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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 1

of the Commission Implementing Decision on the financing of the annual action plan in favour of Uganda for 2021

Action Document for Civil Society in Uganda Support Programme II (CUSP II)

ANNUAL PLAN

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Civil Society in Uganda Support Programme II (CUSP II) NDICI AFRICA/2021/043-216 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Uganda
4. Programming document	EU Multi-Annual Indicative Programme for Uganda 2021-2027
5. Link with relevant MIP(s) objectives/expected results	Specific objective 3.1.1: Democracy is strengthened, and human rights are respected. Expected result 3.1.1.a: Democratic institutions and citizen's engagement, including youth, are strengthened for greater respect for freedom of association, peaceful assembly and expression. Expected result 3.1.1.b: Marginalised groups, women and girls have their rights respected and the UN Guiding Principles on Business and Human Rights are implemented. More broadly, the Action will seek to support CSOs in Uganda across the priority areas of the MIP in order to strengthen their capacity to perform their advocacy and development roles.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Government and Civil Society - 151
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 16 Other significant SDGs (up to 9) and where appropriate, targets: 1, 5, 7, 8, 9, 10, 11, 13, 15

8 a) DAC code(s)	15150 –Democratic Participation and Civil Society – 100%				
8 b) Main Delivery Channel @	Channel 11004 - GIZ				
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance				
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective	
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	RIO Convention markers	Not targeted	Significant objective	Principal objective	
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
		Digitalisation @ Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Connectivity @ Tags: transport people2people energy		<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

	digital connectivity		<input type="checkbox"/>	<input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): BGUE-B2021-14.020121-C1-INTPA Total estimated cost: EUR 20 000 000 Total amount of EU budget contribution: EUR 16 000 000 This action is co-financed in joint co-financing by: - German Federal Ministry for Economic Cooperation and Development for an amount of EUR 4 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Indirect management with the entity to be selected in accordance with the criteria set out in section 4.4.1			

1.2. Summary of the Action

The Action will directly contribute to the objectives of the EU Communication on Civil Society, the 2021-2027 EU CSO Roadmap¹ and the MIP. Alignment with and contribution to the Country Level Implementation Plan (being finalised) of the third EU Gender Action Plan (GAP III) and the EU 2021-2024 Human Rights and Democracy Country strategy will also be ensured. The Action will focus on SDG 16 and contribute to SDGs 1, 5, 7, 8, 9, 10, 11, 12, 13, and 15. Digitalisation will also be supported to develop the capacities of civil society organizations (CSOs) to work collaboratively and engage with the public at large. Throughout its capacity development interventions, the Action will focus on thematic issues related to the EU MIP priorities and the focal areas of German Development Cooperation such as climate change, energy, water and inclusive growth.

The Action will contribute to Uganda's efforts to reduce poverty through improved governance (impact). At outcome level, it aims at strengthened civil society engagement for the enhanced adherence of development processes to good governance principles and leaving no one behind.

To achieve these objectives, the Action will follow a three-pronged approach, based on the experience of the first phase of the Civil Society in Uganda Support Programme (CUSP I) which was jointly co-financed by the EU and the German Federal Ministry for Economic Cooperation and Development (BMZ):

Output 1: The regulatory and operational environment for civil society organizations is more conducive.

Public policy decision makers (civil servants, parliamentarians, district councillors etc.) will be more aware of the limitations the current regulatory, institutional and policy framework entails for civil society participation – with a

¹ The current draft EU-CSO Roadmap for Uganda for the period 2021-2027 identifies the following six objectives which are in line with the EU Communication on engagement with civil society in external relations and will inform the Action: (1) to promote a conducive environment for CSO operations in Uganda, (2) to promote supportive government actions and improved working relationship between CSOs and government, (3) to facilitate meaningful and structured participation of CSOs in domestic policies, the EU programming cycle and in international processes, (4) to enhance social inclusion of vulnerable categories like women, youth and persons with disabilities (PWDs) at all governance levels, (5) to invest in CSO capacity building, and (6) to promote a resilient, responsive and sustainable CSO sector in the COVID-19 context and beyond.

particular focus on women, youth, persons with disabilities and other marginalized groups including refugees – in order to encourage them to create a more conducive environment for the engagement of CSOs.

Output 2: The meaningful and structured participation of civil society in inclusive sub-national and national development processes is strengthened.

