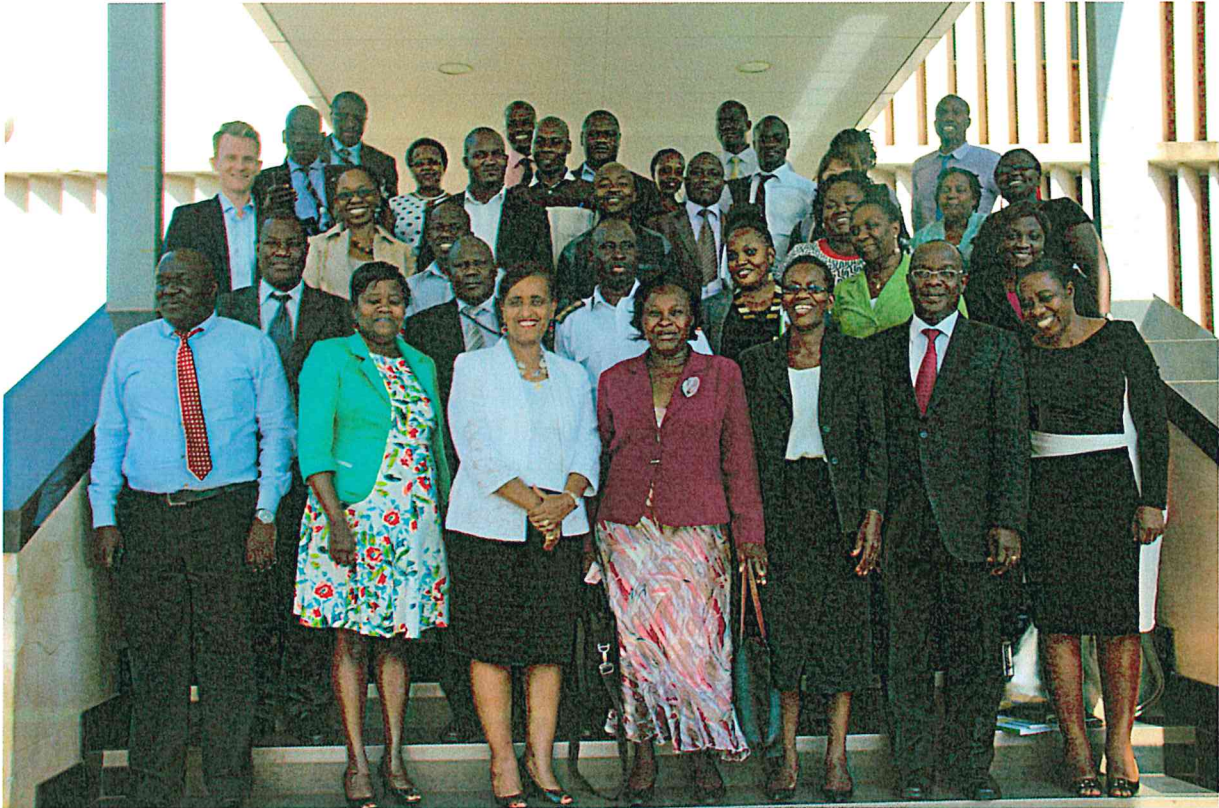# MINUTES OF EXTERNAL PROJECT APPRAISAL COMMITTEE MEETING FOR INCLUSIVE GOVERNANCE PORTFOLIO
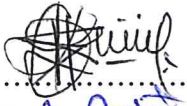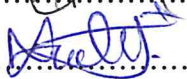
1st MARCH 2016

SHERATON KAMPALA HOTEL
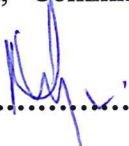
Prepared by:

1. Mr. Nicholas Burunde (1st Secretary)...

2. Ms. Hadijah Nabbale (2nd Secretary)...

Approved by:

Ms. Maris Wanyera, Commissioner, DARC, MoFPED (on behalf of PSST MoFPED), Chairperson

....

1. **Ms. MARIS WANYERA COMMISSIONER REPRESENTING THE PSST, MOFPED** and gave opening remarks.
    1.1. Apologized for the absence of PS MoFPED.
    1.2. Went through the programme for the day
    1.3. She explained that the design of UNDP programmes has been participatory involving all the stakeholders to effectively handle the issues pertaining to the country's development.
    1.4. She clarified that the programmes to be reviewed are in alignment with the GoU priorities as in the NDP II with the main objective of achieving Uganda's Vision 2040
    1.5. Appealed to the participants that the primary job is to review and agree and endorse the UNDP Programme
2. **UNDP COUNTRY DIRECTOR OPENING REMARKS**
    2.1 Re-echoed that this process is a partnership which was started in April 1977
    2.2 She mentioned that today is the last lap for final endorsement of the programme to take 5 years
    2.3 Appreciated the stakeholders for their commitment to contribute to this programme.
    2.4 Appealed to the participants to not only make friends but also partners who are going to take this governance portfolio programme for the next 5 years (2016 – 2020)

3. **PRESENTATION ON UNDP COUNTYR PROGRAMME- PATIENCE ALIDRI**

Copy of Presentation in Annex

4. Chairperson gave guidance to the stakeholders to look at the critical issues like alignment of government priorities in the NDP II and Vision 2040
5. **PRESENTATION ON CODROL PRESENTED BY SAM WAIRAGALA- JLOS SECRETARIATE DEPUTY SENIOR TECHNICAL ADVISOR**

    Copy presentation in Annex

6. **PRESENTATION ON THE SOCIAL AND ENVIRONMENT SCREENING FOR CODROL BY ANNET MPABULUNGI-TEAM-LEADER GOVERNANCE**

    Copy Presentation in Annex

7. **PLENARY DISCUSSION ON CODROL PROGRAMME**
    7.1 Chairperson gave guidance to stakeholders to review the activities, Responsible Partners and to see whether the programmes are in alignment to government priorities as in NDP II
    7.2 Gideon Akangasira, Principal Planner Parliament of Uganda raised a concern that parliament was not represented in the presentation of the CODROL Programme.
    7.3 He further noted that Parliament radio was captured as a game changer but has no result area.

7.4 IGG, Her Lordship Irene Mulyagonja – Commented on Game changer of overwhelming public demand for transparency and accountability and thought that e-systems will not cater for the marginalized groups. She however suggested that revamping Local Council Courts would be the suitable system which can tackle the access to justice to the rural poor and marginalized groups.

7.5 IGG continued to clarify that challenges of developing countries cannot be compared developed countries like Botswana and Mauritius because their population is very low compared to Uganda's population which is increasing day by day. She further noted that even the dynamics in politics are different from those of Uganda. She therefore suggested that UNDP should compare Uganda to the countries that have the same issues of development.

