

Final Country Case Study: Uganda

Evaluation of Management of Danish Development Cooperation – 20 Years after Decentralisation

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Abbreviations and Acronyms

aBi	Agricultural Business Initiative
AMG	Aid Management Guidelines
ARCAFIM	Africa Rural Climate Adaptation Finance Mechanism Uganda
BDP	Bilateral Development Programme
CCA	Climate Change Adaptation
CSF	Country Strategy Framework
CSO	Civil Society Organisation
DDD	Doing Development Differently
DE	Danish Embassy
DGF	Democratic Governance Facility
DKK	Danish Krone (currency)
ELK	The department for Evaluation, Learning and Quality (now LEARNING)
EQ	Evaluation Question
EU	European Union
FINMAP	Financial Management and Accountability Programme
FY	Financial Year
HRBA	Human Rights-Based Approach
HQ	Headquarters
IFAD	International Fund for Agricultural Development
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MFA	Ministry of Foreign Affairs
MOPAN	Multilateral Organisations Performance Assessment Network
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
PACER	Promotion of Accountability, Civic Engagement and Rights Programme
SDG	Sustainable Development Goal
SPA	Strategic Partnership Agreement
SSC	Strategic Sector Cooperation
SAY	Strengthening Adolescents and Youth (SAY) Empowerment and Rights Programme
TMA	TradeMark Africa
UNDP	United Nations Development Programme
UNFPA	United Nations Sexual and Reproductive Health Agency
URRI	Uganda Refugee Resilience Initiative
WB	World Bank

1 Introduction

The field phase of the case study in Uganda took place from 22 to 26 April 2024. It entailed key informant interviews and focus group discussions with the Danish Embassy (DE) staff, development partners, and implementing partners involved in five projects supported by the new bilateral development programme 2023–2028:

- 1) The Promotion of Accountability, Civic Engagement and Rights (PACER) Programme, which is a multi-donor governance programme led by Denmark and based on lessons learned from the Democratic Governance Facility (DGF).
- 2) The agricultural business initiative (aBi) development project
- 3) The aBi finance project
- 4) Promotion of Green and Inclusive Trade with TradeMark Africa
- 5) The Strengthening Adolescents and Youth (SAY) Programme, UNFPA

Uganda was selected as a case country to obtain data from an expanded partnership country where Denmark engages in bilateral, decentralised development cooperation along with other types of engagements, including political dialogue, private sector cooperation, humanitarian aid, and strategic partnerships. The country represents an opportunity for the evaluation to draw lessons from a development context where Denmark has contributed with long-term bilateral development support. Since the DE in Uganda had just completed the new bilateral development programme, the case study had access to more information on the relevance of the aid management principles for the programme design and implementation, including how strategic objectives of the Danish development strategy were balanced against local priorities, localisation, and local ownership, and the dilemmas/trade-offs that were negotiated. In addition, the DE was also a case study for the recently completed stocktaking review of the Doing Development Differently (DDD) principles and adaptive management guidelines. This presented an opportunity for the evaluation to discuss the conclusions and recommendations with the DE staff, and how it reflected the views of the DE.

Moreover, the case projects are all rooted in longstanding partnerships, and between them they cover the cross-cutting themes for the evaluation on climate change and governance/human rights. This allowed the evaluation to obtain more information on how changes in the national context were reflected in adaptive management approaches, portfolio-level adaptability, focus on tangible results, continuous learning and decision-making, local ownership/alignment to national plans, and how dilemmas/risks/trade-offs were identified and managed, e.g., climate change priorities vs poverty reduction and job creation.

To prepare for the country visit, interviews were conducted with MFA staff in Copenhagen with some bearing on the bilateral programme. The country visit was initiated with interviews with management and staff at the DE to get more background on the country context project, the project portfolio, and the selected case projects. From the second day onwards, the evaluation mixed interviews with development and implementing partners with additional DE meetings. Interviews with the NGO Forum and with UNPFA could not be conducted during the field visit, but the evaluation reached out to them after the field visit. The workplan is part of the report annex.

2 Key Findings across the Evaluation Questions

2.1 Main developments (EQ1)

Uganda has been a Danish priority country for more than 30 years. Danish support included sector and thematic development support within education, health, roads, water & sanitation, climate change, agriculture, private sector development and trade, good governance, decentralisation, and local development. Due to a high population growth, regional instability, and a massive inflow of refugees, the Danish support has also focused on humanitarian challenges in Uganda and the region. The financial support remained high in most years, ranging from DKK 314 million in 2013 to DKK 194 million in 2023, see Annex E.