The Action will provide capacity development services tailored to improve the organizational capacities, networking and cooperation among CSOs which represent the interests and proposals of their constituencies, including marginalized groups, and advocate on their behalf towards duty bearers at national and sub-national level with the aim of more inclusive and participatory development processes.

Output 3: Civil society organizations' responsiveness, sustainability and resilience are enhanced.

The Action will also strengthen the managerial, organizational and methodological capacities of individual CSOs and their networks (umbrellas, coalitions), which will enhance their sustainability, resilience and responsiveness. This will positively impact on the quality and timeliness of their engagement with public decision makers on inclusive development processes. Interventions aimed at digital inclusion and skills should ensure that the Action does not inadvertently contribute to the widening digital gap, while capacity development on important cross-cutting issues will enhance CSO contributions to sustainability and to leaving no one behind.

The main stakeholder of the Action will be the Ugandan civil society in its broadest definition, including non-governmental organizations (NGOs), trade unions, professional associations, community-based organizations, women and youth associations and those representing marginalised groups, cooperatives, faith-based organizations, emerging social movements as well as umbrella or membership organizations. As regards governmental entities as duty-bearers, the National NGO Bureau shall constitute one of the main stakeholders of the Action. The National Planning Authority (NPA), the Office of the Prime Minister and the Ministry of Finance, Planning and Economic Development play vital roles in the coordination of public budgeting with (medium-term) development planning which are at the centre of the development processes. Furthermore, it is envisaged to bring on board selected other Ministries, Departments and Agencies that can ensure the inclusion of marginalized groups in development and governance processes, including the Ministry of Gender, Labour and Social Development. The Uganda Human Rights Commission and the Office of the Auditor General also have an intrinsic interest and motivation to cooperate with civil society and are, therefore, crucial allies in the fostering of a conducive environment and enhanced participation of civil society in development processes. The Action will also work with District Local Governments and other decentralised authorities.

2. RATIONALE

2.1. Context

Uganda has ratified the major human rights instruments at international and African Union levels. The legal framework is, in principle, favourable to working on accountability, transparency and human rights and relevant national strategies, including the 3rd National Development Plan (NDP III), recognize the importance of involving civil society. Nevertheless, civic space remains challenging, including for CSOs active in the area of democratic governance and human rights which are sometimes portrayed as agents of foreign powers with a subversive agenda.

The civil society sector in Uganda is relatively big and diverse. A large and more organised proportion are non-governmental organizations (NGOs), which are registered with the National NGO Bureau, but the majority are other CSOs such as community-based organisations (CBOs) registered at lower local government levels. Over the past few years, NGOs as a sub-group of CSOs have been more visible and more or less become synonymous with the term CSOs. It is generally acknowledged that CSOs provide much needed essential services to the citizens of Uganda. There is also a relatively vibrant woman's movement in Uganda with women's rights organizations present at all levels. Some faith-based organisations (FBOs) have also played an important role in shaping norms, in speaking out about injustices and violence and challenges in the provision of social services, especially in health and education. Furthermore, Uganda has one of the world's youngest populations and the last few years have also seen an increasing number of youth groups and youth-led organizations, though disparate and with varied capacities.

CSOs face capacity gaps in internal governance, advocacy and technical expertise, as well as other challenges such as limited financial sustainability, issues of fraud, a high competition for resources and limited funding, the latter affecting grassroots and district based CSOs in particular. The relation between the government and CSOs is at times characterised by mistrust on both sides. In that context, the influence of CSOs on national policy making is limited. Indeed beyond service-delivery, possibilities for Uganda's civil society to engage in policy processes and to effectively demand accountability of government and administration remain limited at all levels. However, there is progress on policies that promote economic development such as youth skilling and green jobs, where CSOs have been able to pilot models that the government is engaged in and willing to adopt. The COVID-19 pandemic also had an impact on the sector and has further constrained CSOs' operations. A majority had to adjust to digital technologies and virtual work but this is still hampered by a lack of equipment, limited connectivity, digital skills and literacy. On the other hand, COVID-19 also made it clear that government, private sector and CSOs have to work together to address COVID-19 impacts, create awareness, support communities and improve service delivery.