7.6 The Executive Director of Uganda Youth Network appreciated the TOC which brings out a clear picture on the roadmap of the prgramme.

7.7 She however noted the need of bringing out the issues of Youth and PWDs clearly in the Programme

7.8 UNAIDS- Implored the members to take time and observe where the success and complications have been regarding the issues of Oil because of the management issues.

7.9 UNAIDS was very glad that issues of HIV/AIDS have been taken on board to increase the number of Ugandans to be put on treatment. He further informed members that the ARV treatment of 80% of Ugandans on treatment is paid by donors he therefore implored GoU to take on the responsibility of paying for the HIV/AIDS treatment.

7.10 UN OHCHR- Suggested that the CODROL Programme should consider supporting mechanisms like Promoting alternative Dispute resolutions

7.11 He further asked a question whether the programme could consider the use of Informal Justice Systems to cater for the unreached rural people who can't access justice.

7.12 Mr. Richard Sewakiryanga Executive Director Uganda NGO Forum- He raised a concern of how the programme could address the problem of selected laws that are not well applied to the people, causing the abuse of Human Rights by law enforcers e.g POMA. He suggested one way which is through Civic education.

7.13 He further commented on Social Engagement and cautioned the programme team to watch out not to have platforms that are developed to serve the project. Mr.Sewakiryanga therefore suggested that UNDP needs to work more with the existing CSOs to develop lasting solutions in regards to Social engagement rather than creating new platforms. Work with the existing ones instead of creating new platforms.

7.14 Moses Mukhooli Head of Department Diaspora at MoFA suggested that the CODROL Programme should consider including Diaspora issues in regards to access to Justice and Human Rights violation while abroad.

8. PRESENTERS GIVE FEEDBACK TO COMMENTS:

8.1 Mr. Dison Okumu, Director Corporate planning and policy at Parliament assured the participants that Parliament is fully captured in the main document.

8.2 Participants were also advised that UNDP will not do everything, but they are giving a ground level for GoU to take on forward.

8.3 Regarding the question on choosing already developed countries as Uganda's SSC, the team leader Governance clarified that there things that Uganda can learn from the Developed countries to benefit the country. There are certain things that Uganda can learn from Botswana and Mauritius

8.4 There is an action point on the Local Council courts in the main document. There is also ongoing programme for Local Council Courts.

8.5 The programme is also looking at informal systems

8.6 The issues of Marginalized groups have been clearly mentioned in the main document. Issues of youth and PWDs have all been tackled.

8.7 The Issue of Oil being a curse, capacity building of institutions will be key in making sure that Oil is a blessing

8.8 The current platforms are not consistent and therefore the new platform is key

8.9 The Programme will identify the current platform and build on the social engagement

8.10   Rule by Law- the emphasis on separation of powers is an entry point to go back to rule of law instead of rule by law.

8.11   SSC will be broadened on the scope include Brazil and South Korea

8.12   The Chairperson informed participants that applicable issues raised in the plenary discussion will be included in the main document by the Programme teams and the next step was for the stakeholders to endorse the CODROL Programme.

8.13   *The Chairperson asked the participants whether they agree to endorse the programme and in unison they all agreed to endorse CODROL Programme.*

9. PRESENTATION ON STRENGTHENING INSTITUTIONAL EFFECTIVENESS PRGRAMME BY SSANSA MUGENYI – AG.DIRECTOR- OPM

Copy Presentation in Annex

10. PRESENTATION ON CONSOLIDATING PEACE, SECURITY AND SYSTEMS RESILIENCE – MAKMOT OKELLO – COMMISIONER – UGANDA POLICE FORCE/MoIA

Copy Presentation in Annex

4

11. PLENARY DISCUSSIONS

11.1   Ambassador .Hatega – Northern Corridor is critical for capacity building and therefore calls for continued support for four countries, Uganda, Kenya, Tanzania and Rwanda. E.g Telecom Roaming charges have been minimized.

11.2   Peace and Security is critical and Northern Corridor Project has achieved some mile stones like Uganda, Kenya and Rwanda have signed a Peace Pact and Security Pact.

11.3   Region imports and Exports, Uganda is a land locked country and containers used to take 18 days to arrive in Uganda from Mombasa but since July, it now takes only 4 days to Uganda from Mombasa.

11.4   NPA Dhizaala Moses – IE Programme there is need to harmonize policies is it possible to align the harmonization of polices

11.5   The issue of strengthening mechanisms for implementing policies. And this goes also on the mechanisms of the budget.

11.6   Executive Director.NGO Forum – Evaluations should not be done by the institutions that are implementing the programme (Not IPs) to avoid biases, it should rather be done an independent institution.

11.7   Expand the work on integrity, e.g make a clear policy around integrity

11.8   Output 3 of IE belongs to COPASS Programme

11.9   IGG - Integrity – the leadership code Act is already there to help with issues of integrity.

11.10   She therefore recons that education on ethics and integrity needs to be factored in the programme.

11.11   The issue of enumeration and welfare of civil servants feed into corruption therefore calls on UNDP to consider it in the programme

12. FEEDBACK TO PARTICIPANTS

12.1   Existing relevant policies- NPA has a role to play by looking at the ministerial policy papers to ensure that harmonization of policies is tackled.

12.2   OUTPUT 3 of IE fits in CODROL and COPASS programmes, therefore programme teams will consolidate the activities

12.3   The Chairperson informed participants that only applicable issues raised in the plenary discussion will be included in the main document by the Programme teams and the next step was for the stakeholders to endorse the IE and CoPASS Programmes.

12.4   *The Chairperson asked the participants whether they agree to endorse the programmes and in unison they all agreed to endorse SIE and CoPASS Programmes.*

5

13. PRESENTATION OF COMMUNICATION AND M&E BY POLLY MUGISHA (TEAM LEADER UNDP MSU/M&E SPECIALIST)

Copy presentation in Annex

14. PLENARY DISCUSSION

14.1   There is need to develop detailed plans for each of the IP for effective delivery and reporting.

14.2   There is need to develop detailed plans of M&E for CSOs

14.3   UNDP was appreciated for incorporating M&E in programming

14.4   There is need for Capacity building on UNDP M&E and Communication strategy to all Implementing partners and Responsible parties.

14.5   There is a challenge of not having budgets for documenting project outcomes

14.6   Dhizaala Moses of NPA clarified to the participants that M&E by law is under NPA, OPM is the coordinating agency

14.7   Sewakiryanga – noted that knowledge management and communication as presented was not clear whether its for UNDP or for other implementing entities for all the programmes.