The new Country Strategic Framework 2023–2028 comprises three strategic objectives:

1. Promotion of sustainable and durable solutions for refugees and support to Uganda’s stabilising role in the region.
2. Promotion of a sustainable, inclusive, and green economic transformation to adapt to the global climate crisis.
3. Strengthening of democratic values, protection of human rights and civic space.

Accordingly, the Bilateral Development Programme 2023–2028 aims to strengthen regional and national stability as well as the country’s green, sustainable, and inclusive economic transformation with respect for human rights. In addition, it aims to underpin Uganda’s open policy of hosting refugees from neighbouring countries. The total budget of the new country programme is DKK 1050 million.¹ Hereof, 60% will contribute to the green agenda, mostly climate change adaptation. The programme budget is allocated to seven projects:

- Green and Inclusive Growth in Uganda’s Agri-Food Systems (aBi Development 2.0), DKK 65 million.
- Improved Access to Green, Inclusive Financing (aBi Finance), DKK 20 million.
- Strengthening of funding for climate adaptation in Uganda’s rural areas, implemented through the Africa Rural Climate Adaptation Finance Mechanism Uganda (ARCAFIM), DKK 50 million.
- Promotion of Green and Inclusive Trade (TradeMark Africa (TMA), DKK 30 million.
- Climate Adaptation and Strengthening Resilience in Uganda’s refugee areas, implemented through the Uganda Refugee Resilience Initiative (URRI), DKK 220 million.
- Strengthening Adolescents and Youth (SAY) Empowerment and Rights Programme, DKK 100 million.
- The Promotion of Accountability, Civic Engagement and Rights (PACER) Programme, DKK 75 million.

Changes in both the human rights situation in Uganda and in the Danish development strategy caused significant shifts in the bilateral development cooperation

Changes in the human rights situation in Uganda have impacted the way Denmark and other development partners support the country. Corruption issues also contributed to this change, as a corruption scandal in the Office of the Prime Minister of Uganda in 2012/2013 made many donors terminate (sector) budget support. Over the years, support for central and local government institutions and civil society were key components of the Danish portfolio, featuring budget support, area-based development support for the Rakai District, which became country-wide support for local government reforms, support for the public finance management reform, and civil society strengthening through the Democratic Governance Facility (DGF). Given the present state of human rights in Uganda, the new

¹ The original budget was DKK 650 million, but an additional DKK 250 million was added for green economy and climate activity. DKK 60 million have also been added to the URRI, and DKK 60 million have been allocated as a Danish contribution for EU–Uganda Forest Partnership (delegated cooperation).

Bilateral Development Programme (BDP) has currently no direct support for government institutions, although this option remains. The cooperation with longstanding partners within civil society and non-government organisations was retained, in line with The World We Share and Danish priorities on poverty, human rights, economic empowerment, and refugees, while cooperation with the private sector declined sharply during 2021-2023 (see Figure 3 in Annex 3). This included a nexus approach in the areas of Uganda which were most severely affected by the refugee crisis, a focus on livelihoods, climate change adaptation (CCA), and the ringfencing of civil society support by abandoning the decentralised management unit of the DGF and establishing the new Promotion of Accountability, Civic Engagement and Rights (PACER) programme management unit within the DE. Throughout the years, the DE has also worked with the multilaterals when relevant, such as the World Bank (WB) in the past on the Public Financial Management (PFM) reform (FINMAP), and United Nations Sexual and Reproductive Health Agency (UNFPA) and the International Fund for Agricultural Development (IFAD) in the present programme cycle.

2.2 Relevance and effectiveness (EQ2/EQ3)

Denmark is a well appreciated development partner, capable of leading other development partners in certain areas such as human rights.