Despite the above constraints and challenges, opportunities do exist. There is dialogue between CSOs, and some sections of government and the formation of the NGO Bureau under the Ministry of Internal Affairs provides a focal point for engagement between state and non-state actors. Additionally, various formal and informal spaces for regular interaction between CSOs, citizens and local governments exist and provide platforms that can be leveraged for improved relations and accountability.

The 2021-2027 MIP for Uganda foresees that EU support to civil society will continue to be hinged upon the three objectives of the 2012 EU Communication on engagement with civil society in external relations. The Action will seek to support CSOs in Uganda across the priority areas of the MIP in order to strengthen their capacity to perform their advocacy and development roles and will be complemented with funding through calls for proposals from the global envelop to support civil society. With youth, gender, the integrated refugee response and digitalisation as mainstreaming topics, the Action will integrate some of the cross-cutting issues as identified by the MIP.

Overall, the Action seeks to position the EU as a contributor to the advancement of democratic governance and human rights globally and to support the essential advocacy and accountability roles of CSOs in the country. The Action will seek to improve the relationship between the government and CSOs, including through better demonstrating the positive socio-economic impact of CSOs in Uganda over the years. It will continue to work with a broad range of CSOs including CBOs, FBOs, labour unions, cooperatives, etc. and continue the engagement at national and subnational levels established by the first phase of the Civil Society in Uganda Support Programme (CUSP I) which was co-financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) to make the sector more resilient.

Support to CSOs is a coordinated effort with EU Member States and CUSP II will continue to be coordinated with the EU-funded Democratic Governance Facility (DGF) and the USAID funded Civil Society Strengthening Activity (CSSA) which focuses on advocacy, organizational and alliance building capacities of CSOs. To ensure complementarity and coordination with DGF and USAID, both actors will be invited to the steering committees of the Action. A few development partners including six member states (Austria, Belgium, Denmark, France, Ireland and Germany) have ongoing bilateral cooperation programmes with CSOs. Coordination and complementarity are ensured through regular development partners working group meetings and EU coordination meetings.

2.2. Problem Analysis

As described above, the possibilities for CSOs to advocate for enhanced adherence to democratic governance principles and leaving no one behind and to effectively claim transparency and accountability of government remain limited. This is mostly caused by the following major problem areas:

1. A limited conducive environment for civil society organizations' operations

As stated above, while the Ugandan National NGO Policy of 2010 and other key policy and planning documents such as the NDP III and the Vision 2040 clearly underline the importance of civil society contributions, as well as those of youth, women, persons with disabilities and marginalized groups, to national development, civic space and the environment in which CSOs operates remains challenging such as arrests of human rights defenders, bank account freezes of NGOs on account of terrorism financing, suspension of the DGF.

2. Participation of civil society in sub-national and national development processes is limited

Despite the fact that civil society is supposed to be consulted and involved in a number of relevant development processes at all levels, the actual participation in these processes remains limited. Moreover, for youth, women, persons with disabilities and marginalised groups including refugees it remains difficult to have their voices heard and to influence decisions affecting them. In addition, during the last year, many processes in which participation of CSOs and consultation of the general public are usually foreseen did not take place as planned due to restrictions on public meetings to limit the spread of COVID-19. Issues that worsened during the pandemic such as gender-based violence, teenage pregnancies and marriages of underage girls, or services inaccessible for persons with disabilities, were not sufficiently addressed in discussions and subsequent decision-making. There is also need to ensure meaningful civil society participation in matters relating to climate change and biodiversity that affect more and more Ugandans.

Where civil society actors, youth, women, persons with disabilities and marginalized groups are involved, their participation is often unstructured and of limited effectiveness. Furthermore, government actors do not always have the capacities to organize good quality participation processes in terms of identification of relevant stakeholders and proper moderation. At the same time, civil society actors also often lack the capacities to make meaningful contributions in consultation processes for example CSOs working with marginalized groups are often not aware of participation opportunities or do not have adequate knowledge of the planning and budgeting cycle.

