



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**Programme Document**  
**Uganda**



**Programme Title:** Peace and Security for Systems Resilience

**Programme Number:** TBC

**Implementing Partner:** Ministry of Internal Affairs

**Start Date:** March 2016

**End Date:** December 2020

**PAC Meeting date:** 1<sup>st</sup> March 2016

**Brief Description**

The programme is poised to address persistent challenges in Peace, Security and Systems Resilience in Uganda that manifest themselves as: conflicts related to natural resources; inter-communal and cross border conflicts including regional spill over effects from neighbouring countries such as South Sudan, DRC and Somalia; organized crimes; trafficking of persons; and terrorism and violent extremism. The immediate and underlying causes identified as: unaddressed legacies of war in Northern Uganda and Ruwenzori sub-regions; youth unemployment; land seizing linked to discovery of oil and other extractives; unplanned and fast urbanization; high frequency of natural disasters; proliferation of illicit small arms and light weapons; and political squabbles.

In order to address the above challenges, the programme is targeted at addressing response gaps in: policy and legal framework for peace building, security and system resilience; capacity for implementation of national policies, regional, continental and global protocols & instruments; and create conditions for effective and sustained operationalization at the **Local Government** level of strategies for community resilience building and inclusive participation and engagement of district-level stakeholders (Communities, NGO, CBOs, Private Sector) in peace building processes that adequately leverage the potentials of women & youth networks.

To achieve programme outcomes, UNDP will apply a Transformational Development Approach (TDA) by providing timely technical, operational and financial support to relevant Ministries Departments and Agencies (MDAs) and other Responsible Partners (RPs) with special emphasis on both upstream and downstream support to the Government of Uganda (GoU) so that the above gaps are addressed in an empowering and sustainable way. UNDP approach promotes sustainability through ensuring full national ownership of methods and processes, achievement of results exclusively through national capacity development and fostering institutionalization of relevant international best practices at all levels of public institutions. This enables a stepwise UNDP's exit from the lowest level results (support to Local Government-led intervention modelling and social mobilization) towards the highest upstream results (evidence-based policy support) when all key assumptions are met. Such an approach would allow UNDP to adapt its Peace & Security-related support to the rapid changes in the Uganda context (from conflict to peace and rapid economic growth) through: (a) focusing on system resilience building; (b) ensuring **complementarities and synergies** with UNDP-supported CCRDRR programme; and (c) **leveraging partnership** with other UN agencies working on humanitarian and community development fronts to ensure maximum and sustained impact at the community level in terms of adaptation and resilience to climate change and other forms of disasters.

The PSSR programme is therefore expected to synergize with other IG programme components (Rule of law & Constitutional Democracy; and Institutional Effectiveness) to contribute to the building of a **solid foundation** for rapid and sustained progress toward realization of all **Sustainable Development Goals in Uganda**.

**Contributing Outcome (UNDAF/CPD):**

By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and manmade disasters

**Indicative Output(s):**

1.4.1 By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.

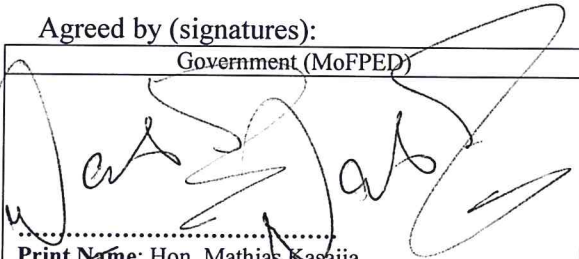
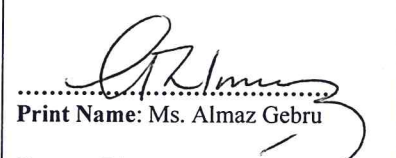
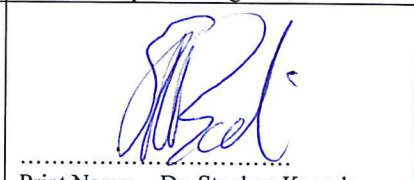
1.4.2 By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach.

1.4.3 By 2020, OPM, select MDAs and LGs, CSOs and CBOs have relevant technical, technological, operational and financial capacities to engage with the communities particularly women and youth in peace, security and resilience building

1.4.4 Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding by 2020.

<b>Total resources required:</b>	US\$ 15,500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	US\$ 10,500,000
	<b>Donor:</b>	
	<b>Donor:</b>	US\$ 3,000,000
	<b>Government:</b>	
	<b>In-Kind:</b>	US\$ 2,000,000
<b>Unfunded:</b>		

Agreed by (signatures):

Government (MoFPED)	UNDP	Implementing Partner
 ..... <b>Print Name:</b> Hon. Mathias Kasaija Minister for Finance, Planning and Economic Development,  Ministry of Finance, Planning and Economic Development	 ..... <b>Print Name:</b> Ms. Almaz Gebru  Country Director,  United Nations Development Programme	 ..... <b>Print Name:</b> Dr. Stephen Kagoda  Permanent Secretary  Ministry of Internal Affairs
<b>Date:</b> 18 <sup>th</sup> May 2016	<b>Date:</b> 01/06/2016	<b>Date:</b> 20/05/16

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## LIST OF ACRONYMS

ATT	Arms Trade Treaty
CEWERU	Conflict and Early Warning Unit
CBOs	Community Based Organisations
CoPASS	Consolidating Peace and Security for Systems Resilience
CPD	Country Programme Document
CSOs	Civil Society Organisations
DaO	Delivering as One
DFID	Department for International Development
DLGs	District Local Governments
DRC	Democratic Republic of Congo
DRM	Disaster Risk Management
EWS	Early Warning System
GDP	Gross Domestic Product
GoU	Government of Uganda
IPs	Implementing Partners
IRC	Inter Religious Council of Uganda
JLOS	Justice Law and Order Sector
KIDP	Karamoja Integrated Development Programme
LRA	Lord's Resistance Army
LGs	Local Governments
MoEACA	Ministry of East Africa Community Affairs
MDAs	Ministries, Departments and Agencies
MOEMD	Ministry of Energy and Mineral Development
MOFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance Planning and Economic Development
MoIA	Ministry of Internal Affairs
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands Housing and Urban Development
NCF	National Consultative Forum
NDP	National Development Plan
NSAs	Non State Actors
OPM	Office of the Prime Minister
PRDP	Peace Recovery and Development Plan
PTPA	Prevention of Trafficking in Persons
PTPA	Prevention of Trafficking in Persons Act
RECSA	Regional Centre on Small Arms
RP	Responsible Partners
SALW	Small Arms and Light Weapons
SDGs	Sustainable Development Goals
SIDA	Swedish International Development
TDA	Transformational Development Approach
TEFU	The Elders Forum of Uganda
TIP	Trafficking in Persons
ToC	Theory of Change
ULRA-	Uganda Law Reform Commission
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

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## I. DEVELOPMENT CHALLENGE

**Background:** The Ugandan Vision 2040, paragraph 238 articulates peace, security and defence as prerequisites for a sustainable socio-economic transformation, democracy and national unity. According to UNDAF<sup>1</sup> the correlation between peace, stability, good governance and socio-economic development is aptly illustrated in a case study of Uganda's recent history, where periods of relative peace were characterised by growth in GDP averaging about 6.4% per annum since 2002. This scenario is contrary to the prior period of low GDP growth characterised by instability. Successive World Development Reports for instance of 2011 and 2015 corroborate the powerful link between peaceful societies and accelerated development: *States* which have addressed conflicts in society have recorded positive development progress. The key challenge for Uganda therefore, is to build national institutional capacities for conflict prevention and system resilience to avoid reversals on development gains.

**Regional context:** Conflict and instability trends in East Africa continue to make it one of the unstable regions in the world, USAID<sup>2</sup> (2012). According to UNDAF 2016-2020, Uganda has also been vulnerable to regional instability and cross-border security threats. These lessons have informed the joint decision by the GoU<sup>3</sup> and UN<sup>4</sup> to address peace, security and national resilience at system and community levels as key components of good governance. Significant portions of East Africa, particularly near border areas, remain unable to break free of armed conflicts, violent crime, extremism, communal violence, political instability, and state failure, with dangerous spill-over risks. Causes of regional conflicts comprise cross border and regional land use conflicts; trans-border crime and violent extremism; regional and trans-boundary water conflict; regional and cross-border mineral resources; Darfur proxy wars; East Kivu proxy wars; food insecurity issues; weak regional institutions; Lord's Resistance Army (LRA)'s cross border and regional activities; as well as failed states and ungoverned spaces. More recent dimensions of regional insecurity are trafficking in persons and terrorism.

**In-country context:** Currently the peace and security challenges for Uganda include unaddressed legacies of past war; gaps in transitional justice processes; proliferation of illicit small arms; terrorism and extremism; trafficking in persons; border disputes within Uganda and with neighbouring countries; increased displacement of communities due to oil and mineral discoveries; escalating organised crime; youth unemployment; natural and manmade disasters some stemming from climate change impacts; unplanned and fast urbanisation; widespread poverty; rural-urban migration; and conflicts among political parties ahead of the 2016 general elections. This scenario puts Uganda in a critical crossroad in its development trajectory. Therefore, it will be essential to ensure that stability is maintained and potential conflicts are resolved peacefully in order not to undermine the country's development goals. System Resilience<sup>5</sup> will particularly address all risks (Man-made, natural (traditional and emerging)) by ensuring that national systems (from central to lowest administrative level) are able to minimize the impact of any of the related shocks on lives and the economy while leveraging on the community resilience under the CCA/DRM portfolio..

**National progress:** The Terminal Evaluation of NDP I<sup>6</sup> ascertained that there were positive developments in terms of citizens' security, rule of law, crime prevention, and the observance of human rights. Uganda commenced processes to draft documents like the Anti-Genocide Bill and ratification of the United Nations Arms Trade Treaty 2013. The country's performance on the four main governance principles of development assistance namely peace and stability, democracy, human rights, and rule of law/access to justice, was satisfactory.

**Regional progress:** In recent years, regional governments have made a much greater effort to police their borders and address trans-border conflict issues but in reality, they have limited capacity to effectively administer the remote and expansive border areas. So trans-border conflict management and prevention largely remains the responsibility of local communities and authorities in partnership with central governments and interstate regional organizations. The resilience of this peace and security system, comprised of local, national

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<sup>1</sup> United Nations Development Assistance Framework for Uganda, 2016-2020, pp. 11

<sup>2</sup> United States Agency for International Development

<sup>3</sup> Government of Uganda

<sup>4</sup> United Nations

<sup>5</sup> 'Resilience' is an inherent as well as acquired condition achieved by managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain development momentum, and maximize transformative potential. 'Risks' are factors of a magnitude and intensity able to both disrupt development progress and inflict significant direct and indirect costs

<sup>6</sup> NDP Outcome Report



and regional actors, is a critical factor in determining whether, and to what extent, cross border conflict and instability issues are successfully managed.

**Policy and legal framework gaps:** Policy and implementation gaps still exist in various areas: The UN Arms Trade Treaty (ATT) of 2013, which aims to address the destructive effects of illicit unregulated arms trade, is yet to be ratified; the National Action Plan on Arms Management and Control is at development stage and requires follow-ups on prioritised actions; the draft National Policy on Firearms Ammunition and Related Matters is yet to be reviewed, finalised and approved; the National Peace Policy is currently under development, requiring support to see its conclusion and implementation; the Transitional Justice Policy of May 2013 is not well founded at community level; the National Policy on Disaster Preparedness can conveniently integrate the tenets of the peace, security and resilience by addressing the governance elements for resilience building for all disasters including conflict; the Fire Arms Act 1970, currently under review in order to address emerging challenges of rising fire arms crime, warrants urgent support; the CEWERU<sup>7</sup> requires support on strategy review and implementation for the next five years; the Prevention of Trafficking in Persons Act (PTPA) 2009 lacks a policy to operationalize it; the Anti-Terrorism Bill 2015 infringes on freedom of speech, criminalises social media and grants absolute powers to the Inspector General of Police and government to freeze assets, hence requires amendment; the Presidential and Parliamentary Elections Act 2015 requires review in order to address ratification of treaties, review of policies and approval and issues arising out of the 2016 general elections and issues arising out of the 2016 general elections. Parliament of Uganda prudently sought to develop a prevention of Genocide Bill 2015. The participatory formation stage commenced and requires further support.

**National implementation capacity gaps:** The national crime prevention strategy is in place but pending implementation; northern Uganda still faces post-war crime that can be addressed by provisions of the legal aid law enacted in 2013 but still pending implementation. The controversial Presidential and Parliamentary Elections Act 2015 was hurriedly passed. This changed some key aspects in the electoral process that will require civic education and close monitoring by the electorate. Implementation of the National Action Plan on SALW<sup>8</sup>, which has a profound regional dimension, must also be addressed from a regional perspective if it is to succeed. This is particularly important considering the prevalence of SALW along the ‘gun corridor’ stretching from Somalia, through South Sudan, the Democratic Republic of the Congo, and into Uganda. Furthermore, there is exclusion, poverty, rising tensions and political squabbles in Uganda.

