



Uganda Country Strategy 2010–2015



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Austrian

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Abbreviations

ADA	Austrian Development Agency
ADC	Austrian Development Cooperation
AIDS	Acquired Immuno-Deficiency Syndrome
APPEAR	Austrian Partnership Programme in Higher Education and Research for Development
AU	African Union
CBO	Community Based Organisation
CGIAR	Consultative Group on International Agricultural Research
CSO	Civil Society Organisation
DP	Development Partner
EC	European Commission
EU	European Union
FY	Financial Year
GoU	Government of Uganda
HIV	Human Immuno-deficiency Virus
ICT	Information and Communication Technology
IWRM	Integrated Water Resource Management
JAF	Joint Assessment Framework
JAR	Joint Annual Review
JBSF	Joint Budget Support Framework
JLO	Justice, Law and Order
JLOS	Justice, Law and Order Sector
JWSSPS	Joint Water and Sanitation Sector Programme Support
LDPG	Local Development Partners' Group
LRA	Lord's Resistance Army
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MoFPED	Ministry of Finance, Planning and Economic Development
NDP	National Development Plan
NGO	Non-Governmental Organisation
O&M	Operations and Maintenance
OeEB	Oesterreichische Entwicklungsbank (Development Bank of Austria)
OeKB	Oesterreichische Kontrollbank
OPM	Office of the Prime Minister
PEAP	Poverty Eradication Action Plan
PIDG	Private Infrastructure Development Group
PRDP	Peace, Recovery and Development Plan
SGBV	Sexual and Gender Based Violence
SIP	Sector Investment Plan
SWAp	Sector-Wide Approach
swTws	south-western Towns water and sanitation
UN	United Nations
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organisation
W&S	Water and Sanitation
WRM	Water Resource Management
WSDF	Water and Sanitation Development Facility



1. Framework of partnership

1.1 EU and Austria's strategic objectives of cooperation

1.1.1 European Union development policy

Africa is at the centre of European development policy. The EU Strategy for Africa outlines for all EU Member States a framework of action in areas such as peace and security, good governance (incl. decentralisation and democracy), poverty reduction and environment aimed at supporting Africa's efforts to achieve the Millennium Development Goals (MDGs) and follows the three principles "equality", "partnership" and "ownership". These principles determine Austria's development cooperation with Uganda.

The main objective of the Uganda Country Strategy Paper of the European Commission (EC) is to alleviate poverty by fostering sustainable development through economic growth supported by sound governance and macroeconomic policies, improved connectivity of national and regional transport infrastructure, as well as by sustained impetus on the improvement of agriculture and livelihoods. In the spirit of division of labour, there is no overlapping of focal areas of the EC's and Austria's strategies in Uganda. There are however shared objectives related to the strengthening of civil society in their advocacy role (part of an EC non-focal sector). The EU Water Facility, which provides funding opportunities for Uganda outside the focal sectors, complements the Austrian focal area of water and sanitation.

1.1.2 Austrian development policy

The legal framework for ADC is the Federal Development Cooperation Act adopted in 2002 and amended in 2003. It contains a specific list of goals that stipulates development-policy criteria for the whole federal administration. The key points are the reduction of global poverty, safeguarding peace and human security and preserving the environment.

The central development-policy positions and strategic framework of ADC are defined in the Three-Year Programme on Austrian Development Policy.

In the rolling Three-Year Programme on Austrian Development Policy (2009 to 2011), a major aspect of developmental engagement in Africa during the programme term will be active cooperation in the wide-ranging Energy Partnership, the Partnership for Peace and Security (African Union and AU Commission) as well as more intensive work with regional organisations. Under the Partnership for Peace and Security, ADA is tasked in particular with actively seeking ways of cooperation with the AU Commission.

ADC thematic priorities include:

- Governance, including peace and security, conflict prevention
- Water supply and sanitation

The Programme puts special emphasis on management for results and division of labour and defines Uganda as one of ADC's priority countries.



1.2 Uganda's development strategy

1.2.1 Relevant policies for development cooperation

Having pursued the Poverty Eradication Action Plan (PEAP) with a focus on poverty reduction since 1997, Uganda has now embarked on a five-year development strategy. The **National Development Plan (NDP)** covers the period of 2010/11 to 2014/15 and envisages 'a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years' by focusing on 'growth, employment and prosperity for socio-economic transformation'. It translates "the desire to balance wealth creation with sustainable poverty reduction, which calls for growth with equity" and defines eight objectives:

- Increasing household incomes and promoting equity
- Enhancing the availability and quality of gainful employment
- Improving stock and quality of economic infrastructure
- Increasing access to quality social services
- Promoting science, technology, innovation and ICT to enhance competitiveness
- Enhancing human capital development
- Strengthening good governance, defence and security
- Promoting sustainable population and the use of environmental and natural resources

These objectives are pursued under four sectoral clusters:

1. Primary growth sectors, directly producing goods and services,
2. Complementary sectors, providing institutional and infrastructural support to primary growth and other sectors,
3. Social sectors, providing services to maintain a healthy and quality population and human resources for effective engagement in rewarding economic activities,
4. Enabling sectors, providing a conducive environment for the economy.

The NDP further outlines the objectives and strategic interventions for all sectors in line with individual sector investment plans (SIPs). The Government's Medium-Term Expenditure Framework is linked to the NDP and seeks to translate it into a multi-year spending programme.

At the sub-national level, Government has worked out the **Peace, Recovery and Development Plan for Northern Uganda (PRDP)** as a framework 'strategy to eradicate poverty and improve the welfare of the populace' of this region affected by two decades of conflicts. The PRDP provides the single framework under which all interventions in Northern Uganda are expected to take place. It has four strategic objectives:

1. Consolidation of State Authority
2. Rebuilding and empowering communities
3. Revitalisation of the economy
4. Peace building and reconciliation

Austria commits to support the objectives of the NDP. It recognises the relevance of the strategic orientation towards economic growth and transformation. ADC's primary objective of poverty reduction concurs with the NDP's approach of maintaining the goal of reducing poverty alongside that of wealth creation. The commitments expressed in the NDP to gender equality, the enjoyment of human rights and environmental sustainability meet fundamental requirements for the ADC in terms of cross-cutting issues. The concrete entry points for Austrian support are provided by the objectives related to (1) improving access to quality social services



and (2) strengthening good governance and security which are situated in the clusters of social and enabling sectors respectively. Within these objectives, Austria puts its priority on the two areas of Water and Sanitation and Rights, Justice and Peace, for which it will rely on the relevant GoU sector policies. For its support to Northern Uganda in guise of geographical concentration on the LRA affected areas comprising of Acholi and Lango regions and Adjumani district, Austria uses the PRDP as the guiding framework.

