

OFFICE OF THE PRIME MINISTER

ROADMAP FOR THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT **GOALS IN UGANDA SDGS** 2020/21 - 2024/25

With support from the United Nations Development Programme





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ROADMAP FOR THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS IN UGANDA (SDGs 2020/21 – 2024/25)

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Table of Contents

ACKNOWLEDGEMEN ⁻	IV TSv BREVIATIONSvii
1	BACKGROUND AND POLICY CONTEXT FOR THE SDGS ROAD MAP1 1.1 THE BACKGROUND
2.	SITUATIONAL ANALYSIS.42.1UGANDA'S SDGINSTITUTIONAL COORDINATION FRAMEWORK.52.2ESTABLISHMENT OF A DEDICATED SDGS SECRETARIAT.52.3GENERAL CHALLENGES IDENTIFIED UNDER THE SDGS COORDINATION FRAMEWORK.62.4SWOT AND PESTEL ANALYSES.62.5A BRIEF REPORT CARD ON THE SDG THEMATIC AREAS FOR 2016 - 2020.82.5.1Advocacy and Communication.82.5.2Data and Statistics.82.5.3Planning and Mainstreaming.92.5.4Resource Mobilization and Financing.102.5.5Monitoring, Evaluation, Coordination and Secretariat.10
3.	THE NEW STRATEGIC FOCUS FOR SDGS IN UGANDA

enne fredheine enne fredheinne enne fredheinne enne fredheinne enne fredheinne enne fredheine.

	4.	IMPL	EMENTAT	ION ARRANGEM	ENTS	• • • • • • • • • • • • • • • • • • • •	24
		4.1	IMPLEME	ENTATION STRUC	TURES		25
			4.1.1	The SDGs Secre	etariat		25
			4.1.2				
			4.1.3	Technical Worki	ing Groups: Ro	les and Alignment	to
		4.2				TATION	
		4.3				R THE ROADMAP	
			4.3.1				
			4.3.2			evelopment	
			4.3.3	ICT Infrastructu	re		29
			N N				
	5.					REPORTING	
		5.1					
5		5.2				••••••	
		5.3					
		5.4					
						port Data	
		5.5				Data	
		5.5	RISK MA	NAGEMEN I		••••••	
ANNEX 1:	DECIII			ND COST ESTIM			
ANNEA 1.							37
						Reporting	
				work for Commun			
						aming	
						nd Financing	
						Ū.	

ANNEX 2:	THE NEW NATIONAL	SDG COORDINATIO	ON FRAMEWOR	RK46
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(iii)

Foreword



In 2018, the Government of Uganda in partnership with the United Nations in Uganda launched the country's first National SDG Roadmap (2018-2020). The costed roadmap was developed to operationalize the National SDG Coordination Framework which was established in 2016, at the start of the implementation of the 2030 Agenda for Sustainable Development and its associated 17 Sustainable Development Goals (SDGs).

Following the expiration of the first roadmap in 2020, the Government – with support from the United Nations Development Programme (UNDP) – undertook an exercise to review the National Coordination Framework. Based on the findings from the review, the Government has completed the development of a new roadmap to operationalize the revised coordination framework. The revised framework includes a wide range of state and non-

state actors in the implementation of the SDGs, with the SDG Secretariat in the Office of the Prime Minister, supporting the coordination function.

The review of the framework was a timely exercise that has enabled the Government, as well as partners and stakeholders – who were widely consulted throughout the process – to take stock of what Uganda has been able to achieve and agree on ways to effectively and efficiently fix the gaps that were identified. With less than ten years left to deliver the SDGs, it is clear that there is urgent need for holistic approaches that embed greater stakeholder engagement across the country, committed leadership involvement, policy improvement, resource mobilization and game-changing, innovative solutions to address glaring national development challenges.

This new roadmap will therefore ensure that the strategies employed to achieve the SDGs are in conformity with the Third National Development Plan (NDP III) programme areas, with interventions under three broad categories identified as SDG accelerators – Environment, Governance and Industry. The reinvigorated Technical Working Groups within the coordination framework have a huge task ahead to ensure bottom-up prioritization of these strategic interventions and it is my hope, that they will live up to this calling.

Much like the first roadmap, this Roadmap (2020/21 – 2024/25) does not assume the roles and responsibilities of Ministries, Departments and Agencies, sub-national institutions and non-state actors in implementing the SDGs. Rather, it intended to create an enabling environment to empower all relevant actors to contribute to the realization of the goals. It will also act as a resource mobilization tool for the 2030 Agenda during the NDPIII period. While the Government acknowledges that achieving the SDGs is primarily our responsibility, we look forward to stronger partnerships and collaborations to fast track our commitment to the SDGs.

Uganda's second SDG Roadmap is an important milestone, which comes at a turning point for our people and our planet. Even with already existing development challenges, the COVID-19 pandemic has eroded some gains made and threatens more. Yet we must realize that the solutions to these very challenges lie within the SDG framework and work towards achieving the goals and targets therein. The Government assures all Ugandans of our unwavering commitment to implement the actions enshrined in this roadmap and to keep the promise we made to transform the lives of the people of Uganda, leaving no one behind.

Rt Hon. Robinah Nabbanja PRIME MINISTER OF THE REPUBLIC OF UGANDA

Acknowledgements



The Government of Uganda is pleased to present the second National SDG Roadmap for the period 2020/2021 – 2024/2025, which will guide the country's actions in implementing the globally-adopted, Sustainable Development Goals (SDGs). The roadmap has been developed with contributions and support from many state and non-state stakeholders.

Our great depth of gratitude is first and foremost, due to the political and technical leadership provided by the Office of the Prime Minister, who with the support of the SDG Secretariat, has spearheaded the processes of drafting and revisions leading to the completion of the roadmap. Similar appreciation also goes to the UN System in Uganda, coordinated by the UN

Resident Coordinator's Office, for their supportive role. In particular, special thanks go to the United Nations Development Programme (UNDP) who provided both the technical and financial support required for the review of the National SDG Coordination Framework and the development of this new roadmap. Indeed, all the other UN Agencies participated and made invaluable contributions for which the government remains extremely grateful.

The role played by all other state and non-state actors, including the National SDG Task Force and the five Technical Working Groups within the SDG Coordination Framework (chaired by the Office of the Prime Minister, the Ministry of Finance Planning and Economic Development, the Uganda Bureau of Statistics, National Planning Authority as well as the Ministry of ICT and National Guidance), cannot be overstated and we thank them all.

The review of the framework and development of the roadmap benefited greatly from contributions from Civil Society Organizations led by the National NGO Forum and the Civil Society Core Reference Group on SDGs; the Private Sector led by the Private Sector Foundation Uganda, Special Interest Groups, including the women, the youth and persons with disabilities, and all the others who participated in the consultations and validation processes.

It is my sincere hope that this roadmap will guide the nation in realising its development aspirations, which brings together all Ugandans. The Government of Uganda commits to reaching the furthest first, leaving no one behind.

We count on and appreciate the continued partnerships with all stakeholders.

Rt. Hon. Justine Kasule Lumumba MINISTER FOR GENERAL DUTIES AND FOCAL POINT MINISTER FOR THE SDGS OFFICE OF THE PRIME MINISTER

Acronyms and Abbreviations

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A&C ACODE	Advocacy and Communication Advocates Coalition on Development and Environment
ADB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
ARFSD	African Regional Forum for Sustainable
CF	Development
CF CGD	Coordination Framework Citizen Generated Data
CSOs	Civil Society Organizations
DPs	Development Partners
GAPR	Government Appraisal Performance Report
GDP	Gross Domestic Product
GoU	Government of Uganda
HIV	Human Immune Deficiency
HLGs	Higher Local Governments
HLPF	High Level Political Forum
IAEG	Inter Agency Expert Group
ICT	Information Communication Technology
IPRT	Integrated Planning and Reporting Toolkit
LDPG	Local Development Partners Group
LGs	Local Governments
M&E	Monitoring and Evaluation
MDAs MIS	Ministries, Departments and Agencies
MoFA	Management Information System Ministry of Foreign Affairs
MoFPED	Ministry of Finance Planning and Economic
MOTTED	Development
MoICT& NG	Ministry of Information Communication
	Technology and National Guidance
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
NCCP	National Climate Change Policy
NDP III	National Development Plans III
NDP	National Development Plans
NEMA	National Environmental Management
	Authority

NGO	Non-Governmental Organization
NIAC	National Inter-Agency Statistics Committee
NMES	National Monitoring and Evaluation System
NPA	National Planning Authority
NPGEI	National Priority Gender Equality Indicators
NSS	National Statistical System
NCST	National Council of Science and
	Technology
ОРМ	Office of the Prime Minister
PIC	Policy Implementation Coordination
PNSD III	Plan for National Statistical Development III
PPP	Pubic Private Partnership
PSFU	Private Sector Foundation Uganda
PWG	Programme Working Group
SDGs	Sustainable Development Goals
SDGI	Sustainable Development Goals Indicators
SDG-ISC	Sustainable Development Goals
	Implementing Steering Committee
SDG-PCC	Sustainable Development Goals Policy
	Coordination Committee
SWGs	Sector Working Groups
TWGs	Technical Working Groups
UAAU	Urban Authorities Association of Uganda
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
UDVS	Uganda Domestic Violence Survey
UHRC	Uganda Human Rights Commission
ULFS	Uganda Labour Force Survey
ULGA	Uganda Local Government Association
UN CT	United Nations Country Team
UN	United Nations
UNECA	United Nations Economic Commission for
	Africa
UNHS	Uganda National Household Survey
UNPS VLRs	Uganda Panel Household Survey
VLRS	Voluntary Local Reviews
VINKS	Voluntary National Reviews

BACKGROUND AND POLICY CONTEXT FOR THE SDGs ROAD MAP

1.1 The Background

In 2016, the Government of Uganda launched a framework to guide the coordination of the implementation of the Agenda 2030 for Sustainable Development and its associated Sustainable Development Goals (SDGs) under the leadership of the Office of the Prime Minister. The framework brings together both state and non-state actors, including local governments, to accelerate and deliver on the SDGs and the Agenda 2030. Further, the framework spells out clear mandates for planning; coordination monitoring and reporting; resource mobilization; communication and advocacy; and data Technical Working Groups.