**Engagement of communities and critical groups of women and youth:** Whereas communities are central to and have expressed willingness to lead various peace and security interventions, there are gaps in their engagement. For example, youth often lead in perpetrating conflicts and women could positively influence conflict perpetrators, but both groups are often relegated to the periphery of peace and security initiatives. A comparative advantage for GoU is that the basic model (decentralisation) for implementation of this programme is already functional and will be instrumental for ensuring community engagement with a focus on women and youth.

SALW

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<sup>7</sup> Conflict and Early Warning Unit of Uganda

<sup>8</sup> Small Arms and Light Weapons

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## II. STRATEGY

### *Programme alignment.*

This programme will operationalize the UNDP CPD<sup>9</sup> 2016-20 *Inclusive and Effective Governance Pillar* and is specifically targeted at realisation of the sub-component on *Peace, Security and Systems Resilience*.

The programme is aligned to: Sustainable Development Goal (SDG) 16<sup>10</sup> ; UNDP strategic plan 2014-17 outcome 5<sup>11</sup>, Uganda's Vision 2040 Strategic Intent 1 on Governance under outcome 1.4<sup>12</sup>; NDP II Objective 4 on strengthening mechanisms for quality, effective and efficient service delivery under sectoral key result areas on Governance – Defence and Security and that of Social Development; and UNDAF strategic intent 1 and outcome 1.4<sup>13</sup>. The alignment to UNDAF is intended to achieve the UN DaO<sup>14</sup> model in Uganda, which provides opportunities for UNDP to complement and synergize with relevant UN agencies in full support to the government's plan and actions. This also implies a shift of UN and UNDP support to the GOU from downstream and project approach to predominantly strategic upstream support, using a programme approach. The programme will build upon expected progress in the areas of rule of law, constitutional democracy and institutional development to promote overall national systems' resilience to shocks while at the same time targeting vulnerable regions/districts and communities. The programme will also benefit from progress accomplished in *UNDP Sustainable, Inclusive Economic Development (SIED) programme portfolio* sub-components such as *green growth, livelihoods and employment opportunities* as well as *adaptation and developing resilience to climate change and disaster risk* that address key underlying factors such as poverty and youth unemployment. UNDP will leverage broader partnership and resources to effectively expand the geographic scope of this programme beyond Uganda's borders hence promoting international cooperation towards effective implementation of regional and international peace building protocols and instruments.

### *Programme logic.*

The programme uses a Transformational Development Approach (*Figure 1*) to target peace and security-related development issues, driving changes through elimination of capacity gaps in the areas of policy development and, inclusive and participatory programme implementation.

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<sup>9</sup> United Nations Development Country Programme Document

<sup>10</sup> Promote peaceful and inclusive societies for sustainable development, provide access to Justice for all and build effective, accountable and inclusive institutions at all levels

<sup>11</sup> Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change



<sup>12</sup> Peace Security and Resilience

<sup>13</sup> Peace Security and Resilience

<sup>14</sup> Delivering as One



## Peace, Security & System Resilience (PSSR) - Intervention Logic and UNDP Exit Steps

Development Bottlenecks	Exit Order	UNDP CPD OUTPUTS
<b>Issue # 1: Gaps in peace building, security and system resilience policies and legal framework</b> 	3	<b>By 2017</b> , relevant MDAs & RP with adequate Technical capacity to develop and strengthen <b>Peace building policies</b> and other related <b>legal frameworks</b> that promote human security and system resilience
<b>Issue # 2: Gap in capacities to implement national policies, regional and continental protocols &amp; instruments</b> 	2	<b>By 2018</b> , relevant MDAs & RP have adequate technical and financial capacities <b>to plan, coordinate, monitor and report</b> on the implementation of national and regional policies related to peace, security and system resilience
<b>Issue # 3: Limited Community participation/ engagement in peace building processes, particularly women &amp; youth</b>	1	<b>By 2020</b> , relevant MDAs & RP have relevant technical, [technological, operational] and financial <b>capacities to engage</b> with the communities particularly women and youth in peace, security and resilience building

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Figure 1 - Programme Logic and Exit Strategy

In the area of policy development, UNDP will provide required technical support to relevant Ministries, Departments & Agencies (MDAs) and other Responsible Partners (RPs) so that, by 2017, they are able to address all critical gaps in peace and security policies, including: assurance of full alignment to relevant regional and international protocols and instruments; provisions for investing in system resilience building; and development and/or adjustment of legal and regulatory tools to enable effective actions on the ground. Critical steps in policy development will include: (a) **Full analysis and mapping by district of potential security risks for Uganda** to enable and guide development of vulnerable district-targeted strategies; (b) development of an integrated policy for peace building, human security and system resilience; and (c) development of the policy implementation strategies.

In the area of programme implementation, UNDP will provide technical support and catalytic funding to the lead MDAs and the entire peace building partnership to ensure that, by 2018, they have adequate technical capacities in strategic planning, programme implementation, coordination, monitoring and evaluation, with special emphasis on preventive actions, system resilience to shock and community security. This will entail:

- Establishment of a **Functional National Disaster Prevention and Mitigation Coordination mechanism** – for: (a) inclusive partnership at central level in the development of overall national disaster risk reduction strategies; (b) development/agreement on response protocols, specific to each type of disaster, to guide and synchronise district and national actions during crises; (c) Clarification of division of responsibilities at each level (Central; LG; Community) during crises
- Strengthening of the capacities of the coordination mechanism for systematic monitoring and reporting on the implementation of national and regional policies related to peace, security and systems resilience;

In the area of community engagement, UNDP will provide technical, technological and operational support to relevant, Local Governments, MDAs and RPs so that, by 2020, they are able to continuously conduct risk assessments at the district level, mobilize partnership for building resilience and capacities at the sub-county level (community); and correctly implement agreed upon response protocol during crises.

The Theory of Change for the Peace, Security and System Resilience is based on the claim that conditions for overall institutional effectiveness will be met through successful implementation of UNDP-led IE programme. Building on that, the **Theory of Change** for the PSSR programme is based on the assertion that removing, as soon as possible (by 2017), gaps in policies and regulatory frameworks related to the **integration** of peace building, human security and system resilience efforts would enable rapid progress toward ensuring that, by 2020, national systems at all levels and particularly in disaster-prone districts are able to stand shocks and recover quickly to full functionality and autonomy after each shock, through coordinated actions that strengthen the capacity of Local Governments to effectively engage all local stakeholders, particularly the communities, in search and application of imported and/or home grown solutions to disaster and human security-related problems - thereby transforming Uganda into a peace building model and powerhouse for the sub-region and beyond.

The transformational scenario is expected to manifest itself when the programme unleashes and builds on the potentials of government's institutions at central and decentralized levels, the rapidly growing private sector, the networks of civil society organizations and increasingly organized communities in conflict and disaster-prone regions, to develop a culture of peace and promote systems resilience within national borders.

Such a transformation process would be effective and sustainable only if all key assumptions agreed upon are true, namely those regarding the responsibilities of the government during the implementation of the Inclusive Governance programme, and those related to development assistance approach by UNDP and its (international) partners.





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### III. EXPECTED RESULTS, PARTNERSHIPS AND RESOURCE REQUIREMENT

#### *Expected results:*

##### (a) Programme Outcome:

- By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and manmade disasters.

##### (b) Programme outputs:

- By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.
- By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels using an approach sensitive to conflict, gender and human rights.
- By 2020, OPM, select MDAs and LGs, CSOs and CBOs have relevant technical, technological, operational and financial capacities to engage with communities, particularly women and youth, in peace, security and resilience building.

#### *Partnerships*

The programme will work with Government MDAs, development partners, academia, UN agencies, private sector, media and non-state actors to deliver the expected results. Partnership will be pursued in order to leverage the expertise of UN sister agencies like Office of the United Nations High Commissioner for Human Rights on human rights, UN High Commission for Refugees on refugee peace and resilience, and with UN Women on gender mainstreaming. Collaboration will be sought with European Union, Japan, SIDA, DfID, Irish Aid and USAID as well as key Non-State Actors (NSAs) i.e. CSOs, religious and cultural institutions, to further consolidate the sustainability of this initiative.

#### *Resources requirement*

The programme will require both financial and human resources (within UNDP and Government) to achieve the expected results. UNDP will specifically leverage relevant technical expertise from its Addis Abba Regional Service Centre and New York, Headquarters. Details of the resources are reflected in the Results resources framework (below).

#### **Risks and Assumptions (attached as annex)**

The key risks identified include: post elections political unrest; unsustainability if government does not fund the programmes; and, potential spill over from regional instability (Democratic Republic of Congo, South Sudan and Somalia) exerting an insurmountable resource stress on the programme and even undermining GoU commitment to the programme. Other risks identified are inflation and the general rise in the price level of goods and services over the last one year. The programme measures for mitigating the identified risks (refer to risk log analysis in annex 2) include: a post-election support; partnership with government (MoFA and MoIA) and civil society groups already active in the various programme areas to deliver on the gaps; follow-up on regional security; budgetary provisions to minimize the impact of inflation over the programme life.

#### **Stakeholder engagement**

The programme will build the capacity of central and local governments including media and civil society to engage communities on peace and systems resilience. The selected local structures will be responsible for the identification of beneficiaries on the basis of clear selection criteria. The programme will target all key stakeholders to ensure their involvement and active participation at all the stages of project cycle management. Additionally, stakeholder engagement will be encouraged through inclusion of the activities in districts development plans, active participation of stakeholders in the board meetings, conducting joint training needs assessments, research, evaluations, reviews, joint monitoring, barazas and talk shows.

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## **South-South and Triangular Cooperation (SSC/TrC)**

South to South and Triangular Co-operation involving government, East African countries, regional organisations, CSOs, academia and the private sector shall be promoted through knowledge exchange and learning visits from East African Countries to help address peace, security and national resilience at system and community levels as key components of Good Governance.

### **Knowledge generation**

Consolidating peace and security for systems resilience will produce knowledge products besides evaluations using the big data initiatives for early warnings: urban/rural migration, monitoring cross-border movement and responding to disaster. The programme will also establish a national infrastructure for peace for coordinating approaches to conflict/disaster risk reduction at the national, regional and sub-regional levels. This information shall be posted on UNDP and other stakeholders' websites thereby creating enough visibility in the implementation and communication of key project activities.

This CPSSR programme will not only consider technology during its implementation but will ensure establishing best practices and governance for the efficient and accurate identification, management, and dissemination of knowledge to the wider audiences

### **Sustainability and scaling up**

The adoption of transformational development approach and national implementation modality in this programme with a clear focus on national capacity development for effective government leadership and ownership of this programme is key to its sustainability. Furthermore, UNDP exit from this programme will be stepwise with the first exit level being a gradual withdrawal from building capacities of Local Government and partners in community engagement, hopefully by the end of the country programme document (CPD) cycle (2020). During future CPDs, UNDP will plan to exit from implementation support once implementing partners have sufficiently institutionalized the recommended best practices. At this point, UNDP will focus on upstream strategic support with emphasis on innovation, domestication of relevant international best practices and the use of new technologies for information generation and management to feed continuous learning. The stepwise exit will also allow for the address of any outstanding challenges using capacities already built before completion of the entire exit process. In this way, the programme will continue to promote national ownership, sustainability and south-to-south learning.

### **Communication Strategy.**

The PSSR programme will adopt a Communication for Development (C4D) approach, which consists of using a two-way and horizontal communication approach to enhance sustainable democratic development in the areas of peace building, human security and national system's resilience to shocks.

Technical, technological, operational and catalytic funding support will be provided to targeted Local Governments, the Media and relevant CSO/CBOs to develop communication strategies and tools that are tailored to targeted communities' beliefs and values, as well as the social and cultural norms that shape the lives of their people, with the ultimate goal to: (i) amplify the voices of the people, particularly women, youth and other traditionally marginalized groups; (ii) facilitate their meaningful participation in policy debates; (iii) foster social changes that promote and sustain peace, security and resilience capacity building; and (iv) promote changes at different levels of the society including in terms of listening, building trust, sharing knowledge and skills, debating, learning and influencing national policies.

For achieving the above objectives, responsible MDAs and partners will be supported technically, technologically, operationally and financially in their efforts to promote and strengthen people-centered communication channels – e.g. public hearings; public debates; public deliberations and stakeholder consultations; participatory radio and television programmes; community-based theatre and story telling; social media; and web forums – that address the issues of peace, security and national system's resilience to shocks faced by Uganda.