Insufficiencies of human and institutional capacity are identified as major constraints for development throughout the NDP. Similarly, good governance and accountability are considered as important principles for an efficient government capable of guaranteeing and protecting the rights of its citizens. Concurrently and in line with a human rights based approach, Austria places capacity development at the core of its support and aims at improving public service delivery to enable the State to better carry out its obligations towards the rights of the citizens.

1.2.2 Relevant national stakeholders

Austria acknowledges that the primary actor of development cooperation in Uganda is the Government. The Office of the Prime Minister (OPM) is in charge of coordination and monitoring & evaluation. It provides six-monthly government performance reports, whereas the Ministry of Finance Planning and Economic Development (MoFPED) is i. a. responsible for budget preparation, planning and aid liaison.

They both are the main interlocutors for dialogue with DPs on overarching issues of cooperation, and Austria positions herself as an active member of the group of DPs. In the NDP, GoU commits to '*communicate on matters relating to official development assistance primarily through the Local Development Partners Group (LDPG)*' and to consult with them on the implementation of the NDP as well as review DP assistance and efforts to improve aid effectiveness.

In the annual budget cycle where implementation is reviewed and the new budget is prepared, MoFPED plays the lead role, while sectors submit their budgetary requirements and report on their expenditure. Civil society and DPs are consulted in this process and participate in the annual budget workshops.

Non-State actors play an important role in Uganda's development. The Private Sector Foundation Uganda participates in the government's consultations for planning, budgeting and evaluation of its programmes. Civil society, under the umbrella of the Uganda National NGO Forum, has an advocacy role and provides input for the planning, the budget cycle and for reviews. National NGOs are also partners for the implementation of projects and Austria shall support some of them in order to complement the funding provided to government institutions and programmes.

1.3 Development partners coordination

DP coordination in Uganda intends to harmonise DPs' approaches, interventions and dialogue and to reduce transaction costs for the Government and other national partners. In the NDP chapter on partnerships, GoU '*recognizes the need for a single channel of official communication between the Government and DPs*'. It identifies the Local Development Partners Group (LDPG) as its primary interlocutor.

In line with its specific interests, ADC also participates in the Economist, Northern Uganda Recovery and Development and Gender DPGs as well as in the Aid Effectiveness Working Group. It is equally a member of the Joint Budget Support Policy Committee, the EU fora and the partners for Democracy and Governance.



Austria's contribution to DP coordination includes

- (1) the promotion of aid effectiveness with a particular interest in managing for development results,
- (2) a rotating sector lead role in Water and Sanitation and
- (3) inputs on specific thematic issues of interest such as gender equality, integrated water resource management, decentralised water and sanitation facilities and Northern Uganda and
- (4) the participation in the dialogue with the JLO-Sector and its JARs as “active donor”.

Austria is one of the DPs who implemented their division of labour commitment to concentrate their sector engagement and reduced its focal sectors to two. This move is further consolidated by the present Strategy.

1.4 Trends and issues in aid effectiveness

In the past decade, important progress has been achieved in many areas, particularly in ownership, harmonization and alignment. In the Partnership Principles of 2003, GoU designed development cooperation and provided the basis for these achievements. Efforts have recently increased with regard to management for development results and mutual accountability. Instruments such as the indicator and target based Joint Assessment Framework used by GoU and budget support DPs are available and being refined. Particularly at sector level, progress is remarkable in respect to all aid effectiveness principles.

A new Partnership Policy (to be finalised during FY 2010/11) by which Government will reaffirm its strong claim of ownership and define its priorities and approach, is expected to address the outstanding challenges. The partnership policy will be supplemented by a MoU on partnership principles. The NDP already indicates that GoU encourages division of labour and co-financing. While recognising that project support brings with it particular benefits in certain circumstances, it reiterates the use of budget support as its preferred modality and calls on DPs to join the Joint Budget Support Framework (JBSF).

GoU and budget support DPs agreed on the JBSF in 2009. Its key elements are a stronger results orientation, a joint assessment framework, transparent decision making and a more predictable disbursement schedule. Austria joined the JBSF in 2010 reflecting her increasing use of sector budget support as a modality.

2. Response strategy 2010–2015

2.1 Strategic considerations

With a value of 0.514 in the 2009 Human Development Index, Uganda has moved from the low to the medium human development level and at position 157 out of 182. Uganda was able to reduce poverty considerably during the past two decades. Household data show that between 1993 and 2006 the percentage of people living below the poverty line fell from 56 to 31. Under the NDP, Uganda strives to further reduce this share to 24.5 by 2015. However, inequality as measured by the Gini coefficient rose since 1993. There are strong disparities of poverty in terms of region and of rural vs. urban. Poverty estimates range from 5% in urban areas of the central region to 64% in the rural North.

As witnessed by the reduction of poverty, Uganda's economy grew steadily in the past decade with annual GDP growth rates between 6 and 10%, while in 2009 the rate dropped to 5% as a result of the global economic crisis. The annual growth rate



up to 2015 is projected at 7%. But this progress had a mixed impact with respect to the Millennium Development Goals. Uganda is on track on the indicators of population below the poverty line, primary education enrolment, girl-to-boy ratio in primary education, prevalence of HIV-AIDS and access to improved water sources (e.g. rural water supply coverage increased from 40% in the mid-1990s to 65% in 2009). On all other indicators, however, the country is off track and most seriously so on primary education completion and child and maternal mortality. This leaves Uganda with serious challenges to poverty reduction which, as is economic growth, is further hampered by the high population growth of 3.3%.

Development in the region of Northern Uganda was affected by two decades of violent conflict. Towards the end of conflict, the poverty rate was estimated at 61% which is double the national average. Socio-economic activities had virtually come to a standstill for most of the population in the central North and humanitarian assistance has become regular for several years. Confined within conflict, the population of the North in addition suffered from sociopolitical marginalisation in the national context. Violence, particularly against women and children, and land disputes are major problems. Following the cessation of hostilities in 2006, security was restored, the formerly displaced population returned to their places of origin and socio-economic activities slowly resumed. Nevertheless, the challenges for reconstruction and development remain enormous.

In response to these challenges, Austria will support Uganda in its efforts to sustainably reduce poverty, vulnerability and inequality. In line with the ADC policy on poverty reduction, this support will take into account the multifaceted nature of poverty and target aspects of two dimensions of poverty by focusing on (1) the provision of sustainable social and environmental services and (2) participation and empowerment. It specifically contributes (1) to the MDG targets 10 and 11 related to water and sanitation and (2) to the strengthening of human rights.

