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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 4**

of the Commission Implementing Decision on the financing of the multiannual action plan in favour of the Republic of Uganda for 2023-2024

**ACTION DOCUMENT FOR SUPPORT MEASURES UGANDA**

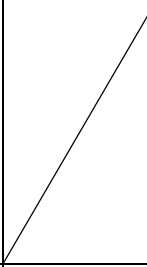
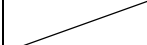
**MULTIANNUAL PLAN**

This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans in the sense of Article 24 of NDICI-Global Europe Regulation.

## 1 SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Support measures Uganda OPSYS number: ACT-62006 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
<b>3. Zone benefiting from the action</b>	The action shall be carried out in the republic of Uganda
<b>4. Programming document</b>	Uganda Multi-annual Indicative Programme and Annual Action Plan 2023
<b>5. Link with relevant MIP(s) objectives / expected results</b>	Support measures
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Not applicable
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only): 17 (partnerships for the goals), which in turn contributes to the success of all other SDGs.
<b>8 a) DAC code(s)</b>	43010- Multi-sector.
<b>8 b) Main Delivery Channel</b>	Private sector institution – 60000

<b>9. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers</b>  (from DAC form)	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	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"/>
	<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Connectivity @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		YES	NO	

	transport people2people energy digital connectivity	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item):14.020121 Total estimated cost: EUR 4 000 000 Total amount of EU budget contribution EUR 4 000 000 The contribution is for an amount of EUR 3 006 657 from the general budget of the European Union for year N and for an amount of EUR 933 343 from the general budget of the European Union for year N+1, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Direct management</b> through: - Procurement (Service/supply Contracts) - Grant			
<b>14. Type of measure</b>	<input checked="" type="checkbox"/> Cooperation facility <input type="checkbox"/> Measures in favour of Civil Society			

## 1.2 Summary of the Action

<p>The Support Measures Uganda action intends to contribute to all priority areas of the MIP and its Team Europe Initiatives. The action includes two components:</p> <ul style="list-style-type: none"> <li>- Cooperation Facility (component 1)</li> </ul> <p>This action aims to strengthen the EU-Uganda partnership by supporting (i) the phasing-out of programmes funded under the 11<sup>th</sup> EDF and (ii) the design and roll-out of new programmes funded under NDICI 2021-2027. The action will support donor coordination and analysis; as well as short and medium term technical assistance, studies, seminars, workshops, project preparation, implementation, monitoring, evaluation and audit. The Cooperation Facility will also contribute to the adequate integration of important cross-cutting issues (a.o. youth, gender, refugee response, digitalisation, conflict prevention).</p> <ul style="list-style-type: none"> <li>- Strategic communication and public diplomacy (component 2)</li> </ul> <p>In line with the EU Strategic Communication and Public Diplomacy, activities will seek to increase awareness and understanding of the EU in Uganda. The activities will support Europe's broad based agenda with Uganda, and position the EU and Team Europe as trusted and reliable partners in areas of strategic interest. The support measures will also promote the EU's offer on sustainable infrastructure and connectivity through Global Gateway.</p>
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## 2 RATIONALE

### 2.1 Context

#### **Political and Financial outlook**

After a tense post-electoral period, Uganda has returned to relative calm, but underlying challenges remain. Uganda is facing a high population growth, insufficient investments in social sectors, high unemployment and pressure on natural resources. The Covid-19 pandemic has exacerbated socio-economic problems, increasing poverty and inequalities. The lack of prospects for youth is a key driver for conflict. The shrinking space for civil society organisations (CSOs) has attracted significant attention internationally, putting the EU and other partners in a difficult spot vis-à-vis Government and vis-à-vis public opinion both locally and in Europe.

Meanwhile, as a relative anchor of stability, benefiting both from geographical location and constant leadership, Uganda has nurtured a wide range of relations and the country remains a coveted partner of a number of global and emerging powers. This generates a competitive environment, marked by increased foreign interference and manipulation of information.

While the economic situation is improving, growth for FY 2022/23 is forecasted at 5.1% (up from 3.9% in FY 2021/20). The fiscal space has narrowed and public debt saw a sharp rise, to reach a debt to GDP ratio of 52.9%. The IMF extended credit facility of USD 1Bn was approved in July 2021 and the recent review was concluded positively, notwithstanding several targets being pushed forward. Macroeconomic risks are linked to high inflation and rising borrowing costs.