14.8   Dhizaala reckoned that alignment to NDP II of knowledge management is critical.

14.9   He further noted that 1% is very minimal for communication of the entire programme and suggested if more funds could be added to communication

14.10   M/s Asiimwe Angella from Center for Consitutional Governance (CCG) highlighted that the regional reports like the EAC report on governance, on corruption should also be used as baseline indicators.

14.11   Suggested strategies for enhancing knowledge management by the IPs & RPs especially documenting impact and overall support

14.12   There were gaps in collecting baseline data conducted by NPA to feed in to the NDP II which affects all programmes. NPA therefore suggested that UNDP could help to support baseline data collection.

15. PRESENTATION OF THE WAY FORWARD BY POLLY MUGISHA - UNDP

15.1   The Chairperson asked when the implementation process of the programmes will start.

15.2   Polly clarified that the programmes will start as soon as they have been signed by the executing agency which is MoFPED, UNDP and IPs.

15.3   NPA noted that in the pre-engagements during the programme design, UNDP will need to explore the possibility/feasibility of recruitment of resident UNDP Programme Officers for effectiveness at NPA and other MDAs that play key role in implementing the programmes.

15.4   Richard Musinguzi raised a question regarding the date of convening project board meetings

15.5   In response to the above concern, Polly informed members that the project board meetings will take place in the week of 28th of March to present the annual and quarterly work plans as well as firming up other management and administration modalities for the respective programmes.

15.6   The Chairperson informed members that by Law the minister of finance is mandatory to sign the programmes and not Permanent Secretaries.

15.7   Onesmus Muhwezi raised a concern on whether there is a framework in which CSOs are going to be assessed.

15.8   In response to the above concern, Polly informed members that CSOs will be selected through expression of interest and it will be dependent on whether the Programmes have been approved by MoFPED and IPs

15.9   Annet raised a concern to the Chairperson M/s Maris Wanyera whether UNDP can start the process of identifying the CSOs through calling for expression of interest even when the Programmes have not been signed.

15.10   In response to the above concern, the Chair clarified that some of the activities like selecting CSOs can start even before the programmes have been signed because the E-PAC members have already endorsed the programmes.

16. CLOSING REMARKS BY CHAIR – BY MARIS WANYERA

16.1   Appreciated the support of UNDP to GoU and hopes that the partnership will continue until when Uganda achieves Vision 2040

16.2   She anticipated that the IPs, RPs and MoFPED meet their respective responsibilities to deliver these programmes effectively in order to benefit the country.

16.3   She reckoned that accountability is very critical to avoid unlikely cases of misappropriation of funds

16.4   She advised ministries that the programmes should be incorporated in the respective Ministerial policies and be included in the ministerial budgetary frameworks to allow for co-funding where necessary and applicable depending on the availability of resources.

16.5   The chair appealed to participants to attend project review meetings and clarified that the new government is strict on accountability and therefore MDAs should take issues of timely accountability serious.

Annex 1: EPAC Programme

UNDP Governance External Project Appraisal Committee (EPAC) Meeting
Sheraton Hotel, Kampala – 1st March 2016

Chair: Ministry of Finance, Planning and Economic Development

Time	Session	Responsible
8:30am – 8:45am	Arrival and Registration	UNDP
9:00am – 9:30am	Introductory remarks from 　i) Government (MofPED) 　ii) UNDP Country Director	MOFPED
9:30am – 9:50am	Overview of the UNDP/GoU Country Programme 2016-2020	UNDP
9:50am - 10:10am	Presentation of the Rule of Law Programme	GOU/UNDP
10:10am-10:30am	Plenary discussion	MOFPED
10:30am–11:00am	Tea Break	Hotel MGT
11:00am-11:20am	Presentation of the Institutional Effectiveness Programme	GOU/UNDP
11:20–11:40am	Plenary discussion	MOFPED
11:40am –12:00pm	Presentation of the Peace, Security & System Resilience Programme	GOU/UNDP
12:00pm–12:30pm	Plenary discussion	MOFPED
12:30 – 13:00pm	Presentation on Knowledge Management-M&E and Communication	UNDP
13:00 – 14:00 pm	Lunch Break	HOTEL MGT
14:00 – 14:30 pm	Way forward	MOFPED/UNDP
14:30 – 15:00 pm	Closing remarks by Government	MOFPED
15:00 – 15:30 pm	Tea Break & Departure at Leisure	HOTEL MGT

Annex 2. PRESENTATION OF UNDP COUNTRY PROGRAMME BY PATIENCE ALIDRI – ACD

OVERVIEW OF

UNDP PROGRAMME (2016 – 2020)

Presentation to E-PAC Meeting,

Sheraton Hotel – Kampala, 1ˢᵗ March 2016

Changing with the World

Theory of Change (TOC): Impressive Performance

- GDP growth of 6.4% over 2 decades & poverty has reduced 54% (1992) to 19.7% in 2013.

- Transitioned from fragile post-war state to multi-party democracy.

- Improvements in good African Governance score of (56.1/100)

- Northern Ug has been stabilized & integrating into national economy.

- National agenda has shifted from poverty reduction to transformation

- Progress in EA regional integration – infrastructural development, common markets etc.

- New prospects for exploitable extractives.

Changing with the World

CPD TOC: Development Challenges

Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth

- **Unequal distribution of economic growth dividends plus high pop. growth rate.**

- **Rapid degradation of natural resources.**

- **High vulnerability to multiple hazards**

Upper –Middle Income Country by 2040

Agriculture	Tourism	Mining
Infrastructure	Human Capital Development	Governance

- **Evolving democracy.**

- **Weak public service delivery**

- **Regional instability**

Changing with the World

CPD ToC: Transformation Logic

Strengthening Uganda's Competitiveness for Sustainab Wealth Creation, Employment and Inclusive Growth

Sustainable & Inclusive Economic Development by 2035

Competitive Upper-Middle Income Country by 2040

Agriculture	Tourism	Mining
Infrastructure	Human Capital Development	Governance

Governance – by 2020

(The Enabler)

Human Capital Development By 2025 (The Driving Force)

Changing with the World

Focus of other UN agencies

ToC: Evidence

Evidence on Good Governance from Botswana and Mauritius:

- Constitutional democracy fosters national development by creating political stability and an environment conducive to investment.
- Efficient and effective national resource allocation systems facilitate the equitable distribution of growth dividends.
- Strong public institutions combat corruption & improve service delivery.
- Strong security and justice systems enhance social cohesion, peace and stability thus guaranteeing sustainable development.