In 2018, the Government worked with the United Nations in Uganda and other partners to develop and launch a National SDG Roadmap (2018-2020) in order to operationalize the Coordination Framework. The roadmap contained priority actions intended to catalyze implementation of SDGs across the country. These initiatives included the development of the Integrated Sustainable Development Goals (iSDG) model by the National Planning Authority to estimate the medium (NDPIII 2021 - 2025) and long term (2030) attainment of SDGs; integrating SDGs indicators into national processes through the National Standard Indicator (NSI) Framework; earmarking of an SDG Focal Point Minister (Minister for General Duties in the Office of the Prime Minister), and; creation of an SDG Secretariat in partnership with the United Nations Country Team.

Following the expiration of the first SDG Roadmap in 2020, the Government with support from the United Nations Development Programme (UNDP), undertook an exercise to review the coordination framework and roadmap. Based on findings from the review, a new roadmap has been developed, in consultation with a wide range of state and non-state actors.

1.2 The Policy Context for the SDGs Coordination Framework and Roadmap

The Government of Uganda is committed to the 2030 Agenda for Sustainable Development, which underlines people, planet and prosperity. The cross-cutting issues of the 2030 Agenda include "leaving no one behind"; addressing trade-offs through policy integration, and; pursuing global partner¬ship as a means of implementation. It is these issues that shape the formation of this SDG Coordination Framework and Roadmap. The globally-adopted agenda aims at transforming lives and bringing about social change in society through the realization of the interconnected nature of the SDGs.

With less than ten years left to deliver the SDGs, there is practical need for holistic approaches that embed greater stakeholder engagement, leadership involvement, policy improvement, mobilisation of more resources, as well as ensuring the adoption of game-changing and innovative solutions that can address the glaring national challenges often typified by despicable gender inequities in some national contexts.

At the African continental level, there are opportunities and lessons which Uganda must leverage upon. There are important lesson-bearing practices domiciled within the African Union collective through the African Union Commission and the African Development Bank (ADB), who work in in partnership with the UN System, including with UNECA and the African Regional Forum for Sustainable Development

(ARFSD). One important objective of the ARFSD is to bolster multi-stakeholder engagement and synergies in order to achieve the development objectives of 2030 Agenda for SDGs and Agenda 2063. The ARFSD also promotes action orientated and transformative solutions and sharing of best practices.

In Uganda, the country's *Vision 2040* is the overall long-term national development policy blueprint that is expected to be realized through a series of six National Development Plans (NDPs). As at the time of developing this roadmap, the country is focused on implementing its third National Development Plan (NDP III, 2020/21 - 2024/25), which is also aligned to the SDGs and the Agenda 2030 aspirations. The overall goal of NDP III has been stated to be one of, *'Increasing household incomes and improving the quality of life of Ugandans.'* The overarching theme for this plan is focused on 'Sustainable industrialization for inclusive growth, employment and wealth creation'.

In order to accelerate the realization of the SDGs and NDP III, some SDG accelerator interventions were integrated across the 18 programmes areas of NDP III. The 18 programmes areas of the NDP III are presented in the table below:

1.	Agro Industrialization	
2.	Mineral Development	
3.	Sustainable Petroleum Development	
4.	Tourism Development	
5.	Natural Resources, Environment, Climate Change, Land and Water Management	
6.	Private Sector Development	
7.	Manufacturing	
8.	Digital Transformation	
9.	Integrated Transport Infrastructure and Services	
10.	Sustainable Energy Development	
11.	Sustainable Urbanization and Housing	
12.	Human Capital Development	
13.	Community Mobilization and Mind-set Change	
14.	Innovation, Technology Development and Transfer	
15.	Regional Development	
16.	Governance and Security	
17.	Public Sector Transformation	
1.0	Develop ment Developmentation	

18. Develop ment Plan Implementation

The combined lessons from the SDG Coordination Framework and roadmap evaluation; the Auditor General's Report on the progress made following the government's commitment on post-2016 High Level Political Forum (HLPF) Interventions highlighted in the readiness report, and NDP III, all provide a basis for the designing of this roadmap. The roadmap covers and underlines the milestones over the five-year period consistent with the NDP III.

1.3 Making the Case for a New SDG Roadmap

The new SDG roadmap is needed in order to ensure that the SDG Coordination Framework and related interventions are in conformity with the Third National Development Plan (NDP III) programme areas. The NDP III review revealed an increase in the alignment of SDG targets to the NDP from 69 percent during the FY 2015/16 to almost 95 percent in the NDP III. In Uganda's 2020 VNR the country further reported an increase of SDG indicators with data from 45 to 92 out of the 201 relevant indicators. Following the expiry of the first SDG Roadmap in the wake of the COVID-19 crisis, and interalia, the prevalent limited understanding of SDGs; the inadequate integration of the SDGs in plans, budgets and policies, the Government of Uganda (GoU) has to brace itself for risk-informed, transformative sustainable development strategies in order to realize the SDG aspirations aligned to the NDP III. This requires a clear pathway that defines the new trajectory for localization and domestication of SDGs across MDAs, HLGs and among non-state actors. Such a roadmap must adopt and fast track the incomplete activities together with the 'Decade of Action' strategies and hence ensure effective SDG coordination, understanding and action. It will further enhance consideration of new policy measures that facilitate planning, access to populations in hard-to-reach areas; enhance reaching out to vulnerable and marginalized groups such as women and girls, while also engaging in new partnerships and resource mobilization strategies in order to finance and bring about social transformation across the country.

2 SITUATIONAL ANALYSIS

2.1 Uganda's SDG Institutional Coordination Framework

The SDG coordination institutional framework in Uganda has two core level players: The political core team that comprises the Cabinet and Parliament and works through the National Policy Coordination Committee, and; the technical team that comprises the national technical coordination team, the TWGs, Programme Working Groups (PWGs), MDAs and HLGs as implementing entities of public programmes. The framework spells out clear mandates for planning, monitoring and reporting, resource mobilization, sensitization and communication of SDGs, strengthening partnership, SDG focused innovations, as well as a leadership culture and decision-making for implementation of the SDGs, anchored within existing national coordination structures. The SDG Roadmap operationalizes the framework and provides priority actions to catalyze the implementation of SDGs during the NDP III period (2020/21 – 2024/25).

2.2 Establishment of a Dedicated SDGs Secretariat

Following the Auditor General's recommendations, in October 2019, the Cabinet approved the establishment of a dedicated SDG Secretariat that works in collaboration with the Department of Strategic Coordination and Implementation, and the Department of Monitoring and Evaluation in the Office of Prime Minister (OPM).

The SDG Secretariat is specifically focused on SDGs and is charged with the following responsibilities and tasks:

- (i) Supporting oversight of the implementation of the SDG Coordination Framework.
- (ii) Coordinating monitoring and assessment of implementation and progress of the 2030 Agenda for SDGs within the Government Performance Assessment.
- (iii) Building strategic partnerships with the Private Sector on financing and innovation for the SDGs.
- (iv) Providing technical support, advice and expertise to the Technical Working Groups, Ministries, Departments and Agencies, Private Sector, Civil Society, Academic Institutions and UN CT to accelerate the implementation of the SDG agenda.
- (v) Serving as a convergence centre and hub of SDG information and data for the Government and other stakeholders.

The OPM, through its Secretariat, plays a catalytic role which leads to timely updates of the SDGI framework and preparation of the VNR 2020 II. The onset of the Secretariat improved reporting through regular bulletins and policy briefs. At the international level, Uganda has so far produced two evidence-based Voluntary National Review (VNR) Reports, with the latest in July 2020. The number of relevant SDGIs increased from 45 in 2018 to 92 in 2020.

2.3 General Challenges Identified Under the SDGs Coordination Framework

The following issues were identified under the coordination framework:

i. The OPM departments, such as the SCI and M&E, and the SDG Secretariat, are inadequately resourced, which poses some challenges in delivering on their mandates of coordinating, guiding, monitoring and reporting progress on SDGs;

- ii. The inadequate coordination and reporting on the SDG social and political accountability framework so as to ensure ownership at all levels;
- iii. The inadequate understanding and awareness of the SDGs within the MDAs and Local Governments, and;
- iv. The ineffective functionality of the TWGs.

2.4 SWOT and PESTEL Analyses

A Strength, Weaknesses, Opportunities and Threats (SWOT) analysis has been undertaken in the development of the new SDG road map and the results summarised in Table 1 here below. Similarly, a Political, Economic, Social, Environmental and Legal (PESTEL) analysis was undertaken and the results summarised in Table 2.

Table 1: Summary of the Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths	Opportunities
 Institutionalized regulatory framework and systems in place. Public programmes implementation structures and procedures in place. Strong and mainstreamed M&E system to fast track implementation of the SDGs. Increasing demand for performance information on SDGs. 	 Stable political leadership and support to the SDGs implementation. Involvement of stakeholders at all levels of government. Institutional support in place (SDG focal minister, National SDG policy coordination committee, TWGs, PWGs, etc.). Increased demand for evidence by the public.
Weaknesses	Threats
 Skills gaps in MDAs and HLGs. No clear M&E tracking mechanisms for the SDGs outputs and indicators. Routine compliance approach rather than encouraging achievement of desired development results. 	 Over-reliance on donor support for the SDGs M&E programmes. Limited internal funding opportunities to the SDGs activities. Externalities attributed to COVID-19.

Table 2: Summary of the Political, Economic, Social, Technological,Environmental and Legal Analysis

Political

- There is political goodwill and there are champions to support the SDGs implementation and tracking.
- There is political stability and political support for the activities of the 2030 Agenda.
- There is increasing recognition and local resource mobilization for the activities of the SDGs.

Social

- The SDGs are inclusive and also address social aspects such as gender, vulnerability, equity, youth, environment, the elderly, and HIV/AIDS.
- Cultural and other social issues remain key in the implementation of the public programmes.

Economic

• Anticipated to have less volatile economic environment to affect funding.

Technology

- The SDGs strategies continue to embrace advancements in technology (such as MIS for information storage, dashboards, scorecard.) in production, processing, storing and dissemination of results/ evidence.
- Technological innovations have effectively improved performance reporting and service delivery.

Environmental

- The SDGs complement the climate change -resilient and low carbon climate development objectives outlined in the National Climate Change Policy (NCCP).
- Environmental and related disasters (such as droughts, floods, and global warming) have a bearing on the planning, programme implementation as well as monitoring.
- Environmental challenges and other natural hazards affect the coordination of SDGs activities thereby necessitating the prioritization of environmental issues in SDGs operations.

Legal

- A strong legal and regulatory policy framework for public investment programmes in the country.
- The Government is raising awareness on the relevant laws and policies across the MDAs, HLGs, CSOs, Youth, public and academia.