Denmark is seen as knowledgeable, agile, decisive, able to advocate for important objectives, and bringing institutional memory. The DE contributes with a long-term perspective and continuity in key areas such as human rights and democracy, support to smallholder farmers and agribusiness, support to civil society, and capacity building. This contribution has also led other development partners to delegate their resources to the DE to create scale and coherence. For example, partners such as the Embassy of the Netherlands has delegated its support for the former DGF programme and its current iteration, the PACER Programme to the embassy. The EU Delegation also supported DGF and currently has delegated its support for aBi Development to the DE, and support for aBi Finance to the Investment Fund for Developing Countries (IFU), as it is taking over management of this part of the Agricultural Business Initiative. Partners also motivated their delegation of funds with the robust Danish systems for financial management and control and its development expertise, even if some reported delays in providing reports; probably due to workload issues. Although there is no direct support to the government in the present BDP, dialogues and consultation opportunities are sought to ensure alignment to government priorities, including longstanding government partners such as the Inspectorate of Government.

Compared to climate change, poverty reduction, rights-based approaches, and aid effectiveness are less visible today but remain reference points for the development cooperation. The SDGs are also reference points, but mostly for translation and reporting of national priorities related to the Global Agenda on Sustainable Development.

The DE maintains that The World We Share still has a strong focus on poverty. While poverty reduction and aid effectiveness are less visible than when the Paris Declaration principles were seen as central, they remain as a foundation, even if more in the background. Alignment with national poverty reduction priorities within a geographical focal area is a priority for Denmark. Even if a human rights-based approach (HRBA), which was key a few years back, is less pronounced, the URRI is an example that HRBA interventions are still there, with a geographical focus, driven by poverty/vulnerability objectives shared by Uganda. Refugees are also a key issue for the DE in Uganda, but political prominence varies over time. In other areas, alignment is not possible. Human rights and democracy issues are contested but remain an important area where Denmark has shown leadership. The focus on CCA within agriculture is another example of alignment, i.e., with the National Development Plan III from 2020/21 to 2024/25. The increased attention to climate change also entails a critically important poverty focus as the impact on the poorest countries is particularly severe. The Sustainable Development Goals (SDGs) are also reference points, but more for the translation of national priorities into the global agenda than vice

versa. They are very broad with a complex results matrix, so they are mainly referred to when SDG indicators are relevant, rather than steering interventions operationally.

While climate change and green agenda objectives have become more prominent in the Danish support, they seem well aligned with the development priorities of Uganda.

The Danish priority on climate change (adaptation) and the green agenda have become more visible in Danish development cooperation. While political considerations were always part of the development cooperation, they are now more explicit and subject to change with new governments and hence can be more short-term compared to traditional development approaches in the past. In any case, it is the embassy's role to translate Danish priorities into the local context and balance them with the priorities of Uganda. This seems to work well for climate adaptation and the green agenda, as the Government of Uganda and the Danish partners are receptive to this, which enabled the DE to continue agricultural and private sector support with 100% greening of the Danish support (through IFAD). The Government of Uganda also is about to adopt the taxonomy on green investment developed by the aBi project, while the green agenda is viewed as an opportunity to attract more funding, for example, in the case of aBi Finance. However, climate and development support are not entirely the same thing, and project partners stress the need to maintain elementary support – the 'brick and mortar' – for the livelihoods and subsistence of farmers in the poorest areas.

Decentralisation is key to relevance, localisation, and effectiveness of development cooperation, but DE resources are not always aligned with the demand for synergy and coherence driven by new instruments and priorities.

Overall, decentralisation is still key to ensuring the relevance, localisation, and effectiveness of development cooperation. Tailoring support at the local level entails that resources and programmes are managed closer to the beneficiaries, where local knowledge and ownership can drive decision-making. The bilateral development programme in Uganda offers positive evidence of this approach in practice, demonstrating how bilateral aid can be managed through relatively devolved and flexible decision-making. The PACER Programme is a good example of local tailoring based on learning. The decentralised management approach of the DGF II turned out to be less optimal in the current political context, which led to the design of a more ringfenced approach with the in-house management of the PACER Programme at the DE. The initial shrinking of the bilateral programme that has happened across the board is contrary to the intent of decentralisation and to the breadth and scale of the support. However, additional allocations for the URRI and the EU–Uganda Forest Partnership (delegated aid), and an additional DKK 250 million proposed in the financial bill for 2025 will actually make the size of the programme similar to the previous one.

The DE in Uganda seems to have a strong capacity, technical expertise, and a structure that is well aligned to needs. However, fragmentation and the proliferation of projects and instruments at HQ level have also increased the resources needed for the DE to ensure synergies and coherence of Danish interventions beyond the BDP and for obtaining more approvals from Copenhagen on spending and on Rio markers. Examples include the extra resources that the DE uses to provide feedback on business instruments and ensure synergies with Strategic Partnership Agreement (SPA) partners. Even if the number of projects in the bilateral programme has declined, the resources needed to manage synergies and coherence issues are not explicitly considered in the DE resource envelope.