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## IV. PROGRAMME MANAGEMENT AND TARGETING

### **Ensuring effectiveness Cost efficiency**

This programme aims to deliver maximum results with available resources based on evidence from similar approaches used by UNDP Uganda in supporting past projects aimed at improving policies, strategies and response gaps: policy and legal framework for peace building, security and system resilience; capacity for implementation of national policies, regional, continental and global protocols & instruments; and strategies for inclusive community participation and engagement in peace building, that adequately leverage the potentials of women & youth networks. A portfolio management approach will be used to ensure cost effectiveness by leveraging activities and partnerships with other initiatives as well as joint operations with other partners.

The selected pathways are the most effective and efficient among available options because it is based on a clear theory of change that explores different options to achieve the maximum results with available resources, using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/ projects and through joint operations (e.g. monitoring or procurement) with others.

### **Geographical Focus & Target Beneficiaries:**

This programme will give Ugandans the opportunity to build a peaceful and secure environment for themselves. It will particularly benefit Ugandan women and children who are most vulnerable to man-made and natural hazards, as well as young people who are vulnerable to all sort of manipulation towards violence and other forms of illegal practices. In particular, the programme will benefit residents and displaced/refugee hosting populations in the Border sub-regions of Karamoja, Acholi, Elgon, West Nile, the Albertine Region Rwenzori including key border points which are most prone to disasters and insecurity. Within the Great Lakes region, the programme will benefit regional peace building efforts through enhanced Uganda's leadership in regional peace-building efforts and fight against terrorism and human trafficking.

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## V. RESULTS FRAMEWORK <sup>15</sup>

Intended Outcome as stated in the Country Programme Results and Resource Framework:			
Outcome 1.4 “By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and manmade disasters”			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:			
Outcome Indicator: 1. Political stability and absence of violence/terrorism; Baseline: 20 (2013); and Target: 50 2. Mortality rate from natural hazards B; 74(2013), T:50			
Applicable Key Result Area (from 2014-17 Strategic Plan):			
Outcome 5: “Countries are able to reduce the likelihood of conflict and lower the risk of natural disaster including for climate change”.			
Partnership Strategy: The programme will seek to work with Government MDAs, Development partners, Academia, UN agencies, private sector, media, Non state Actors-CSO/CBOs, cultural/traditional and Religious institutions			
Project title and ID (ATLAS Award ID): Consolidating Peace, Security and Systems Resilience (CoPASS)			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
Activity Result 1: Policy formulation support for peace, security and systems Resilience:			
1.4.1. By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.	Targets: By 2017, relevant IP & RP with adequate Technical capacity to develop and strengthen Peace building policies and other related legal frameworks that promote human security and system resilience  Indicator: 1.4.1.1: 2016:0 2017:0 2018:1 2019:2 2020:2	1.1 Advocacy towards ratification of the Arms trade Treaty and its domestication.  1.2 Advocacy and lobbying for the passing of the peace policy, Transitional Justice policy, DRM bill, Fire arms bill, National Immigration policy.  1.3 Prompt OPM to engage with relevant MDAs for the integration of agreeable peace and security related activities into sector plans, Ministerial Policy Statements, & District development plans.  1.4 Provide internal technical assistance, develop National peace policy, transitional justice, protection of victims of human trafficking (MIA), Review guidelines and regulations of labour export and firearms NAP/bill (MIA),	OPM, MoIA, MOFA, NSA  MoIA, OPM, NSAs  OPM & Relevant MDAs  OPM, MoIA, JLOS, NSAs
Indicator: 1.4.1.1: No. of policies addressing peace and social cohesion developed and implemented B: 0 (2013); T: 2; S: Hansard parliamentary transcripts; F: Annual			No cost required  High level advocacy targeting parliamentarians on the peace and security committee Human Rights Committee of Parliament/JLOS-TJ TC- US\$ 200,000  No cost
1.4.1.2: Existence of functional CSOs/national platforms facilitating effective			Consultants- US\$ 50,000 Printing costs-US\$ 30,000 Dissemination radio-\$15,000, community dialogue-\$85,000 Validation workshops-\$100,000 US\$ 360,000

<sup>15</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>internal dialogue, mediation and conflict transformation efforts</p> <p>B: No (2013); T: Yes; S: National platforms progress reports; F: Annual</p> <p>1.4.1.3: Number of South-South and Triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities) (IRRF 7.5.1)</p> <p>B: 2 (2014), T:10 S: Sectoral reports; F: Annual</p>	<p><b>Activity Result 1: Policy formulation support for peace, security and systems Resilience:</b></p> <p><b>Target (Year 3):</b> By 2018, relevant IP &amp;RP and targeted LGs and CSOs have adequate technical and financial capacities to plan, coordinate, monitor and report on the implementation of national and regional policies related to peace, security and system resilience</p> <p><b>Indicator: 1.4.1.2:</b> 2016: No 2017: Yes 2018: Yes 2019: Yes 2020: Yes</p> <p><b>Indicator: 1.4.1.3:</b> 2016:3 2017:5 2018:7 2019:8 2020:10</p>	<p>1.5 OPM to engage relevant partners including donor efforts, to align the National Peace Building Plan to the regional peace protocols and to coordinate and monitor their implementation.</p> <p>1.6 Support a Think Tank to document and establish a repository of best practices and lessons learnt on peace, security, systems resilience and emerging peace and security trends.</p> <p>1.7 Support OPM and MoIA to develop a multi-sectoral framework for M&amp;E to regularly report on the implementation of global and regional protocols on peace security and systems resilience</p> <p>1.8 Implementation and reporting on recommendations of the regional/continental protocols and instruments (the GLPSC-F, the IGAD, RECSA, CEWARN, Karamoja Regional Cluster/Northern Uganda; Northern Corridor Peace Initiatives and SDGs.</p> <p>1.9 Enhance the capacity of police to report on crime trends</p> <p>1.10 Support to the National Resilience Secretariat</p> <p>1.11 Support the development of a Broader National migration policy<sup>16</sup></p> <p>1.12 Support the conduct of a comprehensive assessment/analysis and mapping of National Systems' resilience to shocks</p> <p>1.13 Support development of strategies for Resilience Building</p> <p><b>Activity Result 2: Capacity of JLOS strengthened to deepen community engagement in accessing alternative and informal justice mechanisms</b></p> <p>2.1 Support JLOS conduct a study on the linkage between formal and informal justice mechanisms;</p> <p>2.2 Support JLOS to develop guidelines for informal justice processes<sup>17</sup></p> <p>2.3 Provide technical assistance to JLOS to develop and roll out a community engagement strategy on alternative and informal justice mechanism for conflict related crimes in Transitional Justice including reparations, Truth Telling and National Reconciliation</p> <p>2.4 Support JLOS to conduct comprehensive documentation to identify and report on conflict-related abuses to inform policy and programming</p>	<p>OPM</p> <p>OPM</p> <p>OPM &amp; MoIA</p> <p>MoIA, OPM, MOFA, NSAs,</p> <p>MoIA</p> <p>OPM</p> <p>MoIA</p> <p>OPM</p> <p>OPM</p> <p>JLOS</p> <p>JLOS</p> <p>JLOS</p> <p>JLOS</p>	<p>Benchmarking costs- \$40,000 Logistics- 70,000</p> <p>US\$ 110,000</p> <p>Consultancy fees- \$80,000 Publication costs-\$20,000 Dissemination- \$20,000 US\$ 120,000</p> <p>Technical support- \$50,000 Logistics- \$50,000 US\$ 100,000</p> <p>Peace dialogues-\$40,000 Workshops-\$45,000 US\$ 85,000</p> <p>US\$ 160,000 US\$ 130,000</p> <p>US \$ 85,000</p> <p>Consultancy; publication and dissemination US\$ 100,000</p> <p>Consultancy, logistics and dissemination US\$ 500,000</p> <p>Budget support-50,000 US\$ 50,000 US\$ 90,000</p> <p>US\$ 220,000</p> <p>US \$ 80,000</p>

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<sup>16</sup> Including diaspora policy  
<sup>17</sup>Traditional Justice mechanisms and LCCs

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p>Activity Result 1: Policy formulation support for peace, security and systems Resilience:</p>			
		<p>2.5 Support Outreach and sensitization of the national reparations programme</p>	JLOS	Logistics- \$130,000 Training costs- \$140,000 US\$ 270,000
		<p>2.6 Support refresher training for prosecutors and investigators on TJ</p>	JLOS	Logistics- \$150,000 Training costs- \$150,000 US\$ 300,000
		<p>2.7 Support the establishment of a gender- and human rights-sensitive Information Management System for informal justice mechanisms.</p>	DLGs, NSAs, JLOS, MoIA	Consultancy- \$30,000 Logistics- \$70,000 US\$ 100,000
		<p><b>Activity Result 3: Capacity for sustainable SALW management enhanced, for improved human security.</b></p>		
		<p>3.1 Support government to participate and convene Global/regional peace and security events</p>	MoIA, MoFA & MoEACA	Technical support – US\$100,000 Logistics - \$190,000 US\$ 290,000
		<p>3.2 Build capacity of MoIA to effectively implement and reporting on recommendations of the regional/continental protocols and peace and security instruments/events<sup>18</sup></p>	MoIA	Workshop costs- \$60,000 Equipment costs- \$40,000 Benchmarking- \$40,000 US\$ 140,000
		<p>3.3 Establish and strengthen border and police points in conflict hot-spots and cross-border areas to address SALW, TIP, Counter Terrorism</p>	MoIA	Equipment + Vehicles- 100,000 solar-computers- \$30,000 Access control machines- \$180,000; Arm chests- \$ 10,000 internet)- \$10,000 US\$ 410,000
		<p>3.4 Support MoIA to establish District Task Forces for effective implementation of the National Action Plan for Arms Management.</p>	MoIA & DLGs	Radio talk shows- \$ 20,000 Workshops- \$ 40,000 Barazas - \$ 100,000 US\$ 160,000
		<p>3.5 Provide training for law enforcement agencies in best practice guidelines on Arms management and control, TIP, in the greater Northern Uganda regions including Rwenzori and Albertine<sup>19</sup></p>	MoIA	Budget support: \$30,000 Training on mediation and dialogue- \$30,000; Benchmarking: \$10,000; Cross border dialogues: \$30,000 US\$ 100,000
		<p><b>Activity Result 4: Institutional and community capacity enhancement to Counter Terrorism and Prevent Trafficking in Persons through community policing</b></p>		

<sup>18</sup> the PSC-F, the IGAD, RECSA, CEWARN, Karamoja Regional Cluster/Northern Uganda; EAC Northern Corridor Peace Initiatives

<sup>19</sup> In the greater Northern Uganda regions including Rwenzori and Albert



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	Activity Result 1: Policy formulation support for peace, security and systems Resilience:			
		4.1 Train counter terrorism officers - women and men of the Uganda Police Force (UPF) for 6 months on crisis response/retentionary approaches <sup>20</sup>	MoiA	Curriculum development-\$50,000; Training Resource personnel- \$30,000; Training - \$400,000 US\$ 480,000
		4.2 Support south to south learning, networking and collaboration and participation at regional conferences /meetings of: Northern corridor; IGAD; EAC; EAPCCO ( Bilateral meetings on border security between Uganda and regional neighbours; International Atomic Energy Agency meetings; FBI annual re-trainer conference.	MoiA (Counter Terrorism Unit), MoFA	Technical support – \$110,000 Logistics - \$110,000 US\$ 220,000
		4.3 Support capacity building of Police officers from in: prevention of trafficking in persons; effective community policing; and counter terrorism/combat extremism using an integrated module with gender- and human rights-sensitive contingency plans developed and operationalized	MoiA, UPF	Curriculum development-\$50,000; Training Resource personnel- \$30,000 Training costs- \$320,000 US\$ 400,000
		4.4 Establish and operationalize a response mechanism to curb extremism/radicalism in border areas.	MoiA, MoFA	US\$ 230,000
		4.5 Support to community policing sensitisation on Counter Terrorism/extremism/radicalisation, prevention of trafficking in persons and other forms of crime targeting border communities thru LGs system and other stakeholders like religious institutions with gender- and human rights-sensitive contingency plans developed and operationalized	MoiA, UPF	Public education-\$100,000 Sensitisation equipment \$200,000; Popular versions of IEC materials i.e. banners & flyers-\$10,000 US\$ 310,000
		<b>Activity Result 5: Resilient Systems for Peace and Security</b>		
		5.1 Strengthen Conflict Early Warning Unit (CEWERU) structures <sup>21</sup>	MoiA, OPM	US\$ 80,000
		5.2 Capacity building of LGs for System Resilience	OPM, DLGs	Consultancy, Trainings and logistics US \$ 400,000
		5.3 Support National Systems Resilience Coordination structures	OPM	Logistics US\$ 230,000
		5.4 Support MoiA to integrate Conflict Early Warning into the NECOC within OPM	MoiA & OPM	Equipment - Installation - \$20,000 Maintenance - \$20,000 design of EW tools- \$25,000 Training – \$25,000 Analyst- 30,000 US\$ 120,000
		5.5 Support functionality of cross-border and local peace committees in target areas	MoiA, OPM, DLGs	Training on mediation and dialogue- \$130,000 Benchmarking: \$40,000 US\$170,000
		5.6 Support CSOs to establish and integrate early warning mechanisms for mitigation and early response in conflict prone areas	CEWERU/MoiA, CSOs	Training for CSOs on conflict Early Warning for CSOs - \$50,000

<sup>20</sup> At PTS Oltin Katakwi District

<sup>21</sup> Sub regions of Lango, Acholi, West Nile, Rwenzori and Albertine.



