



EN

THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 6

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of the Republic of Uganda for 2022-2024

Action Document for Sustainable Business for Uganda (SB4U) 1.0

MULTIANNUAL PLAN	
This document constitutes the multiannual work programme within the meaning of Article 110(2) of the Financial Regulation, and action plan within the meaning of Article 23(2) of the <u>NDICI-Global Europe Regulation</u> .	

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Sustainable Business for Uganda (SB4U) 1.0 CRIS: NDICI/2022/043-943 OPSYS: ACT-61305 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	Sustainable Business for Uganda (SB4U) Team Europe Initiative – Uganda Uganda – Sustainable Business Team Europe Initiative and Joint Programming tracker (europa.eu)
3. Zone benefiting from the action	The action shall be carried out in Uganda
4. Programming document	Multi-annual Indicative Programme (MIP) 2021 – 2027 for the Republic of Uganda
5. Link with relevant MIP(s) objectives / expected results	MIP Priority Areas 2 (Promoting sustainable and inclusive growth and jobs) and 3 (Promoting Democratic Governance and Social inclusion). Specific objectives 2.1 (Promoting sustainable investments), 2.3 (Promoting decent employment) and 3.1 (Democracy is strengthened and human rights are respected). Expected results: 2.1.a (increasing investments into critical economic sectors; 2.1.b (through an increase in the volume, value and quality of Uganda's exports); 2.3.a (through an increase in the number of decent and sustainable jobs created); 2.3.b (through an alignment of labour force skills with market needs); and 3.1.b (through implementation of the National Action Plan on Business and Human Rights (BHR)).
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	MIP Priority area 2: Promoting sustainable and inclusive growth and jobs (DAC codes 240, 250, 160) MIP Priority area 3: Promoting Democratic Governance and Social inclusion (DAC codes 151, 110, 130, 160)

7. Sustainable Development Goals (SDGs)	Main SDG : 8 – Decent work and economic growth Other significant SDGs and where appropriate, targets: 4 – Quality education 5 – Gender equality and women empowerment 9 – Industry, innovation and infrastructure 10 – Reduced inequalities 12 – Responsible consumption and production 16 – Peace, justice and strong institutions			
8 a) DAC code(s)	113 & 114 – Secondary and Post-Secondary Education – 33% 15160 – Human rights – 6.5% 250 – Business & other services – 33% 16020 – Employment creation – 6.5% 33120 – Trade facilitation – 21%			
8 b) Main Delivery Channel	11004 – Other public entities in donor country 90000 – Other			
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 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 checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	Migration @ (methodology for tagging under development)	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BUDGET INFORMATION

12. Amounts concerned	<p>Budget line(s) (article, item): BGUE-B2023-14.020121-C1-INTPA</p> <p>Total estimated cost: EUR 38 000 000</p> <p>Total amount of EU budget contribution: EUR 38 000 000</p> <p>The contribution is for an amount of EUR 38 000 000 from the general budget of the European Union for 2023, subject to the availability of appropriations for the respective financial year following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p> <p>The Action forms part of the Sustainable Business for Uganda Team Europe Initiative. The proportion of this Action's budget contributing to the TEI is 100%. BE should contribute to the "Skills and Decent Jobs" TEI pillar for a total amount of EUR 25 000 000.</p> <p>The commitment of the EU's contribution to the Team Europe Initiative to which this action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise, the EU action may continue outside a TEI framework.</p>
-----------------------	--

MANAGEMENT AND IMPLEMENTATION

13. Type of financing	Direct management through: - Grants Indirect management with the entity to be selected in accordance with the criteria set out in section 4.4.2 Indirect management with Enabel
------------------------------	---

1.2 Summary of the Action

The overall objective of the Action is to contribute to sustainable inclusive economic growth and decent job creation in Uganda. A **first component** aims to enhance Uganda's capacity to comply with national and international Sanitary and Phytosanitary (SPS) requirements for horticulture in order to protect consumers' health and also to increase quality and quantity of horticultural exports by companies based in Uganda to Europe. A **second component** aims to ensure that private sector development benefits Ugandan citizens by enhancing human rights compliance by businesses operating in Uganda. A **third component**, "Skilling and job creation", focuses on increasing the availability of qualified workers, and the employability of youth¹ and creating job opportunities.

Overall, this Action falls under the umbrella of the Sustainable Business for Uganda Team Europe Initiative that provides a framework for strategic EU interventions implemented by partners including EU Member States agencies and finance institutions in five key areas: i) Access to Finance; ii) Skills and decent jobs; iii) Governance and corruption; iv) Trade and SPS; and v) Productive infrastructures. With the planned SPS intervention, the EU will become a major player in the sector and this will provide the EU and its MS with the opportunity to increase their role in shaping the policy dialogue in the sector. The Business and Human Rights (BHR) component will allow members of the Team Europe Initiative to play a leading role in taking forward the implementation of the UN Guiding Principles² and the National Action Plan on BHR³. Considering the proposal of the European Commission for a corporate sustainable due diligence directive (CSDDD)⁴, our engagement with European businesses based in Uganda is timely and potentially of great benefit to these companies and local communities. In a Team Europe approach and close partnership with several EU MS (e.g. BE, DE and IE), the TVET and Skilling component will support a number of key national policies and the EU Global Gateway. It will allow to engage with the Ministries of Education and Sports, Labour, Finance, Planning and Economic Development. Finally, this component will allow the EU to engage strategically with the Uganda and European private sectors through key partnerships in the so-called 21st Century sectors.

In addition to contributing to SDGS 8, 4, 5, 9, 10, 12 and 16, the proposed Action intends to contribute to MIP Priority Areas 2 (Promoting sustainable and inclusive growth and jobs) and 3 (Promoting Democratic Governance and Social inclusion). Component 1 will help to achieve the MIP expected results 2.1.a (increasing investments into critical economic sectors) and 2.1.b (through an increase in the volume, value and quality of Uganda's exports). Component 3 will help to achieve the MIP expected results 2.3.a (through an increase in the number of decent and sustainable jobs created) and 2.3.b (through an alignment of labour force skills with market needs). Component 2 will help to achieve the MIP expected result 3.1.b (through implementation of the National Action Plan on BHR).

¹ In line with the Youth Action Plan in the European Union external action for 2022-2027

² https://www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr_en.pdf

³ https://www.ohchr.org/sites/default/files/Documents/Issues/Business/NationalPlans/uganda_approved-national-action-plan-on-business-and-human-rights_august-2021.pdf

⁴ https://ec.europa.eu/info/publications/proposal-directive-corporate-sustainable-due-diligence-and-annex_en

2 RATIONALE

2.1 Context

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. There is shrinking space for civil society organisations (CSOs), human rights defenders and environmental activists. Several serious incidents in 2021 and 2022, including cases of unlawful detention and torture by security forces, have attracted significant attention internationally.

While the economic situation is improving, a stop-start recovery is expected. Government's fiscal space has narrowed and the growth forecast for the financial year 2022/2023 was revised from 4.2% to 3.8%. Public debt saw a sharp rise, leading to a shift from low to moderate risk of debt distress. A key focus of the IMF programme is the budget composition, as social spending remains below the regional averages. Uganda was ranked 126th out of 160 countries on the UNDP's Gender Inequality Index for 2017. Its rank on the 2018 World Economic Forum's Global Gender Gap Index (GGGI) of 43rd among 149 countries moved up two positions higher from its 2017 position of 45th out of 144 countries⁵.

This Action constitutes a concrete application of the Global Gateway. It should contribute to the implementation of the Uganda-EU Roadmap to Improved Investment Climate published in October 2019. Finally, it will contribute to the enforcement of the EU-EAC Economic Partnership Agreement (EPA), if ratified as well as contribute to supporting a 'Sustainable Business for East Africa'. The SPS component is aligned with the EU's Farm to Fork policy, the EU Green Deals and the Circular Economy Action Plan to strengthen the standards for the packaging of imported products. The BHR component is aligned with priority area 3.5 of the EU Action Plan on Human Rights and Democracy 2020-2024, which foresees a range of actions to implement the UN Guiding Principles on BHR.

Overall, this Action falls under the umbrella of the **Sustainable Business for Uganda Team Europe Initiative** that provides a framework for strategic EU interventions implemented by EU Member States agencies, finance institutions and other partners in five key areas: i) Access to Finance; ii) Skills and decent jobs; iii) Governance and corruption; iv) Trade and SPS; and v) Productive infrastructures. The initiative aims to identify and overcome obstacles to investments and private sector development, facilitate concrete technical cooperation between Ugandan and European private sector and create, in practice and in the field, a partnership maximizing potential for trade and strategic economic cooperation. This Action focuses on three out of five of the SB4U TEI pillars and will be complemented by complementary actions to ensure that the pillars are covered under the Multiannual Indicative Programme 2021 – 2027.