3. Civil society organisations' capacities are limited

Internal deficiencies often hinder CSOs in effectively playing their role in society and represent the interests of marginalised groups as well as environmental protection and climate action. CSOs weaknesses include shortages of qualified personnel and basic equipment. There is often need for training in core competencies such as results-orientation, evidence-based advocacy, engagement strategies, information and knowledge management, management and leadership skills, financial and administrative management as well as the mainstreaming of youth, gender, inclusion and environmental sustainability. An important challenge is the limited degree of cooperation between CSOs working at the national level and those up-country but also between national level CSOs and networks. There is also limited cross-sectoral cooperation between CSOs working in different thematic fields and on cross-cutting issues. Financial sustainability and adequate management of resources are also important issues for many CSOs as they are still highly dependent on development partners for financial resources and most organizations do not generate own resources through the development of, for instance, social enterprises. These challenges are exacerbated by the COVID-19 pandemic as many CSOs currently experience difficulties in raising donor funds due to restrictions in their project implementation causing delays or, in some cases, cancellation of whole projects. Furthermore, while the COVID-19 pandemic gave a big push to digitalization, at the same time it also revealed severe gaps in proper equipment and the necessary IT skills to shift work online within most CSOs.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

The main stakeholders of the Action will be the Ugandan civil society in its broadest definition, including NGOs, trade unions, professional associations, CBOs, women and youth associations and groups and those representing marginalised groups, cooperatives, FBOs, emerging social movements as well as umbrella or membership organisations. These organisations represent the rights-holders and provide the link to them as the beneficiaries of the Action: the people of Uganda, with a focus on women, youth, persons with disabilities and other marginalised groups and individuals, including refugees.

Among government entities (duty bearers), the NGO Bureau will constitute one of the main stakeholders of the Action. While legislation on the regulation of the NGO sector has been enacted in the last couple of years, the overall set-up and monitoring as well as capacities to fulfil the mandate in line with democratic governance principles and human rights obligations both for the NGO Bureau and decentralised structures can be further developed. The NPA with its mandate for national development planning and the overall evaluation of relevant government policies and bringing different state and non-state actors together is another important stakeholder. The Office of the Prime Minister and the Ministry of Finance, Planning and Economic Development (MoFPED) are also important stakeholders in the coordination of public budgeting with development planning; mobilisation of public resources; and ensuring effective accountability for the use of such resources for the benefit of all Ugandans. It is envisaged to bring on board other selected Ministries, Departments and Agencies that can ensure the inclusion of marginalized groups in development and governance processes, including the Ministry of

Gender, Labour and Social Development. Furthermore, the Uganda Human Rights Commission, the Parliament and the Office of the Auditor General are other important stakeholders in fostering civil society's engagement in key public issues. The Action will also work closely with sub-national government structures (including their associations/networks/umbrellas) for the facilitation of civil society participation and more inclusive service delivery.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

In line with Uganda's Vision 2040, the Overall Objective (Impact) of this Action is, reduced poverty through improved democratic governance. Based on pro-poor and human rights-based strategies, the Action will support progress towards a more just, peaceful and inclusive Ugandan society.

The Specific Objective (Outcome) of this Action is strengthened civil society engagement for the enhanced adherence of development processes to democratic governance principles and leaving no one behind.

The Outputs to be delivered by this Action contributing to this Specific Objective (Outcome) are:

1. The regulatory and operational environment for civil society organizations is more conducive.
2. The meaningful and structured participation of civil society in inclusive sub-national and national development processes is strengthened.
3. Civil society organizations' responsiveness, sustainability and resilience are enhanced.

3.2. Indicative Activities

Building on the experience and lessons from CUSP I, CUSP II will support a wide range of activities, including:

For Output 1 (conducive environment):

- Support to the academia, research organizations and think tanks to broaden knowledge on the sector, including barriers and opportunities for the participation of marginalized groups as well as contributions of the CSO sector to Uganda's socio-economic development, including dialogues on civil society contributions and the role of women and youth as change agents.
- Support to relevant authorities to exercise their mandates, including outreach and dialogue with civil society at national and sub-national level.
- Advise on improved legal and policy framework for civil society participation, including a focus on women, youth and marginalized groups (e.g. persons with disabilities and refugees).
- Promote communication campaigns to raise the profile of civil society and of civic space as a critical aspect to the achievement of sustainable development.

For Output 2 (CS participation):

- Fostering systematic and structured participation of youth, women and marginalized groups (e.g. persons with disabilities, and refugees) in development processes at national and sub-national levels.
- Strengthen issue-based, interregional and cross-sectoral CSO coordination and engagement with district and sub-national authorities.
- Strengthening capacities of state actors and CSOs to organise and participate in development processes at national and sub-national levels with a human rights based approach and in a manner that is accessible to all, reaching out to different groups (e.g., physical and linguistic accessibility, scheduling conducive to women's participation, etc.).
- Strengthening capacities of CSOs to organise and participate in development processes at national and sub-national levels.