2.5 A Brief Report Card on the SDG Thematic Areas for 2016 – 2020

In the following section, a brief report on each of the SDGs thematic areas has been undertaken

2.5.1 Advocacy and Communication

The MoICT & NG, as the mandated government entity for communication, was responsible for the SDG Advocacy and Communication Technical Working Group. Thus, in partnership with Uganda National NGO Forum, Uganda Local Government Association (ULGA), Urban Authorities Association of Uganda (UAAU), the Ministry steered SDG awareness creation in the country. The Ministry led the development of the SDG national communication strategy, developed the communication framework and advocacy materials for SDGs, held multi-sectoral group meetings involving CSOs and the Private Sector to develop advocacy materials and approaches, sensitized other MDAs through the national ICT programme, and, developed local content for the SDG awareness 'Tondeka mabega' campaign. Progress made by the CSOs working on youth, disability and gender was notable. However, the evaluation revealed:

- Limited knowledge and understanding of SDGs by various policymakers, planners and community level leaders. This constrained the integration of SDGs into the policy frameworks, plans and budgets at MDA and HLG levels, and,
- Inadequate SDG awareness and implications for routine work and service delivery in MDAs, LGs and grassroots communities.

There is therefore need for a last mileage campaign targeting the grassroots population groups and interventions, popularization of SDGs along the NDP III sensitization and SDG policy focused advocacy to increase understanding, ownership and integration of SDGs in policy, planning and budget frameworks. To ensure that "No One is Left Behind," the Ministry should leverage partnership's flexibility between the Government and UNCT, TWGs and MDAs and HLGs in SDG advocacy and communication and involvement of the youth to reach beyond their borders.

2.5.2 Data and Statistics

The Uganda Bureau of Statistics (UBOS) presides over the SDG Data Technical Working Group, and through its existing coordination structures, engages other data producing agencies for SDGs focused tasks among others. The Third Plan for National Statistics Development (PNSD II) and predecessor 'extended PNSD II', and related strategic Plans for statistics mainstreamed SDG data requirements. The UBOS in consultation with MDAs, HLGs and CSOs, updated the SDG indicator framework resulting in an increase of SDG indicators with available data from 45 to 92 indicators of the 201 relevant indicators for Uganda, and designed the Data TWG Roadmap (FY2020/21-2024/25). In addition, the Bureau conducted quality compliance self-assessments of data presented for SDG indicators that matched the level one National Standard Indicators. UBOS several surveys including the Governance, Peace and Security Survey, Uganda Demographic Health Survey, Uganda Labour Force survey, including the UNHS with a multidimensional poverty module that showed Uganda's rich vulnerability and deprivation analysis, among others. The surveys provided content for the SDG Indicator Dashboard, VNR and the Annual Statistical Abstracts. Further, UBOS conducted a data gap analysis for SDG 5 and 16, and trained its staff and some MDAs, CSOs and Private Sector technical personnel on the new SDG data requirements. However, there are key pending challenges, which include:



- Data gaps and lack of baseline information for some SDG indicators.
- Slow pace of reviewing and auditing data points from administrative sources by UBOS.
- Limited technical skills for compilation of new SDG indicators and harnessing data from non-traditional sources.
- Inadequate financial resources to procure requisite equipment for data collection and analysis.
- Inadequate human resources to support MDAs and HLGs statistical planning, skills development and data quality assurance in UBOS.
- Unprecedented COVID-19 pandemic, which constrained follow-ups and face-to-face engagements during the indicator update.

2.5.3 Planning and Mainstreaming

In the previous roadmap, planning was speared headed by National Planning Authority (NPA), which received support towards modeling SDG/AGENDA 2063 into Uganda's planning frameworks. NPA conducted: (i) An SDG policy gap analysis focused on understanding the extent of alignment of selected policies with the SDGs and targets and where gaps remain, and (ii) An SDG institutional gap analysis to ascertain the degree to which selected institutions displayed readiness to implement the SDGs.

The Integrated Planning and Reporting Toolkit (IPRT), a software that facilitates the simultaneous alignment of Agenda 2063 and the 2030 Agenda for SDGs to the NDP was introduced. IPRT was customized to the Ugandan context to facilitate alignment and reporting on progress/achievements. This involved reformatting the Results Framework of the NDP into machine-readable format and integrating the Results Framework of Uganda's development plan into the software to facilitate comparison with the SDGs and Agenda 2063.

The SDGs integration to the NDP is assessed through the Certificate of Compliance (CoC). This is done every year and there is continuous improvement to enable sector level assessment of alignment of SDGs to the plans. The National Development Plan III (NDP III) was developed with due consideration for SDGs and Africa Agenda 2063.

However, the evaluation of the previous roadmap identified a number of gaps that need to be filled. These gaps include the following:

- Limited awareness about the SDGs in the country especially at the lower levels. This was evidenced by the lack of demonstrable and deliberated effort to ensure implementation of SDGs at lower levels.
- ii) Development planning at higher local governments not aligned to NDP III and SDGs due to limited capacity to conduct proper planning.
- iii) Failure by local governments to systemize SDGs and make them a reality at local levels.
- iv) Inadequate joint programming among local governments, the central government and development partners.
- v) Weak sectoral coordination and inconsistent reporting due to competing demands by the responsible department which affects planning processes.

2.5.4 Resource Mobilization and Financing

Financing and resource mobilization for the implementation of the Agenda 2030 is enshrined in the NDP II & III Fiscal Strategies. The strategies emphasize domestic revenue financing for sustainable growth. Furthermore, resources for implementation of the SDGs is mobilized through the South-South Cooperation, outreach to the private sector and emerging development partners. Sustained domestic revenue mobilization efforts resulted in an increase in domestic revenue as a percentage of GDP (excluding grants) from 13.8 percent in 2015 to 14.6 percent in 2017. The NDP III Financing Strategy focuses in particular, on financial innovations including various blended finance applications, digital finance and other alternative forms of finance to complement public investments.

However, most significantly, the National SDG roadmap is not fully funded. Resource mobilization remains inadequate, as indicated by only 18.5 percent secured funds of the planned finances. The NPA dynamic analysis of SDG (2020) revealed that where no additional investment is made through NDP III, the average SDG progress in absolute terms will be 7.0 percent even when none of the goals are fully achieved by 2030. The SDGs provide an opportunity for the Government to change its approach to financing NDP III. Financing the NDP III will translate into implementing SDGs that can be achieved through closer collaboration between the MoFPED, OPM, line ministries and the UN. Additionally, the effort required to tap into Private Sector capital cannot be over-emphasized. Besides, political support, backed by the requisite financial instruments and resources, remains the most significant factor for the realization of Agenda 2030 for Sustainable Development. Options such as an SDG Trust Fund should be explored.

2.5.5 Monitoring, Evaluation, Coordination and Secretariat

The M&E as well as the coordination Technical Working Group was chaired by OPM with members that included SWGs, MoLG, (CSOs), Private Sector, academia and development partners. The M&E Department within the OPM was responsible for tracking progress of the SDGs. The M&E and coordination approach adopted involved various feedback mechanisms that assessed the level of awareness and knowledge resulting from the proposed interventions, as well as other progress on the goals and targets of SDG implementation. Interventions to strengthen functionality of the M&E system and stakeholder inclusion to support monitoring, evaluation and reporting on SDGs were exploited. Government engagement with development partners on strengthening the monitoring and evaluation of SDG implementation framework and training was undertaken for leaders and key stakeholders.

In the GoU Annual Performance Report of 2019, a section on status of implementation of SDGs was included and responsible line ministries were assigned specific SDGs where they gave an account of steps taken for the achievement of SDGs in the Uganda. Two reviews were conducted in 2016 and 2020, with detailed analysis made on each of the specific SDGs to enable the compilation of the 2020 National SDG report.

To enhance coordination, the SDG Secretariat was established within OPM in 2019. The SDG secretariat invigorated SDG coordination and improved the extent to which OPM supported this coordination function. This enabled partnerships for SDGs to be realized among the CSOs, Government, UN Agencies and the Private sector. The establishment of the Secretariat was justified because of the need to have a separate entity to specifically coordinate SDG issues, outside of other Government business. The OPM through the SDG Secretariat gives a platform for discussion and stakeholder engagement in a structured manner. However, gaps were identified during the evaluation of the previous (2018)

National SDG Roadmap, including the following:

i. Inadequate financial resources for effective coordination of the implementation of SDGs.

- ii. A weak link between the Sector Working Groups (SWGs), MDAs and LGs as implementers of the SDGs, and the TWGs as the coordinating bodies under the Coordination Framework where by the mandatory quarterly meetings were not held according to plan.
- iii. The Secretariat is understaffed in relation to the work it is supposed to undertake.
- iv. The absence of champions at Permanent Secretary level and absence of high-level focal point persons at State House and Ministry of Finance, Planning and Economic Development present a missing link in the SDG coordination system.
- v. Slow domestication of SDG in planning, budgeting, and policy due to limited understanding of the SDG aspirations among leaders, planners and policymakers.

THE NEW STRATEGIC FOCUS FOR SDGs IN UGANDA

3



3.1 The Vision Statement

The vision for the new strategic focus for the SDGs in Uganda has been considered and is stated as follows:

A Transformed and Prosperous Uganda in the Decade of Action

3.2 Objectives of the New Roadmap

The new roadmap is guided by the following five objectives:

- i) To promote policy review mechanisms and coherence processes for the SDGs;
- ii) To revitalize the SDG Technical/Programme Working Groups and make them more effective;
- iii) To promote localization, popularization and mainstreaming of the SDGs into programmes, MDAs and Local Government plans;
- iv) To enhance local resource mobilization efforts for SDGs, and;
- v) To map out new partnerships and promote the potential of existing ones in order to harness synergies of the whole Government.

