



THE REALITY CHECK CONFERENCE

EMPLOYMENT, ENTREPRENEURSHIP & EDUCATION IN UGANDA

*Building confidence in
the future*

Report

ESELLA COUNTRY HOTEL, KAMPALA

09-12 MAY
2017

THE
REALITY CHECK
CONFERENCE

**EMPLOYMENT,
ENTREPRENEURSHIP
& EDUCATION IN
UGANDA**

*Building confidence in
the future*



Foreword

This report presents a summary of the proceedings of the Reality Check Conference on employment, entrepreneurship and education in Uganda, convened by the Konrad Adenauer Stiftung (KAS) and our partner the Centre for Development Alternative (CDA).

The demand for decent jobs in the context of a rapidly growing population presents a major development challenge today. In Uganda, although official unemployment rates are relatively low at around 9 per cent, underemployment is a far more reaching problem. Most people who are considered employed are in reality engaged in informal activities where work is precarious, poorly remunerated and without social protection.

Building confidence in the future demands that we do not only expand channels for young people's participation in decision-making, there is also urgent need to ensure that their economic rights are guaranteed. With a rapidly growing youth population, the demand for more decent jobs presents a major development concern for Uganda.

As a way of contributing towards an informative discourse on employment, KAS partnered with CDA to carry out background research on the topic under our "Reality Check" publication series. Findings of the study reframe the debate on employment with a focus on the nature and extent of the problem, its proximate causes, and the opportunities that can be leveraged to foster decent employment at scale.



KAS Country Director Mr. Mathias Kamp speaking at the conference

For KAS, the Reality Check Conference was an opportunity to engage young leaders, decent jobs campaigners, government and development partners as well as the private sector on critical issues around decent employment promotion. The conference was an opportunity to foster a shared appreciation of Uganda's employment challenge and building collaborations on the way forward.

The Konrad-Adenauer-Stiftung conveys deep appreciation to CDA for leading the conceptualisation and management of the reality check conference. In a special way, we thank the co-conveners: Plan International – Uganda, the Democratic Governance Facility, and Restless Development, for their technical and financial support. Additional technical expertise during the conference discussions was received from different stakeholders including the Private Sector Foundation of Uganda, BRAC Uganda, the USAID Programme—Feed the Future, and the Innovations Village. Our deep gratitude goes to the panellists and participants who enabled us to have very informative conversations. I am confident that this report ably summarises the key points from our conversations.

Mathias Kamp

*Country Representative Uganda and South Sudan
Konrad-Adenauer-Stiftung*

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1. Background

The Reality Check Conference on Employment, Entrepreneurship and Education in Uganda was convened by the Konrad-Adenauer-Stiftung (KAS) (<http://www.kas.de/uganda/en/>) and the Centre for Development Alternatives (CDA) (www.cda.co.ug) on 9 – 12 May 2017 at Esella Country Hotel. KAS and CDA were joined by Plan International Uganda (<https://plan-international.org/uganda>), the Democratic Governance Facility (www.dgf.ug) and Restless Development Uganda (<http://restlessdevelopment.org/uganda>) as co-conveners. The conference was conceptualised based on the findings of KAS' 9th Reality Check edition which focused on employment, entrepreneurship and education in Uganda. It was profiled on social media using the hashtag **#EmployUG**. The essence of the conference was to provide new perspectives on how Uganda can achieve decent employment at scale.



Mr. Michael Mugisha, Director at CDA and co-author of Reality Check Report contributes to the discussion

2. The Reality Check on Employment, Entrepreneurship and Education in Uganda

The *Report on Employment, Entrepreneurship and Education in Uganda* is KAS' 9th edition of the Reality Check publication series. Anchored in KAS' 2017 thematic focus of 'building confidence in the future', the publication brings to the fore discourses around the promotion of decent employment in Uganda. The quest for decent employment presents a critical development concern today. The publication clarifies the available statistics on Uganda's labour market as well as existing evidence on the causes of Uganda's employment challenge. Consequently, it attempts to reframe the discourse to focus on the key drivers of decent employment at scale in Uganda, the greatest opportunities for achieving it, and the most binding constraints holding those opportunities back.

The research approach considered a review of existing empirical and theoretical literature as well as stakeholders' perspectives on Uganda's employment challenge. The report's analytical framework sees employment outcomes as a product of three main variables: labour demand, labour supply, and the functioning of the labour market. The report acknowledges that a market-based analysis of employment in a country like Uganda has limitations to the extent that economic activities are concentrated in informal household enterprises. The implication, therefore, is that many work opportunities are based outside the frame of modern wage employment.