The **BHR component** will allow Team Europe to play a leading role in taking forward the implementation of the UN Guiding Principles and the National Action Plan on BHR. In view of the upcoming EU Directive on Corporate Sustainable Due Diligence, our engagement with European businesses based in Uganda is timely and potentially of great benefit to these companies and local communities. In a Team Europe effort and close partnership with several EU MS (e.g. BE, DE and IE), the **Skilling and job creation component** will support a number of key policies such as the 2019 TVET policy and the country's upcoming revision of the Skilling Uganda Strategy and the **EU Global Gateway**, and will allow the EU to engage with the Ministries of Education and Sports, Labour, Finance, Planning and Economic Development. In addition, this component will allow the EU to engage strategically with the Uganda and European private sectors through key partnerships in the so-called 21st Century green sectors.

This TSD will be in accordance with the Trade Policy Review Communication of February 2021 which consolidated sustainability as one of the core objectives of trade policy and that trade agreements were an important instrument in that respect, as well as the TSD Communication of June 2022 which further developed this. Whereas the prevalence of the EU cooperative approach in implementing TSD chapters will remain, with country-specific

⁵ Country Gender Profile, Uganda, IsDB, 2019, <https://www.isdb.org/sites/default/files/media/documents/2020-09/Uganda%20Gender.pdf>

and tailored-made to the conditions of each partner, and the support of regulatory dialogues and capacity building as required, binding commitments will also be embedded therein, supported by enforcement provisions.

2.2 Problem Analysis

Short problem analysis:

This action aligns directly with the overall theme of Uganda's NDP III, which emphasises "sustainable industrialization for inclusive growth, employment and sustainable wealth creation". Specifically, this action contributes to NDP III strategic objectives i) (enhance value addition in key growth opportunities); ii) (strengthen the private sector capacity to drive growth and create jobs); and iv) (enhance the productivity and social wellbeing of the population).

SPS

Improve SPS standards is not only relevant to increase Fresh Fruits and Vegetables (FFV) exports to international markets, it is firstly and foremost a health issue and a top food security priority in order to protect the health of Ugandan consumers. As an example, from a previous TAIEX assignment in Uganda a large number of tomatoes samples were analysed to provide inputs for the Pesticide Residue Monitoring Plan and around 80% of the samples were above the Maximum Residue Limits (MRLs). Lack of a legal framework, expertise, resources, coordination and technical capacities to implement and enforce such a plan puts highly at risk the health of consumers, nationally and abroad.

Business and Human rights

The imperative for businesses to respect human rights has gained increased attention in recent years. In the decade since the adoption of the UN Guiding Principles on Business and Human Rights (UNGPs), thirty countries have adopted national action plans on BHR. Some countries have gone further than the UNGPs to make it mandatory for their companies to carry out human rights and environmental due diligence, including where they have operations in third countries. In February 2022, the European Commission published a proposal for a Directive on Corporate Sustainable Due Diligence, including mandatory human rights and environmental due diligence requirements on both EU and non-EU companies. Recent years have also seen increasing support for an international legally binding instrument to regulate the activities of transnational corporations and other business enterprises. With the adoption in 2021 of its first National Action Plan on BHR, Uganda took an leading role in Africa for improving the regulatory and policy space for Business and Human Rights.

Despite this good progress at the national and international level, much efforts are still needed in Uganda to improve practices and safeguards implemented by companies to ensure they are adhering to their responsibilities regarding human rights. Private sector-related human rights challenges include inadequate consultation with local communities; issues related to land acquisition including insufficient compensation; forced or violent evictions; labour-related issues including the prevalence (and growth during COVID) of child labour in some value chains; and attacks on human rights defenders working on issues related to private sector development. Concerns also persist related to digital rights and internet governance, in a context where local and international companies are important stakeholders in the expansion of internet access and the digitalisation of the economy.

While some government entities and civil society organisations have worked for some time to advance discussions about business' responsibility regarding human rights, private sector companies themselves – Ugandan and European alike – have so far not been integrated into these discussions and general awareness levels about the legal and policy framework are low.

Need for quality decent jobs creation

With an average age of just 15.9, Uganda is the world's second youngest country; it also has one of the world's highest fertility rates at 5.91 per woman (2010–2015). Youthfulness means the working-age population grew at a very fast 3.92 percent per annum between 2011–2017. Indeed, around 700,000 young people reach working age every year in Uganda. It is estimated that the working-age population will increase by 13 million people between

2017 to 2030 (World Bank, 2022). This is expected to rise to an average of one million in the decade from 2030-2040, and it is already creating a mismatch between labour demand and supply. The rate of job creation is slower than the growth in demand for appropriate jobs. About 77% of the population aged 15 – 64 work. Unemployment is negligible at 3.2% for the adult population and 5.3% for youth. The quality of jobs however, is low. Only one in five workers are in wage employment, although outside of agriculture, the share is about half in wage employment. Most Ugandans (two thirds) work for themselves or for their families in agriculture. Among youth, three in five work in unpaid occupations, contributing to household enterprises, which are mostly farms. Access to jobs differ between men and women. Women are much more likely than men to be out of a job and out of school, and the share of women leaving school only to enter inactivity increased between 2012 and 2016. For the age group 20–24, 10 to 15 percent of men are neither in school nor at work, compared to 25 to 30 percent of women (World Bank, 2020). These demographic trends, combined with the structure of Uganda’s employment, suggest that Uganda will need to increase the productivity of agriculture where most people work, while simultaneously increasing the rate of movement of young workers away from agriculture into higher productivity industry and service jobs.

Addressing the “Skills gap”

The gap between the skills of both Technical and Vocational Education and Training (TVET) and university or higher-education graduates on the one hand, and the private sectors needs for qualified employees on the other hand is significant. Graduates don’t meet the skills and competences demanded on the labour market and are in many cases considered by the private sector as ‘non employable’. The existing internship programmes, currently offered by educational institutions, are ineffective and neither meet basic requirements for the companies nor for the interns. This results in an insufficient supply of skilled labour with appropriate skills, work ethics and attitude which constitutes a major challenge for the private sector companies in Uganda in terms of loss of productivity and sustainability and attractiveness for future investments. For this very reason, many larger Ugandan companies have incorporated training programmes in their business model to compensate for the skills gap between private sector needs and the offer of the educational system. The private sector subsequently delivers a considerable contribution to training and upgrading of skills in Uganda, and this training, contrary to the educational institutions, is designed to match private sector’s needs and could potentially function as an inspiration for the educational institutions and help link it to the private sector (EU Skills Needs Assessment Study, 2019).

Weak policy and governance framework

Another factor affecting growth and employment is the weak policy and governance framework for skills development. There is no functioning system in place for identification of current and future skills needs for any kind of job in the labour market. No or very few feedback mechanisms (e.g. partnerships) exist at local level between the training institutes and the community and the local economy. There is a need to enhance public and private sectors capacities to implement effective employment public policies, as well as to build the skills required by the workforce for productive and sustainable employment. Uganda has recently reformed its skills delivery system under the TVET Council, with a number of Sector Skills Councils to enable government and the private sector to work together in identifying training needs and reforming training curricula (ILO, 2022). It is critical to support the implementation of the Education and Sports Sector Strategic Plan (2020/21-2024/25), the 2019 TVET Policy, and the processes for establishment and/or foundations for the TVET coordination and regulation.

Focusing on green growth in key value chains

Natural resource-based sectors such as agriculture, minerals, forestry and fisheries continue to remain the largest job providers. To support transformation to a green economy, there is need to develop a green skills portfolio based on local opportunities for value and job creation in key green value chains. Key sectors with high labor intensity, anticipated growth potential, present/expected GDP contributions, trade/investments relevance between EU and Uganda, climate /green friendly approaches, decent work, gender policy and innovation potentials, include sustainable agriculture & (agro-)forestry, renewable energy, green construction, ecotourism and hospitality. Support is needed to translate research and innovation in promising green value chains into viable and sustainable opportunities for economic development and hence job creation. Meanwhile there is a large potential to support

the transformation of the existing economic fabric (incl. manufacturing) towards the adoption of more sustainable and future-proof practices and technologies, including ICT and digital, etc.