For Output 3 (CS capacity):

- Strengthening CSOs thematic expertise in relevant priority areas of the MIP.
- Strengthening CSOs capacities on the human rights based approach, on gender and youth, the inclusion of

marginalized groups, environmental protection, climate action and the mainstreaming of other cross-cutting issues.

- Strengthening of CSOs' organizational capacities on issues such as evidence-based advocacy, resource mobilization (e.g. philanthropy, social entrepreneurship and innovative approaches), management and leadership capacities, digitalization and networking/coalition building among the CSO sector, through tailor-made capacity building taking into account the different capacity needs of CSOs at different levels.
- Support towards strengthening of processes of CSOs and NGOs for self-regulation.
- Strengthening of the organizational and methodological (including digital) capacities of CSOs and their networks to engage with district and sub-county authorities on evidence-based policy advocacy.

3.3. Mainstreaming

Environmental Protection & Climate Change

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project)

The EIA (Environmental Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective and reflected in the results framework. The Action will contribute to social inclusion of women by supporting the further strengthening of the women's CSO sub-sector to promote gender equality as foreseen in the 2021-2027 EU Roadmap for CSO engagement. The Action will contribute to the implementation of the Country Level Implementation Plan (CLIP) of the GAP III.

Human Rights

The Action promotes human rights by strengthening the capacities of duty bearers to fulfil their obligations and empowering rights holders to claim their rights by strengthening the voice and capacities of civil society organisations. This includes meaningful and inclusive participation and a particular focus on organisations representing marginalized groups to ensure that no one is left behind. The Action also promotes transparency and accountability of government action, and builds the capacity of partners on the human rights based approach to development. The Action will contribute to the implementation of the 2021-2024 Human Rights and Democracy Strategy, including its priority 3 on civic space. Human rights risks have been analysed and mitigation measures will be applied throughout implementation.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the inclusion of persons with disabilities is a significant objective of the Action. Organisations representing persons with disabilities will be supported in building their institutional capacities and their participation in development processes will be promoted.

Democracy

The Action will contribute to an improved working relationship between CSOs and government by fostering dialogue and building the required capacities on both sides. It will also work towards supporting meaningful and inclusive participation in governance and development processes. These interventions aim to strengthen relationships between rights holders and duty bearers for enhanced democratic legitimacy of structures and processes. The Action will contribute to the implementation of the 2021-2024 Human Rights and Democracy Strategy, including its priority 3 on civic space.

Conflict sensitivity, peace and resilience

The action will apply a conflict sensitive approach and implement the do-no-harm principle. By fostering meaningful dialogue between state and civil society at national and subnational level and working towards the inclusion of women, youth, refugees and other marginalized groups, to make contributions to peace and social cohesion.

Disaster Risk Reduction

The Action will promote resilience of civil society organisations by strengthening their institutional capacities which will hopefully enable them to better cope with unforeseen events and external shocks.

Other considerations if relevant

The Action will furthermore consider digitalisation and the integrated refugee response as cross-cutting themes. This is achieved through measures aimed at digital inclusion for CSOs working with marginalised groups, enhancement of digital capacities in the CSO sector, and working with an integrated approach to civil society participation in host communities.

3.4. Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
External environment	Space for civil society shrinks further Long-term adverse effects of the Covid-19 pandemic on socio-economic framework conditions	H H	H H	Constantly monitor implementation of the regulatory framework EU and Heads of Missions political dialogue Highlight contributions of the CSO sector to socio-economic development so to make the sector more legitimate and resilient Facilitate CSO engagement into recovery programmes Ensure complementarity with measures that build resilience to external shocks
Planning, processes and systems	Failure to achieve objectives, e.g. due to low absorption capacity of CSOs and complex administrative requirements	L	M	Incorporate lessons learnt from previous interventions and ensure context sensitivity Ensure regular dialogues e.g. on experience sharing with CSOs through open and other fora Privilege flexible procedures that respond to smaller organizations' challenges and provide tailor-made capacity building for CSOs taking into account different capacity needs. Establish a robust monitoring and evaluation framework Ensure close monitoring of programme implementation

