxes, food scarcity, flooding or other disasters) which in Uganda are very common.

HIV/AIDS undermines an individual's capacity and confidence to engage in society and the economy. The last macro-economic impact study on HIV and AIDS in Uganda³² showed that HIV and AIDS had played

a role in increasing household poverty levels by 1.6% with rural households being more affected than urban households and women headed households being the most affected. The study also demonstrated that the AIDS epidemic had affected all sectors of the economy through increasing morbidity and mortality of experienced, skilled and qualified workers thereby reducing the productivity of the sectors. Young women are particularly vulnerable to infection. The high prevalence of HIV reduces the resilience of the economy, households and individuals. The sustainability of a national HIV response can only be assured when there is strong leadership, effective co-ordination, adequate resourcing especially from domestic sources and effective capacity to collect and manage strategic information for the responses.

Provision of quality education in the long run increases human capital and productivity. Evidence shows that functioning Universal Primary Education provides high returns particularly for low income countries, and contributes to improved health outcomes, increased literacy levels and increased livelihood opportunities³³. It facilitates people to be more resilient to shocks, move out of poverty and participate in the democratic systems of governance. The benefits of education are optimised through interlinkages with the other interventions in Karamoja. Improved provision of quality education in Karamoja requires a multi-level and multisectoral engagement. In the context of a burgeoning youth population, improving access to post-primary education can contribute to improving employment opportunities, increasing resilience and attaining a decent living.

More informed and empowered citizens are better able to participate in society and the economy. They have the knowledge and the capacity to engage more effectively with government, institutions and leaders to promote transparency and accountability. This engagement and participation can be used to ensure that poor and vulnerable people's interests are specifically included in decisions on resource allocation, reduce tolerance for corruption, and promote the realisation of rights, particularly for those who are poor, vulnerable and marginalised. However, as research has shown³⁴ there is limited impact from focusing on the demand side of governance alone – what is required is more and better engagement between the supply side (leadership) and the demand side (citizens, civil society, etc.). Real gains in governance contributing to both

More informed and empowered citizens are better able to participate in society and the economy.

²⁹ Social Protection Sector Review, 'The Uganda Social Protection Sector Review 2014', Ministry for Gender, Labour and Social Development supported by the World Bank, 2014

³⁰ World Bank Report on Social Protection

³¹ ESP Annual review 2014

³² Macro-economic Impact Study of HIV/AIDS in Uganda, MoFPED, 2008

³³ Policy Brief 01, Governance for Development in Africa, Africa Power and Politics D. Booth, April 2011

³⁴ SAGE Interlinkages Study Rohan Stritch, Embassy of Ireland 2015

strengthened resilience and accountability can be achieved through focussed support to civil society, government institutions, and through supporting improved governance across all of the areas of intervention in the CSP.

There are clear inter-linkages across the programme and all of the intermediate outcome areas contribute to other intermediate outcome areas and ultimately to the outcomes and goals. For example, our evidence has shown that one of the main uses for increased incomes provided through the social protection programmes is for school fees³⁵ – a key impediment to access and retention in schools especially for girls in secondary schools. Improving access and quality of education, particularly for adolescent girls will contribute right across the outcome areas. Women and girls with higher levels of education have higher incomes, and can make better choices in relation to their reproductive health as well as the broader health and wellbeing of their families. They are also more confident to participate actively in their communities. Building women's agency, participation and leadership, a key component of intermediate outcome 4, contributes right across all of the logic model.

There will be a particular focus on the region of Karamoja which has the most extreme poverty indicators of any region in Uganda. The Embassy will continue to use its engagement in the range of fora at national level to ensure that Karamoja is specifically included in policy and implementation in the areas where we engage. Learning from Karamoja will inform our policy engagement at national level and our active presence will enable strengthening learning and monitoring at a local level. *This is Ireland's distinct contribution to development cooperation in Uganda.*

A range of other strategies have been identified to effectively implement the Country Strategy. A key part of the whole of embassy approach will be the advancing of political and policy priorities across the programme through engagement with government and working closely with other development partners and actors. The importance of promoting aid effectiveness will be reflected in the emphasis on strengthening partnerships - both government and non-governmental. Ireland will work with the Government of Uganda to influence pro-poor policy development and implementation through political and technical engagement in specific selected areas and targeted interventions – improving social protection and improving health and education outcomes. Internally, the Embassy will strengthen ways of working to build on the synergies and linkages across the programme.

Ireland's partnership with the Government of Uganda is key to all work in-country, and the CSP implementation will seek modalities that maximise support to Government priorities and policies, even though the programme will, in the main, not use Government financial systems.

Civil society plays a pivotal role supporting people engaged in their own development, advocating for and with the poor, vulnerable and marginalised, providing service delivery, and promoting inclusive policy dialogue with government. Ireland will support civil society to maintain space to be effective and vibrant, and strengthen the capacity of civil society actors to fulfil their role.

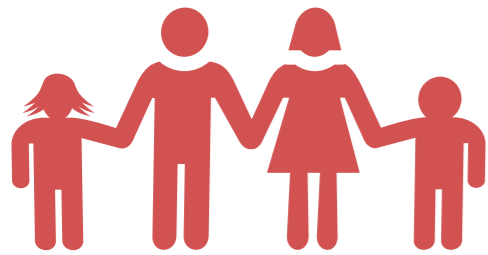


Karimojong children smile into the camera, Photo: Irish Aid

The strong focus on results will be supported by the clear results framework that has been developed (Annex 3). The development of a coherent approach to generating evidence and learning is set out under the Monitoring, Evaluation and Learning section below. A comprehensive risk management plan has been developed, with key risks reflected throughout the CSP, and set out in detail under Section 3. The CSP analysis has led to programme design that incorporates cross cutting issues of gender, HIV/AIDS, climate change and governance, as well as conflict sensitivity.

DEVELOPMENT PROGRAMME - INTERMEDIATE OUTCOMES

For each intermediate outcome there is a brief overview of context, outlining the central issues that are being addressed. This is followed by a theory of change, showing how the outputs and actions will contribute to the intermediate outcomes, and a short section outlining the key modalities that will be used. The expected outputs, the financial and other inputs proposed, and the strategies and cross-cutting issues that will be considered are also outlined for each intermediate outcome in turn. It needs to be borne in mind, however, that development in Uganda, as elsewhere, is not linear but is instead a deeply complex process with historical trajectories, geopolitical factors, deeply embedded social and economic structures, and formal and informal institutions all shaping the success, or otherwise, of development outcomes. The CSP provides a framework to understand this context, operate effectively within it, and adapt when and where necessary.

**INTERMEDIATE
OUTCOME 1****INTERMEDIATE OUTCOME 1 -**

An increased number of vulnerable individuals and households are accessing predictable incomes and have strengthened coping strategies through sustainable social protection and humanitarian programmes

Context

Although there have been significant reductions in poverty levels in Uganda, 63% of the population remains vulnerable - either experiencing absolute poverty, or at risk of falling back into absolute poverty. Vulnerability of people and chronic poverty in Uganda is clearly linked to household demographic characteristics. Older people, those living with disabilities, young children and female-headed households and, in general, larger households – with higher numbers of dependents – tend to be poorer. Around 15% of households in Uganda are classified as extremely vulnerable, with labour constraints, and are frequently excluded from development initiatives³⁶. In Karamoja 8 in 10 households are in the lowest quintile³⁷ and household hunger (regularly above 70%) is an additional important factor in vulnerability. Uganda's refugee population of close to ½ million is also particularly vulnerable to food insecurity and malnutrition.

³⁶ Social Protection Review Report, MGLSD, 2014

³⁷ Uganda Demographic and Health Survey, 2011

The political economy environment for social protection in Uganda is currently largely conducive. There are high levels of public and political support for Social Assistance Grants to Empowerment (SAGE) which directly targets the elderly. Clearly this conducive environment also brings risks which will require strong mitigation strategies.

Theory of Change

Those who are most vulnerable require effective targeted support provided through appropriate social protection mechanisms. A social protection intervention has potential for high impact on the poorest quintile of the population, as has been demonstrated in the (SAGE) pilot programme providing direct cash transfers. The Uganda Social Protection policy recognises that in addition to the direct social protection interventions (cash transfer) there are further interventions critical if social protection beneficiaries are to withstand risks and overcome shocks. These include interventions articulated in policies for agriculture, health, education, employment and finance sectors. These interventions covered by other policies and budgets are not part of the social protection policy but there is need to ensure policy coherence across these areas. At times of humanitarian crisis the vulnerable are particularly at risk. Uganda has its own level of vulnerability to humanitarian crises and there is need to respond promptly and appropriately to them. Karamoja is particularly vulnerable to food insecurity as are refugee populations. A well-positioned response mechanism will make an important contribution to reducing vulnerability by supporting the coping strategies of those affected.

The Theory of Change in this area is premised on the fact that there is need for an enabling environment for the development and implementation of inclusive social protection policies; there is need for government to work in a coordinated multi-sectoral manner with relevant Social Protection partners, allocating resources for the provision of direct income support to vulnerable populations. To date, Ireland along with the UK has played a pivotal role in the adoption, by the Government of Uganda, of this social protection approach. In a context of increased expenditure on infrastructure, the decision by the Government of Uganda to commit more resources to directly supporting the poor is a huge step-change where Ireland has played a catalytic role. Ireland's investment through the CSP will continue to provide political, technical and financial assistance to social protection systems, strengthening them to ensure a smooth transition from the cash transfer pilot programme in 14 districts, to a national programme covering 55 districts including all 7 districts in Karamoja. Ireland will engage in an advocacy and influencing strategy to maintain the current gains of the programme, building on the political incentives in favour of social protection, and monitoring and helping to manage key risks in the national roll-out of the senior citizens' grant.

Ireland will strengthen its partnership with both CSOs and the Parliamentary Social Protection Forum so that they can advocate for and monitor the Expanding Social Protection programme. Partnerships with CSOs will also include lesson learning from implementation experience, especially for the Karamoja region.

Modalities for Intermediate Outcome 1

The key modality of delivering this programme will be through the second phase of the Expanding Social Protection Programme (ESP 2). This will be under the overall leadership of the Ministry of Gender, Labour and Social Development (MGLSD), and a steering committee will provide strategic guidance and oversight. Based on the successful approach taken in ESP 1, a Social Protection fund manager will be engaged, working within a Programme Management Unit (PMU) in the MGLSD. The fund manager will establish a finance and accounting unit within the PMU and 7 regional programme support technical units. The fund manager will put in place financial management systems for the PMU and regional office operations, and make disbursements and payments in response to duly authorised requests from the PMU.

DFID and Irish Aid funds will be channelled through the fund manager, to be contracted by DFID. A payment service provider will also be contracted and will be jointly managed by DFID, Irish Aid, the fund manager and MGLSD. The PMU arrangements will enable the GoU to retain the leadership of the programme, with the fund manager assisting to drive and oversee systems development. Irish Aid is a member of both the steering committee and the management team and will actively engage in the management of the programme.

The second modality is the Humanitarian Response Fund. This is positioned to address urgent and unanticipated humanitarian needs in-country.

INTERMEDIATE OUTCOME 1 INDICATORS

- GoU financial commitment in Mid Term Expenditure Framework (MTEF) for social protection meets target of €34.31 million (149 billion UGX)
- % of sampled Senior Citizen Grant (SCG) recipients report improvements in their ability to meet their basic needs and having savings and productive assets (disaggregated by gender & districts)

Output 1 - National capacity of Ministry of Gender, Labour and Social Development (MGLSD) strengthened to lead, coordinate and implement inclusive social protection policy

Irish Aid will provide financial and technical assistance to support key activities such as the establishment of sustainable institutional arrangements for social protection, strengthening of the PMU within the MGLSD and the facilitation of gender mainstreaming across all aspects of ESP 2. In addition research and analysis will be conducted to inform the development and piloting of new and innovative social protection approaches to target other vulnerable groups³⁸ (such as the disabled), as well as strengthening linkages with other national programmes supporting vulnerable groups.