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

SPS

The Ministry of Agriculture, Animal Industry and Fisheries: Uganda is a contracting party to the International Plant Protection Convention (IPPC) since 2007. According to the Plant Protection and Health Act of 2016, the National Plant Protection Organisation (NPPO) is the Department of Crop Inspection and Certification (DCIC) of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). It is the Competent Authority (CA) for plant health, headed by a commissioner. The Commissioner supervises the activities of the Phytosanitary and Quarantine Services Division, of the MAAIF, headed by an Assistant Commissioner. Export related inspections are carried out by inspectors working for the Phytosanitary and Quarantine Services division. The Plant Protection and Health Act (Act No 6 of 2016) provides the legal basis for the Phytosanitary controls in Uganda. It defines stakeholder obligations in preventing the introduction and control of pests, weeds and diseases; designates the NPPO; defines duties of the Commissioner for Crop Protection; authorises and empowers NPPO inspectors for implementing and enforcing the Act. Certain provisions of the Seed and Plant Act of 2006, the Agricultural Chemicals Control Act of 2006 also relate to plant health activities. The Minister of MAAIF is empowered to implement the provisions of the Act by statutory instruments (regulations). These describe in detail the powers and tasks of the inspectors, the Phytosanitary Certificate (PC) issuance process and plant health responsibilities of growers, pack houses, traders, exporters and forwarders, as well as enforcement issues such as offences and penalties. The NPPO inspectors are duly authorised by the law to carry out SPS related inspections at the production farm during the growing period and on the consignment at the premises of the grower, trader or exporter or at the border. They are empowered to initiate sanctions in the case of identified non-compliances, such as refusing the export or ordering appropriate corrective actions. Ministry of Trade, Industry and Cooperatives, through the Department of External Trade, is the Institution mandated to coordinate all WTO negotiations and implementation of trade Agreements in Uganda, including those related to SPS;; Other relevant stakeholder in SPS are the Directorate of Government Analytical Laboratory at the Ministry of Internal Affairs of Uganda and the Uganda National Bureau of Standards (UNBS), the Presidential Investment Roundtable on Agriculture that has set up since 2019 a technical Working Group to discuss how to improve SPS and value addition to agriculture as per the findings of DG Sante SPS audit (2019), the Uganda Investment Authority; the Private Sector Foundation Uganda; Business associations and civil society organisations will also play a key role in implementation – e.g. Horticulture Associations, growers, exporters, handlers, service providers, etc.

Business and Human rights

Aside from Ugandan and European companies based in Uganda as the key target group for this action, other key stakeholders include the local communities most affected by private sector investment projects (including local landholders and employees), responsible government entities and regulators, sector bodies (including employers' groups, business association and trade unions) and civil society groups. This action will have a focus on ensuring support for those living in the most vulnerable situations in society, who are disproportionately impacted by cases of human rights including labour rights abuses linked to business. These include women and children, indigenous peoples and people with disabilities. This groups have already been identified through national consultations leading to the development of Uganda's National Action Plan on BHR.

The government interlocutor for this action is the Ministry of Gender, Labour & Social Development (MoGLSD), who has the mandate to oversee and coordinate implementation of the National Action Plan on BHR (NAP) between now and 2025. Other key government stakeholders include the Uganda Human Rights Commission, the Ministry of Finance Planning and National Development (MoFPED), the Ministry of Justice and Constitutional Affairs (MoJCA) and the Ministry of Trade, Industry and Cooperatives (MoTIC). While the MoGLSD has lead the drafting of the NAP, they have sought support for implementation of the plan. Coordination and effective engagement of many stakeholders in this plan will be a key challenge for the MoGLSD and this component will seek to provide technical assistance in that effort, as well as enhancing links with businesses and CSOs.

Engagement with business through this component will mainly be coordinated with the existing SB4U platform. A workshop on BHR with businesses in March 2022 revealed a strong interest amongst Ugandan and European companies to learn more about BHR frameworks and to add value to discussions on policy related to BHR. The EU learned two key lessons from this initial interaction. First, there is still a big need for awareness creation on the BHR agenda within the business community in Uganda. Second, businesses are willing to openly discuss sector-specific human rights issues in settings where most of the participants are from the private sector and there is no risk of reputational harm from their comments being reported publicly. These lessons will be fed into planning for activities under this BHR component.

Companies whose operations have a particular bearing on the application of labour rights in practice (eg big employers like flower farms), the environment and natural resources (for instance oil companies) and digital rights and internet governance (for example technology companies) will be specifically targeted through this component. Professional associations such as the Federation of Ugandan Employers and the Uganda Manufacturers Institute will also be engaged.

A wide range of civil society organisations, and social partners has been working to promote the BHR agenda in Uganda for several years. Organisations working on corporate accountability, land rights and social & economic rights formed a key part of the working group which drafted the NAP together with the government. There are also many civil society organisations with a good capacity for monitoring and documenting human rights, including labour rights, abuses related to the private sector and using that for evidence-based advocacy. CSOs in this area, however, could benefit from support for more effective outreach to the business community themselves. This is an area in which the EU can add value through the SB4U platform. Aside from CSOs, other development partners including EU MS, OHCHR and ILO will be key to associate to the implementation of this component.

Skilling and job creation

Youth (women and men): With a average age of just 15.9, Uganda is the world's second youngest country; it also has one of the world's highest fertility rates at 5.91 per woman (2010–2015). Youthfulness means the working-age population grew at a very fast 3.92 percent per annum between 2011–2017. This will continue, with the number of job seekers increasing in the coming generation. It is estimated that the working-age population will increase by 13 million people between 2017 to 2030 (World Bank, 2022). Young women and men graduates entering the labour market as well as young women and men entrepreneurs and employees will be key beneficiaries of the Action, considered as rights holders.

TVET institutes, Universities and other tertiary educational institutions: TVET institutions but also universities and other educational institutions face three main challenges: i) Access is inequitable because of negative perceptions among youth, lack or inadequate provisions (proximity, infrastructure, flexibility), financial barriers, etc. Gender specific barriers also exist. ii) Poor quality and relevance of training offers because of unresponsive training/ curricula, skills mismatch (training offers are supply-driven, are not based on market assessments), weak infrastructure/equipment and weak linkages with the private sector. iii) Governance is lacking due to limited financial resources, slow policy implementation and lack of quality assurance systems and feedback mechanisms. As a consequence enrolment and post-training employment rates are low (especially for women).

Private sector: Business Membership/employer Organizations/ Social Partners (e.g. Private Sector Foundation Uganda, Uganda Manufacturers Association, Uganda Tourism Association, Federation of Uganda Employers etc.) and individual Ugandan and European private sector companies; The private sector is involved in all aspects of skilling; mainly involved in training, assessment, designing of curricula, employment of trained personnel, and sponsoring of trainees. The private sector is also contributing to skills development through their agencies and associations as well as contributing to policy and systems strengthening. There is limited dialogue between the private and the public sector in the elaboration of curricula, the conduction of training programmes and in the implementation of internship programmes.

Public institutions (duty-bearers): Ministry of Trade, Industry and Cooperatives; the Ministry of Gender, Labour and Social Development; the Ministry of Education and Sports; National Council for Higher Education (NCHE); National Curriculum Development Council (NCDC); Uganda Business and Technical Examinations Board (UBTEB) and Directorate of Industrial Training (DIT); TVET Policy Implementation Working Group/TVET

Council; Sector Skills Councils; Universities, research agencies and public institutions supporting technology transfer in the green economy (e.g. Ugandan Industrial Research Institute).

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to contribute to sustainable economic growth and decent job creation in Uganda.

The Specific Objectives (Outcomes) of this action are to:

1. strengthen horticultural SPS standards and stakeholders' capacities, to safeguard consumer's health and increase Fresh Fruits and Vegetable (FFV) exports to Europe.
2. reduce human rights abuses, particularly those impacting women, connected to business activities in Uganda.
3. increase employability of youth, women and men, supply of qualified workers, and access to decent employment; especially in green economy sectors.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

- 1.1 – contributing to Outcome 1 – Enhanced stakeholders' capacities for the development and effective implementation of SPS policies, standards and procedures.
- 1.2 – contributing to Outcome 1 – Improved coordination, communication and knowledge management amongst private and public SPS stakeholders
- 1.3 – contributing to Outcome 1 – Specific bottlenecks and weaknesses identified along the Fresh Fruits and Vegetables export value chain (storage, testing facilities, packaging, cold chain, etc.) are addressed
- 2.1 – contributing to Outcome 2 – Earmarked interventions of the National Action Plan on Business and Human Rights successfully implemented
- 2.2 – contributing to Outcome 2 – Increased awareness and engagement of Ugandan and European Businesses in the BHR agenda in Uganda
- 2.3 – contributing to Outcome 2 – Enhanced civil society advocacy, dialogue and activities in support of the BHR agenda in Uganda
- 3.1 – contributing to Outcome 3 – Improved quality, relevance and access for and to targeted formal & non-formal technical, vocational education and training institutions; including for youth, women and people living in vulnerable situations, such as persons with disabilities and refugees
- 3.2 – contributing to Outcome 3 – Job and entrepreneurship promotion - Increased access to business development, financial, incubation services and opportunities for self-employed individuals and MSMEs in green/circular economy sectors; including youth of both sexes and women led enterprises
- 3.3 – contributing to Outcome 3 – Employment support – Increased access to job opportunities in companies, civil society and public sector for graduates and employees; including for youth of both sexes and women
- 3.4 – contributing to Outcome 3 – Strengthened public and private stakeholders' capacities for design and implementation of TVET and employment policies to address specific employment barriers and the need for green skills development

3.2 Indicative Activities

Activities relating to Output 1.1:

- Activity 1.1. Technical Assistance to the National Plant Protection Organisation (NPPO) and relevant Government agencies to consolidate, expand and enforce existing SPS standards and procedures (certification, accreditation, traceability, inspections, etc.).

