

Joint Strategic Framework Uganda

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LIST OF ABBREVIATIONS

| | |
|-------|---|
| BTC | Belgian Development Agency |
| BTVET | Business, Technical and Vocational Education and Training |
| FBO | Farmer-Based Organisation |
| CSO | Civil Society Organisation |
| IDCP | Indicative Development Cooperation Programme (BTC) |
| IA | International Actor |
| JCA | Joint Context Analysis |
| JSF | Joint Strategic Framework |
| JSG | Joint Strategic Goal |
| MBO | Member-Based Organisation |
| SME | Small and Medium Enterprise |
| SSE | Small-Scale Entrepreneur |

1. INTRODUCTION

This Joint Strategic Framework (JSF) draws on from the Joint Context Analysis (JCA) of Uganda which was approved by the Belgian Minister of Development Cooperation, Mr De Croo, in December 2015. All elements mentioned hereafter have been elaborated based on the JCA, developed in a participative way by Civil Society Organisations (CSO)/International Actors (IA) with the involvement of local partners and stakeholders. Some elements will not be repeated in this document, while others have already been addressed in the JCA (Context Analysis: JCA Chapters 3-4-5-6; Theory of Change: JCA Chapter 8; Risk Analysis: JCA Chapter 9,) to some extent, but will be further developed in this document: (a) joint strategic goals (JSG), the way the different actors want to contribute to those goals and their development relevance (Chapter 2); (b) synergies and complementarity between organisations (Chapter 3).

In total, 15 organisations have participated in this JSF (see annex 1 – list of participants). Trias has taken the lead and worked together with following thematic sub-leads:

- Education: VLIR-UOS
- Health: Red Cross
- Human rights, Justice and Governance: ASF
- Entrepreneurship: Trias
- Agriculture, including agroforestry and livestock: Trias
- Water and Environment: shared between BOS+ and PROTOS

In order to arrive at this JSF, the participants followed the methodology that was developed by the sector, and that was presented on February 8, 2016 in the form of a manual. Many e-mails, conversations, exchanges with local partners and one meeting in Brussels on 17 March 2016 preceded the finalisations of the JSF for Uganda.

This JSF exercise, although realised under time pressure, made possible further exchanges between CSO/IA, building on the JCA. This JSF has attempted to deliver updates as far as possible, taking in account the comments for improvement given in the JCA-assessment (beoordelingsfiche). Links have been explored with the bilateral cooperation where information was available at the level of different CSO/IA (although current Indicative Development Cooperation Programme (IDCP) ends in December 2016). The end result is a clear set of common goals and approaches and a total of 39 synergies and complementarities (12 cross-thematic engagements and 27 thematic engagements).

The CSO/IA active in the elaboration of this JSF also carry out actions in Belgium, therefore their partners and actions in the South have an impact on their activities in the North; they fuel and legitimise what is done in Belgium.

It is important to note that the legal framework for this JSF was not yet published at the start of this exercise (8 September 2016), nor at its final stage (20 September 2016).

2. JOINT STRATEGIC GOALS¹

2.1. DESCRIPTION OF THE JOINT STRATEGIC GOALS

| JSG1: related to education, culture & research | | Pursue inclusive and equitable quality education, promote lifelong learning and cultural opportunities for all, improve research and stimulate innovation. |
|---|---|--|
| Approaches | | CSO/IA |
| 1A | Improve the quality and provision of higher education (HE) and improve the research practices of HE institutes through capacity building and partnerships in a gender-sensitive and environmentally sustainable way. | BOS+, VLIR-UOS ² , RBINS-CEBioS |
| 1B | Strengthen individual capacities through gender-balanced scholarship attribution. | VLIR-UOS, RBINS-CEBioS |
| 1C | Motivate actors in higher education to promote a gender-equal and environmentally sustainable approach (e.g. in the design of interventions). | VLIR-UOS, BOS+ |
| 1D | Promote extension and outreach of academic research. | VLIR-UOS, BD, BOS+, RBINS-CEBioS, Trias |
| 1E | Through professional development and strategic support ensure that secondary BTVET school leaders and teachers have the competences and tools to improve the quality and relevance of teaching and learning for both boys and girls in secondary BTVET. | VVOB, ETM |
| 1F | Facilitate the transition to the world of work (employment, self-employment & entrepreneurship) by aligning secondary BTVET with the world of work. | VVOB, BOS+, ETM |
| 1G | Strengthen the capacity of cultural organisations to manage, in a gender-sensitive way, the production, dissemination and distribution of cultural goods and services through institutional strengthening and training. | Africalia |
| 1H | Strengthen the capacity of cultural organisations to advocate for policy improvements with the government through building a functional and structured network for cultural and arts practitioners. | Africalia |
| 1I | Strengthen cultural organisations to increase the accessibility of the arts to wider audiences outside the main urban center (Kampala City) with a focus on contemporary arts. | Africalia |
| 1J | Strengthen the capacities of local member-based organisations (MBO) that provide enterprise skills based trainings to their members. | Trias |
| 1K | Provide strategic and capacity development support to the relevant department(s) of the Ministry of Education and Sports in order to strengthen the systems for the professional development of BTVET school leaders and teachers. | VVOB |