In 2015, Denmark decided to downsize its development funding target to 0.7% of GDP. In the first two years, unused provisions could be used to compensate for the ODA reductions due to flexibility in how disbursements were made. Subsequently, disbursement had to meet commitments as provided in the Finance Act, meaning that unspent allocations are not accepted. The annularity and strict rules to ensure that Denmark reaches the 0.7% ODA target requires careful management at MFA HQ (a whole team is working just on this). This has created an unintended centralisation incentive due to reduced risk appetite in relation to new bilateral programming, as it is relatively harder to bid for new resources through the

bilateral programme given that commitment frames are made in the fourth quarter of the financial year (FY). Instead, compliance with the ODA target seems to favour centralised channels (the multilaterals and vertical funds in particular) if additional resources are made available, as Danish contributions can be scaled up more quickly compared to bilateral support. It is the impression that additional funding of multilateral trust funds, strategic plans, and multilateral agency programmes are subject to less scrutiny and a lighter appropriation process (QA time spent per DKK million), whereas bilateral programmes, according to the DE, are seen as ‘the crown jewel’ of Danish development aid, and per tradition receive more attention and scrutiny during the programming stage, relative to the level of resources allocated. See further details below.

Overall, the DE finds the Aid Management Guidelines (AMG) relevant. The adaptability reserve and options to reallocate funds between projects are key features, which underpin flexibility in implementation. However, the heavy programming of bilateral support is bureaucratic and inconsistent compared to other support channels, and the proliferation of instruments is not really captured or harnessed by the AMG.

The RDE considers the AMG relevant for the most part, and that they have not changed much in relation to bilateral support. The How-to notes are also useful and referred to occasionally. There have been some improvements in terms of implementation flexibility as the DE can now change activities and reallocate 15% of funds between projects across the entire BDP without requiring a midterm review (provided they are part of the BDP). This is easier compared to the more ringfenced sector programmes in the past. The adaptability reserve also adds flexibility as it provides an opportunity to adapt programmes and focal areas during implementation. This is consistent with the intent behind decentralisation, although in recent years it applies to an ever-shrinking bilateral development programme as more resources are managed and spent through central channels.

The most critical issues pertain to the initial stage of the programme cycle, which entails a heavy programming process contrary to the principles of innovation, adaptation, and learning loops throughout the implementation stage. Paradoxically, according to the AMG, scaling up and down of an existing project/partner, or co-funding a multilateral programme with a fully-fledged programme document that was already assessed centrally are subject to the same heavy programming requirements as an entirely new programme would be. This is time-consuming and implies a need for a more risk-based approach to programme appraisals. When a bilateral project has completed a full formulation and appraisal process, the DE argues that it should be possible to top-up with new substantial resources without an appraisal being required. When it comes to innovation and testing, another option could be to make it easier to pilot activities prior to scaling up a programme (which obviously would be subject to the normal AMG QA), and the Local Grants Authority could be a flexible tool for this. The DE also considers the scrutiny of bilateral development programmes compared to other support channels, such as the multilaterals and the SPAs, to be out of tune with the risks entailed in using the various channels. In addition, aid fragmentation driven by changing governments and political requests, creates a potential for less clear and coherent long-term approaches, which the AMG do not address adequately.

The DE practices adaptive management. This is not always reflected in annual reviews, and learning and adaptation opportunities are perhaps better reflected in the minutes of regular partner meetings

Innovation and learning with rapid feedback loops are important aspects of adaptive management and the DDD concept. Stocktaking reviews are one opportunity to underpin these aspects, and the recent Uganda Strategic Framework (USF) stocktaking review is a clear example of a new learning process in line with the DDD concept that sets out progress on synergies across the overall footprint of Danish aid in Uganda. However, the overall question is whether such tools and mechanisms for reflective learning are well enough developed and whether there is sufficient time and space for this? DE interviews suggested there are important learning and adaptation opportunities in regular partner meetings additional to annual stocktaking reviews. This finding was also highlighted at HQ level, for example, in

relation to neighborhood programming, where context dynamics made frequent adaptations necessary. In this context, Danish support to the United Nations Development Programme (UNDP) and other multilaterals have built in unallocated funds to promote flexibility and adjustment – with a no-objection procedure. This basically means that there is a reserve fund in the programme, enabling the UNDP to respond rapidly. Based on a MEAL recommendation, the PACER Programme introduced an M&E unit at the DE dedicated to PACER. Broadening the scope of M&E through an M&E focal point could be another way forward to underpin adaptation and learning across the portfolio.