Activities relating to Output 1.2:

- Activity 1.2. Support platforms and spaces for effective coordination within and amongst private and public stakeholders. Develop an integrated and easily accessible information platform to publicize timely and relevant SPS information. Use of media, including radio, to disseminate the information to stakeholders (farmers, transporters, exporters, etc.)

Activities relating to Output 1.3:

- Activity 1.3. Gather information (using P-IMA, R-SAT and other assessment tools) to address key problems, risks and bottlenecks along the FFV export value chain (increase number of certified laboratories, improve cold chain and packaging, change of market requirements, etc.)

Activities relating to Output 2.1:

- Activity 2.1. Technical assistance to the MoGLSD and other government stakeholders for the implementation of interventions under the NAP – tentatively earmarked interventions include: Empowerment of communities; compliance with human rights obligations by businesses; increasing adherence to Free, Prior and Informed Consent (FPIC); and improvement of remedy mechanisms.

Activities relating to Output 2.2:

- Activity 2.2. Technical assistance, research and training on three key areas of the BHR agenda: 1. Labour rights (including the decent work agenda, with a specific focus on the situation of women in the workplace, and combatting child labour); 2. Natural resource governance and land (encompassing engagement with the oil, mining and agribusiness sectors); 3. Digital rights and internet governance (including aspects of regulation, access, data protection and privacy, promotion of women's rights online).

Activities relating to Output 2.3:

- Activity 2.3. Grant funding through a call for proposals for civil society organisations: to support a range of organisations and approaches working from the policy to the community level. Key themes to be supported mirror the three areas listed under 2.2 above.

Activities related to Output 3.1 :

- Activity 3.1.1. Support TVET promotion for improved access: including tackling negative perceptions through engagement activities in targeted districts and schools around business cases for TVET, promotional events (e.g. Skills Fairs, youth employment days) organisation of skills competitions (e.g. World Skills) at regional and national levels and setting up of scholarship and/or similar mechanisms.
- Activity 3.1.2. Support the transformation of VTIs towards becoming Centres of Vocational Excellence – includes focusing on 8 dimensions: i) Infrastructural development / equipment for practical training; ii) autonomy, organisational & institutional development; iii) pedagogy (incl. practical training) and professional instructors development ; iv) focus on 21st century skills (incl. ICT, life skills/work readiness, innovation & entrepreneurship); v) support digital transformation (e-learning) and green transformation; vi) promote Private Public Partnerships (incl. for industrial training and Recognition of prior learning (RPL) and Recognition of Current Competencies (RCC) work-based learning); vii) ensure social inclusion (gender/vulnerability) and better access including for refugees; viii) provide lifelong learning (LLL) in VET/non-formal training.
- Activity 3.1.3. Support TVET trainer training development, including in new green value chains, by i) upgrading institutions developing trainers (including on the 8 dimensions mentioned under Activity 3.1.2), ii) building the capacity of in-service TVET trainers through CPD program; iii) linking in-service trainers to industry for practical trainings; iv) identifying and building the capacity of industry players in pedagogy and offering practical training opportunities.
- Activity 3.1.4. Support the provision of flexible, short-term and inclusive training modalities (i.e. modular/non-formal training) that accelerate learners' transition to employment by scaling up the Skills

Development Fund (SDF). The SDF modalities will promote bottom-up partnerships between the world of work and the world of training enabling access to practical, hands-on skills and competence acquisition that is relevant to the labour market.

Activities related to Output 3.2 :

- Activity 3.2.1. Facilitate partnerships with private sector for exposure of youth & women to role models and champions, and access to intelligence/training on attractive and feasible business models, especially in green economy sectors.
- Activity 3.2.2. Facilitate demonstration and sensitization of entrepreneurs and MSMEs in key green value chains (e.g. green alternatives to charcoal, green construction, renewable energies, precision farming, waster management, etc.), with a focus on existing enterprises that have the capacity to take risk and innovate.
- Activity 3.2.3. Fostering collaboration between research and private sector (including with European organisations & institutions) in key green value chains for the transfer and creation of business knowledge, expertise, etc.
- Activity 3.2.4. Provide business development services and capacity building for MSMEs – through partnerships with private sector associations / federations, business member organisations (BMOs), etc. – so that MSMEs can create more decent jobs and provide more industrial training opportunities for youth. Support should be tailored & ongoing to the development stage at which the MSME finds itself.
- Activity 3.2.5. Facilitate access to finance for youth, women and existing MSMEs; incl. through linking them to the formal financial sector and existing community-based savings-and credit initiatives, setting up VSLA groups for youth & women without access to the formal financial sector, and exploring other available opportunities such as capital investments.
- Activity 3.2.6. Strengthen business incubation services for innovative start-ups and MSMEs in the green & digital economy; incl. management training, advisory services, access to finance (loans, grants, network of potential investors), assistance with core business operations (accounting, market research, marketing, legal compliance), access to office space and other operating resources (necessary software, hardware, etc.), etc.

Activities related to Output 3.3 :

- Activity 3.3.1. Facilitate partnerships with the private sector for job placements; including scaling up the SG+ Work-readiness program (i.e. match-making and traineeship schemes).
- Activity 3.3.2. Support the provision of employment services; e.g. career guidance, job counselling, job matching services and on-job support.
- Activity 3.3.3. Provide access to market intelligence; incl. scoping labour market and training needs by leveraging sector skills councils, regional forums, employer surveys, etc.
- Activity 3.3.4. Support access to lifelong learning and increased career opportunities through the provision of technical upskilling and vocational reskilling and other alternative pathways for women and men graduates of TVET and higher education, as well as women and men workers.

Activities related to Output 3.4:

- Activity 3.4.1. Support creation of foundations for TVET coordination and regulation in charge of development and implementation of (national) legal and strategic frameworks; including the 2019 TVET Policy, the revision of the Skilling Uganda Strategy 2012-2021 and the overarching “National Employment Strategy”. The intervention will support key actions and processes to operationalize the TVET coordination and regulation body (TVET Council) through provision of technical, financial and operational support to TVET Policy Implementation Working Group/ the TVET Council.
- Activity 3.4.2. Provide capacity building for TVET stakeholders; i) institutional support to relevant Ministries Departments and Agencies (Ministry of Education and Sports, Ministry of Gender, Labor and Social Development, Ministry of Tourism etc) for efficient and effective planning, implementation and monitoring of the skills development reforms. For instance, through capacity building and training, diagnostic studies, supporting the design and implementation process of procedures and guidelines (e.g.

digitalization, governance of institutions, etc.) for the TVET subsector; ii) support youth and women umbrella organisations e.g. Uganda Youth Network (UYONET), National Youth Advocacy Programme (NYAP) and Youth Advocacy and Development Network Uganda (YADNET), among others, to participate in the policy dialogue on skilling, iii) establish and support a private sector-led National Skills Forum to articulate skills issues for business and influence policy through Business Membership Organisations (BMOs), iv) support TVET assessment bodies to offer Competence Based Assessment (CBA) and improve coordination among the assessment bodies;

- Activity 3.4.3. Support Sector Skills Councils and other regional / district sectoral coordination mechanisms. The intervention will facilitate SSCs to: i) conduct labor market intelligence and design/implement strategies for bridging the sectoral skills gaps; ii) initiate, review and develop TVET curriculum in priority occupations; iii) monitor and provide quality assurance to skilling processes; iv) design and implement sector specific industrial training processes and procedures among others
- Activity 3.4.4. Coordination with Skilling Partners: Facilitate structured Policy Dialogue to influence skilling policy reforms. To be implemented in collaboration with other Development Partners in skilling.
- Activity 3.4.5. Strengthen the governance of skills providers by ensuring feedback mechanisms to the local community and the private sector.

The commitment of the EU's contribution to the Team Europe Initiative to which this action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise, the EU action may continue outside a TEI framework.