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Activity Result 1: Policy formulation support for peace, security and systems Resilience:				
<p><b>Output 2</b></p> <p>1.4.2. By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach.</p> <p><b>Indicators:</b></p> <p>1.4.2.1: Number of districts with gender- and human rights-sensitive contingency plans developed and operationalized</p> <p><b>Baseline:</b> 10 (2013)</p> <p><b>Target:</b> 60</p> <p><b>Source:</b> District annual performance report</p> <p><b>Frequency:</b> Annual</p> <p>1.4.2.2: Number of platforms facilitating effective internal and cross-border dialogue, mediation, reconciliation and conflict transformation efforts</p> <p><b>Baseline:</b> 4 (2013)</p> <p><b>Target:</b> 10</p> <p><b>Source:</b> National platforms progress reports</p> <p><b>Frequency:</b> Annual</p>	<p><b>Targets:</b></p> <p>By 2020, OPM, select MDAs and LGs, CSOs and CBOs have relevant technical, technological, operational and financial capacities to engage with the communities particularly women and youth in peace, security and resilience building</p> <p><b>Indicator:</b> 1.4.2.1:</p> <p>2016:15</p> <p>2017:30</p> <p>2018:40</p> <p>2019:50</p> <p>2020:60</p> <p><b>Indicator:</b> 1.4.2.2:</p> <p>2016: 5</p> <p>2017: 6</p> <p>2018: 8</p> <p>2019: 9</p> <p>2020: 10</p>	<p>5.7 Support MoEMD the development of guidelines on conflict &amp; risk mitigation for extractives</p> <p>5.8 Conduct study on indigenous early warning systems</p> <p>5.9 Support the conduct of bi-annual conflict analyses</p> <p>5.10 Support conduct of studies on aftermaths of war, oil and extractives and cross border security<sup>22</sup>.</p> <p>5.11 5.12 Support LGs conduct community and inter, intra and international cross-border peace and reconciliation dialogues (Karamoja, West Nile, Rwenzori, Acholi)</p> <p>5.12 Support South-South learning visits for policy and programmatic experiences with gender- and human rights-sensitive contingency plans developed and operationalized</p> <p>5.13 Support international border demarcations<sup>23</sup>.</p> <p>5.14 Conduct perception studies on community security including border management and border security judicial cooperation<sup>24</sup></p>	<p>MoEMD</p> <p>MoIA</p> <p>MoIA, MoFA, OPM, NSAs,</p> <p>MoIA</p> <p>NSAs, OPM, MoIA &amp; MoFA</p> <p>LGs &amp; MoIA</p> <p>MoLHUD, DLGs, MoFA, MoLG</p> <p>NSAs</p>	<p>Training community on conflict Early Warning-\$50,000</p> <p>Linkage with CEWERU community structures- \$15,000</p> <p>Purchase EW tools-\$100,000</p> <p>US\$215,000</p> <p>US \$ 65,000</p> <p>Budget support \$50,000</p> <p>US\$ 50,000</p> <p>Budget support: \$160,000 (input- consultants, printing, publication and dissemination)</p> <p>US\$160,000</p> <p>Consultancy; Publication; Dissemination; High level policy dialogue-</p> <p>US\$100,000</p> <p>Budget support: Training on mediation and dialogue-\$20,000</p> <p>Benchmarking: \$40,000</p> <p>Cross border dialogues: \$280,000</p> <p>US\$ 340,000</p> <p>logistics-\$100,000</p> <p>Benchmarking-\$40,000</p> <p>US\$ 140,000</p> <p>Preparatory meetings, commissioning, surveying and logistics</p> <p>US\$950,000</p> <p>US\$ 200,000</p>

<sup>22</sup> These studies to include focus on land, investment as key conflict drivers.

<sup>23</sup> Rwanda = 179km, DRC = 870km, Kenya= 142km lake vic and 677km, TZ= 239km & 120km dryland, Sudan = 472km.

<sup>24</sup> This will generate 'BIG DATA that will be used for early warning, organized crime, urban/rural migration, dispute resolution mechanisms, monitoring cross border movement and responding to disaster

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Activity Result 1: Policy formulation support for peace, security and systems Resilience:</b></p>	<p><b>Activity Result 1: Policy formulation support for peace, security and systems Resilience:</b></p>	<p>5.15 Support Northern Uganda data centre to collect big data for systems resilience</p>	<p>OPM</p>	<p>Data collection &amp; verification- \$350,000 ; Equipment- \$200,000 internet- \$50,000 US\$ 600,000</p>
<p>1.4.2.3: Percentage of women/men who think Government handles/resolves conflict between communities well <b>Baseline:</b> 52 (Male to Female: 52/ 51); (Rural to Urban: 52/48) (2012) <b>Target:</b> 62 (Male to Female: 62/62); Rural to Urban: 52/48) <b>Source:</b> Afrobarometer/UBOS survey <b>Frequency:</b> Annual</p>	<p><b>Indicator:</b> 1.4.2.3: 2016: 53 2017: 55 2018: 58 2019: 60 2020: 62 (Male to Female: 62/62); Rural to Urban: 52/48)</p>	<p><b>Activity result 6: Strengthen the design and enforcement of immigration controls for enhanced National security</b></p>	<p>MolA- Immigrations</p>	<p>Equipment including software, installation, training, etc. US\$ 425,000</p>
<p>1.4.2.4: Existence of harmonized functional national early warning system <b>B:</b> No (2013); <b>Target:</b> Yes; <b>S:</b> NECOC reports, early warning bulletins; <b>F:</b> Annual</p>	<p><b>Indicator:</b> 1.4.2.4: 2016: No 2017: Yes 2018: Yes 2019: Yes 2020: Yes</p>	<p>6.1 Support the digitalisation of immigration records</p>	<p>MolA, Directorate of Citizenship</p>	<p>Consultant - \$50,000 Logistics - \$290,000 US\$ 340,000</p>
<p>1.4.2.5 Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development</p>	<p><b>B:</b> No (2013); <b>T:</b> Yes; <b>S:</b> Sector reports; <b>F:</b> Annual</p>	<p>6.2 Support Interoperability of systems including with the National ID system</p>	<p>MolA,</p>	<p>Border patrol speed boats -200,000; fuel - \$100,000 Motorcycles for Land patrols - \$125,000; pickups- \$155,000 US\$ 680,000</p>
<p><b>Output 3:</b> <b>1.4.3 Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding by 2020.</b></p>	<p><b>1.4.3.1:</b> Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and</p>	<p>6.3 Support to border monitoring (marine and on-land)</p>	<p>MolA</p>	<p>Training costs- 220,000 US\$ 220,000 160,000 US\$160,000</p>
<p><b>Activity result 7: A Functional National Infrastructure for Peace</b></p>	<p><b>Activity result 7: A Functional National Infrastructure for Peace</b></p>	<p>7.1 Support mediation, dialogue meetings and conflict resolution and management among and between various political parties to build consensus on contentious political and electoral reform issues that have impact on peace and security in the country.</p>	<p>IRC/NCF/TEFU</p>	<p>Budget support, consultancy, logistics \$400,000 US\$ 400,000</p>
<p>1.4.3.1: Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and</p>	<p>7.2 Support training in mediation, collaborative and leadership skills (other areas depending on needs assessment)</p>	<p>7.2 Support training in mediation, collaborative and leadership skills (other areas depending on needs assessment)</p>	<p>NCF, TEFU and IRCU</p>	<p>Consultancy, logistics US\$ 150,000</p>
<p>1.4.3.1: Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and</p>	<p>7.3 Support the establishment of conflict prevention coordination structures in the 4 traditional regions of the country</p>	<p>7.3 Support the establishment of conflict prevention coordination structures in the 4 traditional regions of the country</p>	<p>IRC/TEFU and NCF</p>	<p>Budget support \$ 230,000</p>
<p>1.4.3.1: Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and</p>	<p>7.4 Support the establishment of early warning peace structures and mechanisms for sharing early warning messages</p>	<p>7.4 Support the establishment of early warning peace structures and mechanisms for sharing early warning messages</p>	<p>IRC/TEFU,</p>	<p>Budget support, logistics, trainings US\$ 180,000</p>



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>other at-risk groups, disaggregated by sex (IRRF 1.2.1) (rating scale 1-4)            B: 2 – very partial (2013); T: 4 – largely;            S: Sector reports; F: Annual</p> <p>1.4.3.2: Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development            B: No (2013); T: Yes; S: Sector reports; F: Annual</p>	<p><b>Activity Result 1: Policy formulation support for peace, security and systems Resilience:</b></p>	<p>7.5 Conduct research on structural causes of conflict and development of mitigation strategies.</p> <p>7.6 Support the development and operationalization of the code of conduct of members of political parties and the establishment of an Independent Secretariat.</p> <p>7.7 Support the development and operationalization of the media strategy and website for NCF for wider dissemination of results.</p> <p>7.8 Support the development of partnership strategy for engagement.</p> <p>7.9 Support political party debates and dialogue meetings/platforms in conflict hot spots</p> <p>7.10 Support the development of early monitoring tools for monitoring developments in relation to political, religious, cultural and elections domains of the country</p>	<p>NCF, TEFU and IRCU</p> <p>NCF</p> <p>NCF</p> <p>NCF, TEFU and IRCU</p> <p>NCF, IRCU and TEFU</p> <p>NCF, TEFU and IRCU</p>	<p>Consultancy, publication and dissemination            US\$100,000</p> <p>Budget support; to include publication cost            US\$ 160,000            \$95,000            US\$ 95,000</p> <p>US\$ 70,000</p> <p>US\$ 450,000</p> <p>US\$ 290,000</p>
<p><b>Support to Country Office Programme Implementation</b></p>		<p>8.1 Evaluation</p> <p>8.2 Communication and documentation (1%)</p> <p>8.3 HACT assessments, Audits</p> <p>8.4 General Management Services (8%)</p> <p>8.5 Direct Project Costs</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>70,000</p> <p>138,380</p> <p>15,000</p> <p>1,148,148</p> <p>938,906</p>
<p><b>Administrative/Management Support Costs</b></p>				

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## VI. RESULTS FRAMEWORK (SUMMARY)<sup>26</sup>

**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:**

Outcome 1.4 'By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and manmade disasters'

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**

- Outcome indicators: 1. Political stability and absence of violence/terrorism; **Baseline:** 20 (2013); and **Target:** 50  
2. Mortality rate from natural hazards B; 74(2013), T:50

**Applicable Output(s) from the UNDP Strategic Plan:**

**Outcome 5:** "Countries are able to reduce the likelihood of conflict and lower the risk of natural disaster including for climate change".