Output 2 - More Senior citizens benefit from regular, predictable direct income support.

Irish Aid will provide financial and technical assistance for the roll out of the SAGE programme to 40 additional districts, bringing the total to 55 districts, including all 7 districts in Karamoja, with 226,085 beneficiaries, over the period of the CSP. Activities will include support to improve financial management, accountability and payment delivery systems (to minimise the risk of financial loss as a result of cash transfers); strengthening staff capacity at national, regional and district levels; provision of referral and support mechanisms for beneficiaries to connect with broader complementary services; establishment of the SAGE Management Information System; and the development of a transparent and accountable



The programme will develop innovative monitoring and evaluation (M&E) and beneficiary support systems to manage risk and ensure quality payment services.

grievance management system to handle public complaints about direct income support programmes, and a whistleblowing facility to improve accountability for social protection. The programme will develop innovative monitoring and evaluation (M&E) and beneficiary support systems to manage risk and ensure quality payment services.

To maximise the impact of the Senior Citizen Grant among areas disproportionately affected by poverty, climate change and post-conflict challenges, enrolment within five districts in the Acholi, Karamoja and Lango sub-regions will be accelerated over the next 5 years, increasing by 100 people a year to achieve coverage of the oldest 500 senior citizens in each sub-county by 2020. In the Karamoja region – and possibly other areas with lower life expectancy if appropriate – the eligibility age will be 60 years for the Senior Citizens Grant, whereas it is 65 years elsewhere.

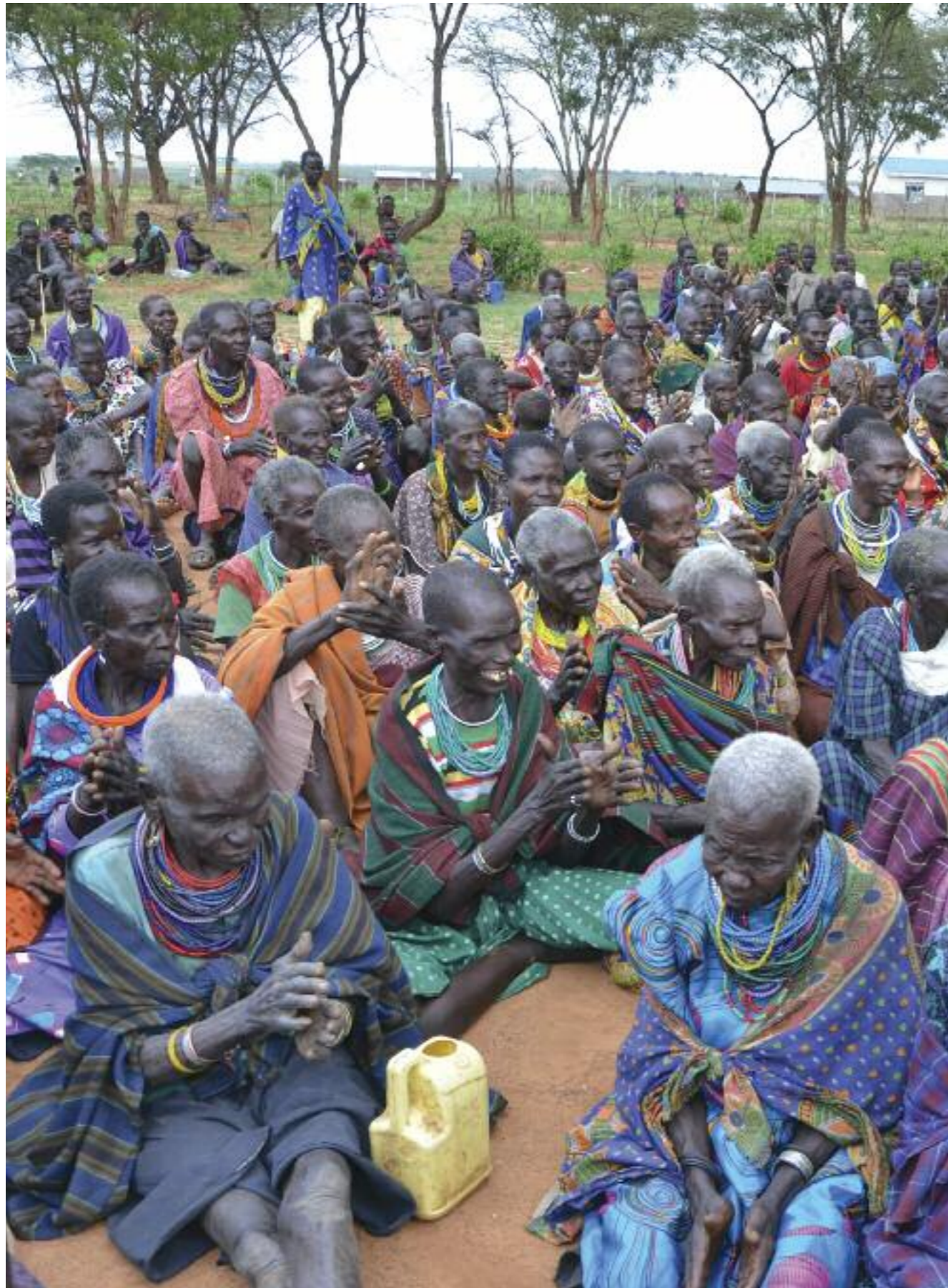
Output 3 - Greater public understanding of and demand for an accountable social protection system

Ireland will also continue to use available entry points for political engagement with government and other stakeholders to advance critical issues emerging from the various SP partners. The key objectives of this policy and political dialogue will be to encourage Government to honour their commitments to allocate funding to the SAGE programme as well as developing additional social protection mechanisms targeting vulnerable populations such as people living with disabilities. Supporting government led multi-sectoral co-ordination will also be priority issue. Irish Aid will strengthen its partnership with both CSOs and the Parliamentary Social Protection Forum so that they can stay engaged with the ESP programme. Ireland will support the capacity of civil society to monitor and strengthen accountability mechanisms within the ESP. Partnerships with CSOs will also include lesson learning, especially for the Karamoja region, in niche areas such as around climate change adaptation strategies and linkages between nutrition and HIVAIDS.

Output 4 – Vulnerable individuals and households are supported to prepare for, withstand and recover from acute shocks and stresses.

The implementation of the Humanitarian Response Fund will be aligned to Irish Aid's revised Humanitarian Assistance Policy (HAP, 2015) with a particular emphasis on gender, protection and on targeting forgotten and underfunded humanitarian crises. This

³⁸ Based on learning about targeting generated from work on Extremely Vulnerable Household grants in ESP1



SAGE female beneficiaries awaiting their turn at a pay-point in Moroto district, Photo: Irish Aid

pre-positioned support will provide fast responsive emergency funding in a context where HQ humanitarian funding is increasingly under pressure due to the current large numbers of protracted crises worldwide. Regionally Uganda plays an important role catering for large influxes of refugees over an extended period, from countries including DRC, South Sudan and Burundi. The importance of addressing refugee issues in the Horn of Africa and East Africa is highlighted in the EU's approach to addressing mixed migration flows in the region³⁹. As already noted, Karamoja, the area of particular focus of this CSP, is very vulnerable to crisis, and timely funding can assist in reducing the impact of extreme shocks, protecting development gains and addressing vulnerability. The Humanitarian Response Fund will be used to cover four key areas - (i) emergency response, (ii) acute crisis, (iii) early recovery and (iv) preparedness activities. HQ Humanitarian Unit guidance and technical input will be drawn upon in making decisions for the use of the humanitarian budget line to ensure coherence and best practice.

Financial Inputs

Between 2016 and 2020, Irish Aid contribution to ESP 2 will be €15 million, and DFID will contribute approximately £58.5 million (~ €81.9 million). It is expected that around 80% of development partner funding will contribute to direct income support including the SCG roll out, while the remaining funds will support policy development and implementation, institutional development and technical assistance.

In this same period, the GoU expects to contribute €34.31 million⁴⁰, which will support the scale up of the Senior Citizens Grant (beneficiary payments and a contribution to administrative costs) as well as office space for the PMU. This is an important statement of political commitment and support. GoU will also provide in-kind contributions by seconding MGLSD staff to work in the PMU and by making personnel available at the sub-national level to manage and monitor the programme. Over the course of the five years from 2015/16 – 2019/20 the GoU will contribute a growing share of the increasing budget for the rollout of the programme. The annual budget for 2015/16 is 63.96 billion UGX, and this will gradually increase to 93.23 billion UGX by 2019/2020. Over that period the GoU share of the annual budget will increase from 14% to 57%, and the development partners share will decline from 86% to 43%. Thus, there is an in-built mechanism in this programme for reduced reliance on external support and an eventual take-over by the Government of Uganda at around the time (2020) when oil revenues are expected to start coming in.

Key Risks and mitigation strategies

Risks related to sustainability, effective management and other areas will be mitigated by close collaboration with government partners, accompanied by high level political engagement by the Embassy in support of the roll out of the newly approved social protection policy.

Cross-cutting issues

Irish Aid will support the development and implementation of a gender strategy for the SP programme, and ensure that disability will be considered in the design of future instruments. Cross-linkages to other areas will be developed, for example using pay-points for provision of information on HIV/AIDS prevention.

³⁹ Context assessment to prepare the project 'Addressing mixed migration flows in Eastern Africa', draft report, August 2015

⁴⁰ Commitment of UGX 149 billion - using Economist Intelligence Unit projected Exchange Rate of UGX 4,342/€



In ESP phase 1, Irish Aid's contribution enabled the ESP programme to include the Karamoja region in the pilot phase and Irish Aid will continue to pay special attention to Karamoja in phase 2 of the ESP. A key part of the advocacy agenda will be to promote equitable implementation of the programme in remote areas. Due to the unique context in Karamoja there will be faster coverage of the SCG roll out with all the 7 districts to be covered in the first year. Conflict sensitivity requires that, given the ethnic divisions in the districts of Karamoja, the roll-out incorporates sub-counties belonging to different counties (ethnic groups) at each stage. Our active presence in Karamoja will enable us to monitor the roll out and impact of SAGE at a local and community level.

INTERMEDIATE OUTCOME 2

Intermediate Outcome 2 - Number of new HIV infections among youth and adults in Uganda, and particularly amongst adolescent girls, are stabilised/reduced

Context.

A recent report entitled *Defeating AIDS Advancing global health* (UNAIDS and *Lancet* Commission, June 2015) warned that unless the global AIDS efforts were drastically accelerated the world would face more HIV infections and deaths than five years ago. Whilst acknowledging Uganda's past successes in the fight against HIV, nonetheless the epidemic continues to outpace the national efforts to control it. Prevention remains a challenge with 99,000 new infections in 2014, yet almost 50% of all external support is targeted at care and treatment. The distribution of services and interventions is not consistent with the known burden of prevalence and does not adequately address the worst regions or groups. Coordination of the policy framework and the national and decentralised oversight mechanisms needs further development.

