



PRO/300/CP

1 September 2010

Dear Sir/Madam,

**RE: Minutes of the Project Appraisal Committee (PAC) meeting held on 19/08/10**

Reference is made to the Project Appraisal Committee (PAC) meeting that was held on 19 August 2010 at Protea Hotel when the Project Implementation Documents for Accountable Democratic Governance and that of Growth and Poverty Reduction were presented.

In this regard, I am pleased to share with you for your information and records, minutes of deliberations taken at the meeting as a way of taking forward the UNDP/Government of Uganda Country Programme.

We look forward to further collaboration.

Yours sincerely,

Lebogang Motlana  
Officer-in-Charge

**(Distribution list attached)**

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## Minutes

### Project Appraisal Committee (PAC) meeting Thursday 19 August 2010, Protea Hotel, Kampala

#### Agenda:

- i. Welcome remarks and objectives of the meeting
- ii. Presentation of Initiation Plans
- iii. Discussions in regard to the Initiation Plans
- iv. Way forward/action points and concluding remarks

#### **1. Summary of welcome remarks and objectives of the meeting**

The chair Mr. Lebogang Motlana, UNDP Country Director welcomed the PAC members to the meeting. He highlighted that this was a critical meeting in taking forward the UNDP/GoU Country Programme 2010-2014. He noted that the new Country Programme has two main thematic areas namely: i) Accountable Democratic Governance; and ii) Growth and Poverty Reduction, while cross cutting issues including gender, HIV/AIDs, human rights, crisis prevention and recovery and environment concerns will also be addressed. He indicated that as part of the roll out of the CPAP; several activities need to be undertaken including: i) capacity assessment of Implementing Partners; ii) preparation of project documents; and iii) operationalizing the programme management arrangements. In this regard and in accordance with UNDP's programme and Operations Policies and Procedures - Initiation Plans had been prepared to enable allocation and access of resources and time in order to enable the finalization of the preparatory phase of the new projects.

He highlighted the objective of the meeting as, to endorse the two Initiation Plans - that will guide the preparatory phase for the roll out of the Country Programme. He encouraged for the plans to be appraised in terms of clarity of definition of outputs as well as whether the proposed approach and plan was realistic and achievable.

He then invited the UNDP team leaders to present the initiation plans.

#### **2. Presentation of Initiation Plans**

The presentations were made in respect of the two main programme components i.e. i) Accountable Democratic Governance; and ii) Growth and Poverty Reduction. They focused on the following: i) background information highlighting the outcome statements for the given programme component, outputs and envisaged projects; ii) envisaged outputs under the initiation plans and iii) the proposed management arrangements for the initiation plan.

NB: Detailed presentations are included in the annex.

### 3. Discussions in regard to the Initiation Plans

#### 3.1 Accountable Democratic Governance

Emerging issues	Comments	Responses /Clarifications
<p>Content of the project documents that are to be prepared.</p>	<p>The following inputs were made with regards to considerations that should be made while preparing the project documents:</p> <p>Broaden the definition of oversight entities to include the involvement of parliament and development of its M&amp;E systems as the main overseer of the performance and implementation of the NDP.</p> <p>Build the capacity of the public accounts committees at the local level to strengthen accountability systems and avoid duplication of roles with the parliament.</p> <p>Emphasize the participation of citizens but specifically participation of women at the grassroots level.</p> <p>The project on electoral support should aim at increased number of women in political participation.</p> <p>Building the capacity of the local governments to undertake their mandated role of ensuring the preparation of quality development plans.</p> <p>Support the capacity development of new councilors to be effective in carrying out their roles and functions thereby fostering democratic governance.</p> <p>Support the operationalisation of the NDP.</p> <p>Align project interventions to the local government development plans and the NDP.</p> <p>Clarity on which specific capacity areas are to be addressed in the capacity development of local governments and CSOs.</p> <p>Support be provided to development of a partnership framework where the roles of the civil society and local governments in service delivery are clarified and how the civil society holds the local government accountable and vice versa.</p>	<p>Highlighted comments were observed to be critical, it was clarified that some of which were already highlighted in the CPAP and would further be articulated at the project preparation stage.</p> <p>This aspect will be addressed during the development of the relevant project document and partners should be very specific in terms of the kind of capacity to be built.</p> <p>The electoral support by UNDP will take an electoral cycle approach and the main driver will be civic education targeting various categories of stakeholders</p> <p>The meeting noted that support to NDP is already in place through the on-going development M&amp;E Framework</p> <p>UNDP will support the development of a partnership framework if this is deemed to be the critical gap that is hampering performance of local governments in delivering services.</p>