3. Conference Conceptualisation and Methodology

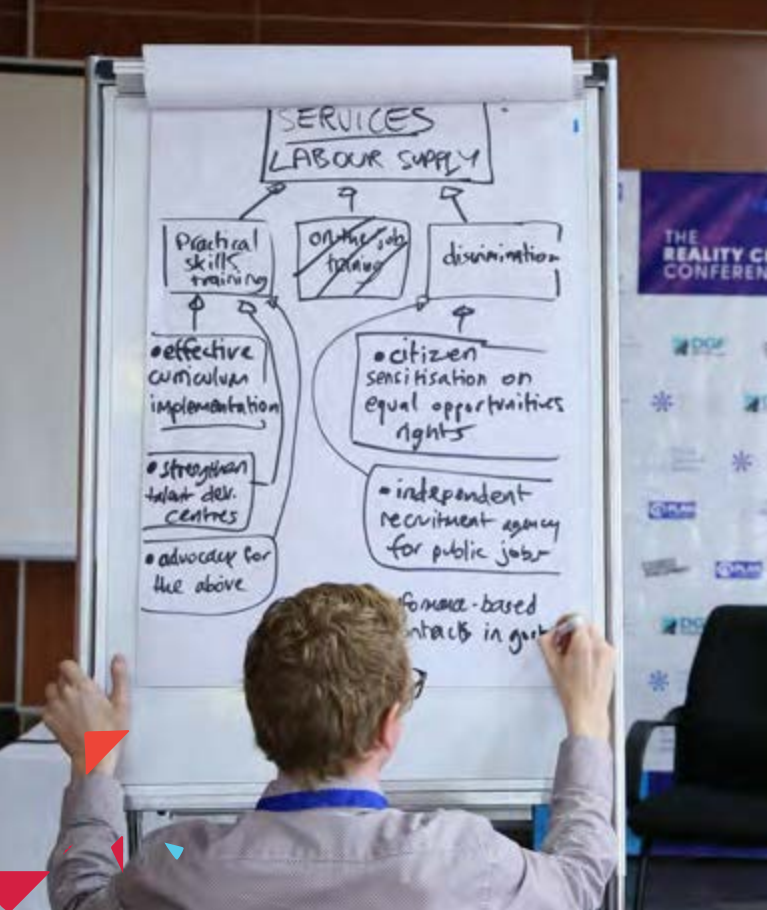
The Reality Check Conference was conceptualised against the backdrop of wide-ranging diagnostic work on Uganda's employment challenge through the lens of entrepreneurship and education. The objective of the conference was to enlist the perspectives of youth and sector experts on how decent employment can be attained in Uganda. Specifically, the objectives were to:

- (a) disseminate findings of the KAS Reality Check report on employment, entrepreneurship and education in Uganda;
- (b) facilitate multi-stakeholder discussions around the constraints on and opportunities for improving employment outcomes by addressing labour demand, labour supply and the functioning of the labour market in Uganda;
- (c) interrogate the impact of education and entrepreneurship on decent employment outcomes in Uganda; and
- (d) examine how governance and accountability affect employment policy and decent employment growth in Uganda.

The theme of the conference was: "Employment, entrepreneurship and education in Uganda." The specific focus was to examine how decent employment at scale can be attained. Employment at scale is a term applied in the KAS Reality Check report to mean a situation where an economy gets a considerable number of its working-age population into decent employment. The conference sought to generate a deeper and nuanced analysis of Uganda's employment challenge as well as the opportunities for addressing the challenge.

KAS' Country Representative, Mr Mathias Kamp, opened the conference with an overview of KAS' programmatic focus on youth and the Reality Check publication series. This was followed by a presentation by CDA directors – Yusuf Kiranda, Max Walter and Michael Mugisha – on Uganda's employment challenge. The presentation, based on the Reality Check report co-authored by the three, challenged existing assumptions dominating the public discourse on employment, entrepreneurship and education in Uganda and set the stage for reframing the debate. The presentation concluded that Uganda's primary employment challenge is limited labour demand growth, which is linked to low survival rates and limited growth of firms in the formal sector as well as low productivity in household enterprises.