Evidence on Sustainable & Inclusive Economic Development

- For sustainable development, government investments in the priority sectors should be matched with rapid progress in environmental protection, natural resources rehabilitation & resilience to CC & disaster risks.
- Exclusiveness can reverse development progress-African civil wars

UNDP UGANDA PROGRAMME PORTFOLIO (2016-2020)

Inclusive & Effective Governance Portfolio	Sustainable & Inclusive Economic Development Portfolio
• Rule of Law • Constitutional Democracy • Institutional Strengthening, Transparency, & Accountability • Peace, Security & System Resilience	• Natural Resources Management; • Adaptation & Resilience to Climate Change & Disaster Risks. • Green Growth, Livelihoods & Employment.

Rationale for Integrated Governance Programme

Engine

Rule of Law and Constitutional Democracy (RLCD).

Is Engine of progress towards constitutional democracy, institutional effectiveness, sustainable peace and security and, subsequently, Investment attraction and sustainable economic growth.

Gear Box

Institutional Development Accountability & Transparency

Strong & effective institutions that guarantee transparency & accountability in the use and management of national resources and effectively enforce the principle of Zero Tolerance to Corruption are assimilated to a *Gear Box.*

This will propel Ug in the right direction within its ambitious development pathway & adequate progress pace towards 2040

Wheels

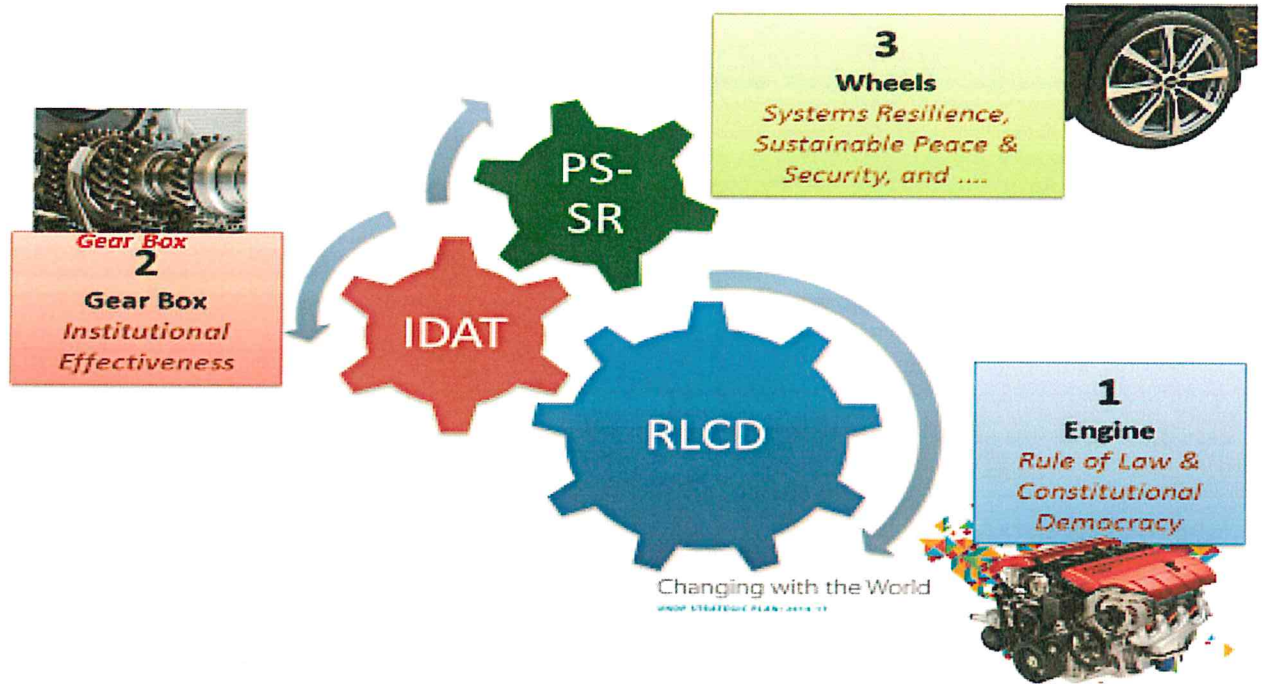### Peace, Security and System Resilience (CoPASS).

Without peace, the country would be comparable to a car that despite good engine and gear box, lacks *Wheels* to move forwards.
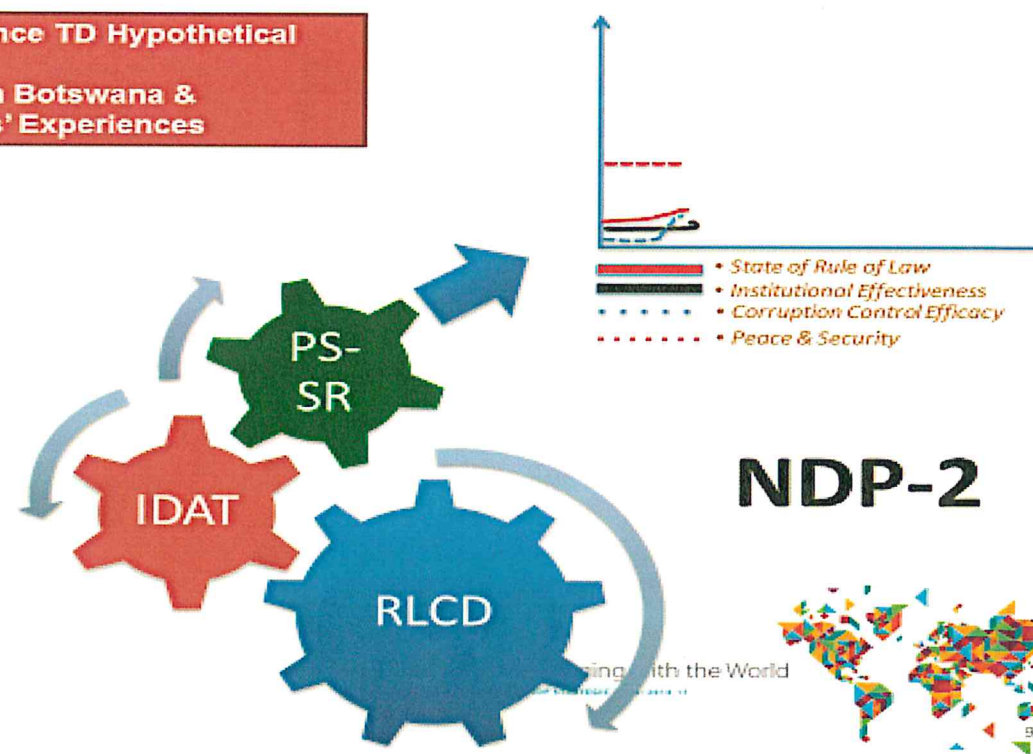
Changing with the World