¹ Information gathered by CSO/IA takes in account local partner priorities (structural, participatory, bottom-up approach for collaboration with local partners)

² VLIR-UOS supports partnerships between universities and university colleges, in Belgium and in the South, looking for innovative responses to global and local challenges. The main beneficiaries of their activities are Higher Education Institutions, academics and students. In Uganda, VLIR-UOS contributes to the national development challenges in the following domains: health, food security, environment, gender, natural resources management, social service delivery, post-conflict recovery, community engagement (see JCA Uganda, page 49).

| | | |
|--|---|-------------------------------------|
| JSG2: related to health | Ensure healthy lives and promote well-being for all, in an inclusive way, for all ages. | |
| Approaches | | CSO/IA |
| 2A | Implement interventions targeting improved first aid competencies among lay people. | BRCF |
| 2B | Strengthen and develop capacities of civil society partners in the health sector. | BRCF |
| 2C | Promote 'One Health' activities (community One Health and ecosystem One Health) in conjunction with OHCEA, FAO, MOH MAAIF | VSF-B, BOS+ |
| JSG3: related to human rights, governance & justice | Supporting Uganda's population, civil society and institutions to promote, respect and protect human rights, to enhance access to formal and informal justice, and to contribute to peaceful conflict resolution. | |
| Approaches | | CSO/IA |
| 3A | Raise awareness among citizens and communities of their rights (land rights, discrimination, contract negotiation, women and children, right to water, etc.) and reinforce citizens' and civil society's capacities to claim their rights and to participate in justice. | ASF, BOS+, VSF, BD, RCN J&D, PROTOS |
| 3B | Strengthen the protection of people in vulnerable situations (victims of extractive industries, victims of international crime, victims of gender-based violence, women, children, LGBT, arrested persons and detainees, etc.) | ASF, BOS+, VSF, ETM, BD, RCN J&D |
| 3C | Organisational and technical capacity building of CSO (including support to civil society on pastoralist advocacy and indigenous rights). | ASF, BD, RCN J&D, VSF |
| 3D | Support actors in the justice sector (both formal and informal) in the organisation of justice mechanisms (court and case management, legal aid, alternative dispute resolution, HR and legal training, etc.) and reinforce their capacities to offer quality services. | ASF, RCN J&D |
| 3E | Conduct human rights and justice monitoring (situations, policies, mechanisms and trials), raise awareness of civil peace in regions of high insecurity, reinforce oversight mechanisms of the justice sector (press, parliament, CSO, internal oversight) and the fight against corruption in the justice system, promote the respect of international standards (independence, impartiality, no corruption, etc.) | ASF, RCN J&D, BD |
| 3F | Conduct outreach on international and transitional justice and trials regarding international and mass crimes. | ASF, RCN J&D |
| 3G | Support the establishment of constructive dialogues and implement synergies between civil society, justice actors, community leaders and elected representatives. | ASF, Trias, BOS+, ETM, BD, RCN J&D |
| 3H | Empower communities in their relationships/negotiations with private sector actors and local authorities (with a focus on the natural resources sector), through capacity building and legal advice. | ASF, BOS+, BD, PROTOS |
| 3I | Contribute to the development and effective implementation of a national legal aid structure and policy, for both civil and criminal matters | ASF |
| 3J | Contribute to the transmission of memory on past crimes in view of restoring social cohesion | RCN J&D |