The discussions applied a participatory and practical methodology. Across the three days, an iterative approach was used to analyse the constraints on and opportunities for progress towards decent employment at scale. The participants worked extensively in breakaway sessions with the support of facilitators from CDA and KAS. The iterative approach was key to realising the intended conference outputs, namely: a logic tree that maps constraints and opportunities to decent employment expansion; an action agenda for addressing the constraints and leveraging the opportunities for decent employment; and a research agenda for further diagnostics on decent employment. It also ensured that conclusions and recommendations from the participants were based on a clear evaluation of existing evidence and thus effectively went beyond assumptions and logic. Where evidence was found to be lacking, research questions were generated.



Carefully sequenced panel discussions, expert-led presentations and thematic breakout sessions enabled the participants to learn from sector experts who offered wide-ranging evidence and perspectives on the questions explored in the conference. The experts came from highly influential organisations, among them the National Planning Authority, the Private Sector Foundation of Uganda, Dr Fred Muhumuza (senior ministerial economic advisor), Plan International, the Democratic Governance Facility, Deloitte East Africa, BRAC Uganda, and others. The participants further had an opportunity to interact with business leaders, policy influencers and sector experts during an off-site afternoon networking session hosted at the Innovation Village. At the end of the conference, the participants had the opportunity to make personal pledges about their next course of action in contributing towards the promotion of decent employment at scale in Uganda.



▶
Ms. Rosette Twizerimana speaks about Tandika Uganda, a shoe making enterprise she founded in Kisoro district

4. Participants

The primary target group of the conference was young leaders from politics, business, civil society, academia and media. To enrich the conversations, the conference also targeted policymakers as well as technical experts and development partners. The total number of targeted participants (at planning stage) was 80.

However, given the very high interest the activity generated, the actual number of participants increased to 115. Eighty-three of the participants were aged below 35, with the highest number being 18 – 30 (the official definition of youth in Uganda). This category was comprised of 40 females and 43 males.



▶
Mr. Michael Niyitegeka, Country Manager at IDCL Africa, takes part in panel discussion on Internet Enabled Services and Business Process Outsourcing (ITES/BPO)





Ms. Miriam Tusiimire, Project Manager at Plan International Uganda contributes to the conference plenary



Mr. Andrew Karamaji of ActionAid Uganda, speaking about governance and accountability

5. Conference Discussions

The conference examined the relationship between employment, entrepreneurship and education within the broad socioeconomic and political context. Below are the sub-topics and conclusive accounts that emerged from the conference debates.

A. Understanding Uganda's Employment Challenge

Expert presentations on the central findings of the Reality Check report reframed the debate and clarified the employment challenge as follows:

Uganda's main employment challenge is limited labour demand growth. In brief, there are few jobs created in the face of a rapidly growing labour force. According to the latest statistics from UBOS (2016), just above 2,500 formal jobs are advertised in Uganda each year. Yet, according to the Ministry of Finance (2014), Uganda's labour force registers around 700,000 new entrants each year. Limited labour demand growth is linked with limited survival and growth of firms in the formal sector as well as low growth and productivity in household enterprises.

It was observed that demand for labour is derived demand, meaning that firms will only hire more workers on the premise of increased demand for the goods and services they produce or provide. Therefore, prioritising investment in sectors where Uganda exhibits a competitive advantage can be the promising pathway to firm growth and, by extension, labour demand growth.



Mr. Mathias Kamp facilitates a conference evaluation session

Unemployment is a smaller issue in Uganda relative to the challenge of underemployment. Official statistics estimate the unemployment rate to be 9.4 per cent. However, at least 27.5 per cent of those in employment are underemployed by either time, skill or income. Time-related underemployment is when people cannot find enough work to be employed full-time; skills-related underemployment is where someone takes up a job which is below their qualifications; and income-related underemployment is when people work but are poorly remunerated and hence constitute the working poor.

Limited participation in the labour market presents a third key employment challenge in Uganda that affects around half of the working-age population. Six million people work virtually exclusively on subsistence farms and are, therefore, not considered as part of the overall employment/unemployment statistics. In addition, 1.8 million do not participate in the labour market because they are either retired, in full-time education, engaged in domestic work, institutionalised or physically unable to work.