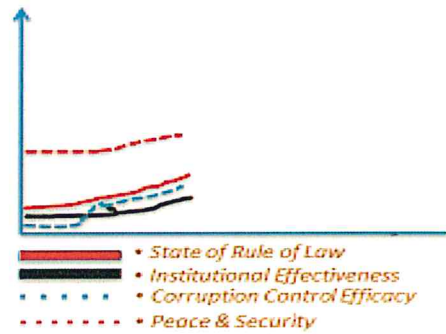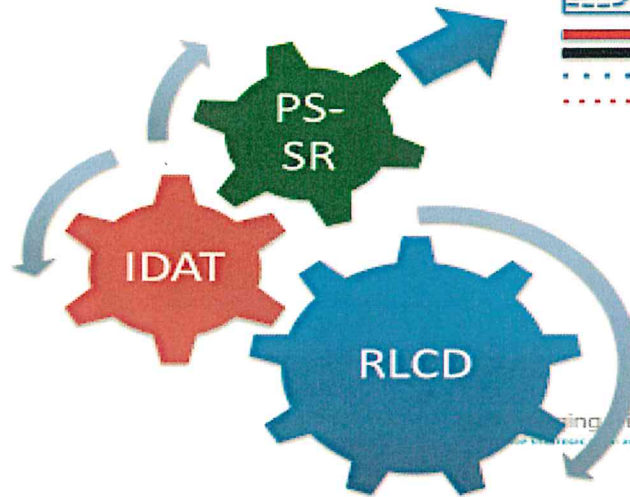# Hypothetical Governance Transformational Model for Uganda

3
Wheels
Systems Resilience,
Sustainable Peace &
Security, and ....

Gear Box
2
Gear Box
Institutional
Effectiveness

PS-SR

IDAT

RLCD

1
Engine
Rule of Law &
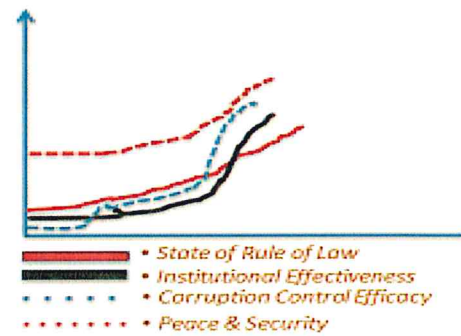*Constitutional*
Democracy

Changing with the World

Governance TD Hypothetical Model
Based on Botswana & Mauritius' Experiences

• *State of Rule of Law*
• *Institutional Effectiveness*
• *Corruption Control Efficacy*
• *Peace & Security*

PS-SR

IDAT

RLCD

NDP-2

Changing with the World

Governance TD Hypothetical Model Based on Botswana & Mauritius' Experiences

PS-SR

IDAT

RLCD

* State of Rule of Law
* Institutional Effectiveness
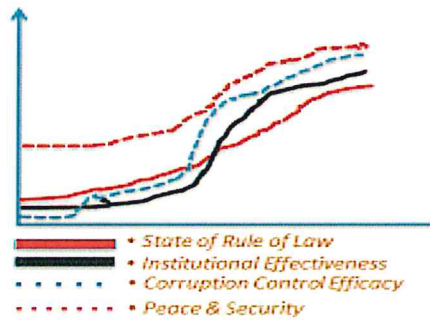* Corruption Control Efficacy
* Peace & Security

NDP-3

Governance TD Hypothetical model Based on Botswana & Mauritius' Experiences

PS-SR

IDAT

RLCD

* State of Rule of Law
* Institutional Effectiveness
* Corruption Control Efficacy
* Peace & Security

NDP-4

Governance TD Hypothetical Model Based on Botswana & Mauritius' Experiences

- State of Rule of Law
- Institutional Effectiveness
- Corruption Control Efficacy
- Peace & Security

NDP-5

Governance TD Hypothetical model Based on Botswana & Mauritius' Experiences

- State of Rule of Law
- Institutional Effectiveness
- Corruption Control Efficacy
- Peace & Security

NDP-6

Governance TD Hypothetical Model
Based on Botswana & Mauritius' Experiences

Legend (NDP-2):
- State of Rule of Law
- Institutional Effectiveness
- Corruption Control Efficacy
- Peace & Security

NDP-2

Legend (NDP-6):
- State of Rule of Law
- Institutional Effectiveness
- Corruption Control Efficacy
- Peace & Security

NDP-6

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14
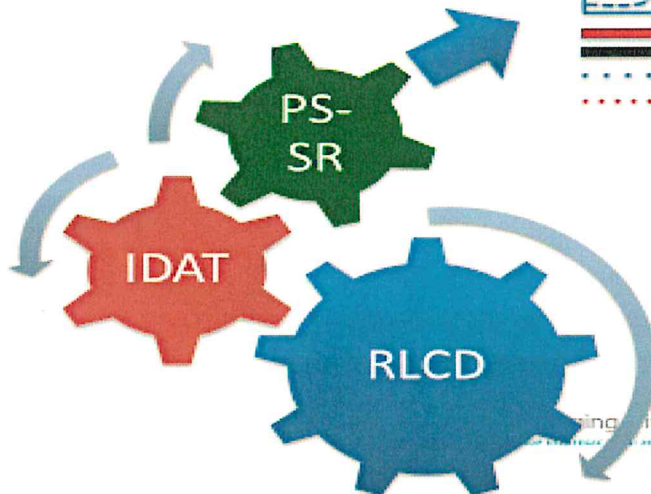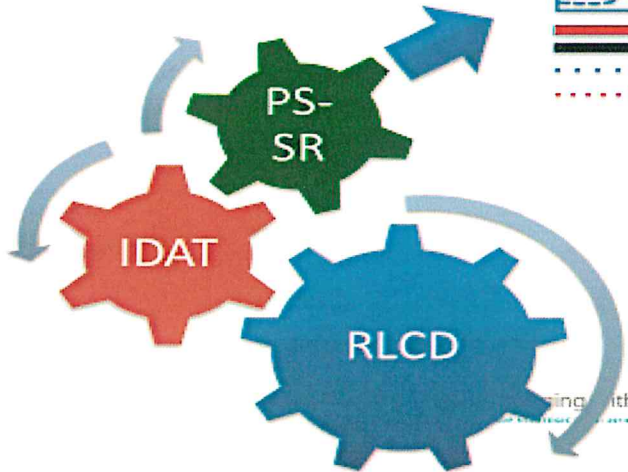
Key Assumptions for Transformation Results in "Governance"

- **GoU** guarantees strong political will and commitment towards enhanced and sustained good governance to ensure rule of law, a constitutional democracy, regulatory quality, government effectiveness and a culture of accountability and zero tolerance for corruption.