<p>Management arrangements</p>	<p>Clarity was sought as to what the role of the government would be.</p> <p>The need for inclusion of government especially Ministry of Finance Planning and Economic Development in project assurance and oversight was proposed.</p> <p>Further, the projects should be demand driven and the inclusion of applicable sector ministries would be critical in the preparation of the project documents.</p>	<p>The implementation of the Country Programme is a joint effort, directed by UNDP and government through the Ministry of Finance, Planning and Economic Development. The CPAP has been signed by both parties. In this regard the consultants will not work outside this framework.</p> <p>Articulation of the management arrangements shall be revisited to include government partners especially with regard to project assurance.</p>
<p>Capacity assessments</p>	<p>A query was raised as to whether all implementing partners /programmes need to be assessed and how the partners can prepare for these assessments.</p> <p>From the documentation provided, Implementing partners have already been determined, a change in approach is proposed with regards to identification of Implementing Partners. The assignment of implementation should be advertised publically, so that the organizations that are interested can submit applications. The proposed approach could enhance value for money from the selected Implementing Partners.</p>	<p>Assessment of implementing partners is part of the design for the new Country Programme, it is mandatory that all implementing partners be assessed.</p> <p>Most CPAP areas are new and the Implementing Partners are new therefore they have to be assessed to confirm that they can deliver on the outputs that are articulated in the CPAP.</p> <p>Further, it must be ascertained that the implementing partners have the minimum capacity to implement in that area technically, on time and have the appropriate structure, and financial management arrangements in place.</p> <p>Implementing Partners for ongoing projects that are to be included in the new country programme do not need to be assessed.</p>

		<p>Capacity assessment shall not be done by UNDP alone, but with partners as well.</p> <p>Potential Implementing Partners have been identified. However, the consultants will further interrogate them through the project design process and the assessment in order to confirm their suitability for project implementation.</p>
Time frame and roadmap for implementing the Initiation Plans.	<p>What is the road map of the Initiation Plan?</p> <p>In case there are any challenges that are being faced, offer was made from government (NPA) to assist in order to mitigate the challenges.</p>	<p>A commitment has been made to the Minister of Finance Planning and Economic Development that quality project documents shall be ready by December 2010.</p> <p>The road map has been articulated in the results and resources framework of the Initiation Plans i.e. proposed activities are to be implemented between August and December 2010.</p> <p>The offer by Government (NPA) was observed to be a very welcome gesture. Related to this, it was also highlighted that support from government especially Ministry of Finance Planning and Economic Development as the lead government partners would be very helpful especially at the stage of reviewing the draft project documents and facilitating the project approvals.</p>
Key lessons learnt report	Clarity was sought as to whether previous lessons are being taken on board.	There will be an integration of lessons learnt based on the assessment of development results that was undertaken in 2009.

### 3.2 Growth and Poverty reduction

Issue	Comments and questions	Responses and clarifications
<p>Content and scope of the projects that are to be prepared</p>	<p>Emphasis should be put on climate change adaptation interventions as this is the government's priority.</p> <p>The programme should be aligned to the ongoing Local Economic Development (LED) initiatives under the Ministry of Local Government</p> <p>Focusing on productivity beyond policies but also practical implementation in areas such as: improving standards and quality of goods, skills and competencies development, fostering employment, nurturing champions to take forward the policies, provision of good/credible information and extension services that can indeed enhance productivity.</p> <p>Productivity should be looked at in the context of the whole supply chain and involve all the players through a well coordinated mechanisms</p> <p>Support the incubation of small scale industries and strengthening of market linkage to the poor/grassroots producers.</p> <p>Skills training should be integrated and aligned to application in the market place. Linkages to potential sources of funding to support new graduates become job creators.</p> <p>Uganda investment authority has a programme on entrepreneurship but has very limited resources, in this regard they should be considered as a priority since they are making positive change.</p> <p>Inclusion of natural resource management - sustainable energy, solar, renewable</p>	<p>This is useful information that will be taken into account during the project preparation process.</p> <p>The formulation shall explore how the suggestions best fit in the already existing framework of the CPAP.</p> <p>Need to improve productivity should go beyond conference rooms – this is a strategy that will be examined during project formulation.</p> <p>Integrated approach is what UNDP is applying. Vertical linkages are also critical. Value chain approach is also being undertaken and a joint programme is being prepared.</p> <p>Energy is a key factor in production. In the new CPAP alternative energy is being</p>