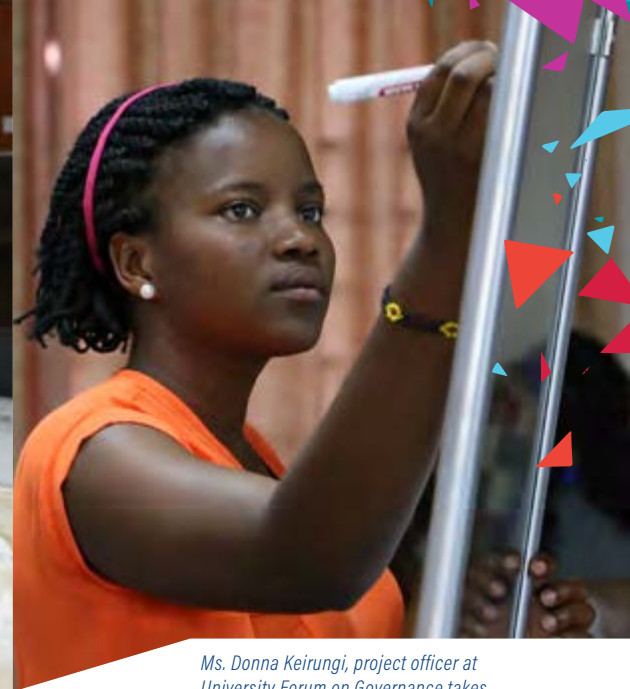
In early discussions, most of the participants based their reasoning on the long-held narratives on youth unemployment explained by limited skills, a lack of youth entrepreneurship, and an attitude problem among youth. However, responding to the above clarification of Uganda's employment challenge, the participants engaged each other and the facilitators on the underlying evidence

presented in the Reality Check report. As the conference discussions progressed, sporadically referring to the stock of evidence in the report, there was gradual appreciation that the country is facing a challenge of limited labour demand growth caused by a lack of firm expansion amidst a rapidly growing labour force. This reality is anticipated to have an impact on future efforts for decent job growth with the view that strategies will move away from blaming the victims—unemployed youth—to addressing the root issues around limited labour demand growth.

B. Education and Employment

Conference discussions generally agreed on the indispensable role of education in employment, particularly its contribution towards building skills for employability and entrepreneurial capacity to set up one's own job. However, in Uganda's current context, evidence suggests that education as a precursor to employment matters principally in how it affects labour demand growth.

However, the recent narrative that a graduate-skills mismatch is the main cause of the youth employment challenge is questionable in the face of evidence that graduates do not constitute the majority of the unemployed, or rather, underemployed. According to a 2015 School-to-Work Transition survey conducted by UBOS, 77 per cent of Ugandans aged 15 – 29 had only completed primary education or had not. Graduates and tertiary qualification



Ms. Donna Keirungi, project officer at University Forum on Governance takes notes during a breakout session

holders were only 4.3 per cent of the 15 – 29-year-olds. Therefore, it will be crucial, going forward, that the employment discourse considers the need to generate work opportunities that are commensurate with the capabilities of Ugandan youth.

Participant-led discussions unpacked the role of skills in decent employment growth, emphasising that even the limited job opportunities available require appropriate skills to be performed. Management skills are also needed to grow formal firms, increase productivity in household enterprises and, by extension, expand decent work opportunities.

C. Entrepreneurship and Employment

Away from debates focusing on the failure of young people, it was revealed in the conference that Uganda is a highly entrepreneurial country, ranked number 2 in the world by the Global Entrepreneurship Monitor (GEM, 2014). However, entrepreneurs in Uganda are largely necessity-driven, meaning that people start businesses primarily as a survival strategy for lack of something else to do. The conference saw vibrant discussions around why entrepreneurship is largely necessity-driven and how more opportunity-driven entrepreneurship could be spurred.

The participants agreed that many Ugandans, especially young people, start businesses because of failure to

find salaried work or because their jobs are poorly remunerated. As a result, a ‘side business’ is started to earn supplementary income. The challenge with necessity-driven entrepreneurship is that businesses are often concentrated in easy-entry sectors such as retail shops, restaurants, small-scale boutiques and salons. These sectors have low growth prospects, present limited space for innovation, and tend to be destructively competitive. No wonder, therefore, that the Reality Check report refers to two business censuses conducted by UBOS in 2005 and 2010, which found that 90 per cent of all business ventures started in 2005 were dead by 2010. Another study by the World Bank, also referred to in the Reality Check report, finds that a 35-year-old firm in Uganda is only twice the size it was at the time of establishment. The conclusion: entrepreneurial activity in Uganda is high but net firm entry is low, given the high business mortality rates. This, coupled with limited firm growth rates, means limited employment expansion.