Austria's approach combines continuity and concentration. It builds on the excellent partnership Uganda and Austria developed over the past two decades and the lessons learned throughout. Important lessons for ADC are to concentrate its limited resources by reducing the previously large number of intervention areas, streamlining the country programme (less but larger funding units) and better integrating the interventions into sector-wide approaches. As a small donor Austria also has to build on strong partnerships with like-minded donors in order to increase the effectiveness of policy and political dialogue. A geographical focus has equally proved beneficial. While in the 1990s, this was developed for South-Western Uganda, attention has increasingly turned towards central Northern Uganda since 2004 in order to respond to the (post-) conflict challenges. Over the period of this Strategy, Austria will further consolidate this focus and pay particular attention to this one geographical area.

ADC's support in the two focal areas is in line with both the NDP and Austria's relevant guiding principles on areas such as poverty reduction, water and sanitation and governance. This focus is encouraged by the strong ownership from the sectors' institutions and their proven partnership with Austria to work towards development results.

ADC pursues a human rights based approach shifting the focus in poverty reduction from the needs of the poor towards the obligations of the State and the capabilities/potential of citizens to claim their rights. As a result, the response combines the strengthening of public service delivery at both central and decentralized levels and the development of capacities of non-State actors to enable them to participate in the development processes. For these services to be relevant for poverty reduction, they must be accessible to all parts of the population. Austria will emphasise the importance of their pro-poor and gender-sensitive outlook.



Gender mainstreaming is integrated in all ADC's interventions. In line with the EU Gender Action Plan and the Austrian policy for gender equality and the empowerment of women, the approach contributes to gender equality, women's political and economic empowerment and women's enjoyment of human rights as essential elements for poverty reduction and sustainable development. With reference to the post-conflict context of Northern Uganda, principles of cooperation are founded in the United Nations Security Council Resolutions regarding women, peace and security. Safe water supply and improved sanitation address major health challenges, with particular links to nutrition and maternal mortality (MDG5). Interventions in relation to the political and democratic framework conditions contribute to enhancing women's participation (MDG3).

Particular attention is also paid to environmental sustainability. In line with ADC policy, all programme and project interventions are screened for potential linkages and impacts on natural resources and environmental services, including concerning climate change.

2.2 Focal areas

Overall goal

In support of the objectives of the NDP, Austria strives to contribute to the sustainable reduction of poverty, vulnerability and inequality in Uganda. This is in line with ADC's overall goal of sustainable poverty reduction. Austria will focus its contribution on three outcomes, relating to both focus areas:

Outcomes focus area 1

1. More Ugandans, including women and vulnerable groups and in particular those living in Northern Uganda, access safe drinking water and basic sanitation services, in line with the MDGs and national sector targets
2. Protection and sustainable use of water resources contribute to conflict prevention and reduced vulnerability to climate change

Outcome focus area 2

1. Rule of Law, respect for human rights and an effective legal environment mitigate social inequities.

The outcomes are situated in the conceptual framework of the NDP in two categories, i.e. social services for outcomes in focus area 1 and enabling sectors for the outcome in focus area 2. Interventions will accordingly address (1) access to and sustainable management of natural resources, in particular water, and (2) political and democratic framework conditions.

Alongside this thematic concentration, ADC seeks a geographical focus and will pay particular attention to the recovery and development challenges in Northern Uganda. Support will be provided under the PRDP framework and respond to the specific challenges arising out of the post-conflict situation in the two focal areas. This applies to the districts affected by the two decade long conflict with the Lord's Resistance Army, i.e. in the central North and adjacent areas.

2.2.1 Water and sanitation

Interventions supported by ADC in water and sanitation contribute to the overarching goal of poverty reduction, in particular with regard to improving livelihood conditions and sustaining basic needs. They primarily involve the provision of sustainable public services to improve the availability, accessibility and affordability of clean water and an effective sanitation system for the poor parts of the population. By



taking into special account the rights of women and of disadvantaged groups, they contribute to gender equality and women's empowerment.

ADC promotes the sustainable development of the water sector so that all user groups have adequate and affordable access to drinking water supply and basic sanitation; the availability of adequate water resources is ensured; and sound resources management contributes to the conservation of the natural resources and ecosystems and helps avoid conflicts. Austria's contribution to the water sector is therefore specifically targeted to:

- Enabling in particular the poor to basic access to safe water and basic sanitation in a sustainable manner (MDG target 10).
- Sustainable management of the limited water resources in order to ensure access for all user groups and to prevent possible conflicts over the resources.

These development objectives can only be reached if, in addition to the necessary infrastructure, the institutional, organizational and financial conditions for its sustainable operation and maintenance (O&M) can be created. Measures are required to raise awareness and to promote hygiene; to set up an adequate legal framework; to improve capacities and the educational level; and to increase knowledge.

Austria is therefore actively participating in Joint Water and Sanitation Sector Programme Support (JWSSPS). Despite considerable progress made Uganda's water and sanitation sector still relies on significant donor support to attain the MDG and national sector targets. With official coverage rates of 65% for rural water supply and 68% for rural sanitation (2009) Uganda is currently on track towards attaining these targets. This is more questionable for sanitation, where the international Joint Monitoring Programme reports only 49% rural sanitation coverage. In this context and considering the high prevalence of water-related diseases in Uganda, Austrian support to W&S remains relevant. In the context of division of labour, continued Austrian support is also seen as a contribution to maintaining adequate funding levels while other donors are leaving the sector.

Lessons learned and comparative strengths

Through continuous support since the early 1990s Austria has become one of the core donors of Uganda's water and sanitation sector. Starting from innovative regional projects Austrian support has been increasingly harmonised and aligned within the emerging SWAp framework and the developed approaches are being rolled out at the national level.

One of these successful approaches developed with Austrian support since 1996, is the systematic development of water supply and sanitation services in rural growth centres and small towns. It is based on a decentralised financing and implementing mechanism with innovative elements such as the promotion of ecological sanitation and the use of solar energy for water pumping. Its growing focus on national ownership and strengthening sector development with a long-term perspective was important for sustainability. From the „South Western Towns Water and Sanitation“ (swTws) programme the model transformed into a regional “Water and Sanitation Development Facility” (WSDF) and was recently replicated in three other regions of Uganda (North, East and Centre) with the prospect of becoming a semi-autonomous institution.

Another element that increased the sustainability of rural water supply investments was the concept of umbrella organisations to support and strengthen local Water Supply and Sanitation Boards. The umbrella model, equally initiated by the swTws programme, has so far been rolled out to two other areas (Eastern and Mid-



Western) A review in 2008 found the Umbrella Organisations to be effective in strengthening O&M for member schemes and concludes that GoUs financial support to these organisations is justified by the gains through improved management capacity of the provided infrastructure and hence reduced costs for repairs and rehabilitation. However, it turned out that umbrellas tend to be overburdened with different, partly conflicting functions and therefore the institutional status and financing strategy for umbrellas are still under discussion. Future Austrian support will include the strengthening of O&M arrangements, including but not limited to consolidating the umbrella model.