	energy etc.	considered from the perspective of access to energy for productive uses. This is of particular importance, given the fact that the majority of micro and small enterprises are not connected to the grid.
	Is there a possibility to include/consider more projects and Implementing Partners.	The process of formulation will identify specific areas of intervention within the context of the CPAP and on that basis come up with the most suitable implementing partners to handle the project.
Coverage	How many districts shall the new country programme cover?	<p>The selection of the districts should consider: What are the expected outputs and the potential for up-scaling beyond the district level.</p> <p>A pilot is already happening between Governments, UNCDF &amp; UNDP in relation to Local Economic development interventions.</p> <p>In consultation with government UNDP will firm up on the districts to be supported.</p>
Coordination, Monitoring & Evaluation	<p>There are lots of resources out there going to skills development i.e. from UNDP, World Bank, DFID etc skills in this regard Coordination and monitoring of implementation is critical for better effectiveness. It was proposed that UNDP takes a lead on coordination so it has previously established a good Monitoring and Evaluation system in the area of private sector development.</p> <p>Office of the Prime Minister should be included since they coordinate PRDP. It will be critical to know where the money is going and where the gaps are.</p>	<p>Government should take a lead role as opposed to development partners leading in the Coordination of Development Programmes. Note was made that this was already being implemented by the Government.</p> <p>UNDP is already working closely with the Office of the Prime Minister with regards to development interventions in northern Uganda.</p>
Good practices	<p>Good practices were shared as follows:</p> <p>In Malawi the government gave a directive</p>	Civil servants are not excluded in



	<p>of civil servants to return to their areas of origin and make a contribution to development of their areas. It was proposed that such an approach could be replicated for the districts in Northern Uganda and Karamoja region.</p> <p>A recent research undertaken in 5 sub counties in Mpigi indicated that infant and mortality rates in these sub counties had reduced to zero, partly because of development interventions in the area that popularized the notion that eradication of hunger from your homes was each individual's responsibility, with a key guiding principle of Vision Commitment and Action (VCA) is the key guiding principle.</p> <p>A visit to these sub counties was recommended.</p> <p>Volunteerism should be one of the strategies to foster implementation of the Country Programme. Through utilizing different modalities of volunteerism i.e. National UNVs, International UNVs and promoting the notion of volunteerism within the local communities.</p> <p>The need to for inclusion of fresh graduates in the volunteer programme was proposed as they are viewed to be very committed individuals.</p>	<p>project implementation.</p> <p>UNDP to contact NPA for more information on this project.</p> <p>A Global forum organized by UNCDF, UNDP and the Government of Uganda is scheduled for October 2010 following the MDG Summit, to discuss the role of Local Governments in supporting the achievement of the MDGs.</p> <p>Volunteering should be everyone's call. The new country programme envisaged to utilize the volunteer modality during project implementation.</p> <p>A volunteer scheme that utilizes fresh graduates is in the process of formulation.</p>
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#### 4. Way forward/action points/ concluding remarks

- i. Bearing in mind that the UNDAF and CPAP have been approved the next step is to finalize the project documents.
- ii. The UNDP programme team is to ensure that applicable comments are taken on board before submission of the document for signature.
- iii. All activities in the initiation plan are to be completed by December 2010. Given the tight deadline, UNDP requested for the dedication and collaboration of stakeholders in order to expedite the process.

- iv. The offer from NPA to support UNDP in case there were any challenges was highlighted as very welcome and in this regard collaboration and partnership with government encouraged during the forthcoming period of project formulation whereby timely comments shall be required on the project documents and participation in the local project appraise committee meetings to review and approve the project document as well as the final stage of signing the project documents.
- v. A meeting bringing together key partners in the roll out of the country programme is envisaged to take place in November 2010 once the draft project documents are ready.
- vi. Other activities to take place will be to meet with Ministry of Finance Planning and Economic Development to confirm the applicable boards, putting an M&E system in place, and ensuring that the required capacities to implement the country programme are in place.
- vii. The meeting concluded with the endorsement of the PID for implementation of the Country Programme Action Plan projects - subject to taking care of comments arising from the meeting e.g. on management arrangements.