D. Functioning of the Labour Market

Although the Reality Check report did not explore it in detail, the functioning of the labour market was a very salient issue in participant-led discussions. Information irregularity, discrimination and a lack of transparency were key challenges identified as affecting the robustness of Uganda’s labour market. It emerged that the economy lacks



open platforms for employers to easily identify available workers with the right mix of skills and for employees to identify existing opportunities. Economic exclusion also emerged as a key issue, especially for girls and young women, because of historical and cultural factors that exclude women from education and subject them to harassment and discrimination in the job market as well as at the workplace. Finally, transparency in procurement and recruitment, especially in the public sector, was identified as a key constraint on the proper functioning of a competitive labour market. According to a number of participants, a lack of transparency allows nepotism to continue and curtails the flow of information on job opportunities.

E. Governance, Accountability and Employment

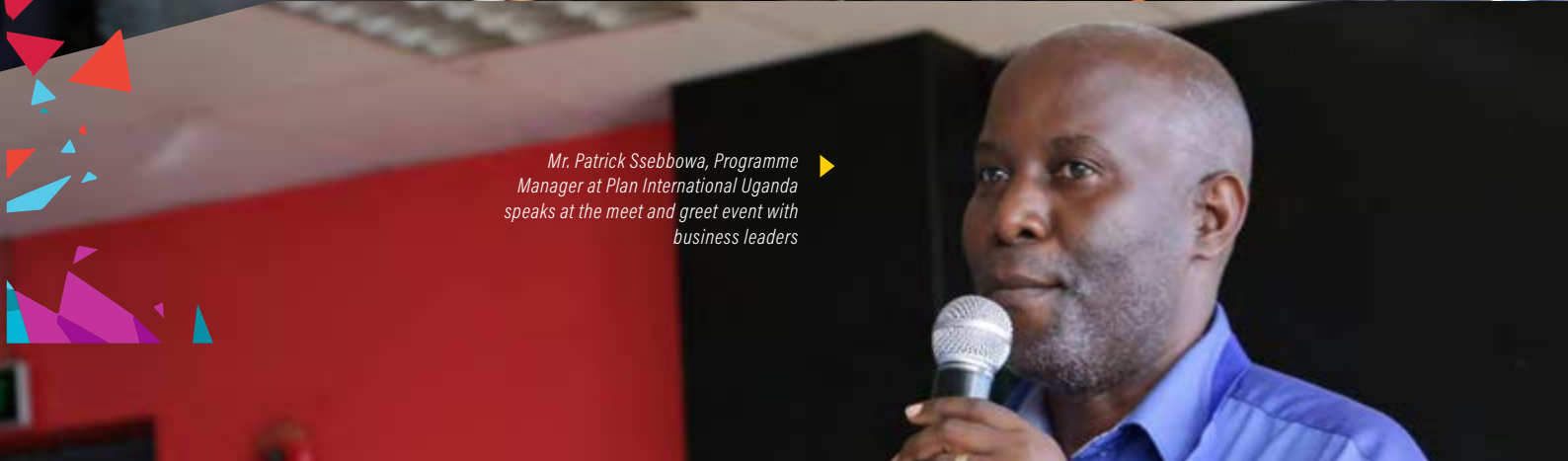
Governance was exhaustively discussed in the context of the laws, employment policies and strategies that define how the labour market functions. Positive efforts through youth ventures and skilling programmes, such as the government-run Skilling Uganda and Youth Livelihood Programme, were commended for aiming to increase youth

employment, mainly through skills acquisition and start-up capital for entrepreneurs. However, the conference noted several limitations, including information flow, operational hiccups and corruption as hindering the realisation of the set objectives for these programmes. There are also no explicit mechanisms among civic organisations working with the youth to raise awareness, track progress in the implementation of these programmes and projects, or evaluate their contribution to improving youth capacity to participate in the labour market.

In response to the realisation that slow labour demand growth is the binding constraint on decent employment at scale, a presentation and discussion led by the Private Sector Foundation of Uganda (PSFU) shone some light on a potential area of opportunity. The BUBU campaign, championed by the PSFU and now adopted by the Ministry of Trade, introduces local content requirements for international contractors in Uganda and promotes the purchase of domestically produced goods and services. If properly leveraged, BUBU could lead to a large increase in direct and indirect job creation in Uganda.