In sanitation Austrian support has helped to promote sustainable, ecological approaches to sanitation and to ensure adequate attention to sanitation and hygiene awareness in the context of rural W&S schemes.

The key challenges of IWRM are linked to (i) prioritisation, government ownership and funding reliability, and (ii) the set-up and operationalisation of effective, decentralised implementation structures. The “Catchment Based WRM Institutional Assessment” of October 2009 recommended de-concentration of WRM to four catchment based ‘water management zones’ with empowered regional offices.

Considering these experiences Austria can build on comparative strengths in the following areas:

- Rural water supply and sanitation, in particular in small agglomerations such as rural growth centres and small towns
- Decentralized financing mechanisms for infrastructure development (WSDF approach)
- Decentralised and on-site approaches to sanitation including ecological sanitation
- Strengthening the sustainability of small scale W&S infrastructure through the systematic development of operation & maintenance mechanisms
- Institutional decentralisation of services through area-based support structures (WSDF, umbrellas, water management zones)

Austrian contribution

Austria shall assist the Government of Uganda in achieving its national objectives for W&S. It will in particular pursue the following results:

Outcomes

1. More Ugandans, including women and socially vulnerable groups and in particular those living in Northern Uganda, access safe drinking water and basic sanitation services, in line with the MDGs and national sector targets
2. Protection and sustainable use of water resources contribute to conflict prevention and reduced vulnerability to climate change

Outputs

In policy dialogue and monitoring Austria will focus on the following outputs:

- 1.1 Water and Sanitation Development Facilities (WSDFs) are operational and effective in improving water supply and sanitation services in small towns and rural growth centres.
- 1.2 To ensure sustainable and affordable service provision, the O&M and regulatory framework is strengthened by building capacities at all levels (central and local governments, umbrella organisations, communities and private sector) and enhanced inclusion of women.
- 1.3 Sanitation: Increased investment, improved coordination and monitoring, and availability of affordable sustainable sanitation technologies

- 1.4 Equity: Northern Uganda and other disadvantaged regions receive targeted support to improve access to W&S services and institutional capacities and reduce the gap to the country's more prosperous regions.
- 2.1 Decentralised capacities for effective Water Resources Management including adequate financing through GoU systems

Strategic partners

Government of Uganda

Most of the Austrian water sector funding will be channelled through GoU systems, using a mix of sector budget support and pooled funding. Dialogue is taking place with the Ministry of Water and Environment, notably with the directorates for water development and for water resources management, as well as the sector-working group. At the decentralised level, the WSDFs constitute crucial partners, especially the one established for the Northern region, where technical assistance will be focused. This builds on the close partnership developed with these institutions since the 1990s.

Non-state actors

Activities implemented through non-state actors might complement the above mentioned approach. Funds allowing, Austria will engage in such programmes that are closely coordinated with JWSSPS in order to maximise synergies through NGOs, CBOs, Private Sector and CSOs. The envisaged areas of intervention are support to formerly displaced people of Northern Uganda and improvement of performance in rural sanitation and hygiene. The W&S umbrella organisations are important strategic partners for the WSDF approach and ensure the link to users.

Cross cutting issues

Gender issues are addressed through the Water and Sanitation Sub-Sector Gender Strategy (2010/11-2014/15).

Environmental impact assessments are carried out in a systematic way through sound and established procedures at local government and central level for all major infrastructure works. Austria will encourage the use of strategic environmental assessments to national and/or joint planning and programming in the sector. Particular consideration will be given to the challenge that key ecosystems for water resources need to be protected and sustainably managed. The climate change agenda, including the progress in implementing the National Adaptation Plan of Action, will help to recognize access to adequate water services for all as a key governance issue.

The cross-cutting issue of HIV/AIDS shall be considered as an integral part of sanitation and hygiene awareness creation and training alongside interventions in W&S.

2.2.2 Rights, justice and peace

Considering the multiple dimensions of poverty, ADC takes into account that poverty is associated with powerlessness and defencelessness, with exclusion from public life, political decision-making and access to rights and justice. It is thus closely related to the protection of human rights, functioning democratic institutions and effective legal systems which provide equal access and inclusive participation for all as well as a gender-oriented perception which aims at promoting equal opportunities for men and women.

Good governance, the respect for human rights and peace and human security constitute inseparable and mutually interacting essentials in Austria's development



cooperation. They both are considered as important prerequisites for ADC's main objectives and represent an intervention sector in its own right. They are strongly linked to the rule of law and a functioning justice system that provides legal security. Vice versa democratically legitimized and controlled justice and security systems are part of ADC's key strategic areas to promote the realisation of human rights, to maintain peace and to prevent conflicts.

Democracy and Rule of Law, stability and peace are primary attributes of Uganda's vision as laid down in the NDP. Rule of Law, justice, human rights and peace are defined as the necessary enabling environment for economic growth and socioeconomic development. Their promotion and realisation have been integrated into the portfolio of a single but multifaceted sector, the Justice Law and Order Sector. However, rights, justice and peace are not only grounded in a sound regulatory and legal framework provided by State institutions but also build on awareness, knowledge and respect of human rights. Civil society has a key role to play in advocacy and promotion of human – especially women's – rights, to legal aid services and to participation in decision making processes.

ADC will concentrate on three strategic areas of intervention in Uganda:

- a. Access to justice including the development and implementation of a legal aid policy
- b. Mainstreaming gender and human rights standards in the administration and delivery of justice
- c. Promotion of alternative conflict resolution and reconciliation mechanisms to enhance justice in post conflict areas (transitional justice)

Each of these areas will consider both the central and the local level. At the central level, ADC will primarily support the development of policies and quality standards in JLOS relevant to human rights and equal access to justice and their enforcement through capacity building. At the local level ADC will work with CSOs and international NGOs in Northern Uganda. Austria recognises the importance of civil society organisations for complementing the role of the State, as legal aid service providers, for raising awareness among legal practitioners as well as local communities and not least for monitoring the State and holding it accountable with regard to justice and human rights.

ADC will pursue a gender-oriented approach to promote equal opportunities for men and women. Following a human rights based approach, ADC will support the duty bearers as well as the rights holders through

- capacity development and empowerment within JLOS and civil society;
- comprehensive participation of civil society;
- active integration of disadvantaged groups;
- opportunities for civil society to articulate concerns and priorities.

A conflict-sensitive approach addresses special needs for justice in a post-conflict situation. The Northern Uganda peace process and the GoU commitment to implement major parts of the Juba Peace Agreements, notably the Agreement on Accountability and Reconciliation, strongly impact on justice in Uganda. Twenty years of severe conflict raise serious questions of justice for perpetrators and victims, of truth seeking and of compensation for the suffering and marginalisation of over two million people. If the strong demand by Northern Ugandan communities for justice and the end of impunity is not met, peace will remain at stake.