Achieving results at the outcome level takes time. Assessment of innovation, soft skills improvement, and institutional strengthening is key to measuring progress, yet such dimensions are not always captured by intermediate indicators. Sourcing of technical expertise to conduct such assessments is also a challenge.

In many ways, the DDD concepts of adaptation, synergy, and coherence have always been there. Adaptive management is neither new nor different, but a reflection of established and practised Danish aid management principles underpinned by the AMG. However, responsiveness to local context with a degree of flexibility in implementation poses a challenge in terms of measuring results in a meaningful and timely way for rapid loop learning. Results at outcome and impact levels will only emerge over longer time frames, and often beyond the duration of a project. This raises a question of how to combine a results-based and a flexible approach, from design to monitoring and reporting

Feedback from the DE staff suggests that Logical Framework Approaches (LFAs), change theories, and progress monitoring do not focus enough on innovation, institutional strengthening, and soft skills improvement as intermediary results. This needs more attention in programme design and in M&E tools that can be operationalised. This feedback aligns with interviews conducted in Copenhagen and at the DE in Ethiopia. For example, the DE in Ethiopia found that the Results Framework Interface (RFI) reporting format with requirements for output-based, numerical monitoring was somewhat rigid and not aligned with adaptable, more outcome-oriented approaches. Interviewees at HQ level supported this finding and questioned the accuracy of results reporting due to dynamic local contexts.

It is possible to get consultants from HQ to support/build capacity and mentor the partners, but in the DE's experience more is required in terms of the green agenda. Weaknesses in the sourcing approach were also highlighted, as tendering of consultancies for technical support and reviews does not attract adequate expertise within public and private sector reforms, institutional strengthening, and capacity development. Line ministry expertise sourced through the Strategic Sector Cooperation (SSC) instrument is an alternative option to access specialised expertise, but such expertise is linked to specific partnership cooperations and not accessible for development cooperation in a broader sense.

2.3 Lessons learned (EQ4)

While DE resources may reflect the Danish development priorities, there is no set mechanism to ensure that the introduction of new interventions is matched by the DE resources.

The political priorities for the present country programme are relevant for Uganda, but the programming process does not consider DE resources. New interventions are proposed when the Finance bill is drafted, and the MFA may suggest new intervention areas such as re-introduction of water sector support. However, there is no established mechanism to consider the resources and staff profiles needed at the DE to manage such an intervention (i.e. if energy is a priority that is a new priority, like water was with the Africa strategy, there may not be the required competences in posted and embassy employed staff). Often it is also more effective to remain in and transform a present engagement to serve new priorities and to scale up the support, rather than introducing new initiatives. However, the centralisation of aid management entails a bias towards the latter.

The use of multilateral channels entails trade-offs, which are not always considered.

Programming of multi-bi engagements demands considerable DE resources, regardless of centrally approved strategic plans, country programmes and earmarking, and whether the support refers to a well-known partner and partner activity. Despite such efforts, it is difficult to influence multilateral programming and coherence compared to the Civil Society Organisation (CSO) SPA partners. In general, topping up of multilateral funding from unspent allocations also entails an assumption that the multilateral organisations have solid structures for compliance/control, yet Multilateral Organisations Performance Assessment Network (MOPAN) reports show that these vary and are not always strong². Moreover, multilateral support comes with high transaction costs in the form of overhead payments. Norway has provided extra support for the auditing of trust funds, which is a way of mitigating audit issues, and Denmark has improved its cooperation with UNFPA in Uganda through the secondment of a Danish advisor to UNFPA. Notwithstanding, reporting is still suboptimal, and the DE is now demanding more detailed budgets and transparency on allocations to sub-grantees, and administrative costs at each level.

There is more potential for learning and adaptation beyond the formal channels of adaptive management, but incentives and resources are needed to fully capture it.