**Project title and Atlas Project Number:** Consolidating Peace, Security and Systems Resilience (CoPASS)

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<sup>26</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>27</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)	Year 5 (2020)	FINAL		
<b>Output 1</b> 1.4.1 By end of 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security	1.4.1.1: No. of policies addressing peace and social cohesion developed and implemented	Hansard, Parliamentary transcripts	0	2013	0	0	1	2	2	2	2	Policy formulation, Reviews of Peace and Social policies, Research
	1.4.1.2: Existence of functional CSOs/national platforms facilitating effective internal dialogue, mediation and conflict transformation efforts	National Platforms progress reports	No	2013	No	Yes	Yes	Yes	Yes	Yes	Yes	Meetings, research reports
	1.4.1.3: Number of South-South and Triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities) (IRRF 7.5.1)	Sectoral reports	2	2014	3	5	7	8	10	10	10	Dialogic meetings, Workshops, reports of exchange visits.
	1.4.2.1: Number of districts with gender- and human rights-sensitive contingency plans developed and operationalized	District Annual performance report	10	2013	15	30	40	50	60	60	60	Research and review of the annual performance reports.
<b>Output 2</b> 1.4.2 By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach. Indicators:	1.4.2.2: Number of platforms facilitating effective internal and cross-border dialogue, mediation, reconciliation and conflict transformation efforts	National Platforms progress reports	4	2013	5	6	6	8	9	10	10	Research/learning visits,
	1.4.2.3: Percentage of women/men who think Government handles/resolves conflict between communities well	Afrobarometer/UBOS survey	52	2012	53	55	58	60	62	62	62	Research
	1.4.2.4: Existence of harmonized functional national early warning system	NECOC reports, early warning bulletins	No	2013	-	Yes	Yes	Yes	Yes	Yes	Yes	Research/review of reports, bulletins briefs
	1.3.3.2: Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development.	Sector reports	No	2013	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Review of sectoral reports

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## VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *(Note: monitoring and evaluation plans should be adapted to project context, as needed)*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	100,000
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually/Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	100,000
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	91,300
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually/quarterly	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	100,000
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually/quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	100,000



<sup>27</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	100,000
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress will be discussed by the project board and management actions agreed to address the issues identified.	MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	100,000

**Evaluation Plan<sup>28</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP, MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	1.4.2	1.4	2018	UNDP, MoFPED, OPM, JLOs, MoLA, MoLHUD, LGs and Non-State Actors	30,000
Mid-term Evaluation of gender mainstreaming in the UNDP programme	UNDP, MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	1.4.2	1.4	2018	UNDP, MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	10,000
Terminal project evaluation	UNDP, MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and Non-State Actors	1.4.2	1.4	2020	UNDP, MoFPED, OPM, JLOs, MoLA, MoLHUD, LGs and Non-State Actors	30,000

<sup>28</sup> Optional, if needed

## VIII. MULTI-YEAR WORK PLAN <sup>2930</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	PLANNED BUDGET AND TIME FRAME						Amount in \$
					YEARS /BUDGET						
					2016	2017	2018	2019	2020		
<p><b>Output 1:</b> 1.4.1. By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.</p> <p><b>Indicator:</b> 1.4.1.1: No. of policies addressing peace and social cohesion developed and implemented B: 0 (2013); T: 2; S: Hansard parliamentary transcripts; F: Annual</p> <p>1.4.1.2: Existence of functional CSO/national platforms facilitating effective internal dialogue, mediation and conflict transformation efforts B: No (2013); T: Yes; S: National platforms progress reports; F: Annual</p>	<p><b>Activity Result 1: Policy formulation support for peace, security and systems Resilience</b></p> <p>1.1 Advocacy towards ratification of the Arms Trade Treaty and its domestication. 1.2 Advocacy and lobbying for the passing of the Peace Policy; Transitional Justice Policy, DRM Bill, Fire Arms Bill, and National Immigration policy. 1.3 Prompt OPM to engage with relevant MDAs for the integration of agreeable peace and security related activities into sector plans, Ministerial Policy Statements, &amp; District development plans. 1.4 Provide internal technical assistance to develop National Peace Policy, Transitional Justice, Protection of Victims of Human Trafficking, Review guidelines and regulations of labour export and firearms NAP/bill 1.5 OPM to engage relevant partners including donor efforts, to align the National Peace Building Plan to the regional peace protocols and to coordinate and monitor their implementation 1.6 Support a Think Tank to document and establish a repository of best practices and lessons learnt on peace, security and systems resilience and emerging peace and security trends</p>	OPM, MoLA, ULRC,NSA	UNDP	-	-	-	-	-	-	-	-
		MoLA, NSA, OPM	UNDP	20,000	50,000	60,000	40,000	30,000	200,000		
		OPM & Relevant MDAs	UNDP	-	-	-	-	-	-		
		OPM, MoLA, JLOS, NSAs	UNDP	50,000	130,000	70,000	60,000	50,000	360,000		
		OPM	UNDP	-	50,000	20,000	20,000	20,000	110,000		
		OPM, MoLA, NSAs	UNDP	60,000	60,000	-	60,000	-	120,000		

<sup>29</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>30</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	PLANNED BUDGET AND TIME FRAME						Amount in \$				
					YEARS / BUDGET										
					2016	2017	2018	2019	2020						
<p>1.4.1.3: Number of South-South and Triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities) (IRRF 7.5.1)</p> <p>B: 2 (2014), T:10 t S: Sectoral reports; F: Annual</p>	<p>1.7 Support OPM and MoIA to develop a multi-sectoral framework for M&amp;E to regularly report on the implementation of global and regional protocols on peace security and systems resilience</p> <p>1.8 Support the implementation and reporting on recommendations of the regional/continental protocols and instruments (the GLPSC-F, the IGAD, RECSA, CEWARN, Karamoja Regional Cluster/Northern Uganda; Northern Corridor Peace Initiatives and SDGs</p> <p>1.9 Enhance the capacity of the police to report on crime trends.</p> <p>1.10 Support to the National Peace Platform-Secretariat</p> <p>1.11 Support the development of a Broader National Migration Policy</p> <p>1.12 Support the conduct of a comprehensive assessments/analysis and mapping of National Systems' resilience to shocks</p> <p>1.13 Support development of strategies for Resilience Building</p> <p>Sub Total</p>	<p>OPM&amp; MoIA</p>	<p>UNDP</p>		-	30,000	30,000	20,000	20,000	20,000	100,000				
					5,000	20,000	20,000	20,000	20,000	85,000					
						50,000	50,000	30,000	30,000	160,000					
					10,000	30,000	30,000	30,000	30,000	130,000					
						70,000	15,000	-	-	85,000					
						100,000				100,000					
					50,000				50,000	100,000					
					85,000	540,000	295,000	280,000	250,000	1,450,000					
					<b>Activity Result 2: Capacity of JL OS Strengthened to deepen community engagement in accessing alternative and informal justice mechanisms</b>										
					<p><b>Output 2</b></p> <p>1.4.2. By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach.</p> <p>Indicators:</p> <p>1.4.2.1: Number of districts with gender- and human rights-sensitive</p>	<p>2.1 Support JL OS to conduct a study on the linkage between formal and informal justice mechanisms.</p> <p>2.2 Support JL OS to develop guidelines for informal justice processes.</p> <p>2.3 Provide technical assistance to JL OS to develop and roll out a community engagement strategy on alternative and informal justice mechanism for conflict related crimes in Transitional Justice including reparations, -Truth Telling and National Reconciliation</p>	<p>JL O</p>	<p>UNDP</p>		-	50,000	-	-	-	50,000
											70,000	20,000	-	-	90,000
											20,000	50,000	50,000	50,000	220,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	PLANNED BUDGET AND TIME FRAME					Amount in \$
					YEARS /BUDGET					
					2016	2017	2018	2019	2020	
contingency plans developed and operationalized Baseline: 10 (2013) Target: 60 Source: District annual performance report Frequency: Annual	2.4 Support JLOS to conduct comprehensive documentation to identify and report on conflict-related abuses to inform policy and programming. 2.5 Support outreach and sensitization of the national reparations programme. 2.6 Support refresher training for prosecutors and investigators on TJ 2.7 Support the establishment of a gender-and human rights-sensitive Information Management System for informal justice mechanisms	JLOS JLOS JLOS	UNDP UNDP UNDP		- 30,000.00 -	80,000 60,000 150,000	- 60,000 150,000	- 60,000 -	- 60,000 -	80,000 270,000 300,000
1.4.2.2: Number of platforms facilitating effective internal and cross-border dialogue, mediation, reconciliation and conflict transformation efforts Baseline: 4 (2013) Target: 10 Source: National platforms progress reports Frequency: Annual	Monitoring for Activity Results 1&2	DLGs, NSAs, JLOS, MoIA UNDP, MoFPED, OPM, JLOS, MOFA, MoLHUD, LGs and NSAs	UNDP		- 12,000	70,000 50,000	10,000 30,000	10,000 38,000	10,000 24,575	100,000 154,575
1.4.2.3: Percentage of women/men who think Government handles/resolves conflict between communities well Baseline: 52 (Male to Female: 52/51); (Rural to Urban: 52/48) (2012) Target: 62 (Male to Female: 62/62); Rural to Urban: 52/48) Source: Afrobarometer/UBOS survey Frequency: Annual	3.1 Support government to participate and convene Global/regional peace and security events. 3.2 Build capacity of MoIA to effectively implement and report on recommendations of the regional/continental protocols and peace and security instruments/events. 3.3 Establish and strengthen border and police points in conflict hot-spots and cross-border areas to address SALW, TTP, Counter Terrorism. 3.4 Support MoIA to establish District Task Forces for effective implementation of the National Action Plan for Arms Management. 3.5 Provide training for law enforcement agencies in best practice guidelines on Arms management and control, Extremism & TTP, in border areas and hot spots	MoIA, MoFA & MoEACA MoIA MoIA	UNDP UNDP/Other UNDP/Other		10,000 10,000 100,000	70,000 32,500 100,000	70,000 32,500 70,000	70,000 32,500 70,000	70,000 32,500 70,000	290,000 140,000 410,000
1.4.2.4: Existence of harmonized functional national early warning system B: No (2013); Target: Yes: S: NECOC reports, early warning bulletins: F: Annual	3.4 Support MoIA to establish District Task Forces for effective implementation of the National Action Plan for Arms Management. 3.5 Provide training for law enforcement agencies in best practice guidelines on Arms management and control, Extremism & TTP, in border areas and hot spots	MoIA & DLGs MoIA	UNDP/Other UNDP		30,000 -	40,000 50,000	30,000 50,000	30,000 -	30,000 -	160,000 100,000
	<i>Sub Total</i>				150,000	292,500	252,500	202,500	202,500	1,100,000
	<b>Activity Result 4: Institutional and community capacity enhancement to Counter Terrorism and Prevent Trafficking in Persons through community policing</b>									



EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	PLANNED BUDGET AND TIME FRAME					Amount in \$	
					YEARS /BUDGET						
					2016	2017	2018	2019	2020		
1.4.2.5: Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development	4.1 Train counter terrorism officers - women and men of the Uganda Police Force (UPF) for 6 months on crisis response/reactionary approaches	MoIA	UNDP		-	120,000	120,000	120,000	120,000	120,000	480,000
B: No (2013); T: Yes; S: Sector reports; F: Annual	4.2 Support south to south learning, networking and collaboration; participation at regional conferences /meetings of: Northern corridor; IGAD; EAC; EAPCCO (East African Police Chiefs Organization); bilateral meetings on border security between Uganda and regional neighbours; International Atomic Energy Agency meetings; FBI annual re-trainer conference.	MoIA (Counter Terrorism Unit), MoFA	UNDP		20,000	50,000	50,000	50,000	50,000	50,000	220,000
1.4.2.6: Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development	4.3 Support capacity building of Police officers in: prevention of trafficking in persons; effective community policing; and counter terrorism using an integrated module with gender- and human rights-sensitive contingency plans developed and operationalized	MoIA, UPF	UNDP		-	100,000	100,000	100,000	100,000	100,000	400,000
B: No (2013); T: Yes; S: Sector reports; F: Annual	4.4 Establish and operationalize a response mechanism to curb extremism/radicalism/TIP in border areas	MoIA/MoFA	UNDP/ Others		30,000	50,000	50,000	50,000	50,000	50,000	230,000
Output 3: 1.4.3 Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding by 2020.	4.5 Support to community policing sensitisation on counter terrorism/ extremism/ radicalisation, prevention of trafficking in persons and other forms of crime targeting border communities thru local government system and other stakeholders like religious institutions with gender- and human rights-sensitive contingency plans developed and operationalized	MoIA, MoFA	UNDP		62,000	62,000	62,000	62,000	62,000	62,000	310,000
1.4.3.1: Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and other at-risk groups.	Monitoring for Activity Results 3&4	UNDP, MoFPED, OPM, JLOs, MoFA, MoLHUD, LGS and NSAs			15,000	70,000	32,325	42,000	38,000		197,325
	<i>Sub Total</i>				127,000	352,000	414,325	560,492	420,000		1,873,817
	<b>Activity Result 5: Resilient Systems for Peace and Security</b>										
	5.1 Establish and strengthen Conflict Early Warning (CEWERU) structures	MoIA	UNDP		-	20,000	20,000	20,000	20,000	20,000	80,000