Lessons learned and comparative strengths

Under the sector reform, remarkable improvements were achieved with regard to human rights, justice and peace. But limited implementation and organisational capacities slow down the transformation of the justice system. Thus, a growing case

backlog, physical distance to service institutions, technical barriers and poverty still make access to justice difficult for the poor and vulnerable, particularly in the North. People in rural areas are hardly able to access adequate legal advice or representation. There is still no policy on legal aid nor a clear sector M&E framework to measure the impact and result of reforms, particularly with respect to the poor.

Women face more barriers than men to access justice due to higher levels of illiteracy and lack of information on their rights. Despite good policies and legislation to advance gender equality and progress in some areas, Northern Uganda suffers from the highest incidence of domestic violence due to the breakdown of social coherence. Land grabbing is rampant and women, especially widows, and children are mostly affected. The protection of women's land rights under customary tenure has been extremely weakened and State institutions are largely unaware of these rights and unable to enforce them.

The historical north-south divide in Uganda is important for understanding key components of the dynamics around justice issues in Northern Uganda. Lasting peace will remain at stake if issues of transitional justice such as truth finding and reparations, accountability and reconciliation are not addressed in a transparent and inclusive manner.

Whereas sector budget support contributes fairly to the improvement of justice, law and order in Uganda, additional programme-based funding is able to address critical areas and specific challenges in a better targeted manner. Lack of capacity and human resources often constitute a bottleneck for progress and timely achievement of results. Austria strives to support the development of capacities, human resources and consultancies that are crucial for unlocking constraints and improving management for results.

Support to legal aid service providers through a joint facility proved to be a very successful intervention. Austria's contribution can add value and thus achieve better impact in the joint intervention of the Legal Aid Basket Fund.

The excellent cooperation with civil society and international organisations complemented the collaboration with the sector institutions and effectively contributed to ADC's better understanding of, and responsiveness to, the realities on the ground. Dialogue and collaboration with CSOs will remain important for ADC's future support to the justice system.

From these experiences Austria shows strong comparative strength in the following areas:

Austria has a recognised track record as an active partner in the justice sector and can build on her longstanding experience and knowledge of the sector. The successive evolution from projects towards more programmatic approaches such as pooled funds and budget support provided good learning experience and understanding of the sector-specific context as well as strategy and implementation issues.

In policy dialogue with JLOS Austria specialised on advancing result based planning and monitoring and engages in the development of a sound M&E framework underlying the JLOS SBS. Engagement with civil society has helped to regularly touch base with critical non-state voices and to generate useful additional knowledge on technical and political aspects in the justice sector.



Austrian contribution

Austria will contribute to Uganda's overall development objectives by aiming at the protection of human rights and at effective legal systems which provide equal access and inclusive participation for all.

Outcome

Rule of Law, respect for Human Rights and an effective legal environment mitigate social inequities

Outputs

In policy dialogue and monitoring Austria will focus on the following outputs:

1. Improved access to justice for all, especially for poor and vulnerable people and for women
2. Prevention and access to justice with respect to sexual and gender-based violence (SGBV) enhanced
3. A transparent and inclusive transitional justice process with broad participation of civil society including women's groups is in place

Strategic partners

In line with the principles of the Paris Declaration and the Accra Agenda for Action, Austria will engage actively in the Justice Law & Order Development Partners Group to effectively harmonise and coordinate with other development partners, the JLOS Secretariat and JLOS institutions as well as civil society. Strategic civil society partners and international organisations include women's organisations, legal aid providers, human rights and land rights organisations and organisations working in the field of transitional justice.

The major part of Austrian funds will be channelled through sector budget support and additional government programme support for specifically targeted capacity building measures and technical assistance aiming at improved management for results. Therefore, government is seen as the most important partner in this area.

Approximately one quarter of the budget allocated to the area of Rights, Peace and Justice shall be provided to civil society organisations working in legal aid as well as in transitional justice and in advocacy for human rights, especially women's rights in Northern Uganda.

Cross cutting issues

In this area of intervention, good governance, human rights and gender equality are both cross cutting issues and intervention areas on their own. The promotion of Rule of Law and due process and the protection of human rights are priority objectives of JLOS and integral part of good governance. Accountability and ethics are addressed through codes of conduct, a corresponding complaints system and an anti-corruption strategy (intended by Uganda to be implemented within the period of this strategy). JLOS adopted a human rights based approach for the whole sector. This is also reflected as key objective in the sector's Strategic Investment Plan.

Gender issues are addressed through the National Gender Policy 2007 but yet to be translated into a JLOS-specific gender strategy which is one of the objectives within the period of this strategy. ADC also supports specific interventions for women's empowerment and protection of their rights.



2.3 Budget scenario

The country programme will be financed through grants. In 2010 budgetary provisions have been made for 7.1 million Euro. Austria will endeavour to keep this annual aid level constant up to 2015. Tentatively, roughly 60% of resources of the budget line "Uganda" will be allocated to the focal area "Water & Sanitation" and 40% to "Rights, Justice and Peace"

Additional funds (as described below under 2.5. Other financing tools) may be allocated for implementation in Uganda from other budget sources.

2.4 Instruments

The two focal areas will be supported mainly in a sector-wide approach based on the sector investment plans covering the whole range of sector components and activities and the entire country in a nation-wide outreach. The support for its major part will be provided through an approach comprising programme-based interventions such as sector budget support and/or pooled funding of the sector where the public institutions under the sector will be the partner and beneficiary institutions. This takes into account that the responsibility of public service delivery lies with Government and that bilateral support in a rights-based approach should contribute to enhancing the partner government's capacities for service delivery and the execution of the State's duties with regard to the rights of its people.

Complementary support targets the development of the State's capacities. This will be done through funding of technical assistance and activities such as the development of instruments and training. This kind of assistance has to respond to a clearly expressed demand by GoU and aligned to GoU programmes.

This sector-wide support will be supplemented by a project modality implemented primarily through non-governmental organisations. This modality is apt to address both aspects of capacity development of State and non-State actors and of activities of non-State actors that complement in a meaningful way the support to and through public bodies. ADC will fund interventions which target activities on both national and sub-national level including local levels.

In another complementary approach, ADC will seek partnerships with civil society organisations including women's groups which carry out monitoring and advocacy roles in relation to public service delivery. It will therefore support activities that include, in addition to the activities described above under sub-chapter 2.2, monitoring public service delivery in the focus sectors with a view to enhancing accountability and transparency of public spending.

2.5 Other financing tools

To supplement the country programmable components of this Strategy, further instruments are available for funding under the ADC. These tools are used in the best possible way to create positive synergies with the thematic focus sectors.