The recent DDD stocktaking review recommended the strengthening of formalised platforms such as the country programme groups, the multilateral contact groups, and the annual Country Strategic Framework (CSF) and project stocktaking reviews, to harness learning and adaptation in development cooperation. Discussions with the DE suggests there are other ways to improve learning, and some were already applied in the past:

- The MFA could introduce dedicated M&E focal points at the DEs to strengthen learning and adaptation
- DEs could host regional biannual peer meetings and workshops to exchange thematic experiences across portfolios, for example, within climate change, change in political contexts, electoral cycle management, synergies between BDPs, SSC, and other instruments. ELK could spearhead this, and resources for learning could be freed up if bilateral programming and monitoring are streamlined, making more use of partner reports and audits.
- The MFA could incentivise DE exchange visits and short-term posting of MFA staff from Copenhagen and other missions for peer learning. Such exchange visits could be part of the in-service training in the ministry.

² See, for example, the recent MOPAN assessments of UNHCR, UNRWA, IOM, which point to a need to strengthen results-based management and specific aspects of compliance such as around sexual exploitation and abuse. The most recent UNICEF assessment (2021) was generally very positive on systems for performance and compliance, but certain specific areas for improvement were also cited in relation to results management and efficiency. UNFPA's last assessment (2017–2018) showed very strong systems for performance and risk management.

Annex 1: Workplan

Date	Place	
Monday, 22 April		
09:00–9:30	Opening brief	DE
9:30–10:30	Consultants’ meeting	DE
10:30–12:00	Introductory session	DE
14:00–15:00	Meeting on DGF partnerships	DE
Tuesday, 23 April		
09:00–10:30	Meeting with ActionAid Uganda	ActionAid offices
11:00–12:30	Meeting	DE
13:00–14:00	Meeting	DE
Wednesday, 24 April		
09:00–10:00	aBi meeting	DE
10:00–11:00	DDD stocktaking review	DE
12:00–13:30	Lunch meeting at the 4th floor conference room	DE
14:30–16:00	Meeting with aBi Development & Finance	aBi offices
Thursday, 25 April		
10:00–11:30	Meeting with Trademark Africa	DE
10:00–11:30	Call with the DE, Hanoi	Fairway hotel
12.30–15.00	Internal meeting to prepare for the debriefing	Fairway hotel
Friday, 26 April		
09:00–10:30	Debriefing	DE
Thursday, 3 May		
	Interview, UNFPA Uganda	Online