#### **Rationale and Assessment**

The support measures will aim to achieve two objectives: (i) to provide a flexible facility to support donor coordination, analysis and overall support to the EU's partnership with Uganda; (ii) to allow engaging in a professional campaign for strategic communication around the EUs presence in Uganda, Team Europe and Global Gateway.

### 2.2 Problem Analysis

#### **Short problem analysis:**

Component 1: the relation between development partners and Government is marked by distrust, with shrinking space for civil society and increasing control and oversight by GoU. The country has adopted a comprehensive development policy, with strong requirements vis-à-vis development partners in terms of transparency, reporting and accountability. In this context, intensive donor coordination, as well as regular research and analysis are needed to inform and adjust the EU's objectives and policy priorities in Uganda. In parallel, in view of the Mid-Term Review of the MIP expected in 2024, studies, analysis, technical assistance, events and seminars are considered necessary to inform the second phase of NDICI. Additionally, monitoring, reporting and verification are critical to ensure sound implementation of EU-funded actions and monitoring of specific indicators such as EU "spending targets" on climate change, gender, human development, education and migration.

Component 2: the previous approach to communication and visibility under the EDF has demonstrated important weaknesses, including the lack of streamlined communication processes, incapacity to reach certain segments of the population, insufficient presence on social media etc... The new approach to strategic communication seeks to achieve more professional communication and branding, more effective outreach to most relevant target audiences, increased presence on social media and a strong strategy to counter the anti EU narrative and mis/disinformation. The EU perception survey will help to feed into the strategy to be developed under this component.

The key stakeholders expected to benefit from the proposed support measures include the EU, Team Europe, implementing partners and the end beneficiaries of EU funded contracts.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The general objective (impact) of this action is to contribute to an effective and efficient implementation of the EU-Uganda partnership and the EU's strategic interests in Uganda, through analysis and expertise, communication/visibility and public diplomacy.

The specific objective (result) of this action is:

Effectively and efficiently implement the EU-Uganda partnership by improving aid coordination and management, taking into account the local context and cross-cutting issues, including gender and the environment.

The outputs of this action contributing to the corresponding specific objective (expected effects) are the following:

(a) the successful implementation of the MIP, the Team Europe Initiatives and Global Gateway (b) the acknowledgement of the EU as a trusted and reliable partner of Uganda.

To reach these specific objectives, expected outputs are:

**Output 1:** EU cooperation is improved and strengthened, including, but not limited to, the implementation of Team Europe initiatives and Global gateway Flagships, donor coordination, monitoring and external evaluation of the 11<sup>th</sup> EDF and NDICI-Global Europe/MIP. The Delegation's evaluation/audit plan is implemented.

**Output 2:** Communication and visibility of EU actions in Uganda are ensured;

#### 3.2 Indicative Activities

##### Activities related to Output 1:

- Support identification, formulation, implementation, monitoring, audit and evaluation of EU funded programmes. This will include feasibility studies, impact assessments, support for specific public policy formulation, as well as assistance with tender procedures, evaluation and monitoring;
- Ensure support for the smooth organization of the regular technical meetings between the different stakeholders and the European Union, for the follow-up and monitoring of projects and the EU political dialogue process. This will include peer-to-peer exchanges, donor coordination, technical working groups stakeholder consultations a.o.;
- Technical assistance and/or specific technical studies to contribute to different phases of project cycle management for EU cooperation programmes. This will include Technical assistance to support the coordination of TEIs at country level if needed;
- Support to policy dialogues: Facility to fund events, conferences, studies, research, analysis and fellowships, exchange platforms to support sector dialogues leading to policy reforms and engagement with governments and other stakeholders;

##### Activities related to Output 2:

- Facilitate communication activities and implement the EU Delegation Strategic Communication and Public Diplomacy plan, while focusing on raising awareness, advocacy and partnerships.
- Promote understanding and awareness of the Union's values, interests and specific policies, including human rights, foreign and security policy, science and research, gender equality, green deal, and digitalisation. Team Europe visibility, fight against disinformation, as well its multilateral agenda.