## Annexes

### Annex 1

#### Presentation of Initiation Plans: Accountable Democratic Governance

## Outcome Statements

- 3 outcomes:

- 1.1 Selected local governments and oversight entities have capacity to deliver accountable, inclusive and demand driven social and economic services
- 1.2 Selected institutions capacitated (formal and informal) to deliver community security and access to justice services;
- 1.3 Selected institutions at national and sub-national level have the capacity to deliver credible elections;

Selected local governments and oversight entities have capacity to deliver accountable, inclusive and demand driven social and economic services	Selected institutions capacitated (formal and informal) to deliver community security and access to justice services	Selected institutions at national and sub-national level have the capacity to deliver credible elections
Local governments capacity development plans are aligned to NDP and implemented	Communities safe from threat and impact of landmines, EXO/ERWs and remnants of war, small arms and light weapons	Capacity of electoral commission strengthened in management of elections
Capacity development plans for selected oversight entities and local communities developed and implemented to monitor service delivery in line with district development plans and NDP	Structures and systems in place for peace building , reconciliation and reintegration	Citizens of selected districts of Northern Uganda effectively participate in electoral processes
Enabling policy environment in place and supports utilization of diaspora services	Systems and mechanisms in place for community resilience and reduced vulnerability	Selected CSOs and media have capacity to engage local communities in elections and monitoring electoral processes
	Communities have access to rights based justice	

## Project Initiation Plan - Outputs

- Technical consultancy services procured to develop 8 project documents with costed annual work-plans (agreed by all the stakeholders) along with clear management arrangements
- Programme and Outcome boards in place
- Capacity assessment report of the implementing partners
- Key lessons report

## Management Arrangements

- **Executive:** represented by the by senior management UNDP who will ensure the overall coordination and implementation of the Initiation Plan
- **Senior Beneficiary:** represented by the CO programme team
- **Senior Supplier:** represented by the consultants who are providing the technical expertise for the achievement of the expected outputs stated in the plan.
- **Assurance:** represented by the UNDP Programme team leaders who will be responsible for oversight, monitoring and ensuring the achievement of the results of the initiation plan.
- **Support:** represented by the administrative consultants who are to provide the required technical (ATLAS) logistical and administration support.

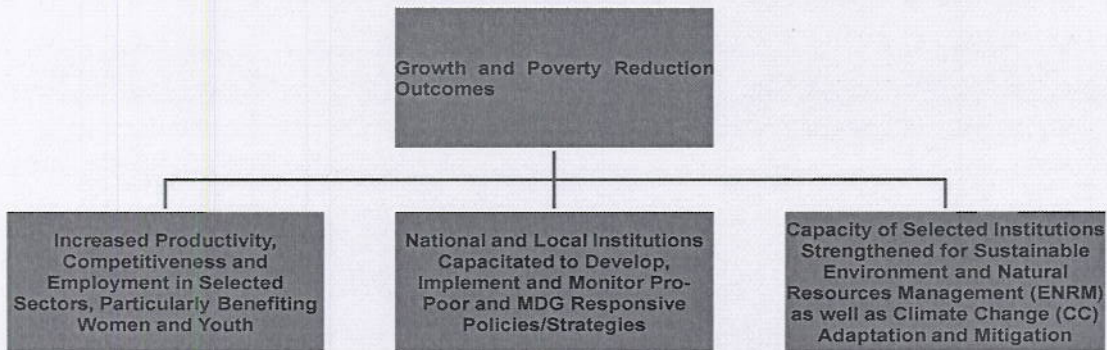
## Annex 2

### Initiation Plan: Growth and Poverty

#### GROWTH AND POVERTY REDUCTION COMPONENT

- Contribute to national efforts to promote people-centred growth and prosperity by supporting interventions that ensure that economic growth is inclusive and equitable.
- Focus on improving productivity and enhancing capacity for sustainable income generating activities in selected sectors; especially those;
  - where the majority of the poor and vulnerable are actively engaged;
  - which provide opportunities for improving the livelihoods of the returning populations in the conflict affected areas of the North.

- Will support research, capacity development and participatory policy dialogue to foster the development of pro-poor policies and strategies aimed at accelerating progress towards the MDGs
- will address key challenges such as environmental and natural resources degradation as well as negative impacts of climate change and disaster risks at both national and local levels.
- Interventions will be pursued at policy, institutional and community levels.