Young women and adolescent girls form the majority of people living with HIV. Karamoja is the region with the highest percentage of adolescent girls vulnerable at the individual level. Living in a low-density, post-conflict setting with a largely nomadic population, adolescent girls are extremely vulnerable to educational deprivation, child marriages, early childbearing, exploitative employment, and sexual and gender based violence. Over half of the girls aged 10-19 and nearly 75% of those aged 15-19 are out of school.

There are a number of critical political economy issues which need to be considered. HIV impacts across all of Uganda and all social groups driven by many factors including gender inequality and migration flows both nationally and regionally. In fact there is a close association between HIV transmission and disposable income. Nonetheless whilst the highest prevalence is not seen amongst the poorest, the impact of HIV/AIDs on the poorest is very high as they have less capacity to cope with the disease, lower nutritional status and less access to health care services.

It is also important to note that currently 80 to 90% of expenditure on the HIV response comes from development partners. The recent establishment of the HIV Trust Fund is a statement of the Government's intention to increase investment in this areas but will require concerted and co-ordinated advocacy from development partners and civil society.

Theory of Change

Evidence shows that the trajectory of the HIV and AIDS epidemic can be changed by adopting strategies aimed at high-impact interventions focusing on locations and populations with the highest burden of the disease (especially targeting the sources of new infections)⁴¹. Given that women and girls are most affected by the epidemic, investing in girls' education, leadership skills development and economic empowerment have proven effective in improving health outcomes. Furthermore, investing in the poorest girls in the poorest communities (many of who are out of school) also produces the greatest development dividend as they benefit most from increased reproductive health knowledge, financial literacy, and opportunities to stay in school. The sustainability of a national HIV response can only be assured when there is strong leadership, effective co-ordination, adequate resourcing especially from domestic sources and effective capacity to collect and manage strategic information for the responses.

Modalities for Intermediate Outcome 2

There will be a mixture of modalities used to achieve this Intermediate Outcome. Ireland will work with the Government of Uganda, multilaterals and civil society actors and others, building on existing partnerships where possible and entering into new and focused partnerships as appropriate. We will continue to actively engage in national dialogue and co-ordination structures as well as strengthened engagement in Karamoja.

Partnerships with UN multilateral agencies will be through the Joint UN Programme of Support on AIDS in Uganda (JUPSA), with funding channelled through UNAIDS⁴². Support will be provided to some key CSOs working in Karamoja through a HIV CSO network. Irish Aid will facilitate establishment of partnerships and collaboration between universities and institutions for research that will support evidence-based approaches, with funding channelled through UNAIDS.

Irish Aid will engage in policy dialogue at national level by participating in various key HIV/AIDs fora such as the Partnership Forum, the Partnership Committee, the annual Joint AIDS Review and the Uganda Global Fund Country Coordinating Mechanism. Each of these fora have sub-committees where Irish Aid will be able to provide strategic technical support. Advocacy on these issues will be taken forward in appropriate fora where Ireland is represented.

⁴¹ HIV/AIDs Programming Paper, Embassy of Ireland, 2015

⁴² The Joint UN Team on AIDS is the technical arm of the JUPSA. The list of agencies in the JUPSA are: FAO, ILO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UN Women and WHO

Intermediate Outcome 2 Indicator

Number of new HIV infections in Uganda (disaggregated by gender, age, geography).

Output 1 - Increased capacity of youth, young women and adolescent girls to prevent HIV and deal with its effects, particularly in Karamoja

Irish Aid will provide financial and technical assistance to support interventions focused on Karamoja, both in and out of school, that address HIV prevention, gender equality, and prevention of violence. This will include the establishment/expansion and use of youth friendly HIV prevention facilities and services for especially rural girls in Karamoja. Support will be provided for entrepreneurial and social skills training for women and girls (particularly those living with HIV) to enable them engage in productive livelihood/economic activities. Communities will be supported to address underlying social, cultural, gender and other factors that drive the HIV epidemic and incentivise those that demonstrate increased access to education and retention of adolescent girls and young women in schools or delayed marriage. Stigma and discrimination reduction interventions will also be part of the response.

Output 2 - Improved functionality of coordination structures for HIV at national level and districts in Karamoja

HIV coordination structures will have improved functionality for better service delivery. Irish Aid will provide financial and technical assistance for technical and institutional capacity building of national and local government structures, People Living with HIV networks and Civil Society Organisations in the Karamoja region. This will enable them plan, manage, monitor and coordinate HIV combination prevention programmes and service delivery with a particular focus on adolescent girls and young women. Other activities will include leadership and advocacy skills development and training with a particular focus on young people (especially those living with HIV).

Output 3 - More sustainable HIV/AIDS systems and structures increasingly financed by domestic resources

The GoU has enacted legislation to establish a HIV/AIDS Trust Fund, which will provide funding for the HIV/AIDS response in Uganda. This is in recognition of the need to increase domestic funding for the HIV/AIDS response as the current dependence on external funding (up to 80%) is unsustainable. Irish Aid will consider providing funds and technical assistance to support the establishment of the HIV/AIDS Trust Fund, if plans for this move forward. Support will also be provided to CSOs to continue delivery of gender transformative interventions. Country coordination will be made more sustainable, particularly through supporting data and information needs at different levels.

Financial Inputs

A total of almost €20 million will be provided by Irish Aid for the above areas, complementing the other supports provided in Uganda for the HIV/AIDS response (Global Fund for TB, Malaria and HIV/AIDS, the US PEPFAR programme, other development partners, and the Government's own response through the health and other sectors). Total funding needs for the period of the CSP is €4,268 million but there is likely to be a funding gap of €2,138 million.⁴³The AIDS Trust Fund is unlikely to drastically reduce the gap during the CSP given that it might require some time before becoming fully active and financed.

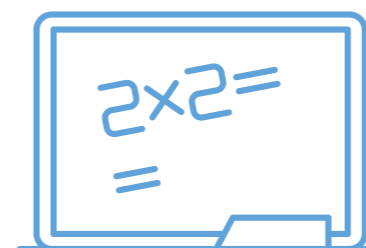
Key Risks and Mitigation strategies

⁴³ The case for strategic and increased HIV investment for Uganda 2015 to 2025- Uganda Aids Commission Feb 2014

This risk will be addressed through a range of measures including policy dialogue and advocacy, performance-based financing of partners, building the capacity of the Trust Fund for resource mobilisation from other sources as well as robust monitoring and regular audits.

Cross Cutting Issues

The risk of support not being sustained or well managed will be addressed through a range of measures including policy dialogue and advocacy, performance-based financing of partners, building the capacity of the Trust Fund for resource mobilisation from other sources as well as robust monitoring and regular audits. Opportunities to raise awareness amongst SCG recipients on HIV transmission and prevention will be explored. Education reduces the risk of HIV infection as evidence shows that young people who have stayed in school longer are more aware of HIV and AIDS and are more inclined to take protective measures. Also, investments in girls' education and economic empowerment improves health outcomes, with implications beyond themselves, for future generations. In partnership with the Governance programme the HIV/AIDS programme will continue supporting communities to monitor service delivery by the use of Citizens' Score Cards, advocate for robust, transparent governance and accountability for HIV and health in general and address stigma and discrimination by supporting the HIV/AIDS Stigma Index survey.



INTERMEDIATE OUTCOME 3

Intermediate Outcome 3 – Better access to and completion of quality education and training in marginalised areas with a focus on Karamoja

Context

In Uganda Universal Primary and Secondary Education has registered many successes, yet access and quality of education continues to pose major challenges for significant numbers of Ugandan children and youth. Although at primary level enrolment is high particularly at national level, progress from Universal Primary Education is slow due to low completion rates, with only 33 percent completing primary education⁴⁴, with little improvement over the past decade. Low quality of education service delivery plays an important role in this, with high repetition rates which are linked with high dropout rates at the primary school level. Many of those who remain in primary education do not achieve minimum levels of literacy and numeracy⁴⁵.

⁴⁴ Cohort survival to end of primary grade 7

⁴⁵ Education Paper, Embassy of Kampala, 2014

With the introduction of Universal Secondary Education in 2007, there has been increased access to secondary level education, but the highest level of access is still just over 30%, found in the central region⁴⁶. A high number of children drop out of the formal education system before they complete primary or secondary education, and the vocational training sector is very underdeveloped.

In the Karamoja region the indicators for primary, secondary and Business Technical Vocational Education and Training (BTVET) education are significantly poorer than for other regions of the country. In addition, many children and adolescents, particularly girls, are subjected to violence, and abuse in schools is a key factor in reduced school attendance in Karamoja. In addition, many children and adolescents, particularly girls, are subjected to violence, and abuse, and violence in schools is a key factor in reduced school attendance in Karamoja⁴⁷.

From a political economy perspective education is high on the list of government priorities and features strongly in the new NDP2 with a particular emphasis on skills development in recognition of the growing youth population. The sector is the second most funded sector, and although the share of the overall budget has declined in recent years it still has strong political support. The introduction of free primary, secondary education and skills training as well as the university loan scheme are all particularly popular amongst the poorest communities.

Theory of Change

Improving the quality of education, and retention and transition from primary to secondary, in Karamoja is premised on addressing the identified key constraints to education quality and access, making school and training institutions safe environments, where relevant learning takes place that equips young people to make progress in their lives, with improved choices, and where education is appreciated and supported by the community.

At primary schools level the focus will be on teacher quality and support supervision, implementation of policies that protect children, especially girls, addressing constraints that affect attendance and completion, and building the capacity and motivation of communities to support schools. From our past support to the provision of bursaries there is evidence that as well as increasing school enrolment and retention they have had a broader impact, for example contributing to increasing girls' self-esteem and reducing risky behaviour in relation to HIV/AIDS⁴⁸.

Given the youth demographics, with over 56% of the population nationally under 18 years of age, and the high population growth rate, this gap in education and skills represents a huge challenge to Uganda's future economic and social development. Employment opportunities are currently limited in Karamoja. The enhancement of labour market linked vocational training provision, through building institutional capacity, will link education to employment opportunities, and enable youth to be equipped with appropriate skills for the job market. The GoU has launched a new plan for BTVET (*Skilling Uganda*) that aims at increasing quality of and access to skills provision. In addition to addressing the above challenges at primary and secondary school level the implementation of *Skilling Uganda* will contribute to skilling those who have dropped out of the system. Support to implementation of the *Skilling Uganda* plan will

⁴⁶ Youth Map Uganda Assessment Volume 1.

⁴⁷ UNICEF, U Report, 2015

⁴⁸ Uganda CSP 2010-2014 Evaluation, Final Report, 2015



Students of Kangole Girls' School, Napak district, Photo: Irish Aid

make a contribution in establishing a comprehensive system of skills development for employment, enhanced productivity and growth. This is a critical area for development, with few development actors engaged at present, particularly in Karamoja.

Irish Aid will provide specific support to improving the quality and access of education in Karamoja. In doing so, we will build on many years of education support in the region – including through the construction of classrooms, laboratories, dormitories and teachers houses in 13 secondary school institutions and teacher training colleges, and more recently in 21 primary schools (the Karamoja Primary Education Programme). We will use this learning to influence policy-making and implementation, particularly in other marginalised areas, by bringing lessons from Karamoja to the national level to influence the education sector.

Modalities for Intermediate Outcome 3

The education programme will seek high level partnerships for implementation, building on existing relationships where possible. For Output 1 Irish Aid will consider building on its partnership with UNICEF – which is a lead organisation in primary education in Uganda (particularly on school improvement plans and girl child initiatives), and works closely with the Ministry of Education. In Karamoja UNICEF works closely at local government level and school level and can facilitate work with other partners. Further bi-lateral engagements with NGOs partners will be considered in order to deliver on specific result areas such as on child protection.