3.3 Theory of Change

There is growing evidence that effective monitoring of the public service plays a crucial role in improving service delivery (National Evaluation Policy, 2013). This is the objective that this roadmap intends to achieve. The 'Theory of Change' presented the pass-through from inputs through activities, outputs, outcomes and to impacts. The roadmap is to be implemented within the existing structures and Coordination Framework of the Government. The better alignment, implementation and reporting of the SDGs require action on activities such as engagement with potential stakeholders, strengthening the SDGs coordination system at all levels of government, identifying capacity needs in planning, advocacy and sensitization, assessing data availability and quality for monitoring SDGs, as well as financial resource mobilization. These measures are expected to bring enhanced coordination, M&E, improved localization and ownership of the goals, SDG-focused leadership culture at all levels of government, and enhanced data/evidence generation for policy decisions. Ultimately, the 2030 Agenda would be achieved through making SDGs happen in Uganda in the Decade of Action. This theory of change is figuratively illustrated in figure 1 below:

Financing of SDGs the SDGs projects, SDGs into the NDP III 18 Programme Areas and MDA Strategic Plans. Severally, it organized different meetings targeting **Mobilization and** the alignment of National SDGs to finance SDGs Engage the DPs the resource to Engagement on funding; assess SDGs financing Parliament. The OPM reviewed M&E Guidelines, National Standard Evaluation Standards and M&E Policy to include **Private Sector** TWGs, Taskforce, Steering Committee, Policy Coordination Committee, and shared status reports with Cabinet and strengthen Resource **Better Alignment, Implementation and Reporting on SDGs** Mainstreaming of **Develop strategy** Planning capacit for leadership operationalize Planning and development; build capacity at all levels of coordination government; Strategy for framework the SDGs Enhanced capacity SDGS Popularization of training in digital Localization and Communication Communication communication Operationalize <u>popularization</u> and advocacy Plan for SDGs; conduct civic outreaches; media and number of Improved SDGs skills the ime data for SDG nainstream SDGs in strategis plans Systems for SDGs Data Generation **Stretegic Plans** Strengthen data Strengthened all levels; <u>Real</u> collection and Management Integrate and for statistics; of SDGI SDGS system; M& E and stakeholders on SDGs; develop strengthening accountability Strengthened. coordination, frameworks; coordination Reporting leadership Engaging Reporting potential the SDGs M&E and Outcomes Activities Inputs Impact

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SDGs in collaboration with MDAs throught ehe different TWGs.

Figure 1: Theory of Change for Uganda's SDGs Roadmap



3.4 Strategic Areas for the SDG Roadmap

Over the next decade, the Government of Uganda's actions towards achieving SDGs should translate into social, political and economic transformation. Hence, close attention will be paid to the vision specific actions and objectives further elaborated here below.

3.4.1 Coordination, Monitoring, Evaluation and Reporting

This strategy will be spearheaded by the Coordination, M&E and Reporting TWG. The achievement of SDGs in the country will depend on how well strategic actions and mechanisms promote interdependency and cooperation during implementation in terms of coordination, monitoring and evaluation and reporting on SDGs. The multi-sectoral approach adopted during the VNR and partnerships between government and non-state actors were acknowledged during the development process. However, more smart partnerships are required to ensure and create domestic sustainability measures through public-private partnerships and inclusiveness such that no one is left behind. Thus, the proposed strategy, outputs and indicative activities are summarised in Table 3 below.

Strategy	Outputs	Planned Activities
Build and enhance partnerships, coordination and collaboration	New partnerships formed; collaboration formed up and down stream.	a) Engage potential stakeholders on implementation of SDGs.b) Develop institutional arrangements required for public-private partnership for SDG programmes.
	Coordination mechanisms developed.	 a) Strengthen the SDGs coordination system and align the CF to the PBBS and NDP III programme areas. b) Create engagement between the lead TWGs with other MDAs, HLGs and CSOs.
	Collaboration formed up and down stream.	Reinforce think tanks.
Strengthen leadership capability for achieving Sustainable Development	Policy coherence - SDG responsive policies, plans, budgets	Assess and strengthen leadership capacity for purposed alignment of SDGs to policy frameworks and service delivery.
outcomes	Accountability framework reports based on derived indicator/s (Performance measures for accounting officers).	Develop leadership Accountability Framework for all levels.
Promote the Popularization of SDGs	A retreat for Cabinet Ministers, Permanent Secretaries, Heads of Mission and representatives of local Government	Hold SDG activities during the Government Annual Assessment Review (GAPR) (September).

Table 3: Coordination, M&E and Reporting

Strategy	Outputs	Planned Activities
	Key speeches from leading sector professional, policy makers, SDG champions. Papers presented by different scholars and practitioners. Hold exhibitions on specific SDG implementation. Have special talks from women and People with Disabilities, and the youth. Organize motivational outreach activities such as the SDG Run and innovation challenges	Support the Secretariat's activities for the SDG week during the UN-Month (October)
SDG-focused Innovation	Mechanisms for innovations & standards developed.	Develop mechanisms for innovations and standards for SDGs implementation.
	Annual SDG awards.	Recognize and appreciate stakeholders doing exceptional work on SDGs.
	Innovation strategy for the youth implementing SDGs developed.	Develop an innovation strategy for the youth implementing SDGs.
Integration of the SDGs into the national M&E and reporting	Indicator profiling undertaken for NSI.	Monitor and report on the implementation of the SDG indicators and targets in the NSI framework.
processes	Concept note for the GAPR and sector and LGs assessment manual reviewed to include SDGs.	Include SDGs in the Government performance assessment process.
	SDG performance assessment undertaken as part of the Government Performance Assessment Process.	
	Baraza concept note revised.	Include SDGs in the Baraza.
	M&E Guidelines reviewed to include SDGs.	Functional SDG strategic M&E management.
	National Standard Evaluation Standards reviewed to include SDGs.	
	SDGs included in mid-term review of the M&E Policy.	
	Baseline report produced on SDGs.	Undertake evaluation of SDGs.

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Strategy	Outputs	Planned Activities
	SDG interventions included in evaluation agenda review report.	
	Process evaluation undertaken for selected SDGs.	
	Summative evaluation undertaken for selected SDGs.	
Strengthen functionality of M&E so as to support monitoring, evaluation and reporting on SDGs	Monitoring of results frameworks for particular SDGs in place.	Strengthen functionality of M&E system to support monitoring, evaluation and reporting on SDGs.
	Engagements with development partners on strengthening the monitoring and evaluation of SDG implementation framework undertaken.	

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3.4.2 Data for SDGs

The Uganda Bureau of Statistics (UBOS) leads the Data Technical Working group. As mandated by the UBOS Act, 1998, the bureau will coordinate and cooperate with other MDAs, HLGs and CSOs in the NSS to improve statistical capacity for the production of relevant data and statistics to support SDG indicator monitoring and reporting. The following strategies, outputs and indicative activities (table 4) will enable the UBOS to ensure availability of requisite quality data from different sources.

Table 4: Data for SDGs

Strategy	Output	Activity
Strengthen coordination and cooperation between MDAs in the NSS for SDGI update	SDGs mainstreamed in MDA & HLG Strategic Plans for Statistics	a) Integrate SDGs in MDA and HLG Strategic Plans for Statisticsb) Mobilise finances towards SDG related initiatives in the NSS
	 Updated SDGI matrix by quarter. SDGI progress quarterly reports & Minutes. SDGI Handbook developed. 	 a) Identify and convene meetings to harmonize, engender, and validate metadata for proxy indicators to inform SDGIs and NSIs. b) Conduct online and face-to-face bilateral, policy and group working meetings for continuous SDGIs update and regular reporting. c) Popularize and update data through popular versions of Statistical Reports.
Enhance data dissemination and uptake	MDA databases developed/ updated.	a) Develop/update profiles and databases for MDAs with SDGIs

	NSI and SDGI open data platforms established in HLG, MDAs and CSOs.	 b) Support MDAs, HLGs and CSOs to develop open data portals for SDGIs and NSIs. c) Update UBOS website and Annual Statistical Abstract with SDGIs. d) Adopt data visualization techniques for SDGIs.
	Updated SDG Web Portal, Visualization of SDG content.	Develop a data portal for quick dissemination of SDGIs.
	Annual SDG Statistical Reports.	a) Produce SDGI status report by sector.
Strengthen MDA and selected CSOs data systems.	Increased availability of SDGI in MDA datasets. Updated SDGI data points. Updated and dynamic dashboard with more than 92 SDGIs. Availability of source data.	 a) Strengthen administrative data collection, analysis and management systems for the selected indicators in MDAs, HLGs and CSOs. b) Compile and maintain statistical concepts, definitions, and metadata for SDGIs by MDA. c) Integrate questions in surveys and administrative data forms to generate relevant SDGI indicators. d) Undertake research to inform statistical programmes that generate requisite SDGIs. e) Update the SDGI Matrix (2019/20) with available data. a) Undertake surveys to generate relevant SDGI indicators. b) Review and process relevant administrative and non-traditional data to fill SDGI data gaps as proxies. c) Harmonise source data and survey data for best fit to inform SDGIs.
		d) Implement the Data Revolution and Big Data harnessing mechanisms.
	 Quality responsive databases. MDA Harmonized datasets. 	 a) Assess status of existing databases in the relevant MDAs and CSOs. b) Reprocess existing survey data to generate indicators that are relevant for SDG monitoring and reporting. c) Analyse the Geo-Spatial information to SDG indicators.

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Enhance Statistical Capacity	Enhanced tools and databases developed.	 a) Undertake training and tooling (Data collection instruments, Data Management) for MDA and HLGs. b) Undertake training in data production (collection, instrument design, and data management) for SDGIs.
	Increased number of SDGIs with up-to-date data points.	a) Strengthen analytical capacity to reprocess existing data by SDGI Thematic Area.b) Provide technical support needed by MDAs to generate data for designated indicators.
	Non-traditional data produced. Real time data for SDG reporting.	 a) Train CSOs and PSIs to improve compilation and use non-traditional data (big data, citizen generated data). b) Procure specialized, innovative and cost effective equipment for compilation of requisite equipment e.g. Co₂ emission.
Strengthen data quality	Self-assessment quality reports. Compliance reports. Data base of audited indicators.	 a) Design the simplified data quality assessment forms. b) Conduct self-assessment and compliance audits of all SDGIs. c) Process assessed data forms and write report.

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3.4.3 Communication, Advocacy and Popularization of SDGs

As the mandated institution, the Ministry of Information, Communication and Technology (MoICT) will lead the Communication and Popularization TWG. The Ministry will collaborate with other TWGs, CSOs, local governments and other relevant partners to create awareness about the relevance of SDGs and ensure that Uganda's efforts in implementing and reporting on the goals in the decade of action are realized. The different stakeholders will conduct nation-wide sensitization on SDGs through local government structures for increased popularization. The desired awareness raising will be regular to ensure the public gets vital knowledge on SDGs and a means of reporting on the status of realizing the SDG targets. The strategies, outputs and indicative activities that may enable Uganda to advocate for, sensitize about SDGs and enhance the capacity of key actors under this objective are presented in table 5 herebelow:

Strategy	Output	Activity
Promote localization and popularization of SDGs at all levels of government	 Number of SDG responsive Local Government plans, budgets and programmes. Accountability reports of SDG Champions. 	 Institutionalize SDGs at Local Government level. Orient SDG Champions and monitor their performance in the advocacy of SDGs in LG programmes.
	Final Communication and Advocacy Plan (IEC materials, advocacy messages etc.)	Finalize and operationalize the Communication and Advocacy Plan for SDGs.
	50% of population in Uganda covered through civic outreaches. Four outreach meetings for various target groups per target group ¹ .	 Conduct SDG civic outreaches through meetings, camps, walks, music and jingles, dance and drama. Conduct quarterly national awareness campaigns on SDGs. Conduct media campaigns on SDGs (supplementary Radio & TV talk shows, spot messages, popular traditional media).
	Fifty electronic media houses monitored on monthly basis.	Document the popularization and awareness of SDGs
	Quarterly field visit, stakeholder meeting & survey conducted.	Undertake Quarterly field visits, stakeholder meetings, surveys, etc.