| | | |
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| JSG4: related to entrepreneurship³ | Contribute to more sustainable livelihood of populations through increased entrepreneurship. | |
| Approaches | | CSO/IA |
| 4A | Diversify and increase income by strengthening populations in entrepreneurship with a special focus on youth and woman | Trias, BD, VSF-B, ETM |
| 4B | Strengthen organisations active in the entrepreneurship sector and thus contribute to better organised, interlinked and more youth and gender-inclusive organisations | Trias, VSF-B |
| 4C | Increase access to inclusive finance by strengthening microfinance organisations and facilitating linkages between organisations active within entrepreneurship | Trias, VSF-B, VECO |
| 4D | Strengthen entrepreneurship training in secondary BTVET | VVOB |
| JSG5: related to agriculture | Contribute to a thriving agricultural sector ⁴ , respectful of the environment and based on a family farmer model, which supports women and youth participation contributing to a more inclusive society. | |
| Approaches | | CSO/IA |
| 5A | Contribute to the livelihood and resilience of rural populations by increasing and diversifying rural production and income, as well as promoting climate change adaptation and mitigation measures. | Trias, IdP, PROTOS, BOS+, BD, VSF-B, VECO |
| 5B | Support the improvement of agriculture and livestock production and marketing taking into account value chain approaches and promotion of environmentally-friendly practices. | Trias, IdP, BOS+, BD, VSF-B, VECO |
| 5C | Strengthen farmer organisations and contribute to better organised, interlinked, more inclusive and entrepreneurial organisations that effectively support family farmers on the issues they have to deal with at local, regional and national level. | Trias, IdP, BOS+, BD, VSF-B, VECO |
| 5D | Promote an enabling environment for the emergence of sustainable family agriculture through information-sharing and awareness among grassroots organisations and advocacy at the local, regional and national level. | Trias, IdP, BD, Trias, VSF, BOS+, VECO, RBINS-CEBioS |
| 5E | Enhance livestock and agricultural practices that will improve community health and environment issues. 'One Health' concept interacts at the interface of human and animal health for healthier communities with better production capacities. | VSF-B, BOS+, Trias |
| JSG6⁵: related to water | Assure sustainable, equitable and participatory access to drinking water, water for production and sanitation, and management of water resources. | |
| Approaches | | CSO/IA |
| 6A | Support for hardware interventions (drinking water and sanitation infrastructure, and for agriculture and livestock activities). | PROTOS, BRCF, VSF-B, Trias, IdP, VECO, ETM |
| 6B | Promote hygiene and sanitation for the prevention of waterborne diseases. | PROTOS, VSF-B, BRCF, VECO, ETM |
| 6C | Institutional strengthening of the water sector and capacity building of all management stakeholders (civil society, local authorities, private sector). | PROTOS, VSF-B, BRCF, VECO |

³ Entrepreneurship as specified in the JCA, (non-agricultural) entrepreneurship.

⁴ Interpreted in its broad sense, including crop farming, livestock, beekeepers but also timber and non-timber producers.

⁵ The water and environment theme has been split into two JSG, JSG6 and JSG7.

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| 6D | Facilitate coordination and linkages between all stakeholders in the sector. | PROTOS, BRCF, VECO |
| 6E | Support for local clients – contractorship (maîtrise d’ouvrage). | PROTOS, BRCF |
| 6F | Developing, through action research, and diffusing innovative water and sanitation management practices in response to the challenges of the water sector. | PROTOS, BRCF, VECO |
| 6G | Advocacy for sustainable, equitable and participatory water management with a specific focus on gender issues. | PROTOS, BRCF; BOS+, VSF-B |
| 6H | Protect water resources via an integrated water resources management approach. | PROTOS, BOS+, BRCF, VSF-B, VECO |
| 6I | Improve resilience to climate change. | PROTOS, BOS+, BRCF, VSF-B, VECO |
| JSG7⁶: related to environment | Ensure the conservation, restoration and sustainable management of the strategic ecosystems in Uganda and so increase resilience to climate change and improve the livelihood of the beneficiaries, especially women and youth. | |
| Approaches | | CSO/IA |
| 7A | Build awareness of civil society about the importance of ecosystems, land use and climate change. | BOS+, PROTOS, VSF-B, Trias, VECO, RBINS-CEBioS, BD |
| 7B | Advocate for sustainable land use planning and protection of strategic ecosystems, including access to critical water points for agro-pastoral communities by building partnerships with institutions related to environment and climate issues, among other activities. | BOS+, VSF-B, PROTOS, Trias, VECO, IDP, BD |
| 7C | Enhance inclusive governance of ecosystems. | BOS+, VSF-B, PROTOS, VECO, BD |
| 7D | Implement sustainable land use practices (agroforestry, agroecology, etc.) in the different sectors in rural areas (livestock rearing, agriculture, forestry, mining, etc.) | BOS+, VSF-B, Trias, VECO, IDP, BD |
| 7E | Train and coach local partners, MBOs and communities (with a focus on women and young people) about sustainable agricultural/entrepreneurial practices (agroforestry, silvicultural systems), natural resources management and organisational issues. | BOS+, VSF-B, Trias, VECO, BD, PROTOS |
| 7F | Conserve remaining forest and wetland areas and restore degraded areas which are suitable for forestry. | BOS+, VSF-B, PROTOS |
| 7G | Promote the efficient use of alternatives to traditional wood-based fuel products (e.g. biogas) with focus on gender impacts. | BOS+, BRCF, VSF-B, VECO, Trias, BD, PROTOS |

⁶ See footnote 5

2.2. ARGUMENTATION (DEVELOPMENT RELEVANCE)

This section refers briefly to already described elements regarding the reasoning behind the JSG described in the previous section and adds, where relevant, new elements.