For work on BTVET Irish Aid will partner with the Belgian Technical Cooperation (BTC), an approach that supports Joint Programming amongst EU member states. BTC has experience and expertise in this sector and is currently developing BTVET programming in-country, including in Karamoja. Irish Aid will be an active member of the governance structure for this programme. During 2016, BTC will carry out a detailed analysis of the context to inform programme design. A labour market analysis will be conducted to identify current and future human resource needs as well as private sector engagement in human resource development. In addition an assessment of current vocational education provision in the region will be carried out. Working through the Karamoja Development Partners Group, which Ireland will chair in 2016, the Embassy will work closely with other Development Partners to identify how vocational education provision can complement and add value to Government and DP livelihoods and food security programmes.

Irish Aid will partner with a selected civil society organisation for management of the current bursary programme scheme which to date has supported over 1,500 needy students in the region, mostly girls.

Intermediate Outcome 3 Indicators

- % of pupils reaching defined levels of competency in literacy proficiency and numeracy (*disaggregated by gender for Primary 3 (P3) national and Karamoja*)
- Transition to Senior Secondary 1 (S1)
- % of girls completing secondary level education

Output 1 – Quality of Primary Education improved in Karamoja

Irish Aid historically has made significant contributions to improving access to education, with a focus on schools building infrastructure, as noted above. This CSP will place more emphasis on quality of education, particularly at the primary level where the quality is low and has a high impact on the dropout rates. The Ministry of Education policy and current strategic direction for quality primary education is (i) improving literacy and numeracy and (ii) strengthening and motivating the teaching force. In line with this Irish Aid will focus on improving literacy and numeracy at lower primary level, while addressing other constraints to education in the region.

To enable more girls to have more years in school, Irish Aid will promote a conducive learning environment for girls at local level by supporting the implementation of the relevant national strategies – *Violence against Children Strategy* and the *Strategy to end child marriage and teenage pregnancy*.

Activities will focus on improving teacher effectiveness through training, provision of relevant instructional materials and monitoring and assessment of learning achievements. Working with other stakeholders will involve district dialogue and supporting district education improvement plans that specifically address constraints to education in the region, such as pupil and teacher attendance, support supervision and community engagement in education. The programme will also support school improvement plans that address issues of governance, attendance and learning in schools. Irish Aid's support to both districts and schools will enable the particular challenges in the region to be addressed in an innovative manner.

Output 2 – Increased Access to and retention in post-primary education in Karamoja

This output will be achieved through two interventions – a broad programme of support to BTVET, and provision of bursaries to targeted individuals to attain post-primary education (secondary, vocational and university).

Activities to support improved access to skills development in Karamoja will focus on improving capacity of selected institutions and support to specific training initiatives and programmes within institutions through a Skills Development Fund. This is a new, but important, area of work for Irish Aid, aiming to provide marginalised youth with employable skills through both formal and informal training programmes. Decisions on which skills and institutions to prioritise will be based on research and detailed project design early in the CSP to ensure that skills and training are identified which facilitate access to employment and/or support business development in the Karamoja region.

Irish Aid will continue to support a targeted bursary programme, which will focus on Karamoja. Support will be provided for transition to secondary level from S1 up to Senior 4 (S4). After S4 bursary holders can either choose to progress to A-level or go to a vocational training institute for a period of two years. Irish Aid will also support access to university at both degree and diploma level. A particular focus will be given to supporting access to education and training which respond to identified skills gaps in the Karamoja region such as education and nursing.

Output 3 – Strengthened capacity for development, implementation, coordination and monitoring of key legislation and policies at national and district level

At national level, Irish Aid will continue to engage in sector dialogue and participate in key fora such as the Education Sector Consultative Committee meetings and the Education Development Partners Group. Ireland's advocacy in relation to marginalised areas and sharing learning from Karamoja will be particularly relevant in the Basic Education Working Group and the BTVET working group. For the implementation of programmes under output 1 and 2 Irish Aid will ensure Ministry and Local Government engagement in the design, launch and regular monitoring of those programmes. Irish Aid will also support the capacity building of the education sector through the provision of fellowships under the Irish Aid Fellow Training Programme funded from Irish Aid HQ.

Through strengthened monitoring evaluation and learning Ireland will ensure that lesson learning at Karamoja level is reflected in national-level policy dialogue. Irish Aid will also work with the Ministry to review issues of school feeding in Karamoja, issues such as teacher recruitment, deployment and supervision as well as governance issues, providing research support where appropriate.

Financial Inputs

Education at 2,029 billion UGX (~ €573 million), accounts for 14.4% of the approved Government budget for 2015/16. The GoU's % share of this budget is about 90% and development partner's share of on-budget support to education is about 10%. GoU's absolute and % support to education has increased. Irish Aid will provide a total of €18.5 million to education during this CSP.

Key Risks and Mitigation Strategies

One of the key risks identified is the reduction in funding to the education sector budget by Government. Mitigation strategies will include high level political engagement, active engagement with education development partners, and working proactively with the KDPG to promote adequate resource allocation to Karamoja.



INTERMEDIATE OUTCOME 4

Cross Cutting Issues

There is a comprehensive gender analysis which informs the development of the CSP. In the education component actions to address specific barriers to girls' retention in the education system are being built into programme design - at local level in schools, at district and community level, and at national level promoting progressive policy implementation. There are many important links between education and HIV/AIDS as discussed under intermediate outcome 2, and increased retention of girls in school is an important factor in reducing adolescent girls' vulnerability to HIV/AIDS. Governance at all levels in the education system needs to be improved, and participatory approaches will be supported in this programme around parental and community engagement, with a drive for more accountability at district level and continued vigilance regarding national and district level budget allocations for education.

Intermediate Outcome 4 - Citizens are better informed and empowered to realise and protect their rights

Context

In Uganda although there is a functioning democracy, with relatively free media and a vibrant civil society, there continue to be concerns regarding the quality of governance and accountability which can mitigate against equitable resource allocation. Instances regarding the violation of human rights and fundamental freedoms, and restriction of civil society space have re-occurred, as reported in the Uganda Human Rights Commission's annual reports.

Ireland has supported interventions that built capacity to deliver reforms through accountability and oversight institutions, including the Office of the Auditor General (OAG).

Theory of Change

The Theory of Change is based broadly on the premise that improvements in governance and accountability will be made by a stronger civil society, engaging with a more accountable state.

A stronger civil society can ensure that vulnerable/ marginalised citizens have a voice (are knowledgeable about their rights and how to claim them), and empower citizens to engage more effectively with government, institutions and leaders to promote



An elderly Karimojong woman casts her vote in Moroto district during the 2016 General Election, Photo: Irish Aid

transparency and accountability and access their rights. There is a need for continued engagement with government institutions to encourage an enabling environment for civil society and to improve the capacity of government institutions to be responsive to citizens' needs. Brokering and convening new relationships between a wider group of stakeholders to discuss collective action problems, and allowing these groups to build trust and engage can achieve better policy and legislative outcomes.

Modalities for Intermediate Outcome 4

A key implementation modality will be the Democratic Governance Facility (DGF), which has proven to be a successful approach within the context in Uganda. The DGF is one of the largest programs of its kind in Sub Saharan Africa, with a proven track record in supporting voice and accountability, access to justice, human rights and democratisation. It provides a coherent approach between development partners in an area critical for achieving inclusive development. The DGF is a joint donor programme supported by Austria, Denmark, Ireland, the Netherlands, Norway, Sweden, the UK and the EU. This facility engages with and financially supports CSOs and relevant state agencies to increase their capacity to be effective across a range of important areas. These include capacity to create citizen's rights awareness and promotion, to improve access to justice and protection of human rights and to promote civic space and accountability. Support is also provided to service delivery especially in regard to improved legal aid service provision and outreach. Human Rights Defenders (HRD) organisations are specifically supported to promote protection, and conduct advocacy and strategic research for protection and respect for rights

A second modality under the Governance intervention will be limited direct bilateral support to one or two CSOs and accountability institutions for specific strategic interventions (existing or emerging) that are key for better implementation or quick impact. In the early part of CSP implementation consideration will, for example, be given to supporting CSOs supporting human rights defenders, or organisations working in Karamoja on human rights and governance and the rights of adolescent girls. This is in recognition of the key role that human rights defenders play and also a recognition of the fact that for human rights defenders to be able to continue empowering citizens to realise their rights, a network of support has to be created to mitigate the consequences that may befall them in execution of this work. However, support under this component will be flexible enough to accommodate other strategic areas that may emerge during the period of the CSP implementation.

Intermediate Outcome 4 Indicators

- Number of reported human rights abuses registered with and conclusively investigated by UHRC
- Extent of Media Freedom (Freedom House's Press Freedom Index)
- Voter Participation in Local and National Elections (disaggregated by region and gender)

Output 1 - Strengthened influence on development and implementation of key legislation and policies

A combination of support to Civil Society, and policy and political dialogue will be employed to achieve this output. Support to Civil Society, primarily through the DGF, will include citizen education, citizen monitoring of government performance, and advocacy. There will also be support that is aimed at influencing legislation and policy design, development, adoption and implementation.

Output 2 - Strengthened CSOs engaging more effectively with marginalised citizens on rights and accountability

Ireland will, through DGF, support CSOs and relevant state agencies to improve their functionality in promoting citizen's rights awareness and activities that improve access to justice and protection of human rights. Ireland has a strong track record in the Justice, Law and Order Sector (JLOS) and although direct sector support is not included in this CSP, engagement with JLOS structures will continue where feasible. Support will be provided to enable CSOs to engage with all stakeholders on activities that promote civic space and accountability. There will also be support to service delivery especially in regard to improved legal aid service provision and outreach. Specific themes will be prioritised – HRDs, CSOs working in Karamoja on human rights and governance and the rights of adolescent girls. Specific capacity building support will be provided, also through the DGF.

Output 3 - Increased impact of specific accountability institutions

During the implementation of the CSP, consideration will also be given (through DGF or, in a more modest way, bilaterally) to supporting state accountability institutions that contribute to empowering the citizens to hold government accountable and respect their rights. In the meantime the capacities of selected accountability institutions will continue to be strengthened through provision of fellowships to staff and support provided through the DGF.

Financial Inputs

There are no overall figures available for development partners' contribution to JLOS, but The total DGF Budget for 2015/16 is €28.4 million. Ireland's total contribution to this Intermediate Outcome area over the five years of the CSP will be €15.65 million.

Cross-cutting issues

The programme will specifically work with local partners in Karamoja, and with national strategic partners to strengthen grass-root democratisation processes, advance human rights and improve access to justice, accountability and public service delivery in that region. Design and implementation of the programme will ensure that gender mainstreaming is fully incorporated, will continue to support organisations addressing rights of persons living with HIV/AIDS, and supporting communities to monitor service delivery, particularly for social protection, HIV and education. The rights of adolescent girls will be a particular focus.

Gender Based Violence (GBV) Tr2 Year Transition Programme

The CSP will continue to address issues of Gender Based Violence through the programming for Social Protection, HIV, Education and Governance as illustrated above but will not continue to implement a stand-alone GBV programme. During the initial period of the CSP there will be a two year transition for the existing GBV programme in Busoga to ensure that the gains made in addressing GBV to date can be sustained after Irish Aid programme support is completed.

The Joint Busoga GBV Programme has successfully brought together different government and non-government actors. The programme has worked on four result areas - (i) strengthening coordination at national and district level for effective GBV prevention and response; (ii) enhancing capacity of duty bearers for prevention and response to GBV; (iii) mobilising communities, and especially men, for prevention and response to GBV; and (iv) Generating and disseminating GBV data for policy, programming and advocacy purposes.