## EXPECTED OUTPUTS

### PLANNED ACTIVITIES

List activity results and associated actions

### PLANNED BUDGET AND TIME FRAME

YEARS /BUDGET

Amount in \$

RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	YEARS /BUDGET					Amount in \$
			2016	2017	2018	2019	2020	
5.2 Capacity building of LGs for System Resilience	OPM, DLGs	UNDP	-	100,000	100,000	100,000	100,000	400,000
5.3 Support National Systems Resilience Coordination structures	OPM	UNDP	30,000	50,000	50,000	50,000	50,000	230,000
5.4 Support MoIA to integrate Conflict Early Warning into the NECOC within OPM	MoIA & OPM	UNDP	-	30,000	30,000	30,000	30,000	120,000
5.5 Support functionality of cross-border and local peace committees in target areas	MoIA, OPM, DLGs	UNDP/ Other	50,000	30,000	30,000	30,000	30,000	170,000
5.6 Support CSOs to establish and integrate early warning mechanisms for mitigation and early response in conflict prone areas	CEWERU/MoIA, CSOs	UNDP/ Other	55,000	40,000	40,000	40,000	40,000	215,000
5.7 Support MoEMD the development of guidelines on conflict & risk mitigation for extractives	MoEMD	UNDP	-	60,000	5,000	-	-	65,000
5.8 Conduct study on indigenous early warning systems	MoIA	UNDP	-	50,000	-	-	-	50,000
5.9 Support the conduct of bi-annual conflict analyses	MoIA, MoFA, OPM, NSAs,	UNDP	-	80,000	-	-	80,000	160,000
5.10 Support conduct of studies on aftermaths of war, oil and extractives and cross border security	MoIA	UNDP	-	50,000	-	-	-	100,000
5.11 Support LGs conduct community and inter, intra and international cross-border peace and reconciliation dialogues (Karamoja, West Nile, Rwenzori, Acholi)	NSAs, OPM, MoIA & MoFA	UNDP/ Other	-	100,000	90,000	90,000	60,000	340,000
5.12 Support South-South learning visits for policy and programme experiences with gender- and human rights-sensitive contingency plans developed and operationalized	LGs & MoIA	UNDP	-	40,000	40,000	30,000	30,000	140,000
5.13 Support the International border demarcations	DLGs, MoFA, MoLHUD, MoLG	UNDP	50,000	250,000	250,000	200,000	200,000	950,000
5.14 Conduct perception studies on community security including border management and border security judicial cooperation	NSAs	UNDP	-	100,000	-	-	-	200,000
5.15 Support Northern Uganda data centre to collect big data for systems resilience	OPM	UNDP	-	150,000	150,000	150,000	150,000	600,000
<i>Sub Total</i>			<b>193,563</b>	<b>1,050,000</b>	<b>715,000</b>	<b>740,000</b>	<b>940,000</b>	<b>3,638,563</b>
Activity result 6: Strengthen the design and enforcement of immigration controls for enhanced National security								



EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	PLANNED BUDGET AND TIME FRAME					Amount in \$	
					YEARS /BUDGET						
					2016	2017	2018	2019	2020		
	6.1 Support the digitalisation of immigration records	MoA-Immigrations	UNDP		-	220,000	205,000	-	-	425,000	
	6.2 Support interoperability of systems including with the National ID system	MoA, Directorate of Citizenship	UNDP		-	100,000	80,000	80,000	80,000	340,000	
	6.3 Support to border monitoring (marine and on-land)	MoA	UNDP		-	380,000	100,000	100,000	100,000	680,000	
	6.4 Support training on immigration and identity management	MoA	UNDP		-	100,000	55,000	55,000	10,000	220,000	
	6.5 Support participation in Regional and Global Immigration fora	MoA	UNDP		-	40,000	40,000	40,000	40,000	160,000	
	<i>Sub Total</i>				<b>0</b>	<b>449,954</b>	<b>337,273</b>	<b>275,000</b>	<b>330,000</b>	<b>1,392,227</b>	
	<b>Activity result 7: Functional National Infrastructure for Peace</b>										
	7.1 Support mediation, dialogue meetings and conflict resolution and management among and between various political parties to build consensus on contentious political and electoral reform issues that have impact on peace and security in the country.	IRCU/NCF/TEFU	UNDP		50,000	100,000	70,000	80,000	100,000	400,000	
	7.2 Support training in mediation, collaborative and leadership skills (other areas depending on needs assessment)	NCF, TEF, IRCU	UNDP		30,000	40,000	30,000	-	50,000	150,000	
	7.3 Support the establishment of conflict prevention coordination structures in the 4 traditional regions of the country	IRCU/TEFU, NCF	UNDP		-	70,000	40,000	60,000	60,000	230,000	
	7.4 Support the establishment of early warning peace structures and mechanisms for sharing early warning messages	IRCU, TEFU	UNDP		20,000	20,000	20,000	50,000	70,000	180,000	
	7.5 Conduct research on structural causes of conflict and development of mitigation strategies.	NCF, TEFU, IRCU	UNDP		-	50,000	-	50,000	-	100,000	
	7.6 Support the development and operationalization of the code of conduct of members of political parties	NCF	UNDP		20,000	70,000	30,000	20,000	20,000	160,000	
	7.7 Support the development and operationalization of the media strategy and website for NCF for wider dissemination of results.	NCF	UNDP		-	60,000	15,000	10,000	10,000	95,000	
	7.8 Support the development of partnership strategy for engagement.	NCF, TEFU, IRCU	UNDP		-	50,000	-	-	20,000	70,000	

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EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	Funding Source	Budget Codes and Description	PLANNED BUDGET AND TIME FRAME					Amount in \$
					YEARS / BUDGET					
					2016	2017	2018	2019	2020	
	7.9 Support political party debates and dialogue meetings/platforms in conflict hot spots	NCF, IRCU , TEFU	UNDP		80,000	160,000	80,000	70,000	60,000	450,000
	7.10 Support the development of early monitoring tools for monitoring developments in relation to political, religious, cultural and elections domains of the country	NCF, TEFU, IRCU	UNDP		50,000	50,000	50,000	60,000	80,000	290,000
	Monitoring for Activity Results 5,6 & 7	UNDP, MoFPED, OPM, JLOs, MOFA, MoLHUD, LGs and NSAs			18,180	91,675	45,000	55,725	59,000	269,580
	<i>Sub Total</i>				268,180	761,675	380,000	455,725	529,000	2,394,580
<b>Direct Project Budget</b>					885,743	3,976,129	2,714,098	2,671,717	2,816,075	13,063,762
	Evaluation				-	-	40,000	-	30,000	70,000
	8.2 Communication/Documentation (1%)				9,120	42,335	29,465	27,145	30,315	138,380
	8.3 HACT assessments, Audits				10,000	5,000	-	-	-	15,000
<b>Support to Country Office Programme Implementation</b>					19,120	47,335	69,465	27,145	60,315	223,380
<b>Total Implementation Budget</b>					904,863	4,023,464	2,783,563	2,698,862	2,876,390	13,287,142
	8.4 General Management Services (8%)				77,456	344,409	238,273	231,023	256,988	1,148,148
	8.5 Direct Project Costs				63,340	281,642	194,849	188,920	210,154	938,906
<b>Administrative/Management Support Costs</b>					140,797	626,051	433,122	419,943	467,141	2,087,054
	<b>Grand Total</b>				1,045,660	4,649,515	3,216,685	3,118,805	3,469,335	15,500,000



## IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Programme Board

There will be a Programme Board comprising of senior beneficiary (MOFPED, MoIA, OPM, ILOs, MoLG, MoFA and representatives of the beneficiaries from the project locations); Executive (Ministry of Internal Affairs) and Senior Supplier (UNDP). The Programme Board is at the helm of the management structure and will be responsible for governance and oversight of the programme. It will be chaired by PS Ministry of Internal Affairs or any other official delegated by him/her.

The roles of the Board will be to:

- Provide policy, strategic and functional direction and guidance to the programme including making all the necessary policy-level decisions and approval of annual work plans and budgets;
- Be responsible for overall coordination among all responsible parties and stakeholders, with respect to programme matters;
- Approve the procedures, mechanisms, tools, memoranda of understanding, study outputs etc. that are produced by the programme. Towards this end, the Board will constitute a Technical Advisory Committee (TAC) from among its membership. Terms of Reference of the TAC will be provided by the Board;
- Ensure professionalism, ethics and integrity in implementation of the project.

### National Programme Manager

A National Programme Manager who will either be a staff seconded by the implementing partner or a person recruited by the Board. The specific tasks of the National Programme Manager will include:

- Manage on a day to day basis the programme activities, resources and support staff and ensure the realization of project deliverables;
- Ensure that resources are used and duly accounted for in accordance with the laid down systems, procedures and practices;
- Coordinate closely with responsible partners while maintaining and open communication with them;
- Provide guidance and direction to the project support team and consultants;
- Detect risks/challenges in time and inform the programme board promptly;
- Coordinate internal and external missions, consultations, audits among responsible parties;
- Organise retreats for responsible parties to share lessons, exchange ideas and build team work;
- Maintain the safety of the programme assets;
- Ensure accuracy and reliability of finance and technical reports and also prepare all the mandatory reports including annual planning and review reports and submit to the project Board;
- Participate in relevant UNDP planning and progress reporting events/activities for purposes of establishing synergy with other programmes;
- At the end of the project, prepare final programme review report and undertake the mandatory closure processes as stipulated by UNDP.

The Programme Manager will be supported by a Programme Assistant and Network Administrator for the harmonisation of the Early Warning System. Subject-matter/technical specialists will be recruited and shall support the project management to carry out the indicative activities. Procurement of goods and services: and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

### Programme support (PMU)

The programme support staff will perform specific tasks assigned to them under the Programme Management Unit.

## Responsible Parties

Responsible parties will be institutions with specific responsibilities to deliver certain deliverables under the programme. UNDP POPF guidelines will be followed in deriving relationships between the IP and RPs.

## UNDP programme assurance functions

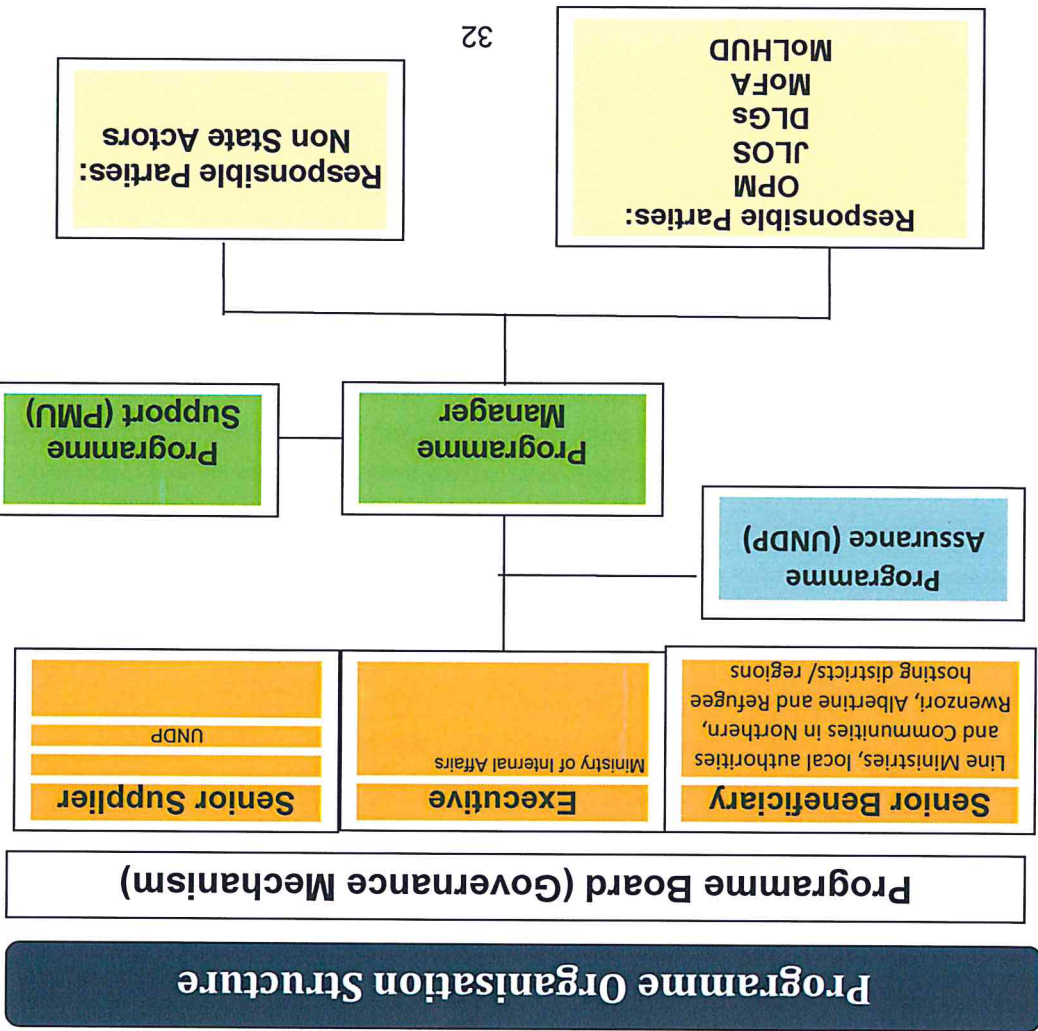
The programme assurance function will reside within UNDP's Inclusive Effective Governance portfolio. Accordingly, UNDP will provide technical assistance when needed. In addition, UNDP will provide periodic monitoring and evaluation of the programme implementation to ensure that the programme is on track, is maintaining synergy with other programmes and is contributing to the CPD and UNDAF outcomes.