- **UN/UNDP** provides quality up-stream capacity development support for strengthened national capacities fully in line with national priorities.

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15

PORTFOLIO II:

Sustainable & Inclusive Economic Development (SIED)

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SIED Hypothetical Integrated Transformational Model for Uganda – Based on Songhai Experience

3
Wheels
Expanded livelihood and job Opportunities despite effect of Climate Change

2
Gear Box
Climate Change Adaptation processes are fast, innovative, Context-Specific and sustainable

Livelihood & Job Creation

Climate Change Adaptation

Natural Resource Management

1
Engine
Good Practices in NRM entrenched in People's beliefs, behaviors and practices (Songhai Model)

Changing with the World

Based on the Songhai model, any progress on internalization by the people of NRM concerns and practices will have a multiplier effect at CCA and LIC levels

Key Assumptions for Transformational Development Results in "SIED Portfolio"

Related to Government of Uganda

- Sustained **political will & commitment** to protect the "Pearl of Africa".

- Empowered, committed & accountable **Local Governments** to enable creativity and social engagement at the local level.

- Assurance of **institutional stability** for continuity of transformational processes across NDPs (NB: sudden changes MDA mandates and staffing..

- Commitment to enhanced **national ownership** of development processes & effective use of national resources to drive the transformational agenda.

- Opened space for **inclusive participation** of citizens and non-state actors (media, private sector, CSOs, academia) in the processes of domestication of good practices and building of an environment-friendly culture in Uganda.

Key Assumptions for Transformational Results in SIED

Related to UNDP

- **Quality up-stream support** for strengthened policies, programme implementation effectiveness & efficiencies, focusing on: innovation, learning and institutionalization of best practices at all levels;

- Effective **leveraging of resources** in favor of GoU-led transformational plan.

- Full **adherence to the mutual accountability framework** reflected in the development results.

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UNDP STRATEGIC PLAN 2014-17

19

PROGRAM PRIORITY TARGET AREA & POPULATIONS

Northern & Eastern Regions
- **The two poorest regions.**
- **Both programme portfolios will converge here.**

Targeting Groups
- **The poor (19.7%) of population.**
- **Women: 51% of pop; limited economic assets & politics.**
- **Youth: (18-30 yrs) 18.4% of pop; high unemployment.**
- **Elderly, HIV/AIDS infected/affected; adolescent girls; female headed HH; widows; single mothers: access to justice and community security.**

Changing with the World
UNDP STRATEGIC PLAN 2014-17

20

PARTNERSHIPS

South-South & Triangular Cooperation examples:
- Botswana, Ghana, Trinidad & Tobago and Norway on Extractives.
- Republic of Korea on local economic development.
- BRICS on governance /economic development

UN Collaboration/DaO with agencies, examples as:
- UN Women & OHCHR on democratic elections, human rights and gender
- UNFPA on maternal acceleration framework
- UNICEF on social protection
- UNEP, ILO(+ YEE convergence) on green economy and green jobs for youth and women
- FAO, UNHABITAT, UNIDO on sustainable production & consumption initiatives.

DP Partnerships examples:
- Democratic Governance Facility on rule of law and constitutional democracy
- DFID & World Bank on institutional development, Accountability & Transparency
- DFID/USAID on Karamoja Resilience
- GEF on environment protection

Regional Collaboration examples:
UNDP will work with AU, IGAD, ICGLR, EAC and RECSA on regional peace and security issues

Others:
- Private Sector (E.g. PSFU, Enterprise Uganda)
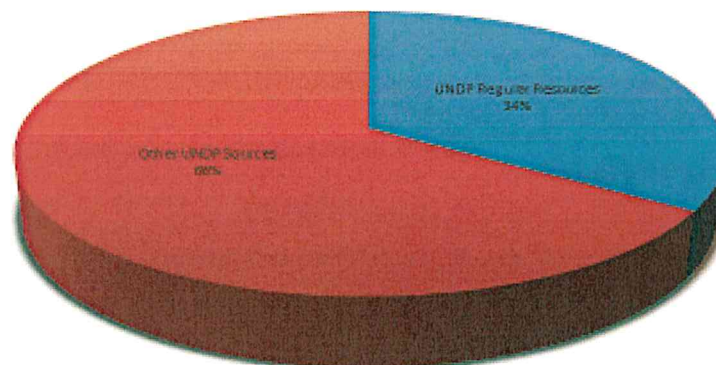- Bill Gates, Master Cards
- Academia
- Media

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21

RESOURCES REQUIRED TO DELIVER ON UNDP PROGRAMME FOR UGANDA (2016-2020)

Total Budget USD ($) 140,497,000

UNDP Regular Resources 34%

Other UNDP Sources 66%

■ UNDP Regular Resources   ■ Other UNDP Sources

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22

Other Sources of Funding

Resources Stream	Amount (USD$)	Comments
GOU Cost-sharing	7.5 Million	To be explored with GOU
Other UNDP mobilized Resources	84.8Million	
Sub-Total	92.3 Million	

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A Transformed Uganda!!

Vision 2040

Programme: Rule of Law & Constitutional Democracy

Presentation to E-PAC Meeting

Sheraton Hotel Kampala, 1ˢᵗ March 2016

Basic Facts

- **Time Frame : 2016 – 2020**

- **Total Budget: USD 8,500,000**

- **Implementation Modality: National Implementation Modality**

- **Executing Agency: Ministry of Finance, Planning & Economic Development.**

- **Implementing Partner: Ministry of Justice & Constitutional Affairs**

Brief Description

1. Legal reforms.

2. Updating, harmonization and coherence of laws.

3. Nurturing independence for institutions of democracy.

4. Capacity development of law enforcement systems.

5. Social engagement for effective and sustainable culture of constitutional democracy, protection of human rights and effective implementation of relevant laws.

Alignment to Global & National Frameworks

✓ Sustainable Development Goal 16: Peace, Justice & inclusive institutions;

✓ Uganda Vision 2040;

✓ National Development Plan 2- (Objective 4), mechanisms for effective & efficient service delivery;

✓ United Nations Development Assistance Framework /UNDP Country Programme Document 2016-200 (Outcome 1.1.1)

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Development Context

Progress
- **Vision 2040: Good governance & institutional robustness as backbone of transformation.**
- **Enhancing the role of oversight functions.**
- **Consolidating national planning processes.**
- **Commitment to strengthening public sector performance.**

Development Challenges
- **Evolving democracy.**
- **Governance ranking: 19/52**
- **Policy implementation.**
- **Separation of powers**
- **Gender inequality**
- **Limitations in access to justice**

Bottlenecks
- **Gaps in frameworks.**
- **Institutional capacity limitations.**
- **Social demand/ engagement;**
- **Lack affordable/ effective/scalable justice system models.**

CODROL Programme Theory of Change

Engine

- Aims at developing national capacities in the Rule of Law & Constitutional Democracy (RLCD), through a Transformational Development Approach (TDA)

- GOU & UNDP agree that Rule of Law (ROL) is the *Engine* of development progress.