JSG1: related to education

Uganda has one of the youngest populations in the world, but youth unemployment rates remain high. While some progress has been made towards skilling the Ugandan labour force, the economy still faces a substantial skills gap in key sectors (due to, for example, an overly theoretical school curriculum) which it is critical to overcome for economic and social transformation. Human capital development is therefore one of the areas prioritised from the National Development Plan II (NDPII) (see also Vision 2040 and JCA 8.1.2. Models of Intervention, p.63).

The Belgian CSO/IA have decided to strengthen secondary BTVET and higher education institutions in order to develop the skills Uganda needs and diminish youth unemployment. Specifically for the BTVET sector, the country's BTVET strategic plan (2011-2020) "Skilling Uganda" has found several major donors to support its implementation, including the Belgian government, with whom synergies will be sought.

To decrease unemployment in Uganda, Vision 2040 aims to increase research and development activities and the utilisation of research and innovation products. Strengthening research capacity will contribute to new knowledge and know-how, and create the necessary conditions for innovation. However, research capacity in Uganda is fragile: recruitment and retention of qualified academic staff is a major impediment. In order to contribute to the social transformation as described in Vision 2040 and because of their importance in lifelong learning, Ugandan cultural organisations and networks are should also be strengthened. They play a multifaceted role as a motor for development, a source of creativity, innovation and social cohesion, and they create more self-esteem, tolerance, solidarity and peace. They also promote freedom of expression and democratic debate.

In concertation with their local partners and according to their strategic priorities, the Belgian CSO/IA will contribute in this way to SDG4 (Quality education), SDG8 (Decent work and economic growth) and SDG9 (Industry, innovation and infrastructure).

JSG2: related to health

The World Health Organisation defines a health system as 'all organisations, people and actions whose primary interest is to promote, restore or maintain health'⁷. This can be analysed by dividing it into different blocks. The six building blocks of a strong health system are: good health services; a well-performing health workforce; a well-functioning health information system; equitable access to essential medical products, vaccines and technologies; a good health financing system; and effective leadership and governance. In Uganda, 27 indicators have been identified to monitor progress in the health sector. The latest Annual Health Sector Performance Report from the Ugandan Ministry of Health for the financial year 2014/15 indicates progress on 11 HSSIP core indicators, while 11 indicators are lagging behind⁸. No data is available for the other four. The challenges in the health system, defined in the context analysis⁹,

⁷ http://www.wpro.who.int/health_services/health_systems_framework/en/

⁸ Ministry of Health, *Annual Health Sector Performance Report for the financial year 2014/15*, pp. XIV-XV. The following indicators are on track: IMR 45/1000, under 5 mortality rate 69/1000, NMR 23/1000, children under 1 year immunised with third dose of pentavalent vaccine 102.4%, 1-year-old children immunised against measles 90%, ART coverage among those in need 56%, households with a pit latrine 77%, per capita outpatient department utilisation 1.2, OPD without stockouts of any of the six tracer medicines in previous 3 months 64%, clients expressing satisfaction with health services 69%, approved posts filled by health workers (public health facilities) 69%. The following indicators are lacking behind: MMR 360/100,000, households experiencing catastrophic payments 37%, pregnant women attending 4 anti-natal consultation sessions 36.6%, % deliveries in health facilities 52.7%, pregnant women who have completed IPT 2 53.4%, children exposed to HIV from their mothers accessing HIV testing within 12 months 58%, TB use detector rate 45%, TB treatment success rate 79%, functional health centers IV5 45%, villages/wards with trained VHTs 75%, GoU health expenditure as % of total government expenditure 8.5%

⁹ Despite improvements to the availability of medicines and other essential health supplies, challenges remain including a lack of harmonised procurement and supply chain management, limited accessibility, limited financial resources, persistent drug stockouts in health facilities and slow enactment and enforcement of legislation. Gaps in human resources in the health sector, in numbers, skill mix and distribution, continue to be a challenge for effective service delivery. Capacity in planning, management and human resource development remains weak. Monitoring and evaluation need to be strengthened especially regarding the

are reinforced by the fact that the population is growing fast and 88% live in rural areas (JCA). This results in wide disparities in health status across the country, closely linked to underlying socio-economic, gender and geographical disparities. Health is a right, and thus it is increasingly becoming evident that everybody should have unhindered access to health care.