Specific responsibilities will include:-

- Ensure that decisions from the project Board are followed up
- Monitor and report to Programme Board on risks to the project
- Maintain liaison with IP and RPs under the project and offer support where need be
- Ensure that substantive reporting of the programme, accountability and use of resources is in conformity with UNDP standards
- Participate in field monitoring, missions and relevant meetings
- Ensure that programme output decisions and activity definitions including description and quality criteria are recorded in ATLAS project management module to facilitate monitoring and reporting.

## Programme Communications:

A communication strategy will be developed and implemented to provide visibility to programme donors, results and beneficiaries. Targeted messages will be designed to manage expectations, support monitoring and ensure transparency and accountability. Additionally, publications, press releases, and inter-active database/programme management information system will be prepared.





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The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

The executing agency shall:

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

This programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uganda and UNDP, signed on April 1, 1977.

Government Entity (NIM)

**2. Implementing Partner:**

Country has signed the Standard Basic Assistance Agreement (SBAA)

1. Legal Context:

Select the relevant one from each drop down below for the relevant standard legal text:

**X. LEGAL CONTEXT AND RISK MANAGEMENT**

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**XI. ANNEXES**

**Quality Management for Programme Activity Results**

<p>OUTPUT 1: By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.</p>	
<p>OUTPUT 2: By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach.</p>	
<p>OUTPUT 3: Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding by 2020.</p>	
<p><b>Activity Result 1</b> (Atlas Activity ID)</p>	<p>Policy formulation support for peace security and systems Resilience</p>
<p>Start Date:2016 End Date:2020</p>	
<p><b>Purpose</b></p>	<p>Support policy formulation towards lasting Peace and security</p>
<p><b>Description</b></p>	<p>Technical assistance for policy development; Evidence based Analysis; Advocacy towards development of appropriate policy and passing of outstanding bills; alignment of national policy to regional and global protocols for strengthened systems resilience.</p>
<p><b>Quality Criteria</b></p>	<p># of policies addressing peace and social cohesion developed and implemented/operational Functional CSOs/national platforms in place facilitating effective dialogue and conflict transformation efforts National platform progress reports Minutes of meetings of National Platforms</p>
<p><b>Quality Method</b></p>	<p>Parliamentary Hansards Parliamentary Scripts</p>
<p><b>Date of Assessment</b></p>	<p>Annually</p>
<p><b>Quality Criteria</b></p>	<p>Proportion of community accessing justice through the informal mechanisms Perceptions of members of the community on the quality of JLOS community engagement strategy. Published study</p>
<p><b>Activity Result 2</b></p>	<p>Capacity enhancement for JLOS</p>
<p>Start Date:2016 End Date:2020</p>	
<p><b>Purpose</b></p>	<p>Strengthen community engagement in accessing informal and alternative justice mechanisms</p>
<p><b>Description</b></p>	<p>Study on linkage between formal and informal justice mechanisms; technical and budgetary Truth and Reconciliation Commission; develop community engagement strategy for informal justice mechanism.</p>
<p><b>Quality Criteria</b></p>	<p>Proportion of community accessing justice through the informal mechanisms Research reports, Case studies, Community engagement strategy End of project</p>
<p><b>Quality Method</b></p>	<p>Surveys and interviews Publication</p>
<p><b>Date of Assessment</b></p>	<p>Twice</p>
<p><b>Activity Result 3</b></p>	<p>Capacity for sustainable SALW management enhanced, for improved human security.</p>
<p>Start Date: 2016 End Date: 2020</p>	
<p><b>Purpose</b></p>	<p>Support GoU to participate, convene and implement Global/regional peace and security initiatives</p>
<p><b>Description</b></p>	<p>Build capacity of MoIA to implement and report on recommendations of international protocols and instruments; establish and strengthen border and police points in conflict hot-spots and cross-border areas. Support Stockpile management for border posts; MoIA to establish District Task Forces for effective implementation of the National Action Plan for Arms Management; OPM to lead the documentation and repository of best practices and lessons learned on peace, security and system resilience implementation</p>
<p><b>Quality Criteria</b></p>	<p># of global/regional peace and security initiatives conducted by GoU # of operational district task forces in place for effective implementation of the National Action Plan for Arms Management # of border and police points established and strengthened Progress reports</p>
<p><b>Quality Method</b></p>	<p>Progress reports, Report of meetings Progress reports, Case studies</p>
<p><b>Date of Assessment</b></p>	<p>Annually</p>
<p><b>Activity Result 4</b></p>	<p>Institutional and community capacity enhancement to Counter Terrorism and Prevention of Trafficking in Persons through community policing</p>
<p>Start Date:2016 End Date:2020</p>	
<p><b>Purpose</b></p>	<p>Effectively combat terrorism and trafficking in persons</p>
<p><b>Description</b></p>	<p>Establishment of access control in major border posts; acquisition of necessary skills and equipment between border posts and central command; enhance police capacity for crisis response/reactoratory approaches; improve police participation at regional conferences /meetings; strengthen community policing in border districts through working with stakeholders like LGs and CSOs</p>

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<b>Quality criteria</b>		Date of Assessment	
# of access control points established and operational to address threat of terrorism and prevent trafficking in persons		Bi-annually	
Proportion of community with improved capacity to counter terrorism and prevent trafficking in persons		Bi-annually	
<b>Activity Result 5</b>		Resilient Systems for Peace and Security	
End Date:2020		Start Date:2016	
<b>Purpose</b>		Establishment of sustainable resilience models able to solve emerging Peace and Security issues	
<b>Description</b>		Strengthen conflict Early Warning structures, community policing, cross-border and local peace committees in target areas; develop guidelines for conflict & risk mitigation for extractives, Conduct study on Informal conflict prevention and management mechanisms at grassroots; facilitate psychosocial and trauma healing, support studies on aftermath of war, oil and extractives and cross border security; provide training for law enforcement agencies in best practice guidelines on Arms management and control, support national resilience coordination structures, develop district specific gender- and human rights-sensitive contingency plans.	
<b>Quality criteria</b>		Date of Assessment	
# of established and operational resilience models in place addressing emerging peace and conflict issues		Annually	
# of guidelines developed and operational for conflict and risk mitigation for extractives		Annually	
An operational CEWERU structure in place		Annual	
# of guidelines developed and operational for conflict and risk mitigation for extractives		Annual	
# of guidelines developed and operational for conflict and risk mitigation for extractives		Annual	
# of cross-border and local peace committee established and operational with clear action plans		Annual	
<b>Activity Result 6</b>		Strengthen the design and enforcement of immigration controls for enhanced National security	
End Date:2020		Start Date:2016	
<b>Purpose</b>		Enhanced enforcement of immigration controls	
<b>Description</b>		Support: the digitalization/electronic data collection system and handling of immigration records, interoperability of systems; border monitoring (marine and on-land), training on immigration and identify management and participation in Regional and Global Immigration fora.	
<b>Quality criteria</b>		Date of Assessment	
Digitised immigration system		Quarterly	
Level of Interoperability of immigration systems		Annually	
Number of policy and intergovernmental agreements/action plans on border security reached.		Annually	
Number of regional and global immigration fora attended		Annually	
<b>Activity Result 7</b>		Functional infrastructure for peace	
End Date:2020		Start Date:2016	
<b>Purpose</b>		Establishment of independent, impartial and neutral dispute settlement mechanisms	
<b>Description</b>		Support: rapid assessment of emerging conflicts to inform programming; mediation, dialogue meetings and conflict resolution and management among and between various political parties to build consensus on contentious political and electoral reform issues that have impact on peace and security in the country; training in mediation, collaborative and leadership skills (other areas depending on needs assessment); establishment of conflict prevention and coordination structures in the 4 regions of the country	
<b>Quality criteria</b>		Date of Assessment	
Operational non-state dialogue platform in place		Quarterly	
Number of policy and governance settlements facilitated		Annually	
<b>Activity Result 8</b>		Management and oversight	
End Date:2020		Start Date:2016	
<b>Purpose</b>		To ensure quality control for transparent and accountable implementation	

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Description	Support to quality control monitoring and evaluation, HACT assessments, Audit	
Quality criteria	Quality Method	
Frequency of monitoring and Evaluation reports and follow up actions implemented	Monitoring reports/BTORs, Mid Term/Terminal Evaluation reports, HACT Assessment Reports, Audit reports	Quarterly
Number of Audits conducted	Audit report and implementation of recommendation	Annually



# 1. Social and Environmental Screening Template

## Project Information



<i>Project Information</i>	
1. Programme Title	Consolidating Peace and Security for Systems Resilience
2. Programme Number	
3. Location (Global/Region/Country)	Africa, Africa, Uganda

## Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

#### *Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The programme majority upholds Article 3 of the Universal Declaration of Human Rights which states that, "Everyone has the right to life, liberty and security of person". So the programme supports the development and finalization of related Government of Uganda (GoU) policy documents and related policy implementation in terms of technical, technological and financial assistance. The programme supports government and its local partners to build necessary capacities in terms of institutional strengthening and skills development to ensure sustainability of the initiative. Central to the initiative is establishment and maintenance of resilience in terms of capacity of national level government, local governments and communities to effectively utilize early warning systems and address emerging issues in a timely manner ahead of any crisis.

#### *Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

The programme supports women and women groups' involvement particularly at community level in the participation of various community resilience models i.e. *early warning mechanisms* and in prioritization of women and gender issues which will be voiced through participation in the various peace meetings. The programme will uphold Uganda's Gender policy and also ensure that interventions supported are clear on women involvement. Studies will also be supported to establish effect of various factors like natural resources discoveries on women and gender. Solutions proposed therein will be guiding factors towards action planning.

#### *Briefly describe in the space below how the Project mainstreams environmental sustainability*

The fundamental environmental sustainability aspect of this peace and security programme is that among other aspects, it seeks to eradicate rebel and other illicit activities that promote human settlement in forest and game reserves. While doing so, it also saves the refugee/humanitarian crises known to result from insurgencies.





**Part B. Identifying and Managing Social and Environmental Risks**



<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>
<b>Risk Description</b>  Political unrest arising from elections (Uganda is will be conducting a general election in February 2016. The outcome of this process may have a large bearing on the success of the project as well as peace and security)	<b>Impact and Probability (1-5)</b>  I = 3 P = 3  <b>Significance (Low, Moderate, High)</b>  Low	<b>Comments</b>  If the risk occurs, the PS- SR scenario will present more serious challenges previously unforeseen and unbudgeted for  Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.  The PS-SR programme has an elections intervention that will support resilience whatever the outcome of the 2016 general elections
Sustainability risk if government doesn't fund the project particularly now that it is faced with the challenges of financing and managing an election year.	I = 2 P = 3  Low	If the risk occurs, it will undermine effectiveness in achievements of stipulated outputs  Apart from government, the programme will partner with civil society groups already active in the various programme areas to deliver on gaps as well as to prompt and follow-up on government's delivery on policy
Potential spill over from regional instability (DRG, South Sudan etc.) can exert an insurmountable resource stress on the programme and even undermine GoU commitment to the programme.	I = 1 P = 2  Low	If the risk were to occur, it will undermine governments commitment and depending on the scale of spill over, the success of the programme  Partnership comprises MoFPED and MoIF which are key Ministries in following up on regional security – work with these agencies directly addresses the risk
Inflation, understood to be the general rise in the price level of goods and services, has been noticed to persist for more than one year now due to the Ushs-USD rate hikes	I = 2 P = 3  Low	If the risk were to occur, it will erode budgets of RPs and IPs. Consequences will be undermining the scope of activities  A Policy of value for money will be pursued which ensures maximum savings on resources, efficient resource use and maximum output. This approach checks the effects of inflation
<b>QUESTION 4: What is the overall Project risk categorization?</b>		
Select one (see <a href="#">SESP</a> for guidance)		<b>Comments</b>



		<p style="text-align: center;"><i>Low Risk</i></p> <p style="text-align: center;"><input checked="" type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">All risks stated are foreseen and to large estates can be managed within the programme framework</p>
		<p style="text-align: center;"><i>Moderate Risk</i></p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/></p>	
		<p style="text-align: center;"><i>High Risk</i></p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/></p>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
		Check all that apply	Comments
		<i>Principle 1: Human Rights</i>	<input type="checkbox"/>
		<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>
		<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>
		<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>
		<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>
		<i>4. Cultural Heritage</i>	<input type="checkbox"/>
		<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>
		<i>6. Indigenous Peoples</i>	<input type="checkbox"/>
		<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>

**Final Sign Off**

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Programme, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have iniquitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>31</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	No
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and critical habitats) and/or ecosystems and ecosystem services?	No
<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No

<sup>31</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.