This transition period will employ a two-pronged approach to developing sustainability. There will be advocacy to influence national and district processes for increased resource mobilisation and allocation for GBV response in the future. There will also be work over the period of the programme to identify potential external support to facilitate continuation of the successful GBV shelter services in Busoga. In addition the programme will ensure that learning that has been generated will be well documented and shared.

WIDER EMBASSY WORK

The Whole of Embassy approach, with each area of responsibility working in coherence with the others, is a critical feature of the CSP which will contribute to better results across the board – ultimately contributing to the priority areas of the Global Island. Annex 4 illustrates the outcomes, outputs and indicators for each of the following areas, thus ensuring that the results based management approach is used across the work of the Embassy – and these will be reflected in the annual Business Planning and reporting processes.

Global Island Goal - *Our People*

Intermediate Outcome - Embassy provides high quality support services to Irish community/diaspora, visa services to Ugandan and Rwandan citizens and promotes Irish Culture.

The Embassy of Ireland will support the priority area of 'our people' through (i) the provision of support to Irish citizens travelling to and working and living in Uganda and Rwanda (ii) growing engagement with the Irish diaspora in line with *Global Irish: Ireland's Diaspora Policy*, and (iii) promoting Irish culture in Uganda and Rwanda. During the CSP the Embassy of Ireland will continue to improve the quality of its services to Irish citizens. The growing engagement with the Irish diaspora in Uganda will build on existing work with the long-established Irish Society. Support is being provided in late 2015 through the Emigrant Support Programme for the role of the Irish Society in assisting the more elderly members of the Irish community in Uganda, and this approach will be built on during the CSP period.

The Embassy has more recently supported two other important networks - the Irish Business Network in Uganda and the Irish Alumni Network in Uganda. Support has been provided in late 2015 for the Business Network to formalise, develop a website

(with links to Business Ireland Kenya), and participate in the newly-established European Business Forum in Uganda. Links will be promoted with Business Ireland Kenya and Business Ireland South Africa (BISA).

Meanwhile, the Uganda Irish Alumni Association has recently been formalised and is making strides in building connections for mutual benefit and promoting education in Ireland, in line with Ireland's International Education Strategy (currently being reviewed). In the academic year 2014-15, a total of 21 students from Uganda studied in Ireland, making Uganda the largest source of students from amongst the Irish Aid Key Partner Countries in Africa.

Further strengthening of these networks and ensuring that their mandates and activities are well aligned will be pivotal in ensuring that the relationship between the Irish diaspora and Ireland is nurtured and developed for the mutual benefit of both. Cultural diplomacy will be promoted to create an affinity between Uganda and Ireland and to contribute to the deepening of ties. The Embassy will continue to have a focus on the St. Patrick's Day celebrations (including by participating in Tourism Ireland's *Global Greening* campaign), and will work with local partners to showcase one aspect of Irish culture each year with the support of Culture Ireland and other sources of funding.

The Embassy will also continue to play an important role in providing travel advice and in promoting the safety and security of Irish citizens and Embassy staff in Uganda and Rwanda.





Global Island Goal - *Our Prosperity*

Intermediate Outcome - Trade and Investment is supported between Ireland and Uganda/Rwanda

In recent years, the Embassy network has been re-orientated to better support economic promotion. Through economic diplomacy the Embassy of Ireland in Uganda is aiming for '*an effective contribution to creating jobs, growing exports, securing inward investment and promoting tourism and education in Ireland.*' (DFAT Statement of Strategy 2015-2017).

As noted above, trade between Ireland and Uganda is currently at modest levels (and with Rwanda even more modest), and while this is not expected to grow significantly in the next 5 year, there is potential for some growth and Uganda and Rwanda will be important markets within the East African Community which has a total market size of over 140 million people and an estimated GDP of US\$99.8 billion.

As part of a regional approach to trade and investment promotion, the Embassy of Ireland in Uganda together with other Embassies in the region (in particular the Embassies of Ireland in Kenya and Tanzania) and state agencies have a role to play in ensuring that Irish companies are well positioned and facilitated to take advantage of longer term opportunities in the rapidly growing economies of East Africa. Enterprise Ireland undertook a scoping visit to Uganda in 2014, and plans are afoot for a regional presence in Nairobi in the near future. A regional approach by the Embassy network in East Africa will be promoted, to possibly include structured experience-sharing, the collection of information and links across embassy websites, joint support for regional organisations and joint scoping and planning for trade missions and trade promotion. The Africa-Ireland Economic Forum provides a useful space for promoting trade and investment in Africa, and in the region, and participation by Uganda and Rwandan actors in this will be encouraged.



Devenish Nutrition Model Pig Farm and Feed Mill in Hoima, Photo: Devenish Nutrition

Furthermore, engagement will be promoted with state agencies in Uganda such as the Uganda Export Promotion Board (supported in the past through Traidlinks) and the Uganda Investment Authority, for which support is being provided in late 2015 for FDI promotion (from HQ Africa Strategy Implementation Fund). Linkages will be encouraged between Irish and Ugandan institutions in the area of trade promotion, with a particular focus on sharing some of the learning from Ireland in areas of great interest to Uganda (especially agro processing, tourism, ICT, aviation and pharmaceuticals).

Finally, Irish businesses that do invest in Uganda will be supported through the Embassy functions of liaising with the authorities, making connections, sharing information and advice, and providing Embassy services. Efforts such as those of Devenish Nutrition in Hoima (pig feed mill industry, supported by the African Agri-Food Development Fund in 2014) will be learned from and built on.



Global Island Goal - *Our Place in Europe*

Intermediate Outcome - Ireland's influence on and engagement in EU mechanisms increased

The EU is an important conduit for Ireland in Uganda in promoting trade and development and in fostering a high-level political dialogue (including through six-monthly Article 8 meetings). The Embassy will continue in the CSP period to play a strong role in this regard, both in terms of engaging through Department of Foreign Affairs and Trade (DFAT) at the Brussels level, and in participating in local EU structures and contributing to the formulation of EU positions in Uganda. Ireland



contributes to the European Development Fund (EDF) programme in Uganda and the Embassy will continue to participate in relevant discussions and engagement locally in that regard.

In terms of the EU response to global challenges, promoting stability and development in Africa has been identified as a key foreign policy priority for Ireland⁴⁹. In the regional context, Uganda is a relatively stable country in a neighbourhood which is characterised by conflict, for example in South Sudan and the DRC and more recently in Burundi. The EU and its Member States, including Ireland, will continue to engage with the Government of Uganda in supporting a positive role for the country and in engaging in regional peacebuilding efforts.

Global Island Goal - Our Influence

Intermediate Outcome - Increased internal capacity to deliver strategy, improved communications and enhanced accountability.

The outcomes in the priority area of 'our influence' are pivotal in ensuring that the CSP can be implemented in an effective and efficient manner, with due regard for value for money and with accountability at the core. Important elements in this include having a staff complement with the required skills set in place, strengthened programme cycle management, a well-functioning risk management system and strengthened communications between HQ and Embassy Kampala. These areas are further elaborated in Section 3 below, *Managing for Development Results*.



⁴⁹ *Global Island*, pg. 71



03 SECTION 3 MANAGING FOR DEVELOPMENT RESULTS

A Karimojong woman waters her kitchen-garden in Kotido district, Photo: Irish Aid

A key strategy for the implementation of this CSP is the strong focus on results, from design to evaluation. The CSP Programme Results and Performance Management Framework as set out in Annex 3 has been developed to ensure that there is clarity around the results that are expected, and that indicators (adapted from the *One World One Future* Framework for Action) are carefully chosen to assess progress.

Monitoring, Evaluation and Learning (MEL)

A holistic approach to monitoring, evaluation and learning will be applied during the course of the CSP. This will facilitate systematic lesson learning, and the adaption of plans in order to keep the overall CSP on track. As noted earlier, the CSP is being implemented in a complex environment where other factors are coming into play, and where circumstances can change. If such learning indicates the need for significant changes in the CSP (at Mid-Term Review or another stage) the Embassy will seek to undertake the necessary adaptation of approach utilising the approval mechanisms provided for at HQ level.

Planning for MEL commenced at CSP development, and key events in the MEL plan (see Annex 6) during the lifetime of the CSP will include: an inception workshop which will include a review and further finalisations of the results framework as well as clarification on evaluation questions; annual (or more frequent) CSP implementation monitoring and learning reviews; annual reporting and annual planning in line with the Embassy Business Planning; Mid-Term Review of the CSP and the end of CSP evaluation and learning.

At an early stage in the CSP an inception workshop will be held to review outstanding internal and external quality appraisal comments on the CSP and undertake any additional planning that is required, including refining the Results Framework, and preparation and planning for the external CSP evaluation.

Data for the Results Framework, still a work in progress, will be collected and compiled at the initial stage of the CSP. Targets will be included where possible, preferably based on partner planning targets⁵⁰. Additional capacity for monitoring, evaluation and learning will be in place for this CS.

At the outset of the CSP a calendar will be developed showing planned relevant sector reviews and evaluations⁵¹ and during the course of the CSP any additional reviews will be added as they arise. Irish Aid staff will engage in these reviews as appropriate. Other learning events may include meetings of advisors from the Irish Embassy network to share experiences. All of these will feed into the annual reviews, the mid-term review and the end of CSP evaluation.

Key research gaps will be identified during the programme design stage and on an ongoing basis as part of learning and review processes. Partners will be supported to identify and conduct research as part of the programme design and implementation. The mission may also commission specific research if specific gaps are identified, in line with the Irish Aid *Research Strategy*.

Based on learning from the last CSP, the importance of planning for monitoring and evaluation from the outset has been understood. The Mid-Term Review will be an important stage in the CSP for making decisions on future programme direction and modalities. An external CSP evaluation, which will focus on both accountability and learning, will be prepared for and planned with the Evaluation and Audit Unit, and this will be advanced at the inception workshop stage, early in the first year of the CSP.

Risk Management

Strong risk management is included at all levels of the Country Strategy. Department Guidelines have been used in identifying risks as Reputational, Strategic, Financial or Operational. Strategic risks are regularly reviewed by the Embassy’s Risk Team and by other teams, with appropriate action being taken as required.

Fiduciary risk will be managed through a strong programme cycle management system which includes organisational capacity assessments as well as a programme of audits, commissioned by partners and by the Embassy where necessary. An annual Embassy audit will be commissioned, looking at overall financial management and controls, and compliance with the Revised Financial Management Guidelines of Irish Aid. In addition, the Internal Audit function at the Embassy will continue to carry out occasional reviews of Embassy systems with a view to identifying any weaknesses that will need to be addressed

Budget

The indicative budget for the Country Strategy shown below (and in greater detail in Annex 5) shows the levels of funding in each intermediate outcome area, totalling €82.9 million over the 5-year period of the

⁵⁰ Although it is expected that most of this data will be gathered from existing sources, additional research may be needed to provide additional data.

⁵¹ By GoU, other development partners, CSOs etc.