- Upholding ROL & Constitutional Democracy results in commendable levels of development.

- Absence of ROL is associated with conflict & poverty.

- ROLCD enhances overall institutional effectiveness, transparency and accountability in the management of public affairs, sustainability of economic growth, investment attraction as well as peace & security.

Programme Target Areas & Populations

1. **National level: Institutions.**

2. **Special focus: Northern/Eastern regions**

3. **People: Women, youth, persons with disability; people living with HIV/AIDS & other marginalize.**

Programme Intervention Logic/UNDP Exit Order

Development Bottlenecks	Exit Order	UNDP CPD Outputs
Issue # 1:. **gaps in policies, Bills, laws & standards**	4	By 2017-18, MoJCA, MoFA & JLOS Sector with Enhanced technical capacities to strengthen policies and legal frameworks.
Issue # 2: Gaps in **capacities to implement** policies, laws and standards.	3	By 2018, MoJCA, Parliamentary Service Commission, JLOS Sector & EC With adequate technical Capacities & tools for effective implementation of related policies, laws and standards.
Issue # 3: Weak **social engagement**	2	By 2018/2019, relevant CSOs & Uganda Media Council with strengthened capacities to establish an inclusive & functional Civil Society's Engagement Platform.
Issue # 4: Lack of **affordable models** to ensure sustainable const. democracy, ROL and equitable access to justice.	1	By 2020, JLOS Secretariat, UHRC, Judicial Service Commission & MoIA With Strengthened capacities to design, implement and evaluate scalable models to inform national policies and development strategies.

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Project Results and Partnerships

Output 1: By 2017-2018, Law Reform Commission, (MoJCA), Judiciary, Parliament, JLOS Secretariat and UHRC with enhanced technical capacities to strengthen policies and legal frameworks for: (a) effective Separation of powers and assurance of smooth Electoral processes; and (b) HR promotion, respect and fulfillment, including equitable Access to justice.
Budget: USD $ 1350,000

Activity Results
1. Enhanced Understanding of Transformational Development.

2. Constitutional and Electoral policies & laws improved;

3. Separation of powers enhanced; Human Rights enhanced;

4. Improved Access to justice by all citizens.

Partners: MoJCA, JLOS Secretariat, UHRC, MoFA, Academia, JSC

Project Results and Partnerships

Output 2: By 2018, JLOS and UHRC With adequate technical Capacities & tools for effective Human Rights promotion & protection and achievement of equitable and sustained access to justice; and the Electoral Commission with Strengthened technical and technological Capacities & tools to implement Electoral laws and ensure Free and credible elections.

Budget: USD $ 1370,000

Activity Results
1. Capacities & tools for Human Rights promotion & protection enhanced;

2. Capacities & tools for equitable access to justice enhanced;

3. Capacities & tools for Electoral laws implementation enhanced;

4. Free and credible elections realized;

Partners: CSOs, Media Council of Uganda; UHRC; EC; EOC; NCF' TEFU

Project Results and Partnerships

Output 3: By 2018-2019, relevant MDAs and Non-State Actors with strengthened technical, financial and logistic capacities to establish an inclusive & functional Civil Society's Engagement Platform to monitor progress in human rights promotion and Promote social engagement in democratic processes.

Budget: USD $ 1,510,000

Activity Results

1. A functional platform for Civil Society's engagement in place;

2. Civic education enhanced;

3. Voter education enhanced;

4. Quality of media content improved;

5. Enhanced participation of Citizens/Marginalized Groups;
Partners: CSOs: Media Council of Uganda: UHRC: EC: EOC: NCF: TEFU

Project Results and Partnerships

Output 4. By 2020, MoJCA, MoIA, JLOS Secretariat, UHRC, LGs and CSOs With Strengthened technical, technological and financial capacities to design, implement and evaluate models of HR promotion and improved Justice System Coverage & Management at decentralized level that are effective, efficient, sustainable and scalable, to inform national policies and development strategies.

Budget: USD $ 1,900,000

Activity Results

1. Justice System Coverage & Management enhanced;

2. Access to justice & Human Rights promotion and protection enhanced;

Partners: MoJCA; JLOS Secretariat; MOIA/Police ; JSC; ; Academia

Game Changers

Result level	Process level
Effective separation of power.	Leadership forum operationalized for supporting the separation of powers.
Transparent and credible elections.	An increasingly issue-based politics.
Overwhelming public demand for transparency and accountability	National Civic Education Parliament FM radio in place. Dynamic CSO platforms E- systems for enabling access to justice

Programme Sustainability

- **NIM to promote national ownership.**

- **Entrenchment of rule of law and constitutional democracy in law and political science schools – through syllabus and training**

- **GOU commitment to integrate provisions of the programme in planning/policy statements**
- **& through cofounding.**

- **Step wise exit, progressively scale down implementation, as laws and policies are enhanced; institutional capacity is augmented; social engagement more robust and affordable and scalable models developed.**
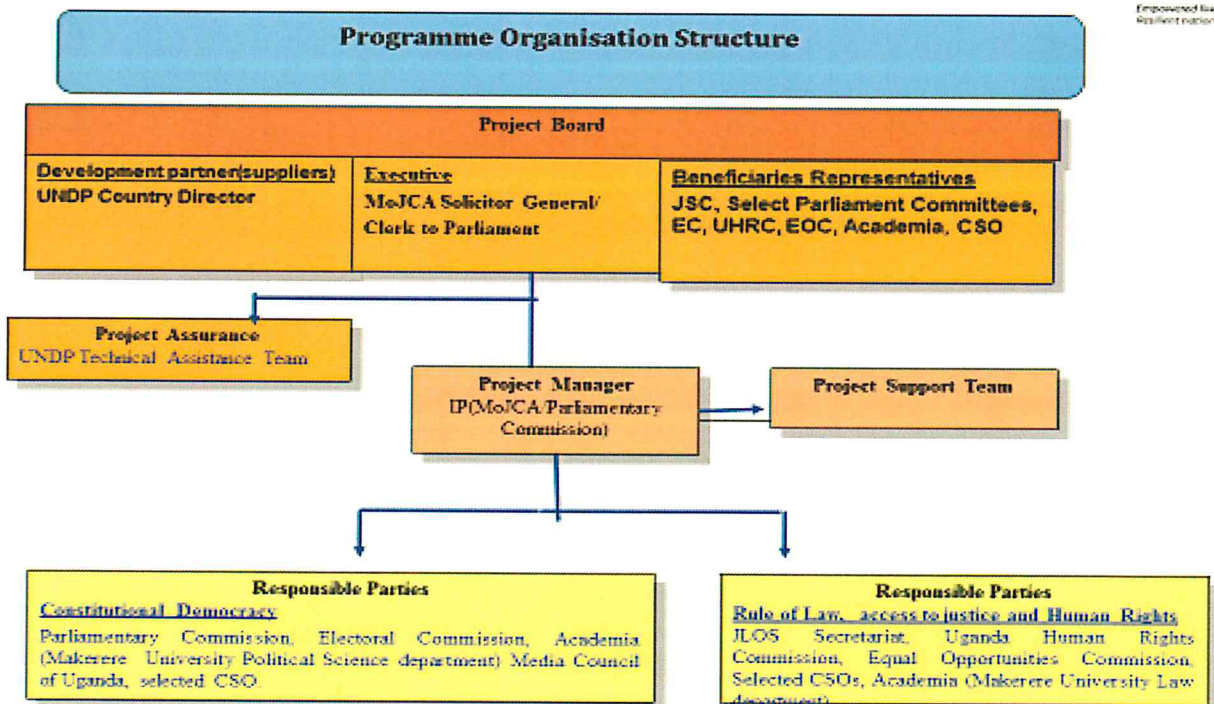
Programme Scale/Scaling Up