Business partnerships

With its Business Partnership Programme, ADC supports private sector projects that are in the commercial interests of the companies involved, the development-policy interests of the host country and the target groups of development cooperation. It requires companies to carry out a long-term investment at its own cost and risk, aiming at generating local value, creating jobs and thus decreasing poverty. Measures must go beyond what the company is compelled to do, e.g. qualifying workers, public servants or other companies, spreading know-how and technology or building capacities of public institutions. Sustainability and ownership of the



project is enhanced due to the substantial contribution of the private partner to the amount of 50% of the total project costs.

The partnerships shall be aligned with Uganda's policies on economic development and foreign direct investment. With this financing instrument, ADC seeks to establish cooperation between Ugandan and Austrian companies in view of generating sustainable development in Uganda.

NGO co-financing

NGO cooperation has a long standing tradition within ADC's engagement in Uganda and a record of many achievements and experiences. It takes into account that civil society and community groups play a vital role in presenting the opinion and appreciation of public service beneficiaries and holding public officials accountable. These experiences are essential to address local development issues within national structures. ADC supports Austrian NGOs for their cooperation with Ugandan partners. The activities should in the best possible manner complement and support the thematic and geographical focus of this Strategy. It is expected that Austrian NGOs will continue to concentrate on sustainable management of natural resources and promotion of peace and human rights.

Austrian Partnership Programme in Higher Education and Research for Development (APPEAR)

APPEAR finances academic partnerships between Austrian academic institutions and scientific partner institutions in the South. Additionally, scholarship grants will be given to selected applicants from ADC focus countries like Uganda for Master and PHD programmes.

Research and development have great potential by creating opportunities for regular exchange and for promoting research and academic capacity on issues of particular interest to ADC arising from its particular focus on poverty reduction, environment and natural resources, peace building and conflict prevention, gender equality, water supply and sanitation, rural development, energy, private sector development, governance and human rights.

ADC will endeavour to

- strengthen Ugandan institutional capacities in higher education, research and management through academic partnerships with Austrian academic institutions and Master's and PhD programmes as a contribution to effective and sustainable reduction of poverty
- strengthen human resources through integrated training and applied research on a demand-based approach in priority sectors and thematic fields

Consultative Group on International Agricultural Research (CGIAR)

Austria's main objective in funding International Agricultural Research is to enhance research on scientific and technological innovations in support of sustainable agricultural and rural development. Austrian support helps promote local adaption to climate change, food security, income generation and natural resource management.

Private Infrastructure Development Group (PIDG)

PIDG is a coalition of donors mobilising private sector investment to assist developing countries in providing infrastructure crucial for economic development and poverty eradication. It provides financial, practical and strategic support to help galvanize infrastructure investment where it is needed most. The PIDG facilities



focus on two main tasks: helping develop viable projects to tackle infrastructure problems and then attracting the private sector investment needed to implement them. They work across a range of infrastructure sectors including energy and power, transportation, telecommunications, agribusiness, water and sanitation. The funding of Bugoye Hydro Power Plant and the development of the Kalangala Infrastructure Services Project are only two of several PIDG projects in Uganda.

Multilateral projects

Austria co-finances multilateral projects implemented in Uganda by UN agencies such as UNIDO and UNDP. Special efforts shall be made to increase possible synergies between the co-financed UN projects and interventions under this strategy.

Austrian Export Finance Credit (Oesterreichische Kontrollbank OeKB)

Austrian companies that export or invest abroad can apply at OeKB, Austria's official export credit agency, for financial services that enhance their ability to compete internationally and to protect them against non-marketable export risks (for higher-risk markets or risk periods of more than two years). The services of OeKB can be an important element in business relations between Austrian and Ugandan companies.

Development Bank of Austria

OeEB, the official Development Bank of Austria, is specialised in supporting private sector projects that require long-term financing and can service their borrowings out of their own cash flow with a sustainable impact on the regional economic development.

The Austrian Development Cooperation will endeavour to promote the use of instruments such as export finance credit or products of the Development Bank of Austria while acknowledging that these tools are demand-driven.

3. Programme implementation

3.1 Programme management

The Austrian Federal Ministry for European and International Affairs, in particular its Department for Development Cooperation, provides the policy and strategic orientation. The overall management of the country programme based on the present strategy, especially in terms of quality management of partner relationships as well as documentation of lessons learned and of development results, is entrusted to the Austrian Development Agency. The Coordination Office for Development Cooperation of the Austrian Embassy Nairobi in Kampala represents the Austrian Development Cooperation in Uganda and is in charge of the in-country management.

On the side of the Government of Uganda, the Ministry of Finance Planning and Economic Development is the primary partner and interlocutor for matters of cooperation. The Office of the Prime Minister takes over responsibilities with regard to the Joint Budget Support Framework and M&E. The main partners for dialogue and implementation in the focal sectors are the Ministry of Water and Environment, the Ministry of Justice and Constitutional Affairs and other institutions of the Justice Law and Order Sector including its Secretariat.



The framework of cooperation is set out in the following agreements:

- Bilateral Agreement on Financial and Technical Co-Operation of 1992
- Joint Memorandum of Understanding between the Government of Uganda and Development Partners including Austria on the Partnership Policy (currently being elaborated), regulating the general terms of development cooperation
- Joint Memorandum of Understanding between the Government of Uganda and Development Partners including Austria on the Joint Budget Support Framework (currently under negotiation with GoU), regulating the general terms of budget support
- Bilateral financing agreements between Uganda and Austria.

3.2 Joint review and planning process

The programmes supported through sector budget support or other programme-based modalities are fully owned by GoU. GoU consults with DPs and other stakeholders in the planning and budgeting processes. The focal sectors' programmes are defined in their Strategic Investment Plans (SIP), whereas the planned expenditure is outlined in the annual Budget Framework Paper and consolidated into the multi-year Medium-Term Expenditure Framework.

ADC will participate alongside other DPs in the joint reviews. These reviews take place once a year for each sector on the basis of annual performance reports and joint monitoring and evaluation visits. A technical meeting at the beginning of the third quarter reviews progress mid-way through the year.

3.3 Monitoring and Evaluation (M&E)

Considering the alignment with country systems for sector budget and other programme-based support, ADC's monitoring and evaluation will rely on GoU reporting, the joint annual and technical sector reviews as well as the joint M&E field visits organised in the sectors. It will also use the joint assessments of the JBSF and sector-related DPGs. The Joint Assessment Framework (JAF) for budget support provides an elaborate results-oriented instrument that includes monitoring of progress towards agreed targets for water and sanitation.