The burden of disease remains predominantly communicable diseases although there is also a growing burden of non-communicable diseases including mental health disorders. Maternal and perinatal conditions also contribute to the high mortality rate. Neglected tropical diseases remain a big problem in the country affecting mainly rural poor communities. Furthermore, the country is hosting an increasing number of refugees from neighboring countries' conflicts and is at risk of polio importation. Uganda has experienced outbreaks of viral hemorrhagic fevers (e.g. Marburg and Ebola), hepatitis E, cholera, plague as well as other emergencies.

Different strengths and weaknesses have been analysed and mentioned in Chapter 5.2 of the JCA for Uganda and an overview is given on how Belgian CSO/IA can bring added value by working toward this common objective. However, some Belgian CSO/IA have withdrawn from Uganda, while two new ones have come in. BTC's 2013-2016 cooperation programme with Uganda, focuses on strengthening service delivery of basic health care, through the support to the districts and the Private-Not-For-Profit subsector. Training lay people to react to medical emergencies is a cheap and efficient way to reduce the burden of diseases in Sub-Saharan Africa¹⁰. Additionally, evidence shows that there is a higher chance of survival if first aid is applied correctly within the 'golden hour'¹¹. Through strengthening commercial first aid, the business community is brought on board and safety, as an important element of decent work, is enforced.

JSG3: related to human rights, governance & justice

Uganda has suffered from long violent internal conflicts, unequal development opportunities (regional, gender, minorities, disabled persons and age) and poverty.

Notwithstanding the bill of rights and the ratification of the international human rights instruments, there are various challenges to be faced in the area of political and human rights, including women and children's rights. Today, issues of primary interest to rule of law stakeholders in the country include, but are not limited to, international criminal justice, the criminalisation of torture, domestic violence, land rights, child trafficking, violation of civil liberties and the conditions of arrest and detention.

Civil society is playing an important role in communities, in service delivery, research and advocacy. For a very long time, NGOs have maintained the clear mandate of acting as government watchdogs to promote better protection of human rights and delivery of services. For Uganda, the NGO sector has contributed immensely to creating an environment of government accountability, transparency and compliance with international and regional human rights obligations. In addition, the role of religious and traditional leaders remains paramount in peace building and conflict resolution.

Less support is foreseen for the delivery of services to the population. The Ministries of Justice, Health, Education, Gender, Agriculture, Environment and Antiquities, Labour, etc. are suffering from a lack of staff and budget. Following the NGO Bill, NGOs will be restricted to service delivery in order to complement the shortfalls of the state's responsibilities.

In this context, communities need to be aware of their rights in order to obtain them and seek justice.

The legal sector in Uganda comprises various institutions concerned with the provision of legal services, the administration of justice and the enforcement of legal instruments or orders. Justice seekers need to be accompanied throughout their legal processes.

JSG4: related to entrepreneurship

collection of good quality data, analysis and use at all levels. Although improving health is a multi-sectorial effort, structures to foster coordination and collaboration with health-related sectors remain inadequate.

¹⁰ Jamison D.T., Breman J.G., Measham A.R., Alleyne G., Claeson M., Evans D.B., Jha P., Mills A. and Musgrove P. (eds) (2006) *Disease control priorities in developing countries*, World Bank, Washington DC, second edition, p. 1440.

¹¹ "Indisputable findings show that pre-hospital deaths from injury are not inevitable and that at least some can be prevented by simple first aid measures", in 'Are pre-hospital deaths from accidental injury preventable?', Hussain L.M. & Redmond A.D. (1994) *Are pre-hospital deaths from accidental injury preventable*, *British Medical Journal*, 23, 308 (6936) pp. 1077-80.

The majority of Ugandans live in rural areas but the urban population is growing at a fast rate. In 1992/93, about 88% of Ugandans lived in rural areas; while in 2012/2013 this had fallen to 77%. Over the last three years from 2009/10 to 2012/13, the urban population increased by 3.1 million from 4.6 million to 7.7 million putting more and more pressure on the labour market. Urbanisation and development of non-agricultural entrepreneurship present both opportunities and challenges for poverty reduction. A special focus on youth is crucial given the high population growth rate at 3.2% and the fact that Uganda has the world's youngest population, with over 78% below 30 years of age (Chapter 3, JCA for Uganda).