Increased Productivity, Competitiveness and Employment in Selected Sectors, Particularly Benefiting Women and Youth

National and Local Institutions Capacitated to Develop, Implement and Monitor Pro-Poor and MDG Responsive Policies/Strategies

Capacity of Selected Institutions Strengthened for Sustainable Environment and Natural Resources Management (ENRM) as well as Climate Change (CC) Adaptation and Mitigation

National Policy and Regulatory Framework for the Selected Sectors Established

Evidence-Based Analytical Studies Available to Inform Policy Making in the Area of Human Development


Selected National and Local Government Institutions and Communities Capacitated to Develop Key Policies and Systems for Sustainable ENRM and CC Adaptation and Mitigation



Increased National Institutional Capacity to Manage and Coordinate aid

## Project Initiation Plan Outputs

- 5 fully signed project documents
- Completed capacity assessment reports for implementing partners
- Programme, Growth and Poverty Reduction Outcome and Project Boards in place



## Management Arrangements

- **Executive:** represented by the by senior management UNDP who will ensure the overall coordination and implementation of the Initiation Plan
- **Senior Beneficiary:** represented by the CO programme team
- **Senior Supplier:** represented by the programme and external consultants who are providing the technical expertise for the achievement of the expected outputs stated in the plan.
- **Assurance:** represented by the UNDP Programme team leaders who will be responsible for oversight, monitoring and ensuring the achievement of the results of the initiation plan.
- **Support:** represented by the administrative consultants who are to provide the required technical (ATLAS) logistical and administration support



### Annex 3

#### List of Participants:

Name	Ministry/Organization	Designation
Mr. Lebogang Motlana	United Nations Development Programme	Country Director (Chair)
Ms. Joyce Ruhweeza	Ministry of Finance Planning and Economic Development	Ag. Assistant Commissioner Aid Liaison Department
Mr. Ashimwe Collins	Ministry of Finance Planning and Economic Development	Economist
Mr. Musoke Andrew	Ministry of Local Government	Principal Economist
Amb. David Etuket	Ministry of Foreign Affairs	Director International Cooperation
Mr. Magad Cornelli	Ministry of Gender Labor and Social Development	PWIDO
Mr. Tisasirana Longino	National Planning Authority	Executive Director
Mr. Dison Okumu	Parliament	D/PDCO
Mr. Bharam Namanya	UNASO	Executive Director
Mr. Gideon Badagawa	Private Sector Foundation	Executive Director
Ms. Florence Kata	Uganda Export Promotion Board	Executive Director
Mr. Gitta S.P	Uganda Export Promotion Board	Director Market and Production
Ms. Mary Odoyo	Enterprise Uganda	DFA
Mr. Fred Onyai	National Environment Management Authority	Internal M&E Specialist
Mr. Mwangi Mathenge	United Nations Volunteers	Programme Officer
Mr. Sam Ibanda	United Nations Development Programme	Deputy Country Director (Programme)/a.i.
Mr. Wilson Kwanya	United Nations Development Programme	Assistant Resident Representative
Ms. Rose Ssebatindira	United Nations Development Programme	Assistant Resident Representative
Mr. Kiran Devara	United Nations Development Programme	Governance Specialist
Mr. Augustine Wandera	United Nations Development Programme	Programme Consultant
Mr. Roger Lutalo	United Nations Development Programme	Consultant
Mr. Emmanuel Hatangimana	United Nations Development Programme	Finance Specialist
Mr. Joris Beckers	United Nations Development Programme	Executive Specialist
Ms. Harriet Karusigarira	United Nations Development Programme	Programme Associate
Mr. Johnson Nkuuhe	United Nations Development Programme/MVP	MVP Coordinator
Ms. Doreen Kanyesigye	United Nations Development Programme	Intern
Ms. Gloria Atuheirwe	United Nations Development Programme	Programme Consultant (Rapporteur)
Ms. Annet Mpabulungi-Wakabi	United Nations Development Programme	Programme Consultant (Rapporteur)




Signature: \_\_\_\_\_

Mr. Lebogang Motlana

Country Director, United Nations Development Programme

(Chair)

Signature:  \_\_\_\_\_

Ms. Joyce Ruhweeza

Ag. Assistant Commissioner, Aid Liaison Department

Ministry of Finance Planning and Economic Development