Additional monitoring may be carried out in full coordination with the sectors by taking into account the need for keeping the transaction costs for GoU at a minimum, and utilising established results-based monitoring systems. Austria will put a special emphasis on Northern Uganda with respect to the outputs defined under the focal areas Water and Sanitation and Rights, Justice and Peace.

Austria will also rely on insights from the complementary projects that monitor the government programmes. ADC will carry out M&E with regard to these projects bilaterally with the implementers or jointly with other partners on the basis of progress reports, through field visits and independent evaluations.

Considering the fundamental importance of joint monitoring, the focal sectors and other government institutions such as the Office of the Prime Minister with its overall M&E responsibilities and the Ministry of Finance, Planning and Economic Development (budget monitoring) constitute the primary partners for monitoring. At the decentralised level, sector institutions and bodies associated to the sectors such as the WSDFs, W&S umbrella organisations or the JLOS District Coordination Committees are crucial. Civil society organisations and other non-State actors can provide useful insights, especially those that are active at, or reach out to, the local level. Thus NGOs active in the complementary projects and in the focal sectors in general are valued partners. They include legal aid providers, umbrella and specialised NGOs and women's organisations.

For a consolidated assessment, national systems including the JAF constitute the basis. They will be verified against with information derived from projects and bilateral monitoring as described above. This level will in addition include monitoring of more general poverty indicators such as the human development index and the share of the population living below the national poverty line. Reporting of results and lessons by the ADC Coordination Office will occur through the regular quarterly reports and via reports on field visits.

Austria will continue supporting the development and further strengthening of national M&E systems. It will work with the two focal sectors to consolidate and implement their respective frameworks including the relevant parts of the JAF. ADC also strives to support civil society in their monitoring role, particularly under the Rights, Justice and Peace programme.

In addition to M&E related to budget, programme and project support ADC will monitor its own performance as a donor organisation in relation to Aid Effectiveness. It will use the Paris Declaration indicators and participate in the donor performance monitoring of the JBSF.

An external end-term evaluation of the entire country programme will be conducted to assess its impact, relevance, sustainability, effectiveness and efficiency. This evaluation will in addition consider the opportunity and possibility of an exit strategy following the present strategy by taking into account both the progress of Uganda's development including domestic revenue perspectives and the evolution of the Austrian Development Cooperation in the domestic and international context.



Annex: Results matrix

Overall goal Contribute to reducing poverty, vulnerability and inequality in Uganda					
Outcomes	Outputs	Indicators	Baselines	Targets (2015)	Activities undertaken or supported
		Percentage of Ugandans living below the poverty line Percentage of Ugandans considered as vulnerable HDI Gini	31% national, 64% in the rural North (2006) HDI 0.514 (2009) Gini 0.41 (2006)	24.5% national HDI 0.572	Support Uganda under the 2 outcomes defined below Participate in the policy and political dialogue at overarching level, in particular within the Local Development Partners Group and the Joint Budget Support Framework as well as within the EU framework Maintain predictability of disbursements Participate in the aid information system Provide sector budget support and other PBA using country systems at at least 80% of programmable aid under this CSP Avoid parallel PIUs
Outcome 1: More Ugandans can use safe water and sanitation through improved access to sustainable quality water and sanitation services.		Outcome indicator 1 A: Access to safe water supply: % of people within 1 km (rural) and 0.2 km (urban) of an improved water source (Golden Indicator 1)	Output baselines 1 A: 65% rural water supply (2009) 51% in small towns (urban service level) (2009)	Outcome target 1 A: 77% coverage in rural areas 65% coverage (at an urban service level) in small towns	<ul style="list-style-type: none"> Engage actively in policy dialogue with the sector and ensure efficient implementation of the sector strategy Participate in monitoring and evaluation and in joint annual reviews
		Outcome indicator 1 B: % of people (households) with access to improved sanitation (Golden Indicator 4)	Output baselines 1 B: 68% rural (2009) 73% urban (2009)	Outcome target 1 B: 77% coverage in rural areas 100% in urban areas	<ul style="list-style-type: none"> Assume the role of lead donor among the DPs engaged in the sector

Outcomes	Outputs	Indicators	Baselines	Targets (2015)	Activities undertaken or supported
	Output 1.1: Water and Sanitation Development Facilities (WSDFs) are operational and effective in improving water supply and sanitation services in small towns and rural growth centres.	Output indicator 1.1 A: Number of WSDF branches operational	Output baseline 1.1 A: 3 (2010)	Output target 1.1 A: 4 branches based on clear regulations regarding its institutional status and governance structure (branches fully operational by 2012)	<ul style="list-style-type: none"> ▪ Advocate for and support the institutional establishment of WSDFs in sector policy dialogue ▪ Provide technical expertise, with a particular focus on Northern Uganda (WSDF-North) ▪ Monitor budget allocations, unit costs and coverage improvements in small towns and RGCs, with reference to SIP requirements
		Output indicator 1.1 B: Number of people supplied by new piped water schemes in small towns and RGCs	Output baseline 1.1 B: Town Boards: 192,645 (2009) Urban Councils: 1,428,076 (2009)	Output target 1.1 B: 120,000 additional people served per year for town boards and urban councils	
	Output 1.2: To ensure sustainable and affordable service provision the O&M and regulatory framework is strengthened by building capacities at all levels (central and local governments, umbrella organisations, communities and private sector) and enhanced inclusion of women.	Output indicator 1.2 A: Service reliability of small towns and RGC water schemes: Ratio of the actual hours of water supply to required hours of supply (Golden Indicator 2)	Output baseline 1.2 A: 89% (2009)	Output target 1.2 A: 95%	<ul style="list-style-type: none"> ▪ Provide technical assistance to all stakeholders involved in O&M ▪ Support the institutional establishment and the identification of sustainable financing arrangements of Umbrella Organisations ▪ Strengthen organisational structures and management capabilities in Public-Private Partnership (support to scheme operators and Water Supply and Sanitation Boards) ▪ Support the establishment / capacity development of law enforcement institutions and support awareness raising activities with respect to the right to water
		Output indicator 1.2 B: Number of back-up support structures (Umbrella Organisations) operational, with a clear institutional arrangement and adequate funding to cover running costs	Output baseline 1.2 B: 3 (2010)	Output target 1.2 B: 4 umbrella organisations (fully operational by 2012), with secured funding	