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the EIA (Environmental Impact Assessment) screening

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

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

The SPS component will focus on key areas which have a direct impact on the environment like: use of pesticides and chemicals, checks and controls of plant and related human health; improve the role of the private sector and the government in promoting good agriculture practices. As mentioned, through the ““Skilling and job creation” component of the Action, specific focus will be given to the development of green skills and green jobs. To this end, the Action will focus on key sectors of the green economy; e.g. sustainable and resilient agriculture, renewable energy, green construction, ecotourism and hospitality, green industries (incl. recycling and manufacturing), And/or the transformation of the (local) economy towards more sustainable and future-proof practices and technologies, including ICT and digital, etc. Climate change, sustainable agricultural practices including livestock, the promotion of the green and circular economy, respect for biodiversity and natural resource management, but also the basic business skills needed to successfully start and manage a small enterprise in these sectors will be included in the standard curriculum used to reinforce the skills of the beneficiaries of the intervention and to create awareness around the potential of employment in the green economy with a positive impact on livelihoods, climate and environment.

Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective of this action. This action is aligned with the GAP III, as well as the Country Level Implementation Plan (CLIP) for Uganda 2021-2025.

Through the second component, the Action will increase awareness of human rights responsibilities of business and reduce human rights abuses, particularly those impacting women, connected to business activities in Uganda. In the area of TVET and employment, women and girls face key obstacles when accessing business, technical, vocational education and training institutes. Through the Component 3, to tackle negative community perception, sensitization campaigns will be conducted. To tackle issues related to unsafe and uncondusive learning environments, specific infrastructure will be built (e.g. separate dorms, days-care centres, etc.), modules to to raise sensitization amongst lecturers, processes to report GBV, etc. will be developed. To tackle financial and distance barriers, scholarships, financial provisions and transport arrangements will be put in place. Due to persistent gender inequality in the country and in access to education, female entrepreneurs often lack management skills and information about how to access financial services and other resources. Lack of adapted financing instruments limits their ability for business development and growth. In the “skilling and job creation” component of the Action, particular attention will be paid to the inclusion of women and girls in all activities related to entrepreneurship promotion and employment support. In the selection process of the beneficiaries, the intervention will maximize the percentage of women. Through the information campaigns and calls for interest, it will stimulate the entrepreneurial spirit of women and raise community awareness. Specific sensitization activities will be conducted on gender stereotypes which undermine (young) women’s access to certain types of skills and professions, on gender equality and on women’s economic empowerment.

Human Rights

This action adopts the Human Rights Based Approach (HRBA). The overall objective of the action seeks to advance the social and economic rights of Ugandans by contributing to sustainable economic growth and job creation in Uganda. This action recognises the interdependence of different categories of human rights and will ensure, for instance through the component on business and human rights that the civil and political rights of local communities are promoted in order to ensure their full participation in private sector development which impacts them. Objective two of this action is gender sensitive and this action has an OECD Gender Marker 1, while the needs of vulnerable groups (including rural communities and unemployed youth) are advanced through different components of the action. Rights-holder participation will be ensured through effective consultation throughout the planning, implementation and evaluation of the action while there will be a strong focus on ensuring duty-bearers (including GoU ministries mentioned above) adhere to requirements on transparency and accountability. The action’s focus on building capacity of private sector actors, government and civil society will incorporate risk-mitigating elements to ensure no adverse impact on human rights and gender equality. Indicators in the logical framework will be disaggregated by sex, age and disability.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0D1. This implies that the action does not target disability, however through the skilling and business and human rights components, the needs of persons with disabilities will be taken into account. The voices of persons with disabilities will also be included in policy-level discussions regarding the various components of this Action.

Democracy

This action is aligned to the Human Rights and Democracy Country Strategy for Uganda 2021-2024. It will ensure mainstreaming of support for democratic accountability, processes and institutions across all components, and will also reinforce the rule of law by promoting a rules-based, transparent and accountable environment for private sector investment, in which citizens have access to information and recourse to remedy in case of abuses.

Disaster Risk Reduction

Component 1 of the Action will mitigate and address hazards related to public health by preventing and reducing the consumers exposure to pesticides, heavy metals and harmful organisms present in fresh fruits and vegetables that don’t comply with SPS standards (mycotoxins, aflatoxins, false codling moth, salmonella, trioza spp, etc.)

People living in vulnerable and marginalised situations – refugees

Refugees will be among the key beneficiaries of the the “Skilling and job creation” component; including in the selection of sectors to be targeted for skills development and job creation. To tackle language obstacles, translators and teaching assistants will be contracted and communication materials will be translated in local languages. Refugees often face challenges to register their businesses and access business development services. Focus will

be put on advocacy at the national level but also on promotion of local opportunities and digital skills training. To address financial barriers, partnerships will be concluded with banks / credit providers as well as providing more specific post-skilling guidance. Scholarship systems could be put in place for refugees to access TVET institutes.

Digital

Through the “Skilling and decent job creation” component of the Action, specific attention will be given to digital skills development; e.g. integration of digital skills training, digital entrepreneurship skills, skills for digital transformation and the green economy, etc. These 21st century skills will contribute to the resilience and creativity of youth to navigate through the volatile job market. The Action will promote the use of technology and digital tools throughout the training process to improve the effectiveness and efficiency of skills trainings by using e.g e-learning modules, videos, virtual reality or other technology-assisted teaching practices. The Action will also promote the design, implementation, or scaling up of (existing) digital tools for matching and career guidance. Finally, the Action will also focus on promoting and supporting (digital) entrepreneurship through ideation and prototyping support for trainees, including supporting digital innovation hubs.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
	Risk 1 – Political and natural shocks such as election violence, health situations, drought, etc.	Low	Medium	<ul style="list-style-type: none"> – Main implementation partners are international and/or private sector as well as CSOs and religious organisations – Possible adaptation of the budget and activities during the implementation of the Action
	Risk 2 – Lack of capacities or responsiveness from the NPPO to implement its mandate	Medium	High	<ul style="list-style-type: none"> – The EU, through a grant support, will ensure continuous dialogue and interaction with the NPPO and will ensure that the dialogue reaches the relevant level in the Ministry of Agriculture and beyond.
	Risk 3 – Lack of political will from the GoU to resource and implement all aspects of the NAP BHR	Low	High	<ul style="list-style-type: none"> – The EU has already engaged in a close and cooperative policy and technical-level discussions regarding the implementation of the NAP BHR. This engagement will be broadened in the coming years to include other GoU actors with a view to ensuring whole of government buy in for work on BHR.
	Risk 3 - Lack of capacity from the Ministry of Gender to lead the implementation of the NAP, which involves numerous stakeholder	Medium	Medium	<ul style="list-style-type: none"> – The focus of the support to MoGLSD will be through technical assistance focus on building the necessary capacity for coordination and implementation. Links with experts from the region (eg Kenya) and Europe will further reinforce this capacity.

	Risk 4 - Resistance by private sector to engage openly in conversations concerning their human rights responsibilities.	Medium	Medium	<ul style="list-style-type: none"> – The EU Delegation and EU MS have already begun to engage the private sector in Uganda in conversations aimed at increasing awareness of the BHR agenda. The initial discussions showed a good willingness to engage and these will continue in the period before the action commences to ensure a receptive attitude amongst the business community once substantive implementation of the action begins.
	Risk 5 – Institutional weaknesses and lack of coordination between the main Ministries, and Governmental agencies for the design and implementation of TVET and employment policies	Medium	Medium	<ul style="list-style-type: none"> – A joint coordination mechanism and governance structure for the programme will be put in place; including key public stakeholders. – Technical assistance and capacity building activities will be implemented.
	Risk 7 – Skills and job creation components are not attractive enough for private sector engagement and investment; notably leading to mismatch between TVET / Skilling offers and needs of private sector	Medium	High	<ul style="list-style-type: none"> – Dialogue on policy, coordination and implementation levels engaging both the private and public sector will continue to be promoted and driven by the sector skills councils – Key private sector actors will be important partners in implementation, as will the sector skills councils – Activities foresee communication, awareness raising activities and capacity building of private sector stakeholders – Strengthen the governance of skills providers by ensuring feedback mechanisms to the local community and the private sector – Room for adaptation foreseen in the budget
	Risk 8 – The gender-responsive rights-based approach is not integrated during the implementation	Medium	Low	<ul style="list-style-type: none"> – High-level policy dialogue with the Government of Uganda to support gender equality, women's empowerment and fulfilment of international human rights commitments – Community dialogue and sensitization at activity level – Ensure gender-responsiveness at activity level through adapted sensitization, training, community dialogue, infrastructure

Lessons Learnt:

- **On the SPS component**, based on the knowledge developed through previous EU financed work (e.g. COLEACP-Fit for Market and Fit for Market SPS, and CABI – Plantwise) and ongoing activities from other donors, the EU will support both the needs of the private sector and of the Government as the responsible authority

for inspection and certification. While working with both side, the programme will strengthen joint platforms for coordination and dialogue.