Table 5: SDGs Communication, Advocacy and Popularization

¹ MDAs, CSO leaders, Private Sector, Local Government, Unions, Government Communication Officers, Professional Bodies, Academia, Media, Cultural and Religious Leaders, Goodwill Ambassadors/Champions.

Strategy	Output	Activity
	Media surveys reports.	Quarterly media surveys about progress on key SDGs (filmed & edited DVDs production & telecasting on national media).
	Apps and social media platforms developed.	Popularize SDGs through ICT-based applications and platforms.
	Videos on SDG implementation recorded and produced in selected areas of the country.	Undertake SDG documentaries.
	Two Documentaries produced annually.	Record and produce video coverage on implementation of specific SDGs within selected areas of the country.
Improve capacity for Advocacy and Sensitization on SDGs	Capacity building plan, advocacy & sensitization agenda developed for MDAs, HLGs & general public One joint Communication and Advocacy Plan on SDGs developed Quarterly advocacy meetings held Two SDGs Partners' fora.	 a) Promote joint advocacy for SDGs among stakeholders. b) Identify capacity needs in planning, advocacy and sensitization.
	Number of trainings in digital skilling	Strengthen digital skills for MDAs and HLGs.
	Number of trainings for Media promoters of SDGs	Media and Communications Officers Training.
	A two-day Exhibition every September (UN Week).	Coordinate SDG exhibitions in the UN week.
	 CSO roundtable on SDGS. Focal point persons for Youth, Women, PWDs from specific CSOs. 	Strengthen civil society (CSOs) engagements.
Improve Social Accountability on SDGs	 Quarterly community barazas focused on SDGs. SDG forum for CSOs. 	 a) Create community-based accountability and information sharing fora and platform. b) Develop social accountability mechanisms for leaders under the SDG framework.
Ensure Efficient and effective SDG information sharing and reporting	Science, technology & innovation systems developed.	a) Develop and maintain the SDG data hub.b) Automate processes of SDG reporting.
	Updated SDG web portal, visualization of SDG content.	Develop a data portal for quick dissemination of SDGIs.
	Science, technology & innovation systems developed.	a) Develop and maintain the SDG data hub.b) Automate processes of SDG reporting.

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3.4.4 Planning and Mainstreaming

This strategic vision will be spearheaded by the National Planning Authority (NPA) under the Planning and Mainstreaming TWG. The strategies for the SDGs require planning guidelines for the different stakeholders to enable inclusion of SDGs in their strategic plans, reporting mechanisms as well as building capacity in planning across all levels of government.

The following strategies, outputs and indicative activities (table 6) will be prioritized during the implementation of the Roadmap.

Strategy	Outputs	Planned Activities
Inclusion of SDGs in planning tools	Planning guidelines reviewed.	Review MDA and LG planning guidelines in the context of the International development agenda.
	Cross-cutting issues planning guidelines developed.	Develop Cross-cutting issues planning guidelines where non-existent.
	Certificate of Compliance tool refined.	a. Refine the tool for including SDGs in the Certificate of Compliance.b. Conduct annual budget assessment for compliance to SDGs.
Progress reporting at TWG level	Four annual meetings for Planning TWG held.	a. Operationalize the coordination framework.
	Timely quarterly reports produced.	a. Prepare quarterly planning TWG reports for consideration by the National Taskforce (activity-based reports).
Fill Capacity gaps	Planning capacity at all levels enhanced.	a. Build planning capacity at National, Programmes and LG levels.
	Integrated Planning and Reporting Toolkit (IPRT) updated.	a. Revising the IPRT to include NDPIII results.
Decentralize the SDGs in PIAPs, MDA strategic plans and LG plans	All Programme Implementation Action Plans (PIAPs), MDA strategic plans and LG development plans are aligned to the SDGs.	 a. Finalising the NDPIII RRF that integrates the SDGs and Africa Agenda 2063 goals. b. Developing and validating the SDG indicator matrix. c. Mainstreaming SDGs in PIAPs, MDA strategic plans and LG development plans.
	SDG, A2063 Thematic Progress report produced.	a. Undertake SDG, A2063 Thematic Progress reports.

Table 6: Planning and Mainstreaming

3.4.5 Resource Mobilization and Financing

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The Ministry of Finance, Planning and Economic Development (MoFPED) will spearhead this strategic focus area. The SDG roadmap requires adequate resources to ensure its effective implementation. The clearest way of pursuing this effort is by harnessing the local/national potential in mobilizing resources by particularly financing the SDGs through the National Budget. The resource requirements will have to be aligned to the core programmes and projects. Another key actor in this effort is the Private Sector whose potential to support the SDG roadmap needs exploration. There is an on-going discussion among key stakeholders to produce and operationalize a framework for Private Sector Engagement on SDGs. Herebelow (table 7) are the key strategies, outputs and indicative activities to be considered.

Strategy	Outputs	Planned Activities
Coordinate local Resource Mobilization	Four annual meetings in Resource Mobilization and Financing TWG held.	Operationalize the coordination framework.
	Resource for implementation of activities in the SDG Roadmap mobilized.	Mobilize resources for implementation of the SDG Roadmap.
	Development partners and external partners support national priorities.	Liaise with DPs and INGOs for more targeted funding for identified priority areas/targets.
	SDG financing is integrated in the Aid Management Platform.	Integrate SDGs to in the Aid Management Platform.
	Development Finance Assessment produced.	Development Finance Assessment.
	Aid Effectiveness Report produced.	Aid Effectiveness Report.
Financing of the SDGs through the National Budget	Resource mobilization for implementation of SDG activities assessed.	Assess the alignment of the resource to implementation of the SDG.
	Core and Sector Projects aligned to SDGs.	Alignment of Core and Sector Projects to SDGs.
Borrowing Smartly	SDG financing integrated in the external borrowing strategy.	Monitoring borrowing to finance the National Development Plan with particular target to SDG implementation.
Strengthen Private Sector Engagement to Finance SDGs	Roadmap for private sector contribution to achieving the SDGs produced and operationalized.	Produce and operationalize a framework for Private Sector Engagement on SDGs.
	National Forum for Private Sector Engagement on SDGs set up.	Set up National Forum for Private Sector Engagement on SDGs.

Table 7: Resource Mobilization and Financing

IMPLEMENTATION ARRANGEMENTS

4

4.1 Implementation Structures

The implementation structure relates to the mechanisms that will facilitate the implementation of the SDG roadmap, in which key stakeholders will have specific roles they will have to play for the success of the programme. Stakeholders include actors from Government, Development partners, UN system, Civil Society, Private Sector, Youth, Academia and Media. Each of these will have a specific role to play as highlighted below. The SDG Secretariat will continue to play a catalytic role and engage strategic stakeholders and to ensure coherence among all the TWGs. In undertaking its work, it is proposed that an optimal structure is formed to facilitate its work including the M&E, a planner, an IT specialist and a Communication and Advocacy expert. The Technical Working Groups are part of the coordination framework, which is continuing in effect. They will be chaired by the respective oversight institutions and have specific roles namely: the National Planning Authority (NPA), Uganda Bureau of Statistics (UBOS), MoFPED, Office the Prime Minister (OPM) and MoICT&NG. It is important that the MoLG is brought on board in all TWGs to ensure that the LGs are not left behind because they are expected to deliver the SDG agenda to the final beneficiary in the communities.

4.1.1 The SDGs Secretariat

The Secretariat, under the OPM, plays a catalytic role in SDG coordination and fast tracking programmes to achieve results. Specifically, the SDG Secretariat,

- (i) Supports the coordination function and supports in overseeing and harmonizing the implementation of the SDG coordination framework;
- (ii) Provides technical support, advice and expertise to the MDAs, private sector, civil society, academic institutions to accelerate the implementation of the SDG agenda;
- (iii) Establishes standards, guidelines and financing mechanisms for SDGs;
- (iv) Builds Strategic Partnerships with Private Sector on financing and innovation for SDGs;
- (v) Serves as the hub of SDG data and information for the Government of Uganda and other stakeholders;
- (vi) Coordinates monitoring and assessment of local implementation and progress of the SDG 2030 Agenda in Uganda;
- (vii) Organizes SDG consultative meeting on the Voluntary National Review for Uganda to review the National SDGs Progress Report and build consensus on accelerated actions for SDG implementation in Uganda;
- (viii) Provides a platform for discussion and stakeholder engagement in a structured manner; and
- (ix) Reviews evaluation report findings.

Therefore, for the Coordination Framework to be realized, the SDG Secretariat will play a key role in rallying all stakeholders and create cohesion among TWGs. In addition, the SDG Secretariat will operationalize the National SDG Task Force, the Implementation Steering Committee and the Policy Coordination committee in the coordination framework. The SDG Secretariat will regularly oversee the implementation of this roadmap including monitoring and reporting on the activities described herein.

4.1.2 SDGs Stakeholders

The Role of Implementing Agencies

SDGs are integrated and indivisible; they are broad and touch on all aspects of development. Therefore, the goals and targets are implemented through plans, strategies and projects of all Ministries, Departments and Agencies (MDAs), and Local Governments (LGs) in Uganda.

Parliament

Parliament plays a significant role in mobilizing and allocating resources and in providing oversight in the implementation of the SDGs. In addition, due to their closeness to the people in their constituencies, Members of Parliament are advocates, mobilizers and ambassadors for the SDGs.

Ministries, Departments and Agencies

MDAs implement the SDGs and ensure that all plans, budgets and activities reflect relevant SDGs. They produce administrative data to inform SDG monitoring and progress reporting. The UBOS reviews data in collaboration with the respective MDAs and validates them to ensure they are fit for use.

Non-State Actors

All stakeholders in society, through their day-to-day activities, projects and programmes contribute to SDGs. Non-state actors include development partners, civil society and private sector. These stakeholders are represented at all levels of the National SDG Coordination Framework. The work of non-state actors is complementary to government initiatives, and should be aligned to national development priorities.