Although SMEs are the undisputable economic backbone as they accelerate economic growth, generate employment and alleviate poverty, among other benefits, they often experience constraints and challenges in their operations. Different strengths and weaknesses have been analysed and mentioned in Chapter 5.4 of the JCA for Uganda and an overview is given on how Belgian CSO/IA can bring added value by working on this common strategic objective.

Belgian CSO/IA will contribute in this way to SDG1 (poverty), SDG8 (productive employment) and SDG9 (industry, innovation and infrastructure).

JSG5: related to agriculture

Of great significance is the Maputo Declaration on the Comprehensive Africa Agriculture Development Programme (CAADP). In the CAADP, Uganda has committed to the principle of agriculture-led growth as a main strategy. Agriculture represents 14% of GDP, which employs the bulk of the labor force (77% of Uganda's population lives in rural areas), but government investment in the sector remains relatively low, around 3% during the past years. Pastoralist and smallholder livestock producers contribute an estimated 8.5% of total GDP while less than 1% of GDP is invested in this sector¹². A significant part of that investment goes to large-scale farmers and agro-industry initiatives. Small-scale farmers – the vast majority of people working in the agricultural sector – hardly get any specific support (research, infrastructure, capacity building, inputs...) (Chapter 3, JCA for Uganda).

Agriculture in Uganda faces several challenges at the different stages of the commodity value chain. These include: i) low production and productivity; ii) low value-added to agricultural produce; iii) lack of sustainable or reliable market access; iv) failure to maintain a consistent policy regime and functional institutions; v) insufficiently skilled agricultural labour force; vi) high human disease burdens; and vii) inadequate attention given to the sustainability of natural resources¹³.

The sector also faces other types of challenges like land degradation (e.g. erosion in hilly areas, deforestation) combined with poor land use management practices, land fragmentation because of population pressure, and low investment in sustainable land management practices^{14,15}. Uganda is vulnerable to the effects of climate change and has a low adaptive capacity because of its poverty levels¹⁶. Climate change poses a serious threat to food security and social economic development. Different strengths and weaknesses have been analysed and mentioned in Chapter 5.4 of the JCA for Uganda and an overview is given on how Belgian CSO/IA can bring added value by working on this common strategic objective (Chapter 5.5, JCA for Uganda).

Belgian CSO/IA will contribute in this way to SDG1 (poverty), SDG2 (food security), SDG8 (productive employment) and SDG12 (sustainable consumption and production patterns)¹⁷.

¹² Muhereza, E.F. and S.A. Ossiya. (2004) *Pastoralism in Uganda: People, Environment and Livestock: Challenges for the PEAP. Uganda National NGO Forum and Civil Society Pastoral Task Force*

¹³ Ministry of Agriculture, Animal Industry and Fisheries (2013) *National Agriculture Policy*, retrieved from http://www.agriculture.go.ug/userfiles/National%20Agriculture%20Policy_booklet_A5_option-web%20version.pdf

¹⁴ M. Bekunda, E. Nkonya, D. Mugendi & J. Msaky (2002) *Soil Fertility Status, Management, and Research in East Africa. East African Journal of Rural Development*

¹⁵ O. Semalulu & K. Kaizzi, (n.d.), *Resource in Uganda, and the needs and priorities for its sustainable management. Unpublished presentation NARO-Kawanda.*

¹⁶ Department of Disaster Management, Office of the Prime Minister (2012) *The 2010-2011 Integrated Rainfall Variability Impacts, Needs Assessment and Drought Risk Management Strategy*, retrieved from http://gfdrr.org/sites/gfdrr/files/UGANDA_PDNA_Report_2012.pdf

¹⁷ Kabarole Research and Resource Center (2012) *Smallholder Farmers' Knowledge And Adaptation To Climate Change In The Rwenzori Region*, retrieved from <http://www.krcuganda.org/wp-content/uploads/2012/08/Climate-Change-Rpt-20120614-170815.pdf>

JSG6: related to water and sanitation

Uganda has abundant freshwater resources that provide numerous opportunities to support faster socio-economic transformation. But the country faces important challenges regarding low rates of access to drinking water and sanitation, and the reduction of wetlands (JCA, page 22).

In 1994, 15% of the country was covered by extensive wetlands, but encroachment and pollution is reducing this resource (today 10.9%). Wetlands are a source of livelihood, and contribute to the National Development Plan, Vision 2040. The current tendency is focused on conservation but people, and especially poorer communities, depend highly on them (JCA, page 22). There is a need for evidence-based models of sustainable multifunctioning wetlands taking into account the principles of Integrated Water Resources Management.