CSP. In addition an estimated €30 million may be provided for development in Uganda from elsewhere in Irish Aid based on the €6.2m provided for civil society, missionaries, research, and fellowships in 2014. Therefore, the **total investment by Ireland in Uganda is estimated to amount to over €100 million in the period 2016-20.**

The rationale for the budget allocations has been based on a number of criteria, which vary according to **Budget and Channels of Disbursement**

Summary Budget for Uganda CSP 2016-2020 – all figures are multiplied by €1,000,000						
AREA	2016	2017	2018	2019	2020	TOTAL
INTERMEDIATE OUTCOME 1 Social protection and Humanitarian response - Accessing regular and predictable income	4.10	4.10	4.10	4.10	4.10	20.50
INTERMEDIATE OUTCOME 2 Reduction /Stabilisation of HIV Incidence Rates particularly Adolescent Girls	3.9	4.00	4.00	4.00	3.90	19.8
INTERMEDIATE OUTCOME 3 Better access to quality education with focus on Karamoja	3.4	3.70	3.70	3.70	3.70	18.2
INTERMEDIATE OUTCOME 4 Empowerment and protection of citizen rights	2.95	3.10	3.15	3.15	3.15	15.5
GBV transition programme	0.50	0.60				1.10
Programme Management	0.90	0.90	1.00	1.00	1.00	4.80
Technical & Programme Support Fund	0.40	0.50	0.50	0.50	0.50	2.40
Karamoja Liaison Office	0.05	0.10	0.15	0.15	0.15	0.60
TOTAL	€16.2	€17.00	€16.60	€16.60	€16.50	€82.9

whether the proposed budget funds a new or an established partnership. These criteria include the quality of results achieved to date as attested to during the CSP evaluation as well as through ongoing monitoring and reporting. The track record of the partners and their capacity to manage funds effectively is another important criteria which is established through Organisational Capacity Assessments and ongoing audits and monitoring. The levels of risk associated with the proposed expenditure are also assessed, as well as the other sources of funding to the sector/partner from Government and other Development Partners.

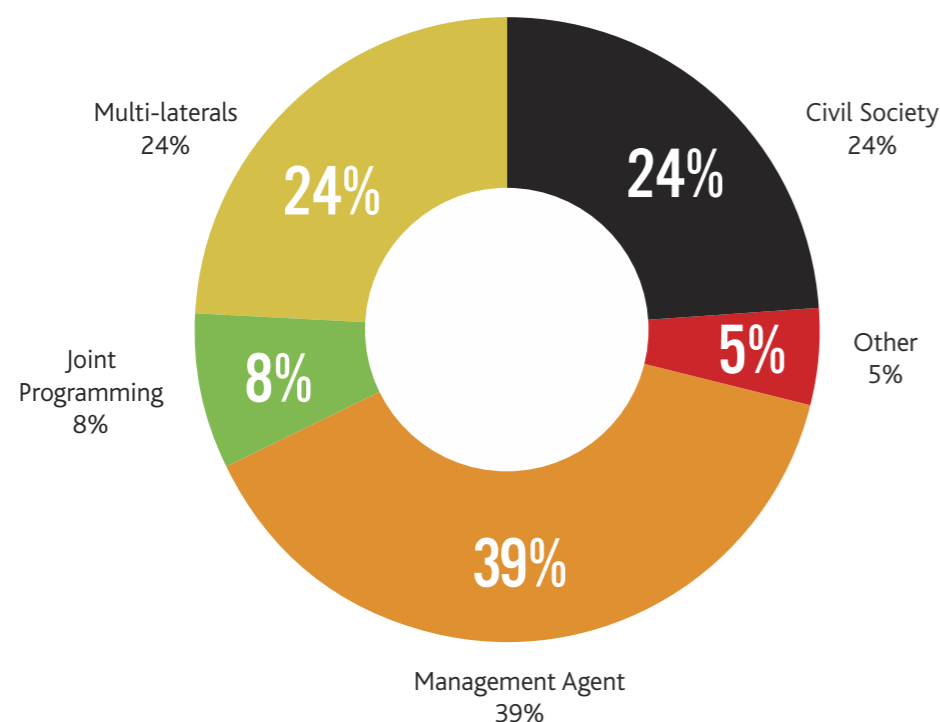
A significant portion of the budget will be allocated to Karamoja. On education, close to 100% of the budget will be expended there, with an estimated 57% of the HIV budget going to Karamoja. Although Irish Aid funding to social protection and the DGF programmes is not specifically earmarked to Karamoja, it is estimated that approximately 13% and 10% respectively of the budget will be expended there. *Therefore an estimated average of 45% of the total budget will be spent directly in Karamoja.*

The PFM environment will be monitored and reviewed throughout the period of the CSP. This monitoring will include participation in the Partners for Democracy and Governance (PDG) structure by the HOM, engagement in the Accountability Working Group (and inclusive of assessing and responding to the content and findings of its Core Script), the PFM Working Group and attendance at the Public Expenditure Management Committee (PEMCOM) and the Financial Management and Accountability Programme (FINMAP) meetings.

Government financial systems will in the main not be used to deliver the Irish Aid programme in Uganda. However, there are some, albeit limited, areas where Government financial systems could be utilised for specific activities, to be determined in the programming phase, such as support to accountability institutions. A follow up PFM assessment to be conducted in advance of the Mid Term Review (MTR) will inform whether there can be a phased return to using government systems.

The ratio of the different *channels of disbursement* for the CSP financing are shown in Figure 3:

Figure 3. Disbursement Channels for CSP 2016-2020.



The Technical & Programme Support Fund is designed to provide strategic support for the achieving results under each of the four Intermediate Outcomes. Clear criteria have been developed for the use of this Fund. It will finance high-impact interventions and will be operated in a manner which is responsive to emerging needs and changing contexts. The Fund will mainly support research related to specific programmes, technical support in identified areas, CSP preparation and monitoring, linkages between Ireland and Uganda/Rwanda, as well as the Head of Mission fund.

Programme Management Costs for the CSP have been carefully budgeted, and reflect a streamlined staffing structure. A modest budget is in place for the functioning of the Karamoja Liaison Office, which is a vital facility to support the work of Irish Aid in that region.

Value for Money

Value for money has been an important consideration in developing the CSP. The approach taken is about 'doing the right thing' (spending money to achieve the right results) and 'doing it right' (spending that money as efficiently as possible). This means using resources efficiently, economically and without waste, with due regard to total costs and benefits and contribution to outcomes.

Strong processes are in place to ensure VFM. These processes include MfDR which provides clarity in relation to results and is a key VFM tool. Strengthening of Programme Cycle Management (PCM) will put in place more robust processes at all stages of PCM. At commencement of interventions⁵² detailed, costed work-plans will be assessed to ensure that budgets are cost-effective and reasonable; there is a robust procurement system in place and close monitoring will be ensured through the MEL Plan.

⁵² Programming Workshop, May 2015 - VFM presentation



Greening of The Equator at Buwama along Masaka Road as part of the Global Greening Initiative Photo: Embassy of Ireland to Uganda

Mapping CSP to One world Our Future and sustainable Development Goals (SDGs)	59
Whole of Embassy Logic Model	60
Results and Performance Management Framework for Uganda CSP 2016-2020 (Global Island: Our Values)	61
Results and Performance Management Framework for Uganda CSP 2016-2020 (Global Island: Our People, Our Prosperity, Our Place in Europe and Our Influence)	65
CSP 2016-2020 Budget	66
Monitoring, Evaluation and Learning Plan	67

ANNEX 1 MAPPING CSP TO ONE WORLD OUR FUTURE AND SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Key contributions to SDGS		Key areas of contribution to OWOF/FFA		The Logic Model
Goal 1 Goal 10	End poverty in all its forms every where. Reduce inequality within and among countries.	Goal 1 Goal 2 Goal 3	Reduced Hunger, Stronger Resilience Sustainable development, inclusive economic growth Better Governance Human rights and Accountability	Goal- Poor, vulnerable and marginalised individuals are better able to attain a decent living in line with the Second National Development Plan.
				Outcome 1
Goal 1 Goal 10	End poverty in all its forms every where Reduce inequality within and among countries	Outcome 1 Outcome 2	When crises and conflicts occur, the loss of life is minimised and human suffering is alleviated Poor citizens, communities and states are better prepared for, better able to cope with and better placed to recover from stresses and shocks	Increased resilience of poor, vulnerable and marginalised citizens and households with a focus on Karamoja.
				Outcome 2
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, inclusive and institutions at all levels	Outcome 10	Poor and marginalised citizens realise their rights and actively participate in the development of their societies	Improved accountability and realisation of rights for poor, vulnerable and marginalised citizens/individuals
				Intermediate Outcome 1
Goal 1 Goal 10	End poverty in all its forms every where. Reduce inequality within and among countries.	Outcome 2 Outcome 6	Poor citizens, communities and states are better prepared for, better able to cope with and better placed to recover from stresses and shocks Developing countries are better able to use domestic resources to reduce poverty KRA 2- Increased preparedness of poor citizens and states for stresses and shocks KRA 1- Inclusive and sustainable public expenditure targeted towards poverty reduction	An increased number of vulnerable individuals/ households are accessing predictable incomes and have strengthened coping strategies through sustainable Social Protection and humanitarian programmes.
				Intermediate Outcome 2
Goal 3 Goal 5	Ensure healthy lives and promote well being for all at all ages Achieve gender equality and empower all women and girls	Outcome 7 Outcome 8	Poor and marginalised citizens are better able to attain a decent living, including improved health and education outcomes and increased and improved employment opportunities Reduced inequalities between men and women in accessing resource and benefits of development KRA 3- Improved access to and attainment of quality health by poor and marginalised citizens KRA 2- Equal access to quality essential services	Number of new HIV infections among youth and adults in Uganda, and particularly amongst adolescent girls are stabilized/reduced.
				Intermediate Outcome 3
Goal 4 Goal 5	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Achieve gender equality and empower all women and girls	Outcome 7 Outcome 8	Poor and marginalised citizens are better able to attain a decent living, including improved health and education outcomes and increased and improved employment opportunities Reduced inequalities between men and women in accessing resource and benefits of development KRA 2- Improved access to and attainment of quality education outcomes by poor and marginalised citizens. KRA 2- equal access to quality essential services.	Better access to and completion of quality education and training in marginalised areas, with a focus on Karamoja
				Intermediate Outcome 4
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, inclusive and institutions at all levels.	Outcome 9 Outcome 10	Public Governance systems and structures are more responsive and accountable to citizens, in particular the poor and marginalised Poor and marginalised citizens realise their rights and actively participate in the development of their societies KRA 2- public governance systems have the capacity to be effective KRA 1- poor and marginalised citizens empowered and informed to realise and protect their rights	Citizens are better informed and empowered to realise and protect their rights

ANNEX 2 WHOLE OF EMBASSY LOGIC MODEL

Goal: To advance Ireland's values and interests in Uganda							
Our People	Our Prosperity	Our Values				Our Place in Europe	Our Influence
Overall Goal: To Promote Ireland's values and interests in Uganda							
High quality consular support provided to Irish and Ugandan/Rwandan citizens	Trade & investment is supported between Ireland, and Uganda/Rwanda	Programme Goal				Ireland's influence on & engagement in EU mechanisms increased	Increased internal capacity to deliver strategy, improved communication and enhanced accountability
		Poor, vulnerable and marginalised individuals are better able to attain a decent living in line with the Second National Development Plan					
		Outcome 1		Outcome 2			
		Increased resilience of poor, vulnerable and marginalised citizens and households with a focus on Karamoja.		Improved accountability and realisation of rights for poor, vulnerable and marginalised citizens/individuals			
		Intermediate Outcome 1	Intermediate Outcome 2	Intermediate Outcome 3	Intermediate Outcome 4		
Quality Consular services Improved crisis management capacity Strengthened connectivity Increased awareness of Irish culture	Strengthened business networks Market Opportunities identified Increased awareness of business/study opportunities in Ireland.	An increased number of vulnerable individuals and households are accessing predictable incomes and have strengthened coping strategies through sustainable social protection and humanitarian programmes	Number of new HIV infections among youth and adults in Uganda, and particularly amongst adolescent girls are stabilised/reduced	Better access to and completion of quality education and training in marginalised areas, with a focus on Karamoja	Citizens are better informed and empowered to realise and protect their rights	Dialogue reflects Ireland's learning Ireland's Foreign Policy on Uganda communicated clearly Engagement in EDF dialogue Premises co-location with EU	HR structure and systems fit for purpose for CSP Strengthened results based systems for PCM Strengthened communications Robust risk management systems in place and functioning
		1. Government capacity on Social Protection (SP) strengthened 2. More Senior Citizens benefit from SP 3. Greater public demand for accountable SP system 4. Vulnerable individuals & households are supported to prepare for, withstand and recover from acute shocks and stresses	1. Increased capacity to prevent HIV 2. Improved functionality of coordination structures 3. More sustainable HIV/AIDS systems and financing	1. Quality of Primary Education improved in Karamoja 2. Increased access to and retention in Post Primary Education in Karamoja 3. Strengthened national and district level coordination	1. Strengthened influence on key legislation and policies 2. Strengthened CSOs engaging more effectively 3. Increased impact of specific accountability institutions		
Our Strategies:							
<i>Political Engagement « Strong Risk Management « Strengthening Partnerships « Focus on Results « In-built Humanitarian response</i>							