- **On the BHR component**, a key lesson learned in the pre-programming stage is the low level of awareness of the BHR agenda amongst business leaders in Uganda. Processes, including the development of the NAP-BHR, have not substantially engaged businesses or sought their inputs in a very meaningful way. Initial efforts in this direction through the SB4U platform have shown how much value an action like this can bring through including the voices of business in the discussion from an early stage.
- **On the skilling and job creation component**, strong engagement of the main public institutions and stakeholders is a critical element. For example, the Ministry coordinated the Skills Development Fair (SDF), Skills Competitions, convened BTVET Working Group and wider stakeholder meetings to discuss the concept of Centres of Excellence (CoE) among others. If a national training policy exists, then the responsible ministry should be part of the project. Because ICT has been a very effective component of SDHR, and information technology is a key priority area in NDP III, the Ministry of ICT is suggested to have a role as well.

Previous EU experiences have identified i) factors that have led to increased and inclusive enrolment of beneficiaries (awareness campaigns and community/household sensitization, social targeting via bursaries awarded to vulnerable groups, providing a safe and conducive learning environment for girls/girl mothers, flexible, short-term modular or non-formal training programmes); ii) the need to engage with the private sector in a meaningful way at different levels of the TVET system (governance, design implementation, assessment) to improve the relevance and quality of training and increase employment outcomes; iii) the need to complement employability with employment promotion strategies to increase employment outcomes; and iv) the importance to integrate other cross cutting issues in skills training (e.g. gender, disability, HIV/AIDS) to promote inclusivity. This Action will notably build upon the “Skills, Attitude, Governance and Anti-corruption” (SG+, EUR 5 million) project funded under the “Inclusive Green Economy Uptake Programme (GreenUP)”, specifically its Work Readiness Initiative for graduates.

3.5 The Intervention Logic

This Action is part of the **SB4U TEI**, it focuses on three out of five of the SB4U TEI pillars, providing the following framework.

For the **SPS component**, while one of the concrete outputs should be the decrease of interceptions at EU borders, the main impact is expected to be on plant health and human health. This will be achieved by tackling the issue of harmful organisms on one side while working with the private sector to promote a sustainable use of pesticides and chemicals, in line with the EU regulation, on the other side. An important element of this work will rely on building confidence on the capacities of the system to detect issues before the export of products takes place and on creating the foundations for a partnership between the Government and the private sector operators.

Through the **“business and human rights” component**, working across the three key constituencies (government, business and civil society) will enable the Action to target each of the pillars of the UN Guiding Principles on Business and Human Rights. This multistakeholder approach will enhance the capacity of the GoU to regulate and enforce human rights standards; improved awareness and willingness by business to take pro-active measures to improve human rights compliance; and strengthened citizen voice and capacity to hold companies to human rights standards and to access remedies when needed. Collectively, this will result in the achievement of Outcome 2 of the action, which aims to increase awareness of human rights responsibilities of business, identification of risks of adverse corporate behaviour particularly those impacting women and youth and risk mitigation measures by companies operating in Uganda

The **“skilling and job creation” component** of Action will allow to address the main bottlenecks affecting both the supply of and demand for labour in Uganda. By improving the quality, relevance and access to formal & non-formal technical, vocational education and training (Output 3.1), employability of youth and supply of qualified workers will be increased (Outcome 3). On the other hand, by enhancing access to business development, financial, incubation services and opportunities for self employed individuals and MSMEs in green economy sectors (Output 3.2), the action will contribute to create new job opportunities (Outcome 3 and Impact). These opportunities will come from newly created businesses but also from existing companies that will be supported to increase their business awareness and production. By providing employment support services to existing companies and private sector stakeholders (Output 3.3), the action will contribute to close the gap between supply and demand of labour, and facilitate access to decent employment (Outcome 3). Finally, by improving stakeholders’ capacities for design and implementation of TVET and employment policies (Output 3.4), governance of the sector will be strengthened.

Overall, by facilitating trade through strengthened horticultural SPS standards and capacities to improve consumer’s health and exports to Europe, by enhancing the business environment and climate for investment through increased awareness of human rights responsibilities of business and reduced human rights abuses, and by addressing the main bottlenecks affecting both the supply of and demand for labour in Uganda, the Action will contribute to sustainable economic growth and decent job creation in Uganda; alongside other ongoing and foreseen actions as part of the overall SB4U TEI.

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest.

New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To contribute to sustainable economic growth and decent / green job creation in Uganda	<p>1 **Proportion of youth (aged tbc) not in education, employment or training (SDG 8.6.1) (Percentage)</p> <p>2 **Unemployment rate by sex, age and persons with disabilities (SDG 8.5.2) (Percentage)</p> <p>3 Value of Ugandan exports toward the EU in the horticulture sector (in EUR)</p>	<p>1 Baseline study to be done 2023</p> <p>2 Baseline study to be done 2023</p> <p>3 Baseline study to be done 2023</p>	<p>1 TBD following baseline study</p> <p>2 TBD following baseline study</p> <p>3 TBD following baseline study</p>	<p>1 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p> <p>2 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p> <p>3 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p>	<i>Not applicable</i>
Outcome 1	1. Strengthen horticultural SPS standards and stakeholders' capacities to safeguard consumer's health and increase Fresh Fruits and Vegetable (FFV) exports to Europe	<p>1.1 Volume of fresh Fruits and Vegetable (FFV) exports to Europe (in ton)</p> <p>1.2 Number and proportion of rejections at EU borders</p>	<p>1.1. Baseline study to be done 2023</p> <p>1.2 Baseline study to be done 2023</p>	<p>1.1 TBD following baseline study</p> <p>1.2 TDB following baseline study</p>	<p>1.1 Ministry of Trade data</p> <p>1.2 RASSF and EUROPHYT</p>	

Outcome 2	2. Reduce human rights abuses, particularly those impacting women, connected to business activities	2.1 Extent to which private sector entities identify, assess, mitigate and communicate the actual and potential adverse human rights impacts with which they are involved	2.1 Baseline study to be done 2023	2.1 TBD following baseline study	2.1 Baseline and endline surveys conducted and budgeted by the EU-funded intervention	Businesses willing to engage with BHR agenda Effective protection from GoU for communities to report abuses
Outcome 3	3. Increase employability of youth, women and men, supply of qualified workers, and access to decent employment; especially in green economy sectors	<p>3.1 Percentage of individuals who found a job within 6 months after having received support from the EU-funded intervention, disaggregated by sex, age, disability status (Percentage)</p> <p>3.2 Average income change in average monthly incomes of graduates who have received formal and non-formal trainings from the EU-funded intervention, 6 months after graduation/certification (Percentage)</p> <p>3.3 Percentage of beneficiaries who have created a business after business development services and/or financial support provided by the EU-funded intervention, disaggregated by registration status (not registered, in process, fully registered), economic sector, age and sex of the owners</p> <p>3.4 Percentage of beneficiaries receiving a certification having successfully completed a VET programme supported by EU, disaggregated by sex, age, disability</p>	<p>3.1 0 (2022)</p> <p>3.2 0 (2022)</p> <p>3.3 0 (2022)</p> <p>3.4 0 (2022)</p> <p>3.5 Baseline study to be done 2023</p>	<p>3.1 TBD following baseline study</p> <p>3.2 TBD following baseline study</p> <p>3.3 TBD following baseline study</p> <p>3.4 TBD following baseline study</p> <p>3.5 TBD following baseline study</p>	<p>3.1 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p> <p>3.2 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p> <p>3.3 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p> <p>3.4 Baseline and endline surveys conducted and budgeted by the EU-funded intervention</p> <p>3.5 Text of laws and</p>	<p>Key private sector actors will have interest to engage and invest to ensure matching between their needs and TVET / skilling offers</p> <p>Ministries, and Governmental agencies will have ownership over the TVET and employment policies</p>