Legality and regularity aspects	Corruption or misappropriation of funds	M	M	Put external audits, anti-corruption measures and whistle-blower policy in place Pursue harmonization with other development partners
People and the organisation	State institutions lack capacity to fully cooperate Failure to adhere to human rights, conflict and gender sensitivity requirements and the leave no one behind principle	M L	H H	Ensure government representation in the Steering Committee of the Programme Regular dialogue with key institutions at operational level Deliver support to CSOs with broad range of thematic and regional priorities so as to make the sector as a whole more resilient Thorough gender, human rights and context analyses and regular reflections on how to implement the relevant recommendations Monitoring the implementation of the do no harm-principle
Communication and information	Failure by partners to adhere to communication and visibility requirements	L	M	Verify implementation of communication and visibility plan

Lessons Learnt:

The recently conducted mid-term review (MTR) of CUSP I found that the multi-level approach with seven regional offices and capacity development measures targeting more than 120 CSOs and over 20 district local governments has proven successful in building trust between state and non-state actors, especially at the subnational level. For instance, with the support of CUSP I, several CSOs have formed strong relationships with local governments and the number of their representatives in the respective districts in budget conferences and district council sector sub-committees in areas such as energy or water has doubled. At the national level, several civil society positions were adopted in important sector policies such as the Uganda Energy Policy and the annual progress reports on the implementation of the national water policy. On the other hand, the establishment of an institutionalized dialogue mechanism between state and non-state actors at the national level has proven more complicated than initially anticipated; not only because of continued mistrust between the two sides but also due to – in some cases – insufficient capacities to meaningfully participate in such dialogues. As a lesson learnt, CUSP II will aim at stronger thematic expertise linked to relevant MIP priority areas. The need for tailor-made capacity building for CSOs which takes into account the different capacity needs of CSOs at different levels is also emphasized by the EU-CSO Roadmap for Uganda. The CUSP I MTR also found that CSOs have specifically benefitted from funding of otherwise often overlooked organisational development needs such as trainings on resource mobilisation. Other important training needs, according to the EU-CSO Roadmap, are evidence-based advocacy and coalition-building among CSOs. While posing a significant challenge to CSOs, the COVID-19 pandemic has also allowed CUSP I to embark on new and innovative work practices that can be retained and built on (especially in terms of digital skills). Another lesson learnt from the implementation of CUSP I and the MTR is that the absorption capacity of many partners, especially smaller CSOs, is limited and many CSOs require additional support to strengthen their administrative and financial systems in order to qualify for bigger grants. At the same time CUSP II should consider how to increase implementation rate and scale-up the number of beneficiaries and the size of the grants / subsidies. CUSP II also needs to shorten the logistical and administrative processes for CSOs to access support while ensuring a level of high level of contextual sensitivity. Success factors for CUSP I identified by the MTR are its wide CSO definition and its decentralized implementation strategy that ensures that the programme takes into

consideration local needs and priorities of CSOs. To build on identified success factors, CUSP II shall put an even stronger focus on knowledge management and more qualitative indicators to assess outcomes. The cooperation with the NGO Bureau has so far largely focused on supporting operational and logistical aspects but still offers the opportunity to work towards an implementation of the NGO Act in line with human rights principles. The support to CSOs and umbrella organizations focused on women, youth, persons with disabilities and other marginalized groups has laid important foundations in terms of institutional capacity but needs to be sustained and deepened, with a view to enhanced coordination with government entities at different levels. Finally, both the MTR and the EU-CSO Roadmap consider operational support including appropriate amounts for institutional costs of running projects and/or activities critical for CSOs. At the same time, in certain cases, current financial management and accountability requirements are considered a challenge by some CSOs.

3.5. The Intervention Logic

With the strengthening of their managerial, organizational, methodological and thematic capacities (Output 3), CSOs will enhance their sustainability, resilience and responsiveness which will positively impact the quantity, quality and timeliness of their engagement with public decision-makers on development processes. Interventions aimed at digital inclusion and skills should ensure that the Action does not inadvertently contribute to the widening digital gap, while capacity development on important cross-cutting issues is aimed at ensuring sustainable development and leaving no one behind.