ANNEX 3 RESULTS AND PERFORMANCE MANAGEMENT FRAMEWORK FOR UGANDA CSP 2016-2020 (GLOBAL ISLAND: OUR VALUES)

Results and Performance Measurement Framework for Uganda CSP 2016 - 2020					
Our Values					
Programme Element	Performance Indicator	Baseline Statistics	End of CSP Target	Data Source*/ Collection Method	Frequency of Measurement
Goal					
Poor, vulnerable and marginalised individuals are better able to attain a decent living in line with the Second National Development Plan	Poverty Headcount	19.7% (2012/3)		Uganda Bureau of Statistics (UBOS) / Uganda National Household Survey (UNHS)	2012/2013 and Every 3 years
	Human Development Index	0.484 (2014)		UN Human Development Report (UNDP)	Annual
	Gender Inequality Index	0.529 (2014)			Annual
	Palma Ratio	2.33 (2014)		UN Human Development Report (UNDP)	Annual
Outcome 1					
Increased resilience of poor, vulnerable and marginalised citizens and households with a focus on Karamoja.	Household ownership of productive & consumer assets - Nationally and by region (Uganda % and Karamoja %) and sex (available but not shown here)	UNHS (2012/3) HouseU (78.2) K (92) LandU (77.3) K (63.3) Mobile PhoneU (59.7) K (23.8) BicycleU (30.9) K (9.4) RadioU (59.3) K (13.8) TV U (10) K (1.7)		Uganda National Household Survey (UNHS)	2012/2013 and Every 3 years
	Proportion of older persons eligible for SCG living below the national poverty line (disaggregated by gender and Karamoja districts)	TBC		ESP	Annual
Outcome 2					
Improved accountability and realisation of rights for poor, vulnerable and marginalised citizens/individuals	Perceived Incidence of Corruption	26 (2014)		Corruption Perceptions Index (CPI), Transparency International	Annual
	Human Rights and Participation Measure	57.2 (2014)		Mo Ibrahim Index of African Governance Accountability Score (subcategory)	Annual
Intermediate Outcome 1					
An increased number of vulnerable individuals and households are accessing predictable incomes and have strengthened coping strategies through sustainable social protection and humanitarian programmes	GoU financial commitment in MTEF for SP meets target of €34.31 Million (149 billion UGX)	2 bn UGX in 2014/15 (MFPED BFP Annual Allocations and disbursements)	€34.31 Million (149 bn UGX) by 2020	SAGE MTEF figures; DFID MTR and Evaluation	Annual; also 2015/6 MTR and 2018/9 EOC Evaluation
	% of sampled SCG recipients report improvements in their ability to meet their basic needs and having savings and productive assets (disaggregated by gender & Karamoja districts)	TBC (to be set at inception)	TBC (to be set at inception, disaggregated by gender & Karamoja districts)	DFID Independent Review	Annual
Output 1 National capacity of MoGLSD strengthened to lead, coordinate and implement inclusive social protection policy	MoGLSD led coordination and oversight mechanisms for social protection strengthened and functional	Draft National Social Protection Policy with proposed coordination and implementation mechanisms reflected in PPI.	Legislation drafted to direct sustainable social protection institutional arrangements;	MGLSD ESP II Programme & MandE Reports; PPI Reports	Annual

ANNEX 3 RESULTS AND PERFORMANCE MANAGEMENT FRAMEWORK FOR UGANDA CSP 2016-2020 (GLOBAL ISLAND: OUR VALUES)

Programme Element	Performance Indicator	Baseline Statistics	End of CSP Target	Data Source*/ Collection Method	Frequency of Measurement
Cont..Output 1 National capacity of MoGLSD strengthened to lead, coordinate and implement inclusive social protection policy	At least two additional instruments to target the most vulnerable for Social Protection are designed	No SP tool/s for people with disabilities (PWD) and 1 additional vulnerable group;	Study and design of the most appropriate SP tool/s for people with disabilities (PWD) and 1 additional vulnerable group in place	MGLSD ESP II Programme & MandE Reports; PPI Reports	Annual
	Gender mainstreaming and social inclusion strategy operational	No gender social inclusion strategy operational	Gender social inclusion strategy operational	MGLSD ESP II Programme & MandE Reports; PPI Reports	Annual
Output 2. More senior citizens benefit from regular, predictable direct income support (data disaggregated by gender & Karamoja districts)	226,085 senior citizens receiving regular, predictable cash transfers	101,643 Senior Citizens receiving grants in 2015	226,085 senior citizens receiving in 2020;	MFPED NBFP Annual Allocations and disbursements	Annual
	Unified registry and targeting mechanisms in place	No Unified Registry	Unified registry operational; targeting mechanism operational	ESP Evaluation and exit data Impact reports survey	Annual
Output 3 Greater public understanding of and demand for an accountable social protection system	Effective grievance mechanism in operation	No comprehensive grievance mechanism in place	% grievance and complaints received and resolved in timely and satisfactory manner	ESP Evaluation and exit data Impact reports survey	Annual
	Alignment of Uganda Parliamentary Forum on Social Protection with ESP Programme Plan of Implementation	UPFSP advocacy and communications strategy not approved		Hansard	Annual
Output 4 Vulnerable individuals and households are supported to prepare for, withstand and recover from acute shocks and stresses	Timely and appropriate humanitarian assistance delivered through relevant coordinating structures in line with international best practice.	To be determined on a case by case basis and will be informed by early warning systems and needs assessments		Implementing Partner Reports	The particular implementation MOU will stipulate
Intermediate Outcome 2	Performance Indicators	Baseline Statistics	Targets		
	Number of new HIV infections among youth and adults in Uganda, and particularly amongst adolescent girls are stabilized/reduced.	99,000 (2014) adults, 9,000 (2014) children Karamoja data to be established	38,575 (2020) 5,000 (2020)	MoH Spectrum Estimates	Annual
Output 1 Increased capacity of youth, young women and adolescent girls to prevent HIV and deal with its effects, particularly in Karamoja	% of young women and men 15-24 years in Karamoja who correctly identify ways of preventing sexual transmission of HIV and reject major misconceptions about HIV transmission	Male: 39.3% (2011) Female: 38.6% (2011) Karamoja data to be established	70% 70%	AIDS Indicator Survey - MoH and UBOS	Every 5 years - next in 2016
	% of young women and men who tested for HIV in the last 12 months and know their status in Karamoja	27% Karamoja data to be established	60%	AIDS Indicator Survey - MoH and UBOS	Every 5 Years - next in 2016
	% of individuals (all ages) in Karamoja reached with stigma and discrimination reduction messages	47% (nationally) Karamoja data to be established	70%	NAFOPHANU Stigma Index and UDHS - UAC	Every 5 Years (National next in 2018; Karamoja Baseline in 2016)
Output 2 Improved functionality of coordination structures for HIV/AIDS at national level and districts in Karamoja	% of districts with improved functionality of DACs	30% (2010)	100%	Functionality Index UAC LOGICS - MoLG	Annual
	Improved Functionality of HIV Prevention TWG (at National Level and Karamoja District level)	4 Karamoja data to be established	4 per TWG	Functionality Index - UAC	Annual
	% of districts with improved functionality of PLHIV and CSO Networks	90% (2010)	100%	UAC Annual Report	Annual

ANNEX 3 RESULTS AND PERFORMANCE MANAGEMENT FRAMEWORK FOR UGANDA CSP 2016-2020 (GLOBAL ISLAND: OUR VALUES)

Programme Element	Performance Indicator	Baseline Statistics	End of CSP Target	Data Source*/ Collection Method	Frequency of Measurement
Output 3 More sustainable HIV/AIDS systems and structures increasingly financed by domestic resources.	% of HIV and AIDS funding that comes from GoU	12% (2011)	40%	National AIDS Spending Assessment - UAC	Annual
	% of HIV and AIDS funding that comes from AIDS development partners	89%	60%	National AIDS Spending Assessment - UAC	Annual
	Functional national and district (Karamoja) level HIV and AIDS databases in place	0 (national) 0 (Karamoja)	17	UAC Databases	Annual
Intermediate Outcome 3					
Better access to and completion of quality education and training in marginalised areas, with a focus on Karamoja	Percentage of pupils reaching defined levels of competency in literacy proficiency and numeracy (disaggregated by gender for P.3 national and Karamoja)	Literacy (2007-14) T = 64.2%, M=62.0%, F=66.5% Oral reading (2007-14) T=48.6%, M=45.6%, F=51.8% Numeracy (2007-14) T = 72.7%, M=73.9%, F=71.4% Karamoja figures Literacy T = 60.6% M=67.2%, F=49.8% Oral reading T=34.2%, M=41.1%, F=23.0% Net enrolment at Primary 97%, M=96%, F=98%		Ministry of Education (MoE) Census and NAPE	Annual
	Transition to S1	Net enrolment at Secondary 26%, M = 27%, F = 25%	Karamoja data to be established	MoE Census and NAPE	Annual
	% of girls completing secondary level education	Completion S.4 T=40%, M=45%, F=34%	Karamoja data to be established	MoE Census and NAPE	Annual
Output 1 Quality of primary education improved in Karamoja	No. of School inspections/year	<i>Baseline to be done at programme inception</i>		Directorate of Education Standards	Annual
	% of qualified and professionally trained teachers in selected schools	Nationally - Primary 88% and Secondary 83.9% (2012)		UNDAF, Education Management Information System (EMIS)	
	Selected agreed girl's education indicators to be included	<i>Baseline to be done at programme inception</i>		TBC	
Output 2 Increased access to and retention in post primary education in Karamoja	Completion rates for pupils admitted to the bursary programme - secondary and university (disaggregated by gender)	<i>Baseline to be done at programme inception</i>		Implementing Partner Reports	Annual
	Number of youth trained in relevant skills (through supported training institutions or skills development fund)	<i>Baseline to be done at programme inception</i>		BTC and Implementing Partner Reports	Annual
	Strengthened capacity of targeted BT/VET institutions in Karamoja	<i>Baseline to be done at programme inception</i>		BTC and Implementing Partner Reports	Annual
Output 3 Strengthened capacity for development, implementation, coordination and monitoring of key legislation and policies at national and district level	Quality of implementation of existing policies at district level	<i>Baseline to be done at programme inception</i>		Programme Reports	Annual
	Number of required national education policies that are approved	0	8	Sector Performance Reports, UNDAF	Annual
	School Management Committees/Boards of Governance functional in selected schools/institutions	<i>Baseline to be done at programme inception</i>		Implementing Partner Reports	Annual