		status and sector (green, digital, others) (Percentage) 3.5 Status of establishment of the TVET coordination and regulation body (TVET Council)			regulations and/or Progress reports for the EU-funded intervention	
Output 1.1 relating to Outcome 1	1.1 Enhanced stakeholders' capacities for the development and effective implementation of SPS policies, standards and procedures.	1.1.1 number of SPS capacity building and training programmes implemented with support of the EU-funded intervention 1.1.2 number of SPS policies, standards and procedures developed with support of the EU-funded intervention	1.1.1 0 (2022) 1.1.2 0 (2022)	1.1.1 TBD following baseline study 1.1.2 TBD following baseline study	1.1.1 NPPO reports 1.1.2 Text of strategies and policy documents	Coordination between stakeholders, private and public assured
Output 1.2 relating to Outcome 1	1.2 Improved coordination, communication and knowledge management amongst private and public SPS stakeholders	1.2.1 An SPS communication strategy in place with EU support 1.2.2 Number of information and media platforms, including through radios established and operational with support of the EU-funded intervention 1.2.3 Number of support platforms and spaces for improved coordination within and amongst all key stakeholders in both private and public sectors established with support of the EU-funded intervention.	1.2.1 No contribution (2022) 1.2.2 0 (2022) 1.2.3 0 (2022)	1.2.1 TBD following baseline study 1.2.2 TBD following baseline study 1.2.3 TBD following baseline study	1.2.1 Progress reports for the EU funded intervention 1.2.2 Progress reports for the EU funded intervention 1.2.3 Progress reports for the EU funded intervention	Coordination between stakeholders, private and public assured
Output 1.3 relating to Outcome 1	1.3 Specific bottlenecks and weaknesses identified along the Fresh Fruits and Vegetables export value chain (storage, testing facilities, packaging, cold chain, etc.) are addressed	1.3.1 Number of analysis on Specific bottlenecks and weaknesses identified along the Fresh Fruits and Vegetables export value chain (storage, testing facilities, packaging, cold chain, etc.) made with support of the EU-funded intervention . 1.3.2 Number of SPS certified laboratories / companies supported with the EU-funded intervention	1.3.1 – 1.3.2 0 (2022)	1.3.1-1.3.2 TBD following baseline study	1.3.1. Progress reports for the EU funded intervention and/or EU databases and Trade portals. 1.3.2. Progress	Coordination between stakeholders, private and public assured

					reports for the EU funded intervention	
Output 2.1 relating to Outcome 2	2.1 Earmarked interventions of the National Action Plan on Business and Human Rights successfully implemented	2.1.1 Extent of implementation of earmarked interventions supported by the EU-funded intervention under the NAP BHR	2.1.1 0 (2022)	2.1.1 All earmarked interventions fully implemented as per NAPBHR	2.1.1 GoU evaluation reports and/or Progress reports for the EU funded intervention	GoU continues its political commitment to the BHR agenda during the period of implementation
Output 2.2 relating to Outcome 2	2.2 Increased awareness and engagement of Ugandan and European Businesses in the BHR agenda in Uganda	<p>2.2.1 Number of people trained by the EU-funded intervention, who increased their knowledge on UN Guiding Principles on Business and Human Rights (UNGPs) and Corporate Social Responsibility in respect of human rights, disaggregated by sex, and sector</p> <p>2.2.2 Number of companies' representatives trained by EU-funded interventions who have taken steps to improve internal processes for human rights due diligence, disaggregated by sex and sector.</p>	<p>2.2.1 0 (2022)</p> <p>2.2.2 0 (2022)</p>	<p>2.2.1 TBD following baseline study</p> <p>2.2.2 TBD following baseline study</p>	<p>2.2.1 Progress reports for EU funded interventions</p> <p>2.2.2 Progress reports for EU funded interventions</p>	<p>Businesses will be willing to engage constructive in discussions on BHR.</p> <p>The EU passes the Directive on Sustainable Corporate Governance.</p>
Output 2.3 relating to Outcome 2	2.3 Enhanced civil society advocacy, dialogue and activities in support of the BHR agenda in Uganda	<p>2.3.1 Number of people reached through Civil Society-led advocacy strategies and campaigns funded by the EU to raise awareness on responsible business conduct</p> <p>2.3.2 Extent to which EU-funded intervention contributed to establishment of a regular dialogue mechanism involving civil society (including women rights organisations), business and GoU on BHR</p>	<p>2.3.1 0 (2022)</p> <p>2.3.2 No such mechanism established (2022)</p>	<p>2.3.1 TBD following baseline study</p> <p>2.3.2 One dialogue mechanism established and meeting at least quarterly</p>	<p>2.3.1 GoU, civil society surveys and/or Progress reports for EU funded interventions</p> <p>2.3.2 Minutes of dialogue meetings; GoU, civil society, and/or Progress reports for EU funded interventions</p>	<p>Willingness to engage in dialogue by all parties; space for civil society engagement is maintained.</p>

Output 3.1 relating to Outcome 3	<p>3.1 Improved quality, relevance and access for and to targeted formal & non-formal technical, vocational education and training institutions; including for youth, women and people living in vulnerable situations, such as persons with disabilities and refugees</p>	<p>3.1.1 Number of TVET promotion awareness and advocacy campaigns conducted with support of the EU-funded intervention</p> <p>3.1.2 Number of CoVE created with support of the EU-funded intervention</p> <p>3.1.3 Number of beneficiaries enrolled in training programmes within the CoVE supported by the EU-funded intervention, disaggregated by sex, population group, disability status, migration status, employment status, age</p> <p>3.1.4 Number of refugees benefiting from scholarships funded by the EU-funded intervention. to access TVET institutions.</p> <p>3.1.5 Number of trainees that participate in non-formal and formal TVET training offered by the partner VTIs / CoVE with support of the EU-funded intervention; disaggregated by sex</p> <p>3.1.6 Number TVET trainers trained with support of the EU-funded intervention with increased knowledge and/or skills in training; disaggregated by sex</p>	<p>3.1.1 0 (2022)</p> <p>3.1.2 0 (2022)</p> <p>3.1.3 0 (2022)</p> <p>3.1.4 0 (2022)</p> <p>3.1.5 0 (2022)</p> <p>3.1.6 0 (2022)</p>	<p>3.1.1 TBD following baseline study</p> <p>3.1.2 TBD following baseline study</p> <p>3.1.3 TBD following baseline study</p> <p>3.1.4 TBD following baseline study</p> <p>3.1.5 TBD following baseline study</p> <p>3.1.6 Pre- and post-training tests reports</p>	<p>3.1.1 Progress reports for the EU funded intervention</p> <p>3.1.2 Progress reports for the EU funded intervention</p> <p>3.1.3 Progress reports for the EU funded intervention</p> <p>3.1.4 Progress reports for the EU funded intervention</p> <p>3.1.5 Progress reports for the EU funded intervention</p> <p>3.1.6 Progress reports for the EU funded intervention</p>	<p>Key private sector actors will have interest to engage and invest to ensure matching between their needs and TVET offers from TVET institutions</p>
Output 3.2 relating to Outcome 3	<p>3.2 Increased access to business development, financial, incubation services and opportunities for self-employed individuals and MSMEs in green/circular economy sectors; including youth of both sexes and women led enterprises</p>	<p>3.2.1 Number of relevant partnerships established with private sector entities for business awareness promotion with support of the EU-funded intervention</p> <p>3.2.2 Number of companies engaged in green economy sensitised and</p>	<p>3.2.1 0 (2022)</p> <p>3.2.2 0 (2022)</p> <p>3.2.3 0 (2022)</p> <p>3.2.4 Baseline study</p>	<p>3.2.1 TBD following baseline study</p> <p>3.2.2 TBD following baseline study</p>	<p>3.2.1 Progress reports for the EU funded intervention</p> <p>3.2.2 Baseline and endline</p>	

		<p>informed on business opportunities (disaggregated in men / women led)</p> <p>3.2.3 Number of self-employed individuals and owners of micro and small firms benefiting from business development services with support of the EU-funded intervention, disaggregated by sex, age, disability status and type of business development services received</p> <p>3.2.4 Number of beneficiaries with access to financial services with EU support: (a) firms, disaggregated by firm size and owner's sex</p> <p>3.2.5 **GERF 2.17 Number of beneficiaries with access to financial services with EU support: (b) Individuals (self-employed only), disaggregated by sex, disability status and age</p> <p>3.2.6 Number of start-ups and MSME receiving business incubation services with support of the EU-funded intervention</p>	<p>to be done 2023</p> <p>3.2.5 Baseline study to be done 2023</p> <p>3.2.6 0 (2022)</p>	<p>3.2.3 TBD following baseline study</p> <p>3.2.4 TBD following baseline study</p> <p>3.2.5 TBD following baseline study</p> <p>3.2.6 TBD following baseline study</p>	<p>surveys conducted and budgeted by the EU-funded intervention</p> <p>3.2.3 Progress reports for the EU funded intervention</p> <p>3.2.4 Progress reports for the EU funded intervention</p> <p>3.2.5 Progress reports for the EU funded intervention</p> <p>3.2.6 Progress reports for the EU funded intervention</p>	
Output 3.3 relating to Outcome 3	3.3 Increased access to job opportunities in companies, civil society and public sector for graduates and employees; including for youth of both sexes and women	<p>3.3.1 Number of partnerships concluded between VTIs and private sector entities for job placements with support of the EU-funded intervention</p> <p>3.3.2 Number of graduates benefiting from match-making and placement in enterprises with support of the EU-funded intervention, disaggregated by sex</p> <p>3.3.3 Number of beneficiaries receiving employment services</p>	<p>3.3.1 0 (2022)</p> <p>3.3.2 0 (2022)</p> <p>3.3.3 0 (2022)</p> <p>3.3.4 0 (2022)</p>	<p>3.3.1 TBD following baseline study</p> <p>3.3.2 TBD following baseline study</p> <p>3.3.3 TBD following baseline study</p> <p>3.3.4 TBD following baseline study</p>	<p>3.3.1 Progress reports for the EU funded intervention</p> <p>3.3.2 Progress reports for the EU funded intervention</p> <p>3.3.3 Progress reports for the EU funded intervention</p>	