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1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>32</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO Fundamental Conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No

<sup>32</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

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33 Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>33</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No



# 1. Risk Analysis.

Project Title: CoPASS

Award ID:

Date: 14.10.15

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political unrest arising from elections. Post electoral processes likely to affect the start-up of implementation		Political and Financial	If the risk occurs, the COPASS scenario will present serious challenges previously unforeseen and unbudgeted for. P = 3 I = 3	The COPASS programme has an elections intervention that will support resilience whatever the outcome of the 2016 general elections.	MoIA, OPM	Consultant during project formulation workshop	Dec 2015	Tensions Increasing
2	Sustainability risk if government doesn't fund the programmes particularly now that it is faced with the challenges of managing an election year		Financial and Strategic	If the risk occurs, it will undermine effectiveness in achievements of stipulated outputs under result are 1.4 P = 3 I = 2	Apart from government, the programme will partner with civil society groups already active in the various programme areas to deliver on gaps	MoFPED	Consultant during project formulation workshop	Dec 2015	Not changing
3	Potential spill over from Regional instability (DRC, South Sudan etc. can exert an insurmountable resource stress on		Operational and Financial	If the risk were to occur, it will undermine governments commitment and depending on the scale of spill over, the	The programme partnership comprises MoFA & MoIA to which are key GoU Ministries in following up on regional security	MoIA, MoD, & MoFA	Consultant during project formulation workshop	Dec 2015	Not changing

the programme and even undermine GoU commitment to the programme			success of the programme P = 2 I = 1				Dec 2015	Increasing
4 Inflation, understood to be the general rise in the price level of goods and services has been noticed to persist for about 1 year now with the current rate of UG Shs 3,600 to the dollar		Operational and Financial	If the risk were to occur, it will erode budgets of RPs and IPs. Consequences will be undermining the scope of activities P = 3 I = 2	Provisions to expected inflation will be provided for during budgeting to ensure minimum impact	MoFPED	Consultant during project formulation workshop		

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**Programme Assurance:** This is responsibility of each Programme Board member; however, the role can be delegated. The programme assurance role supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Programme Assurance will be independent of the Programme Manager; therefore, the Programme Board cannot delegate any of its assurance responsibilities to

**Beneficiary Representative:** Individuals or groups of individuals representing the interests of those who will ultimately benefit from the programme. The primary function within the Board is to ensure the realization of programme results from the perspective of programme beneficiaries. Often CSO representative(s) can fulfil this role.

**Development Partners (also called Supplier):** Individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the programme. Typically includes Implementing Partners, UNDP, and donors.

**Programme Director (also called Executive):** Individual representing the programme ownership to chair the group. There is only one programme executive, who will be a national counterpart. Typically held by Government Cooperating Agency or UNDP.

This group contains four roles:  
included in the Board as appropriate. The objective is to create a mechanism for effective project management. recommended for approval during the PAC meeting. Representative(s) of other stakeholders have been Programme Assurance responsibilities. Potential members of the Programme Board have been reviewed and will approve the appointment and responsibilities of the Programme Manager and any delegation of its project or negotiate a solution to any problems between the programme and external bodies. In addition, it quarterly plan. It will ensure that required resources are committed and arbitrate on any conflicts within the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It will be Based on the approved annual work plan (AWP), the Programme Board may review and approve project Programme Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Programme Manager. This group will be consulted by the Programme Manager for decisions when made at designated decision points during the running of the programme or as necessary when raised by the evaluations for performance improvement, accountability and learning. Programme reviews by this group are commissioned programme evaluations by quality assuring the evaluation process and products, and using with the UNDP Programme Manager. In addition, the Programme Board plays a critical role in UNDP international competition. In case a consensus cannot be reached within the Board, final decision shall rest management for development results, best value money, fairness, integrity, transparency and effective accountability, Programme Board decisions will be made in accordance with standards that shall ensure UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate programme when guidance is required by the Programme Manager, including recommendation for a The Programme Board will be the group responsible for making by consensus, management decisions for a

**3. Programme Board Terms of Reference and TORs of key management positions (also called Project Steering Committee)**

See HACT Assessment Report.

**2. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)**

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the Programme Manager. A UNDP Programme Officer, or M&E Officer, typically holds the Programme Assurance role on behalf of UNDP.

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**Programme Manager:** S/he has the authority to run the programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Programme Manager is responsible for day-to-day management and decision-making for the project. The Programme Manager's prime responsibility is to ensure that the programme produces the results (outputs) specified in the programme document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Programme Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the programme, the Programme Developer role is the UNDP staff member responsible for project management functions during formulation until the Programme Manager from the Implementing Partner is in place.

**Programme Support:** This role provides programme administration, management and technical support to the Programme Manager as required by the needs of the individual programme or Programme Manager. It is necessary to keep Programme Support and Programme Assurance roles separate in order to maintain the independence of Programme Assurance.

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## Background

The Ugandan Vision 2040, paragraph 238 articulates peace, security and defence as prerequisites for a sustainable socio-economic transformation, democracy and national unity. According to UNDAF<sup>34</sup> the correlation between peace, stability, good governance and socio-economic development is aptly illustrated in a case study of Uganda's recent history, where periods of relative peace were characterised by growth in GDP averaging about 6.4% per annum since 2002. This scenario is contrary to the prior period of low GDP growth characterised by instability. Successive World Development Reports for instance of 2011 and 2015 corroborate the powerful link between peaceful societies and accelerated development: *States* which have addressed conflicts in society have recorded positive development progress. The key challenge for Uganda therefore, is to build national institutional capacities for conflict prevention and system resilience to avoid reversals on development gains.

In order to address the above challenges, the programme is targeted at addressing response gaps in: policy and legal framework for peace building, security and system resilience; capacity for implementation of national policies, regional, continental and global protocols & instruments; and strategies for inclusive community participation and engagement in peace building, that adequately leverage the potentials of women & youth networks.

Specifically, the programme is expected to contribute to the attainment of the National Development Plan II and Peace Recovery and Development Plan (PRDP) III. The five (5) year UNDP funded programme will be implemented by Ministry of Internal Affairs.

Programme Outcome - By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and manmade disasters.

The programme will work with Government MDAs including OPM, JLGS, DLGS, MoFA, MoLHUD, MoED, development partners, academia, UN agencies, private sector, media and non-state actors to deliver the expected results.

The programme is expected to achieve the following outputs:

By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.

- By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels using an approach sensitive to conflict, gender and human rights.

- By 2020, OPM, select MDAs and LGs, CSOs and CBOs have relevant technical, technological, operational and financial capacities to engage with communities, particularly women and youth, in peace, security and resilience building.

## Functions / Key Results Expected

The Programme Manager is responsible for the running, day-to-day management and decision-making for the programme on behalf of the Programme Board. The Programme Manager ensures the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

Summary of key functions:

1. Implementation of project strategies to ensure effective delivery of project expected results;
2. Provide advisory service





- Undertake Project Management Functions and Project Finance Functions
- Managing the realization of programme outputs through activities;
- Provision of direction and guidance to programme implementation team and responsible parties;
- Liaising with the Programme Board and UNDP to assure the overall direction and integrity of the programme;
- Identification and obtaining any support and advice required for the management, planning and control of the programme; and
- Programme administration.

- Provide advisory services
- Undertaking regular analysis and prepare briefs on the evolving development trends in the country to identify political risks for peace, systems resilience and development in the country;
- Develop prospective scenarios towards identifying strategic options and entry points for preventive action and strengthening national mechanisms and institutions;
- Assist in the design of negotiation meetings and facilitate the undertaking of multi-stakeholder engagements with national stakeholders associated with the three components of the project
- Develop strategic partnerships and sound working relations with the state, non-government national counterparts and development partners for successful implementation of project interventions.
- Support in organizing missions coming in and going out associated with the project implementation; Support in maintenance of archives, making sure files are properly stored, accessible and safe keeping of documents.
- Ensure collation of lessons learned and reports on achievements for wider sharing

- Implementation of project strategies to ensure effective delivery of project expected results
- Provides strategic leadership for implementation of the programme
- Develop analytical briefs on areas associated with programme and project implementation
- Support in developing strategic partnerships and sound working relations with government and nongovernmental stakeholders for successful implementation of project;
- Preparing the programme annual work plans and review reports for consideration by the Programme Board and Programme Assurance. In preparing the programme annual review report, the programme manager will ensure that successes, challenges, lessons learnt and best practices are documented and incorporated;
- Preparing the programme quarterly work plans and progress reports (progress against planned activities and budget) and submit to the Programme Assurance;
- Mobilizing personnel, goods and services to initiate activities, including drafting TORs and work specifications; and overseeing all contractors' work
- Managing requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures)
- Implementing and monitoring the activities of the programme against the approved annual work plan and established quality criteria;
- Monitor events as determined in the programme monitoring schedule and communication plan, and update the plan as required;
- Monitoring financial resources and accounting to ensure accuracy, reliability of financial reports and proper management of funds consistent with UNDP requirements and budget planning control systems;
- Preparing and submitting financial reports to UNDP on a quarterly basis;
- Managing and monitoring the programme risks as initially identified in the Programme Brief appraised by the External Programme Appraisal Committee (E-PAC), submit new risks to the Programme Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log; and
- Update the Atlas Project Management module if external access is made available.
- Participate in NEX audits

3. Undertake Project Management Functions and Project Finance Functions;
4. Assist in organizing all associated events of project in close conjunction with the PSSR team
5. Support wider Governance Programme interventions as required by the Team Leader (PSSR).



Language Requirements: Fluent in English. Both written and spoken.

- Experience: Minimum 7 years of project management experience of working on development projects along with managing project finance issues;
- Experience working on peace and security projects including complex politically sensitive projects;
- Prior experience of working with UN agencies and UNDP is a definite
- Ability to engage with national actors involving multiple stakeholders at of various profile (including high level stakeholders);
- Ability to work under pressure and meeting tight deadlines.

**Recruitment Qualifications**

Education: Master's degree in social sciences or development studies field

The key results have an impact on the success of country programme within specific areas of cooperation. In particular, the key results have an impact on the design, operation and programming of PSSR interventions, creation of strategic partnerships as well as reaching resource mobilization targets.

**Impact of Results**

Actively works towards continuing personal learning and development in relevant practice areas.

- In-depth understanding of the socio-economic and political context of Uganda with a strong understanding of the legal frameworks of the country;
- Ability to facilitate and provide support to civil society in the area of governance, peace, systems resilience and development through consultative forums, workshops, mentoring and experience sharing;
- Ability to develop evidence-based policy advice;
- Promotes a knowledge sharing and learning culture;

**Policy Advice and Knowledge Management**

- Assist in organizing all associated events of project
- undertake preparations of project events – organizing workshops, scheduling missions, oversee transportation and payment processes for stakeholders, organizing dialogue meetings and closed door events;
- Liaise with the Procurement, Finance and Management Support units of UNDP to support delivery of project results (in close conjunction with Project Administration and Finance Associate);
- Ensure facilitation of documents and other knowledge products to the dialogue meetings organized as part of the project support.

- Prepare Final Programme Review Reports to be submitted to the Programme Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Programme Board;
- Manage the transfer of programme deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner
- Undertake ATLAS functions (financial management system of UNDP) as required;
- Ensure close synergies of the project with the other outcomes and interventions of the CPD pillars;
- Support PSSR Programme functions, as required, to successful development and implementation of governance programme outcomes.

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The programme will require the services of a programme associate to provide programme administration, management and technical support to the Programme Manager as may be required in the implementation of interventions and monitoring of programme activities and utilization of financial resources. The provision of any programme support on a formal basis is optional.

**Programme Associate**

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**Summary of key functions:**

a) Provision of administrative services:

Programme documentation management:

b) Programme documentation management

c) Provision of technical support services

a) Provision of administrative services:

(i) Setting up and maintaining programme files;

(ii) Collecting programme related information data;

(iii) Updating plans

(iv) Administering the quality review process

(v) Administering Programme Board meetings

b) Programme documentation management:

(i) Administering programme revision control

(ii) Establishing document control procedures

(iii) Compiling, copying and distributing all programme reports

c) Financial Management, Monitoring and reporting:

(i) Assist in the financial management tasks under the responsibility of the Programme Manager;

(ii) Ensures full compliance of financial processes and financial records in accordance with UNDP

rules, regulations, policies and strategies;

(iii) Preparing requests for the provision of financial resources by UNDP, using advance of funds, direct

payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);

(iv) Processing and reviewing all requests for funds from responsible parties and ensure proper

accountability of all funds disbursed to all programme partners;

(v) Establish and maintain books of accounts and prepare all relevant financial reports promptly;

(vi) Maintaining the internal expenditure control system;

(vii) Ensuring proper and strict cash management system;

(viii) Ensure the prudent use of financial, physical and human resource of the programme; and

(ix) Discharge and fulfil all statutory requirements and obligations on behalf of the programme.

d) Provision of technical support services

(i) Provide technical advices

(ii) Review technical reports

(iii) Monitor technical activities carried out by responsible parties

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