▶ *Mr. Japheth Kawanguzi founder of Innovation Village speaks at a meet and greet event with business leaders.*



▶ *Mr. Patrick Ssebbowa, Programme Manager at Plan International Uganda speaks at the meet and greet event with business leaders*



Mr. Kenneth Legesi, Manager at Deloitte East Africa speaks at the meet and greet event with business leaders



◀ *Ms. Vanessa Atim, founder of ProInterns Uganda, speaking at the meet and greet event with business leaders*

6. Conference Outputs

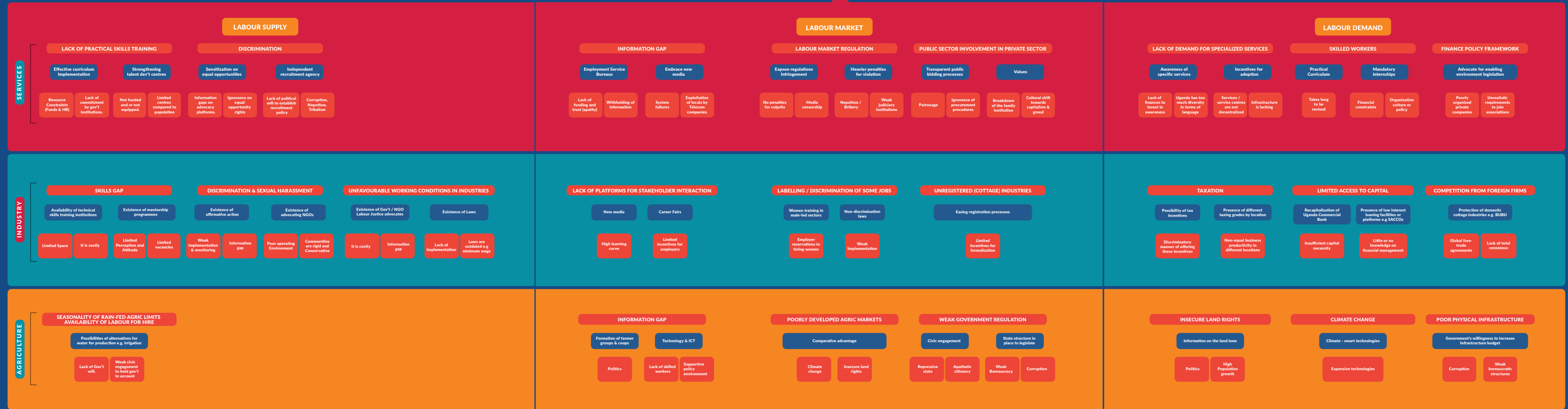
There three main conference outputs were realised according to plan. These include: the logic tree on how constraints on employment expansion can be lifted; an action agenda on how conference participants will move

forward regarding the promotion of decent employment; and a research agenda to guide future diagnostics on the constraints on and opportunities for promoting decent employment.

A. The Logic Tree

The logic tree was conceived to enable the participants to map out the constraints around the three variables of labour demand, labour supply, and functioning of the labour market and then identify realistic opportunities that can be leveraged to lift these constraints. Thus, the logic tree was developed through an iterative process, primarily through the thematic breakout sessions. It represents what the participants view as the most binding constraints on decent employment expansion and where the opportunities lie for eliminating these constraints.

Figure 1: The Logic Tree



B. The Action Agenda

At the end of the conference, the participants were invited to outline a set of commitments regarding the actions they plan to take on post-conference in view of the goal to promote decent employment. Several participants were decision-makers in youth organisations involved in work around decent employment and were, therefore, able to commit their organisations to a specific way forward. The main commitments from participants revolved around four areas:

- (i) Strengthened advocacy for decent work in view of findings from the Reality Check report and the exchanges in the conference.
- (ii) Shifting the employment discourse away from blaming the victims—unemployed youth—to focusing on salient issues affecting labour demand growth.
- (iii) Addressing labour market exclusion with a focus on girls and young women.
- (iv) Promoting entrepreneurship in areas with firm growth potential.

CDA and the conference partners committed to pursuing a concerted post-conference campaign that focusses on (i) strengthening ongoing youth lobby and advocacy activities by providing coordination and evidence-based ideas; and (ii) influencing public policies and programming through careful dissemination of emerging ideas. CDA committed to leading the following interventions:

- Engaging with the government, particularly the National Planning Authority (NPA), to explore the possibility of having a high-level National Policy Development Forum on the topic of decent employment. This will have the aim of influencing sector development plans and, eventually, budget allocations to priority areas capable of stimulating labour demand growth.
- Structured youth actor engagements under a prospective multi-agency and multi-disciplinary Uganda Youth Employment Forum to follow up and audit progress on conference ideas specifically as

well as on decent employment broadly. When set up, the Youth Employment Forum (YEP) will provide a structured youth-led platform for coordinated engagement on decent employment expansion.