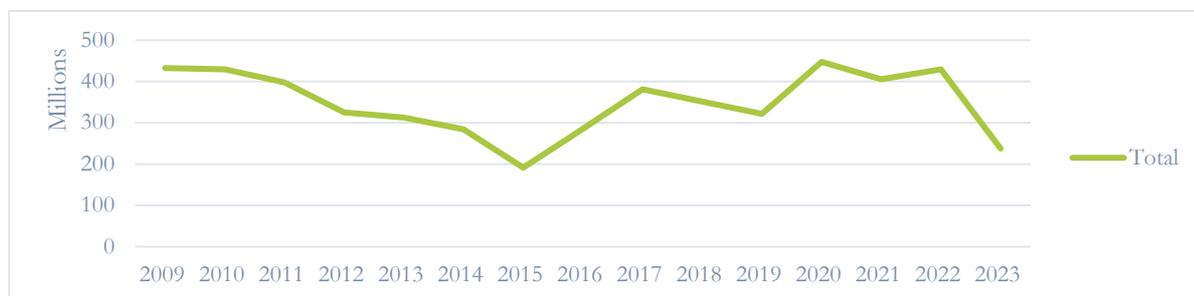
Annex 2: References

- The Country Strategic Framework 2023–2028
- The Bilateral Development Programme 2023–2028
- The Bilateral Development Programme 2023–2028 – Pre-Appraisal Report, 29 June 2023
- The Bilateral Development Programme 2023–2028 – Final Desk Appraisal Report, 26 September 2023
- USF stocktaking report. 2023. FINAL
- Note on Management and MEAL (Monitoring, Evaluation, Accountability and Learning), Uganda Bilateral Development Programme (UBDP) 2023–2028, Oct 2023
- Denmark–Uganda Partnership Country Programme Document 2018–2022
- Denmark–Uganda Partnership Country Programme Document 2018–2022 – Mid-Term Review Report, 3 May 2021
- Climate Change Adaptation in Agriculture, Appraisal Report, 13 October 2020
- Endline Evaluation of The Uganda Programme on Sustainable and Inclusive Development of The Economy (UPSIDE), December 2023
- Joint Evaluation of Support to the National Response to HIV/AIDS in Uganda 2007–2012, January 2014
- Feasibility Study for Sexual Reproductive Health and Rights in Uganda Including Among the Refugees and Host Communities, November 2022
- aBi project documents
 - Development engagement document for aBi under UPSIDE
 - Green and inclusive growth in Uganda’s agri-food systems (aBi Development) 2023–2027
 - Accelerating Adoption of Green Inclusive Finance for Climate Change Adaptation, Mitigation & Biodiversity Conservation (aBi Finance Ltd) 2023–2027
 - The aBi Green Growth Strategy 2020/21–2025
 - Agricultural Business Initiative & Northern Uganda Resilience Initiative Appraisal Report, 2018
- PACER & DGF Project documents
 - DGF II – Democratic Governance Facility in Uganda Programme Document, January 2018–December 2022
 - Development engagement document for DGF II
 - Mid-Term Review of The Democratic Governance Facility, Phase II (DGF II), February 2022
 - PACER – Accountability, Civic Engagement and Rights in Uganda Programme document, October 2023
- TradeMark Project documents
 - Development engagement document with TradeMark East Africa regarding the TradeMark Uganda Country Programme, April 2022
 - Development engagement document with TradeMark East Africa regarding the TradeMark Uganda Country Programme, July 2019
 - Final Evaluation of the TMEA-Funded Uganda Electronic Single Window (Uesw) Project

Annex 3: Additional Graphs/Portfolio Analysis

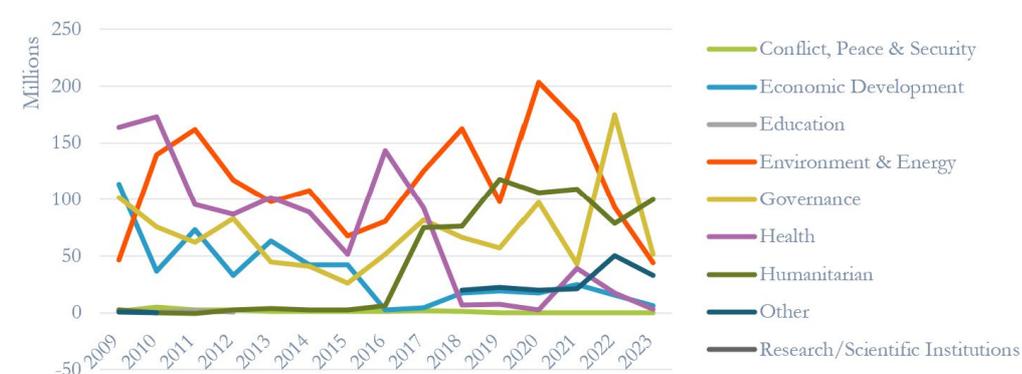
The following graphs give an overview of the portfolio budget disbursements 2009–2023³

Figure 1: Bilateral (including earmarked bilateral) ODA to Uganda 2009–2023



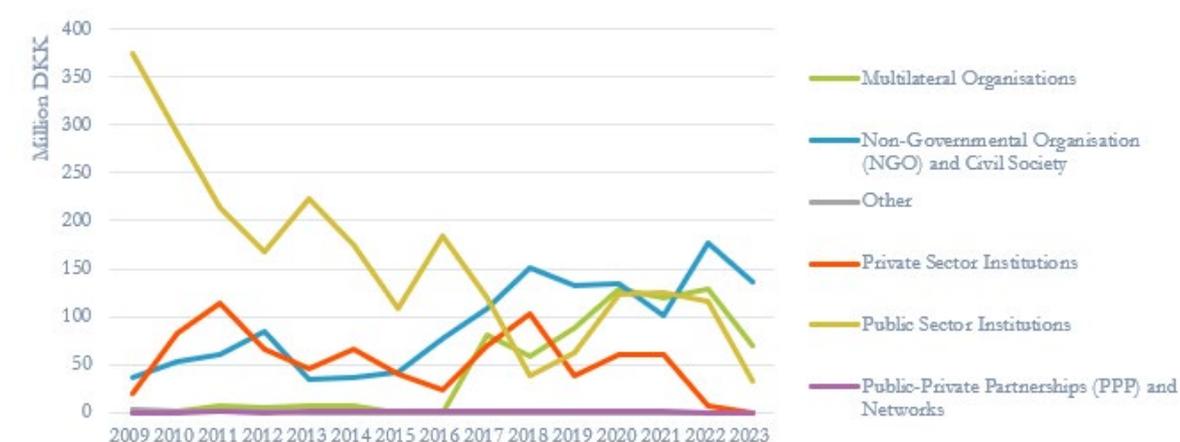
Source: Danish MFA, internal note

Figure 2: Bilateral (including earmarked multilateral) ODA to Uganda over main sectors 2009–2023