72.8% of the urban population has access to safe water (2014). The rural population with access to safe water has remained at 64% for the last two years, which is mainly attributed to inadequate funding for local governments. Household latrine coverage has improved from 71% to 74.8%, but there are big differences between regions (JCA, page 22). The focus has mainly been on new water infrastructure. More attention should be given to sanitation, and to operation and maintenance issues.

Uganda is vulnerable to the effects of climate change and has a low adaptive capacity. In the last two decades, the frequency and intensity of droughts have been increasing (JCA, page 22). There is need for evidence-based models of local Integrated Water Resources Management.

There are SWAP for water and environment and Annual Sector Reviews at national level. The roll out of the plans at decentralized level are in many cases inadequate (JCA, page 46). It is important to strengthen civil society organisations, local authorities and advocacy at national level.

Belgian CSO/IA will contribute in this way to SDG6 (availability and sustainable management of water).

JSG7: related to environment

As mentioned in the evaluation form of the JCA for Uganda, this country faces huge challenges regarding the mitigation of and adaptation to climate change, halting deforestation, and the prevention of problems related to extractive industrial activities and pollution. To explain the reasoning behind this strategic goal, reference is made to certain facts mentioned in the JCA. Most Ugandans rely on natural resources to survive, including forest which plays a significant role in national development through its contribution to ecological balance, energy and industrial activities. Poor land management practices, land fragmentation and low investment in sustainable land management practices are common. Between 1990 and 2010, Uganda lost an average of 88,150 ha of forest or 1.86% per year¹⁸. Over 80% of the petroleum exploration and development sites overlap with unique and globally significant biodiversity and protected areas. Food security and social economic development are threatened by climate change (JCA Chapter 3, pages 21-23).

More frequent extreme weather events, volatility in food prices and markets, and predictions of increased resource scarcity lead organisations to focus on the importance of helping communities to strengthen their 'resilience' and enhance the capacity of vulnerable populations to respond to future shocks. The diverse authorities that fall under the Ministry of Water and Environment (MWE) are small and under-resourced departments. Civil society plays a pivotal role in mobilising societies and communities to articulate demands and concerns over the use, management and access to natural resources at local, sub-regional and national levels in addition to facilitating the development of management skills among communities dependent on natural resources. CSOs therefore should supplement the efforts of the public sector and help in ensuring that the concerns of the underprivileged are incorporated into the national development process (JCA Chapter 5, pages 46-48).

¹⁸ <http://rainforests.mongabay.com>

3. COMMITMENTS FOR SYNERGY & COMPLEMENTARITY

3.1. CROSS-THEMATIC/TRANSVERSAL COMMITMENTS FOR COOPERATION

| Description of the synergy/complementarity ¹⁹ | A | B | C |
|---|---|---|---|
| Better coordination with common local partners Belgian CSO/IA working with the same local partner exchange on how they can better coordinate and build more synergy and/or complementarity where relevant. | x | | |
| Learning and sharing best practices on climate change Take up lessons learned from the ongoing climate change synergy project '15-16 and strengthen Belgian CSO/IA and their local partners on climate change by sharing best practices. | x | | |
| Learning and sharing best practices on gender Further build upon the ongoing exchanges on gender '14-15 between Belgian CSO/IA and the Belgian embassy. Continue exchanging and strengthening Belgian CSO/IA and their local partners regarding the best practices on gender. | x | | x |
| Yearly meeting Organise a yearly meeting between Belgian CSO and key stakeholders following the transversal topics defined in the JSF. | x | | x |
| Involvement in preparation of the IDCP Mutual cooperation between BTC, the Belgian embassy and Belgian CSO when preparing the Indicative Development Cooperation Programme. | x | | x |
| Light electronic information exchange system Set up and maintain exchange groups following the relevant topics defined in the JSF with the focal contact points of the CSO/IAs involved (per joint strategic goal, approach, commitment for synergy or other groups. To be determined according to needs, for example invitation to specific workshops, local contacts (service delivery organisations, consultants, etc.)) | x | | |
| Collaborate on evaluations CSO/IA will explore the possibilities, wherever appropriate, to collaborate with each other's evaluations (exchange information, share results, learning on transversal themes, cost efficiency, etc.) | x | | |
| Logistical and HR cooperation Explore the possibilities, wherever appropriate, for logistical and human resource cooperation. | x | | |
| Sharing of thematic know-how Mapping of each other's thematic know-how and share on demand. | x | x | |
| Participate in networks Belgian CSO/IA will participate in and maintain relationships with local, national and international networks. | x | x | x |
| Decent work CSO/IA from this JSF active in decent work will be linked with CSO/IA from the JSF decent work. | x | | |