Civil society actors are particularly instrumental for the delivery on SDGs through their outreach to people in the communities, as change makers driving behavioural change, and as watchdog holding duty bearers responsible.

Civil Society Organizations

The CSOs have a critical role to work with governments in implementing their agendas, delivering services, generating research and evidence, holding governments accountable to their commitment and acting as watch-dogs to the duty bearers. They are change agents driving behavioural change through SDG sensitization and advocacy under their outreach to people in the communities.

Academia

The Academia, as think tanks and institutions for research and knowledge generation have a key role which is important to the implementation of the SDGs. For example, the Economic Policy Research Centre (EPRC) designs diverse approaches, models, innovations and tested products to inform SDG implementation and achievements. The Academia also monitors progress and informs strategies and innovations for implementation of SDGs. There is need to involve more of the academia institutions in the TWGs to leverage their research findings as a contribution to monitoring progress and informing strategies and innovation for implementing activities to deliver on SDGs.

Media

The role of the media in SDG implementation is to raise awareness about the global goals, focus on issues of sustainable development for the national media, and build and support a learning community.
Women and Gender Consortium

Women and girls are critical to finding sustainable solutions to the challenges of poverty, inequality and the recovery of the communities hardest-hit by conflicts, disasters and displacements. The participation of women at all levels is the key to making Agenda 2030 transformational and inclusive. In 2017, women's organizations formed the Uganda Gender Consortium on SDGs (UGCS). Its core mandate is to support the process of domestication and implementation of the global SDG agenda in a gender-responsive way.

The Youth

Provided with the necessary skills and opportunities needed to reach their potential, young people can be a driving force for supporting development and contributing to peace and security. Youth-led organizations need to be encouraged and empowered to participate in translating the 2030 Agenda into local, national and regional policy. They play a significant role in the implementation, monitoring and review of the Agenda as well as in holding governments accountable. With political commitment and adequate resources, young people have the potential to make the most effective transformation of the world into a better place for all.

Private Sector

Uganda's economy is private sector led. As such, the Private Sector plays a key role in shaping the policy discourse on the country's national development planning, supporting the coordination structure for SDG implementation, service provision, innovation and transformation. The Private Sector Foundation (PSFU) has collaborated with Government to support the achievement of specific SDGs, including SDG 5 (Gender Equality). The Private Sector supports innovation and IT solutions, and is a potential source of financing for SDG interventions.

Development Partners

The UN Agencies have been active in contributing to strengthening policy mechanisms, coordination structures and creating an enabling environment for the implementation of the agenda 2030 through structures aligned to the national SDG structures. The UNCT has been at the centre of technically supporting implementing institutions to realize their objectives. Specific focus has been on supporting the acceleration of the localization of the SDG and building on Uganda's leadership in their adoption in 2015.

Development Partners including DFID, GIZ, and Norway, support sector/MDA interventions that contribute to SDG achievement. GIZ specifically supports the SDG Hub at the SDG Secretariat. These non-state actors participate in policy discussions and decision-making committees of the SDG coordination framework held at programme, and MDA levels to review and comment on public sector performance. They provide an external perspective on Government's performance and results; provide feedback to domestic and international constituencies on Government's performance to strengthen its performance.

Local Governments

Local Governments are the key implementers of SDGs. They are at the forefront of implementing SDGs at the local level by addressing local challenges through service delivery. Local Governments also produce disaggregated data that feeds into the National Statistical System, thereby helping identification of those that are being left behind in the journey towards sustainable development. They are also part of the SDG reporting structure, as information from the LGs feeds into the quarterly TWG progress reports, and bi-annual and annual reporting through the respective SWGs.

4.1.3 Technical Working Groups: Roles and Alignment to Thematic Areas

There will be five interlinked multi-stakeholder TWGs under the National SDG Coordination Framework. The TWGs will steer and coordinate the implementation of activities under the five thematic areas, in collaboration with other MDAs, LGs and designated non-state actors. They will develop operational mechanisms for engaging with the relevant stakeholders on a quarterly basis and document progress with respect to SDG Thematic Areas. The progress reports are to be shared in the SDG National Task Force meetings. All TWGs will ensure that the reports are reflective of their alignment to the NDP III Programme Areas and will submit quarterly reports to the SDG Secretariat.

4.2 Timeframe for Roadmap Implementation

The roadmap is a self-sustaining plan of action that embeds all levels of government, and established to operate in perpetuity. This work plan covers the period of FY2020/21 – FY2024/25 and identifies activities that aim to build and enhance the SDG coordination structures and capabilities throughout the country. The roadmap also incorporates a component that formalizes annual planning as a routine, transparent, structured process in order to ensure that the coordination framework is well-defined for current and future years.

4.3 Resource Mobilization Strategy for the Roadmap

4.3.1 Financial Resources

The Government is the main source of funding for the implementation of the SDGs. The total expected costs of implementation for the roadmap in the FY2020/21 – FY2024/25 is approximately UGX 13.975 billion to be funded by the Government for the five-year period. These costs are based on the needs requirements analysis conducted by OPM and reflects estimates of the costs of the programme. However, for successful implementation of the roadmap, it will be necessary for the GoU to increase funding to facilitate core and regular priorities of the SDGs through an integrated and coordinated funding arrangement with development partners. A comprehensive fundraising strategy suggested above should be implemented to the letter and this should include a profile of potential partners, the engagement methodology, and the mechanisms for partnership and local resource mobilization.

4.3.2 Human Resource and Skills Development

Human resources are the most essential asset for any organization. Skilled human resources are necessary for the efficient and effective implementation of activities. As alluded earlier, inadequate staffing under the OPM Coordination Structure slowed the SDG coordination efforts resulting into the establishment of the SDG Secretariat. However, the current SDG Secretariat's lean structure of three delegated UN-funded personnel (M&E and Communication experts) and an administrator falls short of the requisite capacity needed to meet the diverse and dynamic SDG coordination, communication and reporting needs. Similarly, there are weaknesses in the required skills and competencies in MDAs and HLGs, especially in the areas of integrating SDGs in Planning, Budgeting, Policies, as well as in SDGs knowledge management. Other weak points are in Data production and management and communication.

4.3.3 ICT Infrastructure

One of the SDGs strategies in the roadmap is one of, 'Strengthening Technology and Information Systems for SDG Reporting'. According to the evaluation findings, this strategy received minimal attention in respect to data and utilization for localization of SDGs. The SDGIs 4.4.1 'Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill', and, 9.c.1 'Proportion of population covered by a mobile network, by technology' were easily feasible but lacked data points. The SDG Secretariat initiated a national SDG Hub which will be a convergence centre for the youth with SDG innovations. The hub will be a platform for continuous engagement of key TWGs with their stakeholders, will host an SDG Website and an online interaction mechanism with key stakeholders. However, evaluation findings showed the need for increased investment in Science and Technology to propel innovation as one of the SDG aspirations targeting the youth, school systems and informal sector growth. Organized and enhanced capacity for content development and digital skills, and compilation of data for tracking IT usage for SDG promotion, monitoring and realization were also found to be critical needs.

REVIEWING, MONITORING, EVALUATION AND REPORTING

5.1 Reviews

The SDG review mechanisms encourage country-led regular and inclusive reviews of progress at the national and local government levels. Hence, the OPM will organize and coordinate monthly meetings, quarterly SDG-TWG review meetings, Voluntary Local Reviews (VLRs) and Annual Reviews (ARs) to assess progress and ensure implementation is on course. The SDG Secretariat will also coordinate the expansion to other districts, of the piloted Voluntary Local Reviews (VLRs) undertaken in Ngora District as a means of reinforcing increased citizen participation in the SDG review process, accountability and inclusive governance. The Annual Reviews will facilitate assessment of progress made by these different stakeholders. The outcome from the VLRs and ARs will inform the SDG Coordination Brief, OPM-BAPR and GAPR for government and UN possible interventions, as well as the VNR Report.

5.2 Monitoring

There will be a gender responsive Monitoring and Evaluation mechanism that is consistent with Uganda's National Monitoring and Evaluation Strategy (NMES). Monitoring will be guided by the Strategically Aligned Framework for Monitoring that provides normative guidance, capacity development and targeted support to the M&E function. Overall, the OPM will monitor its planned activities and outputs, identify and share best practices on what worked and what did not, including on how ICTs, gender responsiveness, leadership, and inclusiveness operate as key enablers of the various Sustainable Development Goals and processes.

5.3 Evaluation

The OPM will need to undertake a mid-term and end-term evaluation of planned activities under this roadmap. The two levels of evaluation are interlinked but should have a baseline for benchmarking progress and overall performance in achieving the SDG Roadmap goal. Both evaluations should capture challenges, lessons learned, gaps and recommendations while also assessing the relevance, effectiveness, Efficiency, complementarity, impact and sustainability of the SDG Roadmap.

During the Mid-term Evaluation, assessment will focus on the extent of achieving outputs and contribution to the roadmap goal half way through the period. The pre-determined measurable indicators and evaluation criteria will guide the status assessment. The results will inform the SDGCF and key stakeholders and serve as the basis for any adjustments including capacity strengthening.

The End-Term evaluation led by an independent team is essential at the End-Term SDG Roadmap implementation. The results will reflect the overall performance of the country as envisioned in the SDG Roadmap and provide insights for the subsequent one in line with the NDP IV. The key Performance Indicators presented in the Roadmap Results framework (Annex 1a) will be assessed.

5.4 Reporting

It is crucial that, as part of the monitoring framework, reporting mechanisms are put in place. The reporting mechanism should provide for preparation and sharing of regular progress, mid-term and end-term reports, specifying who is to prepare, distribute and receive which report when, and what actions are expected from recommendations in the reports. The VLRs and ARs should provide an indepth analysis of the challenges, gaps, lessons learnt, 'Leaving No One Behind', SDG Inter-linkages, alignment to national policies, future plans and recommendations including how they have integrated SDGs in their planning and implementation processes.

5.4.1 Voluntary National Review Report

In line with global expectations and commitments, the GoU will continue to prepare the VNRs. The VNR is a key SDG output that shows country progress based on a given standard and criteria as shown in the table below. A standard format that captures performance along the SDG thematic areas should be cognisant of both the SDG thematic areas and the requirements of the VNR as indicated in the table 8. The Monitoring Reports, VLR, ARs, and evaluation reports already mentioned above, will inform the VNR. The OPM will coordinate the VNR process using a multi-stakeholder approach, ensure it is evidence-based, inclusive, consistent with the national policy framework and that it is forward looking.