Capacities will be strengthened of environment and climate change related CSOs in relation to policy analysis and advocacy, and the strengthening of regional, national and international networks for information sharing, data collection and advocacy.

Furthermore, through improved organizational capacities, networking and cooperation among CSOs representing the interests of marginalized population groups, evidence-based advocacy on behalf of these constituencies towards duty bearers at national and sub-national level will result in more inclusive and participative development processes (Output 2).

Public policy decision-makers (civil servants, parliamentarians, district councillors etc.) will be more aware of the positive socio-economic impact of civil society in Uganda and of limitations of the current regulatory, institutional and policy framework for civil society participation – with a particular focus on women, youth, persons with disabilities and marginalized groups in order to encourage them to create a more conducive environment for CSO engagement (Output 1).

Through progress along the lines of the three outputs, civil society will find it easier to engage increasingly for the adherence of development processes to democratic governance principles and leaving no one behind (Outcome). This engagement is expected to result in a stronger pro-poor, environmentally sustainable and climate resilient focus of strategies, policies and programmes and, ultimately, in more significant poverty reduction and human rights realization.

Throughout its interventions, CUSP II will focus its thematic efforts to strengthen relations and policy dialogue between government and civil society on relevant priorities of the EU MIP and German Development Cooperation.

3.6. Logical Framework Matrix

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	Reduced poverty through improved democratic governance.	Poverty level, disaggregated by sex, age and disability WB Governance Indicator - Government Effectiveness Ibrahim Index of African Governance, Component 2 Participation, Rights	To be indicated at signature of contract or first progress report	To be indicated at signature of contract or first progress report	Relevant data publications by the UN, WB, Ibrahim index	<i>Not applicable</i>
Outcome	Civil society engagement for the enhanced adherence of development processes to democratic governance principles and leaving no one behind is strengthened.	Number of evidence-based CSO contributions (disaggregated by their focus on youth, women, persons living with disability or marginalized groups including refugees) on development processes adopted by state actors	To be indicated at signature of contract or first progress report	To be indicated at signature of contract or first progress report	Minutes, progress reports, press releases, documents reflecting decisions and elements adopted from civil society contributions	
Output 1	The regulatory and operational environment for civil society organizations is more conducive.	Number of evidence-based CSO submissions on the legal and policy framework % of stakeholders reporting an improvement in the CSOs-state relationship disaggregated by sex, age and disability % of CSOs reporting an improvement in their regulatory and operational environment (disaggregated by their focus on youth, women, persons living with disability or marginalized groups) Women's organisations, other CSOs and women human rights defenders working for gender equality and women's and girls' empowerment and rights work more freely and are better protected by law (GAP III)	To be indicated at signature of contract or first progress report	To be indicated at signature of contract or first progress report	CSO submissions on file, progress reports	

Output 2	The meaningful and structured participation of civil society in inclusive sub-national and national development processes is strengthened.	<p>Increase of CSOs participation in policy dialogue at central and decentralised levels (disaggregated by their focus on youth, women, persons living with disability or marginalized groups)</p> <p>Number of laws and policies where recommendations made by women's rights organisations have been taken on board by regional, national and local government bodies (GAP III)</p> <p>Number of CSOs-authorities policy dialogues with a specific focus on gender, youth, marginalised groups and environment (including refugees)</p>	To be indicated at signature of contract or first progress report	To be indicated at signature of contract or first progress report	progress reports	
Output 3	Civil society organizations' responsiveness, sustainability and resilience are enhanced.	<p>Number of CSOs supported with thematic and organisational capacity development (disaggregated by their focus on youth, women, persons living with disability or marginalized groups)</p> <p>Number of CSOs reporting a significant increase of their thematic and organisational capacity (disaggregated by their focus on youth, women, persons living with disability or marginalized groups)</p> <p>Number of CSOs who implemented one element of their resource mobilization strategy (disaggregated by their focus on youth, women, persons living with disability or marginalized groups)</p> <p>Number of CSO coalition building supported (disaggregated by their focus on youth, women, persons living with disability or marginalized groups)</p> <p>Number of grassroots civil society organisations benefiting from (or reached by) EU support (EU RF)</p>	1.3.1. To be indicated at signature of contract or first progress report	1.3.1. To be indicated at signature of contract or first progress report	progress reports	

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Government of Uganda.