Outcomes	Outputs	Indicators	Baselines	Targets (2015)	Activities undertaken or supported
		Output indicator 1.2 C: Management % of water points with actively functioning Water & Sanitation Committees / Boards (Golden Indicator 9)	Output baseline 1.2 C: 68% (rural) and 69% (urban) in 2009	Output target 1.2 C: 95%	
		Output indicator 1.2 D: Gender: % of Water & Sanitation Committees / Water Boards with women holding key positions (Golden Indicator 10)	Output baseline 1.2 D: 68% (rural) and 59% (urban) in 2009	Output target 1.2 D: 95%	
	Output 1.3: Sanitation: Increased investment, improved coordination and monitoring, and availability of affordable sustainable sanitation technologies	Output indicator 1.3 A: Budget allocations for sanitation through conditional grants	Output baseline 1.3 A: No specific budget allocation for sanitation	Output target 1.3 A: Target to be discussed and set at sector level	<ul style="list-style-type: none"> Advocate for adequate budget allocations for sanitation (Sanitation Conditional Grant / use of district grants) Develop, pilot and promote affordable and sustainable on-site sanitation technologies (including ecological sanitation) for rural households
	Output 1.4: Equity: Northern Uganda and other disadvantaged regions receive targeted support to improve access to W&S services and institutional capacities and reduce the gap to the country's more prosperous regions.	Output indicator 1.4 A: Mean sub-county deviation from the national average number of persons per improved water point (Golden Indicator 7)	Output baseline 1.4 A: 178 (2009)	Output target 1.4 A: Target to be set through sector dialogue	<ul style="list-style-type: none"> Provide targeted Technical Assistance and capacity building to sector stakeholders in Northern Uganda Advocate for targeted budget allocations and strict application of the relevant allocation formulae to the benefit of the disadvantaged districts and in particular Northern Uganda Initiate improvement of performance monitoring system with respect to the monitoring of equity and the situation in Northern Uganda
		Output indicator 1.4 B: Percentage of average national water supply coverage (as per Golden Indicator 1) also attained by the districts of Northern Uganda	Output baseline 1.4 B: <i>baseline to be completed in consultation with the partners</i>	Output target 1.4 B: Average national water supply coverage also reached in Northern Uganda	

Outcomes	Outputs	Indicators	Baselines	Targets (2015)	Activities undertaken or supported
Outcome 2: Protection and sustainable use of water resources contribute to conflict prevention and reduced vulnerability to climate change		Outcome indicator 2 A: % of water abstraction and discharge permit holders complying with permit conditions (Golden Indicator 11)	Outcome baselines 2 A: surface water abstraction 65%, ground water abstraction 55%, discharge permit 40% (2009)	Outcome targets 2 A: Target 2015 as set in Sector Performance Measurement System	
	Output 2.1: Decentralised capacities for effective Water Resources Management including adequate financing through GoU systems	Output indicator 2.1 A: Number of decentralised Water Management Zones (WMZ) established	Output baseline 2.1 A: none	Output target 2.1 A: At least 2 WMZs fully operational by 2012	<ul style="list-style-type: none"> Support the establishment of decentralized Water Management Zones Advocate for the provision of adequate recurrent budget from GoU to WRM
		Output indicator 2.1 B: Budget allocations to cover the recurrent costs of WRM		Output target 2.1 B: 100% of recurrent costs covered by budget allocations by 2012	
Outcome 3: Rule of Law, respect for human rights and an effective justice system mitigate social inequities		Outcome indicator 3 A: %age of public confidence in the justice system, especially of women	Outcome baseline 3 A: 55% <i>gender specific baseline data to be completed in consultation with the partners</i>	Outcome target 3 A: 65% <i>gender specific target to be completed in consultation with the partners</i>	<ul style="list-style-type: none"> Engage actively in policy dialogue with reference to the Protocol to the African Charter on Human and Peoples' Rights and on the Rights of Women in Africa as well as on UNSCR 1325, 1820, 1888, 1889 and 1894 Participate in monitoring and evaluation and in joint annual reviews
		Outcome indicator 3 B: %age of public with access to justice services, especially in Northern Uganda	Outcome baseline 3 B: 40% <i>baseline data for Northern Uganda to be completed in consultation with the partners</i>	Outcome target 3 B: 65% <i>target for Northern Uganda to be completed in consultation with the partners</i>	
	Output 3.1: Improved access to justice for all, especially for poor and vulnerable people and for women	Output indicator 3.1 A: %age of case backlog	Output baseline 3.1 A: 30%	Output target 3.1 A: 80% reduction	<ul style="list-style-type: none"> Together with JLOS DPG ensure that sector prioritises case backlog reduction strategy and performance measurement Input to the sector M&E framework and ensure that indicators measure impact of reforms on services for the poor, especially for women Collaborate with other DPs
		Output indicator 3.1 B: %age of judgements delivered according to set time standards	Output baseline 3.1 B: <i>baseline data to be completed</i>	Output target 3.1 B: 60% increase	
		Output indicator 3.1 C: National legal aid policy adopted	none	Output target 3.1 C: By 2012	



Outcomes	Outputs	Indicators	Baselines	Targets (2015)	Activities undertaken or supported
		Output indicator 3.1 D: %age of cases fully handled and justice delivered out of cases reported by women to formal institutions	Output baseline 3.1 D: 35%	Output target 3.1 D: 30% increase	(esp. Ireland and UNIFEM) in engaging the sector on developing a gender strategy and the systematic collection of sex-disaggregated data <ul style="list-style-type: none"> ▪ Contribute to the development of a new SIP III and ensure a strong focus on land and family justice ▪ Support the development of a policy and national framework for the provision of legal aid countrywide ▪ Support legal aid service providers particularly those targeting women in Northern Uganda
	Output 3.2: Prevention and access to justice with respect to sexual and gender-based violence (SGBV) enhanced	%age of reported SGBV cases that are successfully handled and justice delivered	Output baseline 3.2 A: 35%	Output target 3.2 A: 45% increase	<ul style="list-style-type: none"> ▪ Engage actively in policy dialogue with the sector based on the Protocol to the African Charter on Human and Peoples' Rights and on the Rights of Women in Africa as well as on relevant UN Security Council Resolutions (1325, 1820, 1888, 1889 and 1894) ▪ Support capacity building of JLOS institutions and stakeholders to address sexual and gender based violence ▪ Support the establishment and the implementation of mechanisms for fast tracking SGBV cases
	Output 3.3: A transparent and inclusive transitional	Output indicator 3.3 A: Transitional Justice framework in place	none	Output target 3.3 A: by 2011	<ul style="list-style-type: none"> ▪ Engage actively in policy dialogue with the sector to ensure a transparent and



Outcomes	Outputs	Indicators	Baselines	Targets (2015)	Activities undertaken or supported
	justice process with broad participation of civil society is in place				inclusive TJ process <ul style="list-style-type: none"> ▪ Participate actively in coordination of donor support to the transitional justice framework ▪ Support research, networking and capacity building of CSOs as well as capacity building in JLOS
		Output indicator 3.3 B: Number of Ugandan civil society organisations actively engaged in the process with JLOS	Output baseline 3.3 B: 1	Output target 3.3 B: > 10	