ANNEX 3 RESULTS AND PERFORMANCE MANAGEMENT FRAMEWORK FOR UGANDA CSP 2016-2020 (GLOBAL ISLAND: OUR VALUES)

Programme Element	Performance Indicator	Baseline Statistics	End of CSP Target	Data Source*/ Collection Method	Frequency of Measurement
Intermediate Outcome 4					
Citizens are better informed and empowered to realise and protect their rights	Number of human rights abuses registered with and conclusively investigated by UHRC	895 in 2014/43.1% in 2014		UHRC Annual Report	Annual
	Extent of Media Freedom	56 in 2014		Freedom House's Press Freedom Index	Annual
	Voter Participation in Local and National Elections (disaggregated by region and gender)	59.29% in 2011		Election Reports to Parliament - Uganda Independent Electoral Commission	2016 and as elections occur
Output 1 Strengthened influence on development and implementation of key legislation and policies	NGO law and POMA implemented without some of the oppressive provisions	<i>Baseline to be done at programme inception</i>		PDG Working Group reports CSO partner reports & statements	Ongoing
Output 2 Strengthened CSOs engaging more effectively with marginalised citizens on rights and accountability	Number of women and men reached with human rights education, and estimate of knowledge gained	0		DGF Reports	Annual
	Number of women and men reached by legal aid services supported by the DGF	140,288 in 2014/15		DGF Progress Reports - DGF PMU	Semi-annual and Annual
	Civil Society sustainability	4.3 (sustainability evolving)		Sustainability Index, USAID	Annual
Output 3 Increased impact of specific accountability institutions	Number of reports from MoFPED and MoPS on administrative sanctioning undertaken annually	Identified as indicator under National Partnership Framework(Not available yet)		To be developed through National Partners Forum	*all abbreviations in Annex 11

ANNEX 4 RESULTS AND PERFORMANCE MANAGEMENT FRAMEWORK FOR UGANDA CSP 2016-2020 (GLOBAL ISLAND: OUR PEOPLE, OUR PROSPERITY, OUR PLACE IN EUROPE AND OUR INFLUENCE)

Results and Performance Measurement Framework for Uganda CSP 2016 - 2020	
Our People	Key Indicators
Intermediate Outcome Embassy provides high quality support services to Irish community/diaspora, visa services to Ugandan and Rwandan citizens and promotes Irish Culture.	<ul style="list-style-type: none"> #% increase of customers reporting satisfaction with the Embassy's visa and consular services. Increased awareness of Irish culture amongst Ugandan citizens and increased engagement of the diaspora with Ireland.
Output 1 High quality consular services and assistance provided to Irish citizens and visa service provided to Rwandan and Ugandan citizens.	<ul style="list-style-type: none"> # of customers reporting satisfaction with the Embassy's visa and consular service/assistance.
Output 2 Capacity of embassy staff strengthened on crisis management.	<ul style="list-style-type: none"> Consular Contingency Plan reviewed and tested regularly and lessons learnt implemented.
Output 3 Strengthen connectivity and engagement with the Irish community in Uganda through the Embassy's own communication and outreach and through the diaspora networks.	<ul style="list-style-type: none"> Increased attendance of diaspora at Irish Embassy and network events. Increased engagement with the diaspora through website and social media channels.
Output 4 Increased awareness of Irish culture.	<ul style="list-style-type: none"> # attendance at events showcasing Irish culture.
Our Prosperity	Key Indicators
Intermediate Outcome Trade and Investment is supported between Ireland and Uganda / Rwanda	<ul style="list-style-type: none"> # Irish companies doing business in/with Uganda/Rwanda and Ugandan/Rwandan companies doing business in/with Ireland accessing support from the Embassy and associated business networks.
Output 1 Strengthened capacity of Irish Business Network Uganda.	<ul style="list-style-type: none"> #% increased of Irish companies who are members of the IBN Uganda and EBF and report satisfaction with services provided.
Output 2 Market opportunities in priority sectors in Uganda/Rwanda are identified through working with and supporting state agencies and Irish businesses	<ul style="list-style-type: none"> # Sector profile papers are produced and disseminated Meet with # of Irish companies who are interested in doing business in Uganda/Rwanda. # supported visits by Irish state agencies to Uganda/Rwanda and the region.
Output 3 Increased awareness of Ireland as a destination for study and research.	<ul style="list-style-type: none"> Increase #% membership of the alumni network. Information and support provided to Irish institutions who are recruiting Ugandan students.
Our Place in Europe	Key Indicators
Intermediate Outcome Ireland's Influence on and engagement in EU mechanisms increased.	<ul style="list-style-type: none"> EU's position on Uganda and the region is informed by and reflects Ireland's position on key issues.
Output 1 Article 8 dialogue reflects our evidence based learning on human rights, governance and gender	<ul style="list-style-type: none"> In Article 8 dialogue, Ireland proactively engages on key issues of concern (HR, Governance and Gender).
Output 2 Ireland's foreign policy positions on Uganda advanced in discussions in local EU fora and Local EU positions are communicated in a clear and timely manner to HQ and Brussels Perm Rep so as to inform Ireland's contribution at EU level.	<ul style="list-style-type: none"> Active participation in various local EU fora. #% reports of meetings shared with HQ and Perm Rep.
Output 3 Substantive engagement by Embassy Kampala in dialogue on European Development Fund formulation and implementation	<ul style="list-style-type: none"> Active participation at Head of Mission and Head of Cooperation level and other relevant EU forum on European Development Fund discussions including the annual action plans.
Output 4 Embassy Kampala is collocated in a building with EU delegation and other European Embassies.	<ul style="list-style-type: none"> Move to new co-located premises by end of 2017.
Our Influence	Key Indicators
Intermediate Outcome Increased internal capacity to deliver strategy, improved communication and enhanced accountability	<ul style="list-style-type: none"> Strengthened programme results and accountability. Staff with required skills sets filling all positions.
Output 1 HR structure and systems fit for purpose for CSP in place and functioning well	<ul style="list-style-type: none"> Level of satisfaction with PMDS system Training Plan in place and implemented
Output 2 Strengthened results based systems for Programme Cycle Management, and Monitoring & Evaluation in place and functioning well	<ul style="list-style-type: none"> All projects and programmes appraised, approved and managed using revised Programme Cycle Management systems. More results focussed annual reports and Mid Term Reviews.
Output 3 Strengthened communications between Ireland and Uganda and improved information on Embassy work available to the public.	<ul style="list-style-type: none"> Embassy website regularly updated. High quality focussed case studies shared with HQ
Output 4 Robust risk management systems in place and functioning well	<ul style="list-style-type: none"> Risk Committee meeting regularly and actively monitoring risk and applying mitigation measures at all levels.

ANNEX 5 CSP BUDGET – 2016 – 2020

CSP Budget – 2016 – 2020										
	FFA outcome	Partner	Modality	2016	2017	2018	2019	2020	TOTAL	
INTERMEDIATE OUTCOME 1: Social protection - Accessing regular and Predictable Income										
Output 1: Strengthening MoGLSD Capacity & Output 2 - Senior Citizens benefit	2 and 6	ESPP	Management Agent	3.00	3.00	3.00	3.00	3.00	15.00	
Output 3: Greater Demand for Accountability	9	TBC	Civil Society	0.10	0.10	0.10	0.10	0.10	0.50	
Output 4: Humanitarian Response Fund	1	TBC	Civil Society/Multilateral	1.0	1.0	1.0	1.0	1.0	5.0	
Total				4.10	4.10	4.10	4.10	4.10	20.50	
INTERMEDIATE OUTCOME 2: Reduction /Stabilisation of HIV Incidence Rates particularly Adolescent Girls										
Output 1; Increase Capacity to Prevent HIV	7 and 8	JUPSA/CSOs to be confirmed	Multilateral/civil Society	1.9	2.00	2.00	2.00	2.00	10.00	
Output 2: Improved functionality of Co-ordination Structures	7 and 8	JUPSA/CSOs to be confirmed	Multilateral/civil Society	0.50	0.50	0.50	0.50	0.50	2.50	
Output 3: Sustainable systems and Financing	6, 7 and 8	JUPSA/CSOs to be confirmed	Multilateral/civil Society	1.5	1.50	1.50	1.50	1.40	7.50	
Total				3.9	4.00	4.00	4.00	3.90	19.80	
INTERMEDIATE OUTCOME 3: Better Access to Quality Education with focus on Karamoja										
Output 1: Improvement of Quality Education and Output 3 - increased coordination at national and district level	7 and 8	UNICEF	Multilateral	1.50	1.50	1.50	1.50	1.50	7.50	
Output 2: Access to post Primary Education and Output 3 - increased co-ordination at national and district level.	7 and 8	BTC and NGO to be confirmed	Multilateral/civil Society	1.90	2.20	2.20	2.20	2.20	11.00	
Total				3.40	3.70	3.70	3.70	3.70	18.20	
INTERMEDIATE OUTCOME 4: Empowerment and protection of Citizen Rights										
Output 1: Strengthen input & influence & Output 2 Strengthen CSO engagement	10	DGF	Management Agent	2.65	2.75	2.75	2.75	2.75	13.75	
Output 3: Increase Institutional Accountability	9 & 10	TBC	Civil Society/Accountability Inst	0.30	0.35	0.40	0.40	0.40	1.90	
Total				2.95	3.10	3.15	3.15	3.15	15.5	
Other										
GBV transition programme	8	NGO Consortium	Civil Society	0.50	0.60	1.10				
Program management				0.90	0.90	1.00	1.00	1.00	4.80	
Technical and program Support				0.40	0.50	0.50	0.50	0.50	2.40	
Karmoja liaison office				0.05	0.10	0.15	0.15	0.15	0.60	
Total				€16.2	€ 17.00	€16.60	€16.60	€16.50	€82.9	

All figures are multiplied by €1,000,000

ANNEX 6 MONITORING, EVALUATION AND LEARNING PLAN FOR UGANDA CSP 2016 - 2020

Monitoring, Evaluation and Learning Plan for Uganda CSP 2016 - 2020				
Year	Event	Purpose	Inputs	Key Outputs
2016	Inception workshop	Review IQA and EQA Refine results framework Plan for MTR and evaluation Work planning	Workshop ToR CSP - EQA and IQA comments Support from HQ	Workshop report Refined results framework Dates and key questions for MTR Planning for Evaluation started Key research agenda identified
Ongoing	Monitoring	To ensure that programme implementation is relevant and on track and that risks are being managed.	Results framework, Calendar of external reviews, programme reports	Monitoring reports
Periodic	Learning events	Meetings with partners and advisors from across Embassy Networks to share learning	Research findings and lessons learned.	Improved programme quality Learning briefs
Annually	Monitoring, review and learning from CSP Implementation	To review progress and learning and ensure that programme implementation is relevant and on track and that risks are being managed.	Business Plan, Results Framework, Risk Management Strategy, Political and Policy Engagement Agenda, Calendar of external reviews, Research reports Programme, Risk and Senior Mgt. Team minutes	Annual business plan Six monthly and Annual report
2017/8	Mid-term review	Review progress and environment to chart direction of CSP for remaining period; start forward scoping.	ToR Contract consultants Consider reviews of humanitarian fund, PFM and programme modalities	Mid-term review report Plan for remaining period of CSP
2016 - 2020	CSP evaluation	Accountability and learning	ToR and Evaluation Plan Contract consultants	CSP evaluation report and lesson briefs



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