- CDA and its partners will continue to engage in high-level research and policy conversations with the conference partners and other national-level stakeholders with a view to influencing public discourses on labour demand growth as the magic bullet to address Uganda's youth unemployment.

Unemployment continues to be a topical policy issue in contemporary Uganda, given the country's demographics and the size of the labour force. As evidenced by the conference proceedings, there are several unsubstantiated narratives that have come to define the underlying causes of unemployment and, consequently, the interventions to curb the problem. By focusing the employment debate on labour demand growth, KAS, CDA and the other conference partners are keen to build new empirically generated conversations that focus on the root issues and potentially provoke new policy interventions.

KAS and CDA will continue to explore processes that enable the exchange of information among youth sector actors on the crucially important topic of employment, entrepreneurship and education in Uganda. Post-conference negotiations and interventions, including further exploration of issues connected to youth underemployment and unemployment, are being initiated with a view to amplifying evidence-based actions in demanding, designing and supplying appropriate programme and policy responses as well as in supporting youth-led initiatives to promote decent employment.

Through personal and organisational pledges, CDA is building a new platform – the YEP – to galvanise the efforts of youth-sector institutions to prioritise evidence-based programming on decent employment. In addition, the Reality Check Conference is itself foreseen to be an annual initiative under the YEP to regularly review emerging employment issues and track progress towards achieving the key conference pledges.



Mr. Moses Ogwal, Director for Policy at Private Sector Foundation Uganda, presents on the Buy Ugandan Build Uganda (BUBU) initiative



Ms. Rebecca Kukundakwe, Programme Manager at DGF contributes during a panel discussion on governance and accountability



Dr. Fred Muhumuza of the School of Economics at Makerere University speaks at the conference plenary

C. The Research Questions

The participants considered several areas where evidence was lacking and, hence, further research was needed. As a result, they identified topics for further research. The topics were presented for consideration by CDA and the conference partners as well as by any other organisation interested in the employment topic. The CDA team also offered to support graduate students who may have interest in writing their dissertations on any of the research topics emerging from the conference. The topics include the following:

- Unpaid care-work and economic growth
- Government minimum wage policy and employment
- Male sexual harassment and decent employment creation
- Taxation and labour demand growth
- The political economy of labour demand, labour supply and labour market
- Gender equality and decent employment in Uganda
- Local knowledge/skills and local labour demand in the country
- Education levels and entrepreneurial growth in the country
- ICT and small-holder farmer marketing
- The nature and extent of economic exclusion for girls and young women in Uganda

7. Lessons Learnt

A. At the conference, evidence emerged of several young people who have created their own enterprises that are sustainable and that are supporting them to live a decent life. These youths are examples that, given the right policy environment, can spearhead their own empowerment.

B. There are variations in employment constraints across genders. It was noted during the conference proceedings that there are gender disparities in terms of employment opportunities, which results in low participation of girls and young women in economic activities. The conversations strengthened the need to deliberately plan for gender equality in youth employment programming, taking into account the unique challenges girls and women face in their pursuit of decent employment.

C. While it was recognised that the Government of Uganda is promoting a private sector-led economic growth process, the government's centrality in creating a conducive policy environment was emphasised. It is, therefore, critical that youth-sector actors develop closer ties with the government throughout employment policy design, delivery and monitoring. The Youth Venture Capital Fund and the Livelihood Programme were noted as cases where there has been limited involvement of youth, especially in monitoring.

D. While the private sector is central to the employment generation processes, the conference noted that the sector faces several constraints in its attempts to generate and sustain business operations that guarantee jobs. On the other hand, Uganda's private sector is under-capitalised

and lacks the technical skills to maximally take up the opportunities emerging through the local content policies such as BUBU. The key lesson is that improving the legal and policy environment alone is not sufficient; the private sector must reposition itself to offer the necessary quality to compete.

E. While government policy positions the State as an enabler, recent evidence, such as the externalisation of labour and the Youth Livelihood Programme, are making the State a creator of jobs and a direct competitor with the private sector. The mediocre performance of some of these programmes, including the poor repayment record for the youth programme funds, cements the classical liberal economic principle that governments should stick to policy-making.

F. Influencing new narratives backed by evidence in relation to the youth employment challenge should be a structured endeavour, as opposed to being a one-off. Despite a clearly articulated presentation of the Reality Check report, many of the conference participants continued to present the known, unsubstituted narratives about employment.