- Strengthen networks and long-term relationships with key target audiences and partners (e.g. youth, students, academics, think tanks, CSOs, business, creative industries), including leveraging existing EU programmes, in order to facilitate future cooperation across policy areas.

### 3.3 Mainstreaming

#### **Environmental Protection & Climate Change:** Not Applicable

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

The EIA (Environment 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 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, as it will ensure complementarity with the Gender 4 Development programme and support strong and effective gender mainstreaming. The support measures could finance studies, research to inform actions in the area of gender equality and women empowerment.

#### **Human Rights**

Activities related to the promotion of the EU-Uganda partnership will disseminate information about efforts to strengthen the respect of Human Rights and International Humanitarian Law. A rights-based approach will also be applied to all the actions.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that depending on the action to be funded, this action could be relevant to improve the rights of people with disability.

#### **Democracy**

The action will communicate about how the EU partnership with Uganda contributes to the consolidation of democracy in Uganda and the region. Given its attention to research and evidence, this action could inform actions on democracy.

#### **Conflict sensitivity, peace and resilience**

Given its attention to research and evidence, this action could inform actions on peace, security and resilience.

#### **Disaster Risk Reduction**

Given its attention to research and evidence, this action could inform and contribute to better prevention and management and mitigation of risks and shocks.

#### **Other considerations if relevant**

N/A

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (H/M/L)	Impact (H/M/L)	Mitigating measures
1	Limited ownership of the studies by partners	<b>M</b>	<b>H</b>	Regular dialogue with partners and other stakeholders on the studies and their integration in our programmes.
2	Expected outputs not to be delivered to the desired level of quality	<b>M</b>	<b>M</b>	Monitoring and evaluation of activities to ensure projects/programs implemented per required quality
2	Fragmentation and duplication of similar projects	<b>M</b>	<b>M</b>	Whenever relevant, specific support measures activities may be vetted by Member States, relevant Sector Working Group and/or with the concerned Development Partner agencies to ensure coordination and synergies.
1	Persistence of socio-cultural barriers to tackle human rights and gender equality as cross-cutting issues.	<b>M</b>	<b>M</b>	Awareness-raising sessions and training will be systematically provided.  The ‘do-no-harm’ and ‘no-one-left-behind’ principles will be implemented and those principles will also be transmitted to the staff and other stakeholders
5	Communication not to produce its objectives	<b>M</b>	<b>M</b>	Focus on strategic communication and information sharing about the EU action by reaching out to targeted interlocutors.
<b>Lessons Learnt:</b>  In the previous support measures, some research and studies were implemented in indirect management by the National Authorising Officer (NAO). Now, systematic direct management, often through service/framework contracts, will be the new approach.  Eventually, the conclusion of the EU perception survey by end 2023 will permit to better assess the needs and strategy of the EU visibility in Uganda. Also it will be essential to ensure coordinated messaging as Team Europe, in particular in the run-up to the 2026 elections.				

### 3.5 The Intervention Logic

Component 1 aims to support the EU-Uganda partnership, through analysis and donor coordination, studies, evaluations, identification and formulation, and events.

Component 2 will support the implementation of strategic communication and public diplomacy activities in line with the Delegation’s multiannual strategic communication and public diplomacy plan 2022-2024. Activities will be designed to raise awareness, understanding and perception of the EU and its partnership with the country, in line with the priorities identified in the MIP, Global Gateway and TEIs. Strategic communication activities will include large-scale public awareness campaigns as well as political communication focused on Global Gateway flagships. Public diplomacy activities will be designed to foster, maintain, strengthen and connect networks and communities.

### 3.6 Logical Framework Matrix

Given the nature of this Action a Logical Framework Matrix is not required at Action level.

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner country.

### 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 48 months from the date of adoption by the Commission of this Financing Decision. 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 Budget Support – NOT APPLICABLE

### 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 measures.<sup>1</sup>

#### 4.4.1 Direct Management (Grants)

##### (a) Purpose of the grant(s)

A part of the action will be implemented through grants. This concerns the output 1 “EU cooperation is improved and strengthened, including, but not limited to, the implementation of Team Europe initiatives and Global gateway Flagships, donor coordination, monitoring and external evaluation of the 11th EDF and NDICI-Global Europe/MIP. The Delegation's evaluation/audit plan is implemented”.