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3. Implementation of the Budget Support Component

N/A

4.4. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures².

4.4.1. Indirect Management with a Member State Organisation

This action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: financial and operational capacity including decentralized implementation structure across the country, presence and expertise in the country, proven experience in applying a human rights based approach and in gender mainstreaming established relationship with CSOs and the relevant authorities. The implementation by this entity entails the entire Action encompassing all three outputs (conducive environment, civil society participation, civil society capacity building).

If negotiations with the above-mentioned entity fail, that part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 4.4.2.

4.4.2. Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

In case it is not possible to conclude an agreement with a Member State organisation due to circumstances beyond the control of the Commission, a call for proposals and/or a procurement process will be launched. The call for proposals will target international NGOs with proven experience in building capacities of local CSOs in developing countries and experience in managing large grants (above EUR 5 million). The grants will contribute to achieving all the objectives listed in section 3.1 above.

² www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.5. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply keep the phrase if any cases below are included, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.6. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Third Party contribution (in EUR)
Implementation modalities – cf. section 4.4³		
Output 1 Conducive environment	4 500 000	
Indirect Management with a Member State Organisation – cf. section 4.4.1	4 500 000	
Output 2 Civil society participation	4 500 000	
Indirect Management with a Member State Organisation – cf. section 4.4.1	4 500 000	
Output 3 Civil society capacity building	6 800 000	
Indirect Management with a Member State Organisation – cf. section 4.4.1	6 800 000	
Evaluation – cf. section 5.2	200 000	
Audit – cf. section 5.3		
Totals	16 000 000	4 000 000

4.7. Organisational Set-up and Responsibilities

The implementing partner will be responsible for the overall management of all components of the Action. A project steering committee will be established for this Action and it will include the relevant State's authorities, the Commission, Germany, representatives from other development partners and from at least three CSO umbrella organisations, including women's organizations and representation from local authorities. This steering committee will meet once in six months and on an ad hoc basis as required.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process,

³ In case of change from indirect to direct management the amounts below will constitute the global budgetary envelope for grants as per Article 110(3)(a) FR.

and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes), including in terms of human rights and gender equality, as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support). SDG and GAP III⁴ indicators will be privileged to that effect.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

The log frame of the action will be the foundation for measuring progress in attaining its objectives. During the inception phase of the Action, the implementation partner shall develop a detailed M&E plan in agreement with the EU. The plan shall define (1) the data required to measure progress, (2) how and when data will be collected, (3) who will collect, aggregate and analyse data, and (4) how M&E will be fed back into the strategic and operational steering of the Action. Modalities on how an active and meaningful participation of stakeholders in the monitoring and reporting of the Action shall be part of the M&E plan. Where necessary, adaptations to the logframe and M&E plan will be made throughout the implementation of the Action.

Necessary baseline measurements shall be conducted during the inception phase of the Action. The surveys on governance indicators, or national data on poverty shall not fall under the responsibility of the implementing partner but will be used for progress assessments when availed by the responsible third party.

5.2. Evaluation

Having regard to the importance of the action, a mid-term evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for learning purposes, in particular with respect to the implementation approach and progress toward impact and sustainable results action aims at fostering a conducive environment for civil society in Uganda which is a long-term process.

The mid-term evaluation will also be gender sensitive and assess the effective integration of relevant cross-cutting issues and implementation of the five HRBA working principles, both in terms of implementation process and outcomes. In addition, an active and meaningful participation of all identified stakeholders including rights-holders should be ensured in the entire evaluation process.

The Commission shall inform the implementing partner at least 2 months in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination⁵. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

⁴ JOIN(2020)17 final of 25.11.2020; SWD(2020)284 final of 25.11.2020.

⁵ See best [practice of evaluation dissemination](#)

5.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

APPENDIX 1 REPORTING IN OPSYS

An Intervention⁶ (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of 'Group of actions' level, add references to the present action and other action concerning the same Primary Intervention.

In the case of 'Contract level', add the reference to the corresponding budgetary items in point 4.6, Indicative Budget.

Option 3: Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Indirect Management with a Member State Organisation - GIZ

⁶ [ARES \(2021\)4204912](#) - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including 'action' and 'Intervention' where an 'action' is the content (or part of the content) of a Commission Financing Decision and 'Intervention' is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the [concept of intervention](#).