SDG Thematic Areas	VNR Standard Criteria
 Stronger partnerships, coordination and collaboration Deeper localization and popularization of the SDG agenda Building a leadership culture for the SDG agenda at all levels Promoting SDG-focused innovation by all the people in Uganda especially young people Focusing on Financing for SDGs – Harnessing Uganda's Potential Strengthening Technology and Information Systems in SDG Reporting. 	 Successes Challenges Gaps Leave No One Behind SDG Inter-linkages Alignment to national policies Future Plans Recommendations

Table 8: The VNR on SDGs-Standard and Criteria

5.4.2 SDG Indicator Framework and Data

Evidence is critical for SDG performance, monitoring and reporting. Data shapes policy direction, decision-making, accountability and ownership of development programmes. The evaluation of the Coordination Framework established that UBOS identified applicable indicators for all levels in collaboration with other MDAs, and, after invigorating the Data TWG, gathered the baseline data that was necessary for tracking SDGs progress, and updated the SDG Indicator matrix. The indicators were categorized based on the data status, as follows:

- i) Currently available
- ii) Easily feasible
- iii) Feasible with strong effect
- iv) Not Feasible even with strong effect

The results showed that only 92 of the 201 relevant indicators for Uganda had data available while 80 were easily feasible in that, the data existed but required further review and audit for compliance to the Quality Standards and clearance by UBOS. Unfortunately, the planned UBOS intervention could not take off due to the COVIDAC-19 lockdown and the SOPs that constrained face-to-face meetings, among other factors. To address this gap, the UBOS needs to profile, review MDA data sources and engage the leadership in order to provide relevant equipment and finances; audit the relevant indicators; and, strengthen statistical skills and competencies in MDAs, HLGs and CSOs (Citizen Generated Data methodologies). Additionally, UBOS will release the pending survey results to fill in gaps, conduct independent studies or integrate relevant questions in on-going surveys, and support MDAs to generate the data through administrative action with clear methodology and acceptable metadata.²

5.5 Risk Management

The activities outlined in this roadmap are guided by preparedness and mitigation actions. Hence, the risks that may be contextual, programmatic or institutional will be regularly assessed, evaluated and mitigated. The risks will be handled based on the probability of occurrence. Some of the likely risks and possible mitigation measures are briefly outlined here below.

(i) Contextual Risks

The COVID-19 pandemic hinders face-to-face interactions. The OPM will therefore need an efficient and effective IT system and data portal to facilitate communication and interactive access to reports and programmes;

(ii) Discriminatory socio-cultural norms

Challenges resulting from social institutions restrict access to services, assets and opportunities for women and girls, youth, the elderly, and other vulnerable groups. The Secretariat will therefore liaise with Civil Society Organisations (CSOs) in SDG-related activities at the community level.

(iii) Programmatic Risks

These fall into about two main categories, including:

- (a) Inadequate capacities: Capacity strengthening in the area of SDG integration into policies, strategies, plans, budgets and programmes is low and should be demanddriven. The OPM will rely on government fulfilment of its commitments toward SDG implementation, and liaise with relevant government agencies to ensure the integration of SDGs in the relevant frameworks;
- (b) Insufficient funding: The OPM will initiate a resource mobilization strategy. It will closely work with the UN, Development Partners, and, engage the Private Sector entities to strengthen and update its resource mobilization strategy;

² Uganda Bureau of Statistics (2020). The SDGI Framework. Kampala, Uganda.

(iv) Institutional Risks

There are two main types of institutional risks:

- (a) Misappropriations and Financial losses: The OPM will ensure adherence to the Government of Uganda's procurement and financial rules, as well as the cooperating partners' financial regulations.
- (b) Inadequate Human Resources: The OPM will institute an optimal Human Resource Structure governed under applicable government policies and regulations in order to mitigate risks related to staff recruitment and assignment. The OPM will continually assess staff readiness in the light of evolving priorities and address capacity gaps through training and support provided by the different oversight institutions for the TWGs namely; OPM, NPA, MoFPED, UBOS and MoICT&NG.



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ANNEXES



RESULTS FRAMEWORK AND COST ESTIMATES FOR THE FY 2020/21 – 2024/25 **ANNEX 1:**

Estimates (s'000) Cost 420,000 245,000 195,000 2024/ 2022/ 23 2020/ 21 Number of think tanks formed and/ Number of engagement meetings between the lead TWGs with other Annual SDG week held during the UN-Month (October) Two annual SDG national events Leadership capacity assessment Number of MDAs and HLGs that aligned the CF to the PBBS and Number of new partnerships formed up and downstream NDP III programme areas; Leadership Accountability Indicators MDAs, HLGs and CSOs. Framework or revived report A retreat for Cabinet Ministers, Permanent Build and enhance New partnerships formed; collaboration Accountability framework reports based Papers presented by different scholars Coordination mechanisms developed Hold exhibitions on specific SDG on derived indicator/s (Performance representatives of local Government Collaboration formed up and down policies, plans, budgets (Policy and Policy coherence - SDG responsive Thematic Area 1: Coordination, M&E and Reporting Secretaries, Heads of Mission and Key speeches from leading sector measures for accounting officers) professional, policy makers, SDG formed up and down stream Outputs implementation. and practitioners. champions. strategic stream coordination and Popularization of Strategy partnerships, collaboration for achieving Development Sustainable Strengthen leadership capability outcomes Promote SDGS

Annex 1a: Results Framework for Coordination, M&E and Reporting

ROADMAP FOR THE IMPLEMENTATION OF THE SDGs IN UGANDA SDGs 2020/21 - 2024/25

Cost Estimates (000's)			146,000		365,000				2,472,500			
2024/ 25												
2023/ 24												
2022/ 23												
2021/ 22												
2020/ 21												
Indicators		Support required for SDG Documentaries	SDG data hub. Automation SDGs reporting system.	Data portal for quick dissemination of SDGIs	Innovations and standards for SDGs implementation framework	No. of stakeholders recognized and appreciated doing exceptional work on SDGs	No. of MDAs/HLGs sensitized on SDGs through ICT based applications and platforms	Innovation strategy for the youth implementing SDGs	4 quarterly reports on the implementation of the SDG indicators and targets in the NSI framework	Evidence of SDGs inclusion in the Government performance assessment process		Percentage of nationwide barazas where SDGs are popularized
Outputs	 Have special talks from women and People with Disabilities, Youth. Outreach activities including sports activities and innovation challenges 	Videos on SDG implementation recorded and produced in selected areas of the country.	Science, technology & innovation systems developed	Updated SDG web portal, (Visualization of SDG content)	Mechanisms for innovations and standards developed.	Annual SDG awards	Apps and social media platforms developed.	Innovation strategy for the youth implementing SDGs developed	Indicator profiling undertaken for NSI	Concept note for the GAPR and sector and LGs assessment manual reviewed to include SDGs	SDG performance assessment undertaken as part of the Government Performance Assessment Process	Baraza concept note revised
Strategy			Ensure efficient and effective	SDG information sharing and reporting	SDG-focused Innovation				Integration of the SDGs into the national M&E and reporting	processes		

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Strategy	Outputs	Indicators	2020/ 2021/ 2022/ 2023/ 2024/ 21 22 23 24 25	2021/ 22	2022/ 23	2023/ 24	2024/ 25	Cost Estimates (000's)
	M&E Guidelines reviewed to include SDGs	 Reviewed M&E guidelines. 						
	National Standard Evaluation Standards reviewed to include SDGs	Reviewed National Standard Evaluation Standards.						
	SDGs included in mid-term review of the M&E Policy	 Reviewed Mac Policy to include SDGs. 						
	Baseline report produced	SDGs Baseline report.						
	SDG interventions included in evaluation agenda review report	 No. of SDGs related evaluations. 						
	Process evaluation undertaken for selected SDGs							
	Summative evaluation undertaken for selected SDGs							
Strengthen functionality of	Monitoring of results frameworks for particular SDGs in place	No. of development partners to support SDGs M&E						1,070,000
M&E system to support M&E and reporting on SDGs	Engagements with development partners on strengthening the monitoring and evaluation of SDG implementation framework undertaken	implementation framework. • National M&E results framework for SDGs.						
Sub-Total								4,913,500

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Estimates (s,000) Cost 2000,000 750,000 400,000 2024/ 25 2022/ 23 2020/ 21 SDGI inclusive databases on their websites and Proportion of relevant MDAs with SDGIs in Evidence based quarterly DTWG progress Proportion of MDAs/LGs/CSOs approved Interactive NSS dashboard with SDGs by Number of surveys, administrative data Proportion of MDAs and LGs with accessible updated metadata (statistical concepts, Proportion of SDG indicators generated Proportion of MDAs/LGs implementing Strategic Plans for statistics with SDGs Proportion of updated SDG indicators Proportion of statistical products with datasets with available data for SDGIs. Proportion of MDAs/HLGs/CSOs with forms and researches undertaken to Proportion of MDAs, HLGs and CSOs the PNSD with web-based statistics Annual SDGI Handbook produced Proportion of SDGI status reports by incorporated in the NSI matrix. with available data, metadata simpler/popular versions. dissemination platforms. their Statistical Abstracts. Indicators from existing surveys. generate SDGIs. mainstreamed. statistical abstracts Programme Area definitions). report 2024. . HLG Strategic Plans for Statistics dashboard with more than Updated SDGI data points. Annual SDG Statistical Reports SDGs mainstreamed in MDA & SDGI Handbook in place Updated SDGI matrix by platforms established in HLG, SDGI progress quarterly Increased availability of Updated and dynamic MDA databases developed/ SDGI in MDA datasets. NSI and SDGI open data reports & Minutes Outputs MDAs and CSOs Thematic Area 2: Data for SDGs 92 SDGIs. quarter updated between MDAs in the NSS for SDGI and cooperation Strengthen MDA dissemination Enhance data Strategy coordination and selected Strengthen and uptake CSOs data systems. update