Source: Danish MFA, internal note

Figure 3: Bilateral (including earmarked bilateral) ODA to Uganda by channel of delivery 2009–2023



Source: Danish MFA, internal note

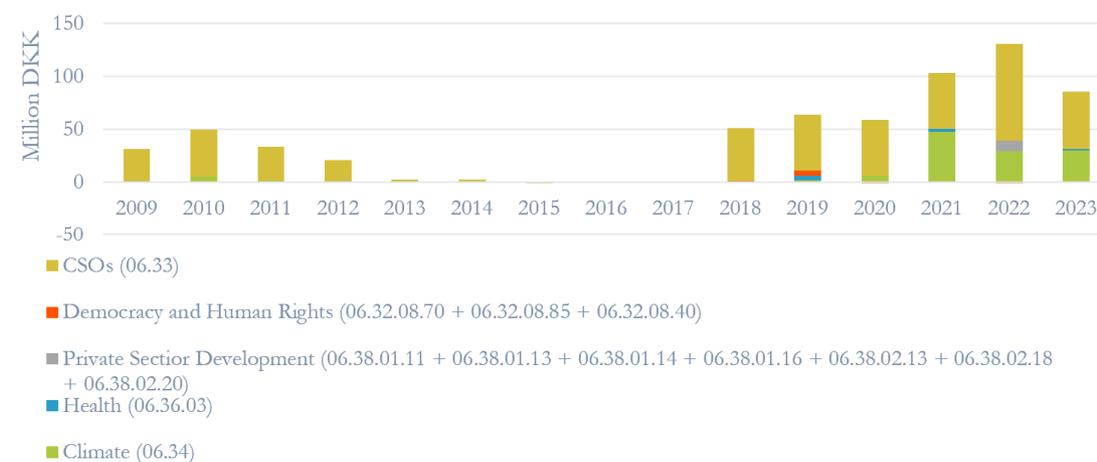
³ The data source for the numbers shown in the graphs is from the Danish MFA. The numbers shown in these figures exclude multilateral core contributions and contributions to Uganda that have been channeled through regional programmes.

Figure 4: Bilateral (including earmarked multilateral) ODA to Uganda managed centrally vs. decentrally 2009–2023



Source: Danish MFA, internal note

Figure 5: Selected thematic areas based on the Finance Act Classifications (disbursement) 2009–2023



Source: Danish MFA, internal note

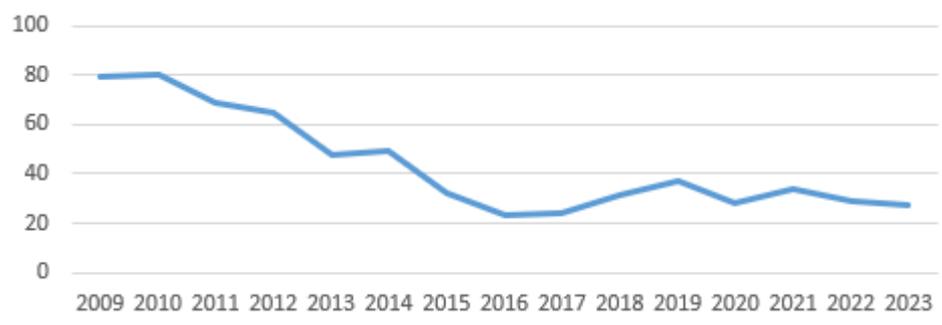
Figure 6: Development of Human Resources at the Danish Embassy in Kampala⁴



Source: Danish MFA, internal note

⁴ The jump in 2023 and 2024 is the result of the introduction of the PACER management unit that implements small grants for mainly CSOs and manages delegated funding from other partners (DE funding only constitutes 25% of PACER).

Figure 7: Number of Danish funded projects in Uganda



Source: Danish MFA, internal note