		<p>provided by the EU-funded intervention, disaggregated by sex</p> <p>3.3.4 Number of TVET graduates and workers participating in upskilling and reskilling with support of the EU-funded intervention, disaggregated by sex</p>			<p>EU funded intervention</p> <p>3.3.4 Progress reports for the EU funded intervention</p>	
<p>Output 3.4 relating to Outcome 3</p>	<p>3.4 Strengthened public and private stakeholders' capacities for design and implementation of TVET and employment policies to address specific employment barriers and the need for green skills development</p>	<p>3.4.1 Extent to which EU-funded intervention contributed to the development of the legal framework governing the VET system that include effective mechanism(s) for dialogue and coordination for VET providers, government and social partners</p> <p>3.4.2 Number of TVET stakeholders trained by the EU-funded intervention with increased knowledge and/ or skills for effective planning, implementation and monitoring of the skills development reforms, disaggregated by sex</p> <p>3.4.3 Extent to which EU-funded intervention contributed to establishment and operationalization of the private sector-led National Skills Forum</p> <p>3.4.4 Number of functional Sector Skills Councils supported by the EU-funded intervention (at district level)</p>	<p>3.4.1 No contribution (2022)</p> <p>3.4.2 0 (2022)</p> <p>3.4.3 No contribution (2022)</p> <p>3.4.4 0 (2022)</p>	<p>3.4.1 TBD following baseline study</p> <p>3.4.2 TBD following baseline study</p> <p>3.4.3 TBD following baseline study</p> <p>3.4.4 TBD following baseline study</p>	<p>3.4.1 Progress reports for the EU funded intervention</p> <p>3.4.2 Progress reports for the EU funded intervention</p> <p>3.4.3 Progress reports for the EU funded intervention</p> <p>3.4.4 Progress reports for the EU funded intervention</p>	

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is 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 60 months from the date of 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 measures⁶.

4.4.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The purpose of the grant will be to enhance Uganda's capacity to comply with SPS requirements for agriculture to improve customers health and increase horticulture exports to Europe (**Specific Objective 1**).

(b) Type of applicants targeted

The grant will be awarded to an organization or consortium of organizations with experience working in the SPS sector in Uganda with both public and private stakeholders and with experience in working with the EU procedures.

4.4.2 Indirect Management with a pillar assessed entity

A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: its specific expertise in implementing actions on business and human rights, the existing focus of the entity on issues directly or indirectly related to business and human rights, labour issues, natural resource governance etc; their in-house operational capacity to implement the business and human rights component; existing connections and relationships with the Government of Uganda, business community and civil society organisations; ability to implement transparently and an absence of conflict of interest.

⁶ 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.

The implementation by this entity entails three sub-components including the provision of technical assistance to the Government of Uganda for implementation of specifically earmarked components (to be agreed in advance with the EU) of the National Action Plan on Business and Human Rights (NAPBHR); support to awareness creation and implementation of actions by the business community on business and human rights, including a focus on human rights due diligence; and coordination of support to projects by civil society organisations to support advocacy, policy dialogue and community engagement on business and human rights. These sub-components together contribute to the achievement of **Specific Objective 2** of this action.

4.4.3 Indirect Management with a pillar assessed entity

A part of this action may be implemented in indirect management with Enabel. This implementation entails all the activities related to **Specific Objective 3**; i.e. “skilling and job creation”.

The envisaged entity has been selected using the following criteria: longstanding experience in the sector and field of action (TVET, skilling and job creation), as well as a positive and established track record of relations with the main stakeholders; including main Ministries, VTIs and private sector employers associations. In addition, the entity has specific experience in skills development and working Uganda's private sector which will be useful in targeting skills, jobs and governance-related bottlenecks to promote private sector investments and jobs in the green economy sector. Operational capacity to ensure close monitoring of funds allocated to VTIs, ability to implement transparently and an absence of conflict of interest are critical given the number of stakeholders involved.

In case the envisaged entity would need to be replaced, the Commission’s services may select a replacement entity using the same criteria. If the entity is replaced, the decision to replace it needs to be justified.

4.4.4 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances

For Specific Objective 1:

As alternative, a part of this action may be implemented in indirect management with a pillar assessed entity, which will be selected by the Commission’s services using the following criteria: experience working in the SPS sector in Uganda with both public and private stakeholders and experience in working with the EU procedures.

The implementation by this entity entails to enhance Uganda’s capacity to comply with SPS requirements for agriculture to improve customers health and increase horticulture exports to Europe (Specific Objective 1).

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.

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)
------------------------------	------------------------------------

Outcome 1 “Strengthened horticultural SPS standards and stakeholders’ capacities to safeguard consumer’s health and increase Fresh Fruits and Vegetable (FFV) exports to Europe” composed of	7 960 000
Grants (direct management) – cf. section 4.4.1	7 960 000
Outcome 2 “Increased awareness of human rights responsibilities of business and reduced human rights abuses, particularly those impacting women, connected to business activities in Uganda” composed of	4 980 000
Indirect management with a pillar assessed entity – cf. section 4.4.2	4 980 000
Outcome 3 “Increased employability of youth, supply of qualified workers, and access to decent employment; especially in green economy sectors” composed of	24 860 000
Indirect management with Enabel – cf. section 4.4.3	24 860 000
Evaluation	200 000
Audit	
Totals	38 000 000

4.7 Organisational Set-up and Responsibilities

A Programme Steering Committee (PSC) shall be set up to provide strategic and management oversight. The possible permanent members of the Steering committee will be the Ministry of Finance, Planning and Economic Development (co-chair), the EU Delegation (chair), implementing partners, relevant line Ministries, Government Agencies, or other stakeholders including Civil Society and the Private Sector to be invited by the co-chairs. Quorum shall be ensured when both co-chairs and at least two other members are present.

The PSC will notably have the following responsibilities: review and validate work plans, budgets, performance of the programme in terms of the foreseen targets; ensure overall coherence amongst the different components and implementing agencies; inform the programme about relevant and complementary activities implemented in the framework of other donor-funded programme or government initiatives. The PSC will meet at least once a year.

Specific Technical Management Committees (TMC) will be created for each of the intervention's three components. The TMCs will meet regularly (at least quarterly) and will report progress regularly to the PSC.

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, and part of the implementing partner’s responsibilities. To this aim, the implementing partners 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) as measured by corresponding indicators, using as reference the logframe matrix.

Any monitoring and evaluation will be gender-sensitive, assess gender equality results and implementation of rights-based approach working method principles (participation, non-discrimination, accountability and transparency) in terms of implementation of the project and project outcomes. Key stakeholders will be involved in the monitoring process. Monitoring and evaluation will be based on indicators that are disaggregated by a minimum sex, age and disability, and even further when appropriate (group, location urban/rural etc.).

SDGs indicators and, if applicable, any jointly agreed indicators as for instance per Joint Programming document should be taken into account.

Reports shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

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 will be determined at a later stage for each of the intervention's three components. Collaboration between the implementing partners and the technical Ministries may be framed in Memorandums of Understanding or similar documents.

5.2 Evaluation

Having regard to the nature of the action, a mid-term, as well as final and ex-post evaluations may be carried out for this action or its components via independent consultants contracted by the Commission.

A mid-term evaluation may be carried out subject to the decision of the PSC in agreement with the Commission. In such case, the mid-term evaluation will be carried out for problem solving, learning purposes, in particular with respect the choice of green economy sectors under the third component of the Action.

A final and ex-post evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that this is an innovative action.

All evaluation shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen 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 may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

Evaluation services may be contracted under a framework contract or under a Cooperation Facility (if relevant).

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 in principle 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 Intervention (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).

Option 1: Action level		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Option 3: Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Direct grant, EUR 7 960 000
<input checked="" type="checkbox"/>	Single Contract 2	Contribution agreement with pillar assessed entity, EUR 4 980 000
<input checked="" type="checkbox"/>	Single Contract 3	Contribution agreement with Enabel, EUR 24 860 000
<input checked="" type="checkbox"/>	Single Contract 4	Support entity: Procurement of service for audit and evaluation, EUR 200 000