G. A demand-driven approach to the identification of conference participants coupled with an iterative methodology became a key lesson. This ensured hyper-participation throughout the proceedings but also enabled the conference to achieve an inclusive audience that included participants from all parts of the country and even participation by males and females.



8. Recommendations for Better Conferencing in Future

A. While the Reality Check report was a well-researched and literally packaged material, the presentation to a non-economic audience during the conference required a format beyond PowerPoint. Prior sharing of a popular version with the central findings in language understood by a non-economic audience, including the use of more graphics and infographs, would have been ideal and helped debunk the narrative even before the conference started.

B. There was good first-hand learning from youth entrepreneurs and from employment sector institutions like the Uganda Private Sector Foundation and the Innovations Village. Going forward, it is recommended that a future conference would strengthen the participation of such participants to increase learning and improve participants' experiences.

C. For some of the participants in the conference, it was the first time they were engaging in a properly organised and intellectually demanding platform. They tended to become passive participants, preferring not to engage and holding on to their unique experiences until the breakout sessions. Therefore, breakaway sessions with groups of up to 15 participants together with out-of-the conference activities, such as the event at the Innovation Village, should be included in future conferences because they eventually get all participants to engage and share their experiences.

Annex I:

The Conference Partners



CENTRE FOR
DEVELOPMENT
ALTERNATIVES

A. The Centre for Development Alternatives (CDA)

CDA is a mission-driven think-and-do tank that nurtures home-grown and locally contextualised ideas for transforming East Africa into a more prosperous, inclusive and sustainable region. CDA's evidence-based approach seeks to identify the binding constraints on long-term economic, political and social transformation. On the basis of empirical research, CDA applies a system thinking and a facilitative approach to influence change in the public and private sectors through the design of programmes, policies and business models, engagement with decision-makers and influencers, and implementation through partnership. On behalf of the Konrad-Adenauer-Stiftung (KAS), CDA conducted background research on education, entrepreneurship and employment, and facilitated the Reality Check conference.



Konrad
Adenauer
Stiftung

B. The Konrad-Adenauer-Stiftung (KAS)

KAS is a German political foundation working to promote democracy, human rights, the rule of law and solidarity around the world. With over 200 projects in more than 120 countries the foundation employs civic education, dialogue and analysis as tools for deepening democracy, improving economic policies, and facilitating social justice. KAS' more than 40 years in Uganda have involved partnerships with civil society and state actors in working to strengthen the knowledge base, build skills, and promote values for leadership, democracy and economic regulation. Since 2016 the foundation has been increasing its focus on young people in view of a growing youth population which is faced with numerous challenges, among them the difficulty to find decent employment.



C. Plan International Uganda

Plan International is an international development and humanitarian organisation which strives to advance children's rights and equality for girls. Founded 78 years ago, Plan International currently works in 70 countries. In Uganda, Plan International is implementing several transformative projects with very comprehensive advocacy strategies, such as Girls' Advocacy Alliance, Ni-YETU, Safer Cities for Girls and CEDAW. The organisation has an Influencing Plan which is an opportunity to advance children's and youth efforts by identifying strategic opportunities to leverage the SDG momentum so that the 2030 SD Agenda can be achieved in Uganda for all, particularly the most marginalised, such as girls.



D. Restless Development Uganda

Restless Development is a youth-led international development agency currently working in Africa and South Asia. The organisation's innovative youth-led development model has been repeatedly cited as a model of best practice by the World Bank, UNICEF, UNAIDS and others. In Uganda, Restless Development has been supporting youth-led development for over 15 years with a focus on three key areas: youth livelihoods; youth sexual and reproductive health; and youth civic participation. All of the organisation's programmes are designed, implemented and monitored and evaluated by young people.



E. The Democratic Governance Facility (DGF)

DGF was established by Austria, Denmark, Ireland, the Netherlands, Norway, Sweden, the United Kingdom and the European Union. DGF supports state and non-state partners to strengthen democratisation, protect human rights, improve access to justice and enhance accountability in Uganda. DGF is guided by a belief that sustainable development is best achieved through constructive engagement by Ugandan citizens with the state at national and sub-national levels. The facility works with a diverse array of national, regional and district-based partners. It promotes the development of Uganda's centres of excellence in specific areas related to democratic governance and supports the efforts of Ugandan citizens to ensure peace, prosperity and justice for all. The overall goal of the DGF is to contribute to equitable growth, poverty eradication, rule of law and long-term stability in Uganda.





Mr. Ronald Mukasa of Enterprise Uganda

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