Annex 1b: Results Framework for Data for SDGs

ROADMAP FOR THE IMPLEMENTATION OF THE SDGS IN UGANDA SDGS 2020/21 - 2024/25

Strategy	Outputs	Indicators	2020/ 2021/ 2022/ 2023/ 2024/ 21 22 23 24 25	2021/ 22	2022/ 23	2023/ 24	2024/ 25	Cost Estimates (000's)
	Availability of source data	Number of MDAs and LGs with guidelines						
	Quality responsive databases	for compilation of administrative data.						
	MDA Harmonized datasets	 Proportion of easily reastly reastly easily reastly reastly reastly reastly reastly with strong effect SDG indicators. 						
Enhance Statistical Capacity	Enhanced tools and databases developed	Statistical Capacity Needs Assessment report by MDA/Programme Area. Number of CSO/MDA/LG staff trained in						2,200,000
	Increased number of SDGIs with up to date data points	production and use of statistics (traditional and non-traditional sources).						
	 Non-traditional data produced. Real time data for SDG reporting. 	Number of CSOs contributing to SDG Indicator reporting						
Strengthen data quality	Self-assessment quality reports. Compliance reports. Data base of audited indicators.	Number of assessed SDGIs by relevant MDAs and CSOs/Programme Area						300,000
Sub-Total								5,650,000

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Annex 1c: Results Framework for Communication, Advocacy and Popularization of SDGs

ROADMAP FOR THE IMPLEMENTATION OF THE SDGs IN UGANDA SDGs 2020/21 - 2024/25

Cost Estimates (000's)		556,000						537,000
2024/ 25								
2023/ 24								
2022/ 23								
2020/ 2021/ 2022/ 2023/ 2024/ 21 22 23 24 25								
2020/ 21								
Indicators	l Popularization of SDGs	Final Communication and advocacy Plan	 Percentage of population in Uganda covered through civic outreaches by 2025 Number of meetings for various target groups held per year 	Number of electronic media houses monitored	Number of field visits, stakeholder meetings and surveys conducted	Quarterly media surveys reports produced	Number of documentaries on SDGs produced annually	Capacity building plan. Advocacy and sensitization agenda/ framework. Number of meetings held. Number of SDGs partners for a held.
Outputs	Thematic Area 3: Communication, Advocacy and Popularization of SDGs	Communication and advocacy Plan produced [IEC materials, advocacy messages etc.]	 80% of population in Uganda covered through civic outreaches Four meetings for various target groups per meeting³ 	Fifty electronic media houses monitored on monthly basis	Quarterly field visit, stakeholder meeting and survey conducted	Media surveys reports	Two documentaries produced annually	Capacity building plan, advocacy & sensitization agenda developed for MDAs, HLGs & general public. One joint Communication and Advocacy Plan on SDGs developed. Quarterly advocacy meetings held. Two fora / meetings for SDG
Strategy	Thematic Area 3:	Promote localization and popularization of	SDGs at all levels of government		<u>.</u>			Improve capacity for Advocacy and Sensitization on SDGs

and followers followers following following following following following follow

MDAs, CSO leaders, Private Sector, Local Government, Unions, Government Communication Officers, Professional bodies, Academia, Media, Cultural and Religious Leaders, Goodwill Ambassadors/Champions m

Estimates (000's) 1,468,000 375,000 2024/ 25 2023/ 24 2022/ 23 2021/ 22 2020/ 21 Number of SDGs roundtable discussion held Number of trainings for Media promoters of Social accountability SDGs framework. Quarterly community Barazas reports. Number of trainings in digital skilling Indicators Number of days Exhibition annually SDGS • • Trainings in digital skilling held Trainings for media promoters Barazas focused on SDGs. focal point persons for Youth, Women, PWDs from specific Quarterly community Two days Exhibition every SDG forum for CSOs. CSO roundtable on SDGs September (UN Week) Outputs of SDGs CSOS • . Accountability on Improve Social Strategy Sub-Total SDGs

ROADMAP FOR THE IMPLEMENTATION OF THE SDGs IN UGANDA SDGs 2020/21 - 2024/25

StategyOutputsIndicators2023Inclusion of SDGsDaning guidelines reviewedNumber of reviewed planning guideline22Inclusion of SDGsPlanning guidelines reviewedNumber of reviewed planning guideline22Inclusion of SDGsPlanning guidelines reviewedNumber of reviewed planning guideline22Inclusion of SDGsPlanning guidelines reviewedNumber of reviewed planning guideline22Inclusion of SDGsCross-cutting issues planningNumber of cross-cutting issues planning22ProgressFour annual meetings inNumber of frogrammes, MDAs & LGs issued222Inclusion of SDGsFour annual meetings inNumber of annual meetings in Planning TWGs222Inclusion of SDGsFour annual meetings inNumber of annual meetings in Planning TWGs222Inclusion of SDGsPlanning TWGNumber of annual meetings in Planning TWGs222Inclusion of SDGsPlanning TWGNumber of annual meetings in Planning TWGs222Inclusion of the Planning TWGNumber of SDGsPercentage of MDAs/HLGs with built capacity222Inclusion of the Planning ConstancesPercentage of Plans, MDAs and LGs aligned2222MDA stategicPercentage of SDG indicators integrated in the plans and LGPercentage of SDG indicators integrated in the plans and LG222MDA stategicPercentage of SDG indicators integrate))				
atic Area: Planning and Mainstreaming Ion of SDGs Planning guidelines reviewed nning tools Cross-cutting issues planning guidelines developed Cross-cutting issues planning guidelines developed refined Four annual meetings in Planning TWG held Timely quarterly reports Planning capacity at all levels enhanced trategic plans and LG and LG and LG development plans are aligned to the SDGs SDG, A2063 Thematic Progress report produced	Strategy	Outputs	Indicators	2020/ 21	2021/ 2022/ 2023/ 2024/ 22 23 24 25	2022/ 23	2023/ 24	2024/ 25	Cost Estimates (000's)
ion of SDGs Planning guidelines reviewed nning tools Cross-cutting issues planning guidelines developed Cross-cutting issues planning guidelines developed Certificate of Compliance tool sss Four annual meetings in refined refined Timely quarterly reports produced Planning capacity at all levels pacity gaps Planning capacity at all levels nn PIAPs, Action Plans (PIAPs), MDA trategic development plans are aligned trategic development plans are aligned otal SDG, A2063 Thematic Progress	Thematic Area: Pl	anning and Mainstreaming							
Cross-cutting issues planning guidelines developed Certificate of Compliance tool refined Certificate of Compliance tool refined Tenning TWG held Timely quarterly reports produced Planning TWG held Timely quarterly reports produced n Planning capacity at all levels enhanced trategic and LG development plans are aligned trategic and LG SDG, A2063 Thematic Progress report produced		Planning guidelines reviewed	Number of reviewed planning guideline handbooks distributed						400,000
certificate of Compliance tool sss Four annual meetings in refined Four annual meetings in ing at TWG Four annual meetings in produced Planning TWG held produced Timely quarterly reports produced Planning capacity at all levels produced All Programme Implementation n PIAPs, Action Plans (PIAPs), MDA trategic development plans are aligned trategic development plans are aligned trategic to the SDGs SDG, A2063 Thematic Progress report produced		Cross-cutting issues planning guidelines developed	Number of Cross-cutting issues planning guidelines handbooks distributed						
 Four annual meetings in ling at TWG Planning TWG held Timely quarterly reports produced produced Planning capacity at all levels enhanced All Programme Implementation n PIAPs, Strategic plans and LG and LG development plans are aligned to the SDGs SDG, A2063 Thematic Progress enbat 		Certificate of Compliance tool refined	Number of Programmes, MDAs & LGs issued with SDGs Certificate of Compliance						
Timely quarterly reports produced pacity gaps Planning capacity at all levels enhanced tralize the All Programme Implementation n PIAPs, Action Plans (PIAPs), MDA trategic development plans are aligned to the SDGs SDG, A2063 Thematic Progress report produced	Progress reporting at TWG	Four annual meetings in Planning TWG held	Number of annual meetings in Planning TWGs held						81,000
pacity gaps Planning capacity at all levels enhanced tralize the All Programme Implementation n PIAPs, Action Plans (PIAPs), MDA trategic strategic plans and LG and LG development plans are aligned to the SDGs SDG, A2063 Thematic Progress report produced	level	Timely quarterly reports produced	number of quarterly reports produced						
tralize the All Programme Implementation n PIAPs, Action Plans (PIAPs), MDA trategic strategic plans and LG development plans are aligned to the SDGs SDG, A2063 Thematic Progress report produced		Planning capacity at all levels enhanced	Percentage of MDAs/HLGs with built capacity in planning for SDGs						500,000
trategic strategic plans and LG and LG development plans are aligned to the SDGs SDG, A2063 Thematic Progress report produced	Decentralize the SDGs in PIAPs,	All Programme Implementation Action Plans (PIAPs), MDA	Percentage of PIAPs, MDAs and LGs aligned their plans to SDGs						135,000
SDG, A2063 Thematic Progress report produced	trategic and LG	strategic plans and LG development plans are aligned to the SDGs	Percentage of SDG indicators integrated in the NDPIII RRF						
Sub-Total		SDG, A2063 Thematic Progress report produced	Number of SDG thematic reports produced						200,000
	Sub-Total								1,316,000

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Annex 1d: Results Framework for Planning and Mainstreaming

(s'000) 277,500 150,000 25,000 77,500 25,000 2021/ 2022/ 2023/ 2024/ 22 23 24 25 2020/ 21 National Forum for Private Sector Engagement Alignment of Core and Sector Projects to SDGs Framework for Private Sector Engagement on Number of Aid Effectiveness Report annually Number of resources for implementation of Percentage of secured funds from DPs. Number of DPs that support the SDGs Assessment report on the alignment of the Strategy for borrowing to finance the SDGs SDGs Integration into the Aid Management Development Finance Assessment report Number of annual meetings in Resource resource to implementation of the SDGs Mobilization and Financing TWG held Indicators the SDG Roadmap secured resource mobilization. implementation in place Platform framework on SDGs report SDGS Thematic Area 5: Resource Mobilization and Financing • Resource for implementation of SDG financing integrated in the activities in the SDG Roadmap the Aid Management Platform SDG financing is integrated in Sector Engagement on SDGs external borrowing strategy Roadmap for private sector Resource Mobilization and Development partners and National Forum for Private external partners support contribution to achieving Resource mobilization for Core and Sector Projects Four annual meetings in Aid Effectiveness Report implementation of SDG the SDGs produced and Development Finance Assessment produced Outputs Financing TWG held activities assessed national priorities aligned to SDGs operationalized mobilized produced set up SDGs through the National Budget Engagement to Strategy local resource Financing the Private Sector finance SDGs mobilization Coordinate Strengthen Borrowing Sub-Total smartly

Annex 1e: Results Framework for Resource Mobilization and Financing

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ROADMAP FOR THE IMPLEMENTATION OF THE SDGs IN UGANDA SDGs 2020/21 - 2024/25

ANNEX 2: THE NEW NATIONAL SDG COORDINATION FRAMEWORK









OFFICE OF THE PRIME MINISTER

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