##### (b) The type of applicant

Government agencies or parastatal institutions, Civil Society Organisations, private sector companies.

#### 4.4.2 Direct Management (Procurement)

Implementation through procurement will contribute to achieving Output 1 “EU cooperation is improved and strengthened, including, but not limited to, the implementation of Team Europe initiatives and Global gateway Flagships, donor coordination, monitoring and external evaluation of the 11th EDF and NDICI-Global Europe/MIP. The Delegation's evaluation/audit plan is implemented”. and Output 2 “Communication and visibility of EU actions in Uganda are ensured”.

Subject	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure
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<sup>1</sup> [www.sanctionsmap.eu](http://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.

<sup>1</sup> Please find the Twinning Fiche template as Annex C1 of the Twinning Manual available in English at [Twinning Manual 2022\\_Clean\\_5.pdf](http://TwinningManual2022.Clean.5.pdf) ([europa.eu](http://europa.eu))



Cooperation Facility	Services	Over entire duration of implementation
Strategic communication and public diplomacy	Service/Supply contracts	First quarter of 2024

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

If negotiations with entities in section 4.4.2 fail, that part of the action may be implemented in indirect management with an entity which will be selected by the Commission's services using the following criteria: i) expertise in terms of technical assistance, studies, seminars, workshops, project preparation, implementation and monitoring, ii) experience of important cross-cutting issues (a.o. youth, gender, refugee response, digitalisation, conflict prevention).

#### 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, 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 realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

#### 4.6 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR) N</b>	<b>EU contribution (amount in EUR) N+1</b>
Implementation modalities – cf. section 4.4		
<b>Output 1 Cooperation Facility</b>		
Grants (direct management) - cf. section 4.4.2		200 000
Procurement (direct management) – cf. section 4.4.2	1 566 657	433 343
<b>Output 2 Strategic communication and public diplomacy composed of -</b> Procurement (direct management) – cf. section 4.4.2	1 500 000	
<b>Evaluation</b> – cf. section 5.2 <b>Audit</b> – cf. section 5.3		300 000
<b>Contingencies</b>	N/A	N/A
<b>Totals</b>	3 066 657	933 343

#### 4.7 Organisational Set-up and Responsibilities

The action shall be implemented in direct management. The EU Delegation to Uganda will be responsible for the management of the programme and will monitor its overall implementation.

## 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, 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.

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).

Data collection, analysis and monitoring will be done at individual project levels. Baselines will be established during project inception phases. Progress reports and final reports shall be laid out in such a way as to allow monitoring and reporting.

### 5.2 Evaluation

Having regard to the nature of the action, an evaluation(s) will not be carried out for this action or its components.

### 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

Strategic Communication and Public Diplomacy (SCPD) plan for Uganda will be elaborated at the start of implementation and will partly be funded through the present support measure. The plan will promote EU policies and international values with a particular emphasis on new strategic policies such as Global Gateway. In return it will facilitate the consolidation of EU's image as a stable and reliable partner of Uganda. Specifically this will include:

- Communication Objective- Provide clear, timely information and ensure communication coordination and to both primary and secondary audiences on EU interventions in particular Team Europe Initiatives in Uganda. This also includes ensuring a common visual identity and branding of the EU in all communication and visibility outputs in the country.
- Public Diplomacy Objective: Increase engagement and collaboration with key stakeholders to amplify awareness and understanding of EU partnership with Uganda.
- Target audiences: The SCPD activities will target different audiences, categorised in Primary and Secondary audience. The message and approach will be adapted for each category, adapting messages, language (English and main local languages when needed) and instruments.
  - ❖ *Primary audience*- Key ministries and institutions, Parliamentarians as well as other relevant political figures, Youth and women, Social and professional groups, private sector actors, other non-state actors, Civil Society Organisations (CSOs) and Faith-based organisations and Cultural institutions and notable artists and performers
  - ❖ *Secondary audience*- EU Member States, Implementing partners, institutional and non-state actors, other Development Partners, Media & Communication stakeholders.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, contractors, and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the procurement contracts.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

The Communication and Visibility measures will be implemented through service or supply contract(s) in direct management. These Communication and Visibility measures will complement the Communication and Visibility activities implemented at the level of individual projects/programmes.