¹⁹ Note (codes of the 3 small columns): A: Between the CSO & IA (~'us'); B: Between 'us' & the other international actors; C: Between 'us' & the Belgian cooperation

| | | | |
|---|---|--|--|
| Collaborate with actors in Rwenzori Region Collaborate with partners on their capacity building, water management and agriculture, production, and MBO/farmer-based organisations (FBO) strengthening with a geographical focus in the Rwenzori Region. | x | | |
|---|---|--|--|

3.2. COMMITMENTS FOR COOPERATION PER STRATEGIC OBJECTIVE

| Description of the synergy/complementarity | A | B | C |
|---|---|---|---|
| JSG1: education, culture & research | | | |
| Actors continually look for opportunities for academic projects that are in synergy and complementarity with the interventions of other Belgian actors (conditions to be defined). | x | | |
| Stimulate encounters between CSO/IA and the academic world in order for interested academics and other actors to meet each other and seek opportunities for complementarity and synergy. | x | | |
| Actors share the results of research with other actors (for potential extension/upscaling). | x | | |
| Actors seek out opportunities for synergy and complementarity in the areas of capacity development, research, technology transfer and scholarship opportunities. | x | | |
| Actors will exchange information and collaborate to support the implementation of the Government of Uganda's "Skilling Uganda" strategy (2011-2020), specifically by stimulating alignment between the business, technical and vocational education and training (BTNET) system and the world of work and making BTNET relevant to productivity development and economic growth – f.ex., through apprenticeships for BTNET trainees, mobile workshops, etc. | x | x | x |
| JSG2: health | | | |
| Investigate the need for first aid training for target groups of other Belgian CSO/IA. | x | | |
| Explore possible synergy with BTC on emergency response system and the link between the non-medical (lay) trained first aider and the trained medical staff in health centres. | | | x |
| Investigate possible synergy with Belgian CSO/IA active in the education sector for joint advocacy efforts on health-related topics. | x | x | x |
| Investigate possible synergy with Belgian CSO/IA potentially active in 'One Health'-related interventions. | x | | x |
| JSG3: human rights, governance and justice | | | |
| Investigate possible synergy for joint advocacy efforts on human rights and justice-related topics. | x | | |
| Integrate complementarity and synergy as an element in the identification and formulation of projects. | x | | |
| Organise a yearly meeting to share and discuss experiences about human rights and justice. | x | | |
| If relevant and possible, organise common thematic training about human rights and justice for CSO and justice actors. | x | | |
| Share information on local partners and the strengthening of their capacities. | x | | |
| JSG4: entrepreneurship | | | |
| Actors will exchange information and collaborate to support the implementation of the Government of Uganda's "Skilling Uganda" strategy (2011-2020), specifically by stimulating alignment between the business, technical and vocational education and training (BTNET) | x | x | x |

| | | | |
|--|---|---|--|
| system and the world of work and ensuring BTVET prepares youth for self-employment and entrepreneurship. | | | |
| JSG5: agriculture | | | |
| Strengthen local partners on leadership and leadership approaches ²⁰ . | x | x | |
| Share experiences and approaches for promoting farmers' access to input and output markets. | x | x | |
| Share experiences of using ICT in agriculture. | x | x | |
| Exchanges and mutual learning about agro-ecological practices, innovation and farmers' movement building. | x | x | |
| Investigate possible synergy for joint advocacy on sustainable agriculture and family farming and creating opportunities for youth in the agricultural sector. | x | x | |
| Share approaches on developing FBO. | x | x | |
| JSG6: Water | | | |
| Organise exchange visits to share experiences related to management of water services. | x | | |
| Organise a yearly meeting to share and discuss experiences of water management. | x | | |
| If relevant and possible, organise common thematic training about water management (e.g. sanitation campaigns, participation in water management, ...) | x | | |
| Share relevant information about water issues (policy documents, information from water networks such as UWASNET, ...) | x | | |
| JSG7: Environment | | | |
| Organise a yearly meeting to share and discuss experiences of environmental issues. | x | | |
| Share relevant information about environmental issues (good practices, lessons learned, policy documents, information from environment networks, ...) | x | | |

²⁰ Under JSG5, approach 5C.

ANNEXES

I. List of participants

| Organisation | Abbreviation | CSO/ IA | Name | Email |
|--|--------------|------------|---------------------------|----------------------------------|
| Avocats Sans Frontières | ASF | CSO | Catherine Lalonde | clalonde@asf.be |
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