- Policy and legislative reforms and capacity-building of institutions, will lead to achieving benefits at scale.

- Learning (through research SSC and documentation), to inform future policies, strategies and adoption of good practices.

- Design of justice system technological models will improve decision making and timely access to justice.

- Upscale innovations in small claims procedure and plea bargaining will increase coverage in East/Northern Region.

- Scale up accountable innovative approaches that tackle issues of corruption - outreach and community engagement (e.g. Pilot use of CCTV, Pilot toll-free lines in Judiciary)

Governance/Management Arrangements

Programme Organisation Structure

Project Board

Development partner(suppliers)	Executive	Beneficiaries Representatives
UNDP Country Director	MoJCA Solicitor General/ Clerk to Parliament	JSC, Select Parliament Committees, EC, UHRC, EOC, Academia, CSO

Project Assurance
UNDP Technical Assistance Team

Project Manager
IP (MoJCA/Parliamentary Commission)

Project Support Team

Responsible Parties
Constitutional Democracy
Parliamentary Commission, Electoral Commission, Academia (Makerere University Political Science department) Media Council of Uganda, selected CSO

Responsible Parties
Rule of Law, access to justice and Human Rights
JLOS Secretariat, Uganda Human Rights Commission, Equal Opportunities Commission, Selected CSOs, Academia (Makerere University Law department)

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END OF PRESENTATION

**I SUPPORT
GOAL 16
PEACE AND
JUSTICE**

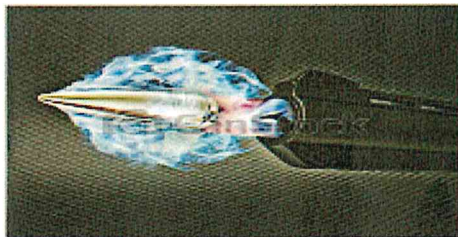**ANNEX 3: SIE PROGRAMME PRESENTAION BY SSANSA MUGENYI – AG.DIRECTOR- OFFICE OF THE PRIME MINISTER**

Strengthening Institutional Effectiveness Programme

**Presentation to E-PAC Meeting
Sheraton Hotel, Kampala, March 1, 2016**

BREAK THE CORRUPTION CHAIN

Basic Facts

- **Period: 2016-2020**

- **Budget: USD 12.5 million**

- **Implementation Modality: NIM**

- **Executing Agency: MoFPED**

- **Implementing Partner: Office of the Prime Minister**

Alignment to Global & National Frameworks

- **Sustainable Development Goals: Goal 16 – Peace, Justice & Strong Institutions**

- **Vision 2040;**

- **Second National Development Plan: Objective 4**

- **United Nations Development   Assistance Framework/UNDP Country Programme Document 2016-2020 Outcome 1.3**

- Strengthening performance of key public institutions while promoting Public-Private-Partnerships.

- Innovation in knowledge generation and management

- Promotion of the culture of transparency, accountability for effective corruption control, institutional robustness and good governance.

Strength	Bottlenecks
• Functional government	• Gaps in policy, legal & regulatory frameworks and operational mechanisms;
• Establish institutions to fight corruption	• Weak institutional capacities to implement existing and new policies for accountable institutional effectiveness and corruption control; and
Challenges	
• Institutional performance	• Weak public demand for transparency, accountability and efficacy in the management of public affairs
• Impact of corruption	

Programme Theory of Change
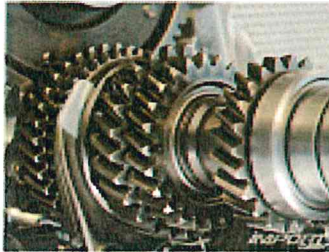
Strong and effective institutions that guarantee transparency and accountability in the use and management of national resources and effectively enforce the principle of Zero Tolerance to Corruption are associated with a *Gear Box.*

Gear Box

***Such institutions* will maintain Uganda in the right direction within its development pathway and adequate pace towards the 2040 milestone.**

Programme Intervention Logic/UNDP Exit Order

Intervention Logic

Bottlenecks	Exit Order	UNDP CPD Outputs
Bottleneck #1	3	**By 2017, relevant institutions develop:** • **Public sector policies** • **Legal & regulatory frameworks** • **Operational mechanisms**
Bottleneck #2	2	• **By 2018, relevant institutions promote:** • **institutional effectiveness and efficiency at central and decentralised levels** • **transparency, accountability and zero tolerance to corruption.**
Bottleneck #3	1	• **By 2020, relevant institutions raise:** • **consciousness of public to articulate their needs** • **defend their rights** • **demand for accountability and transparency**

Programme Results and Partnerships

Output 1: Selected Ministries, Department and Agencies / sectors effectively coordinate and implement targeted public sector reforms by 2020

Budget: USD 4,050,000

Activity Results

- Strengthened capacity to formulate, appraise and review policies and regulations

- Development policy, research and evaluation function institutionalized

- Relevant institutions with enhanced capacity to plan, implement and monitor public policies and programmes

- Collaboration among selected institutions to foster public policy effectiveness, a culture of transparency, accountability and zero tolerance to corruption

Partners: OPM, MPS, NPA, MoLG, MoFPED, IG, ACCU

Programe Results and Partnerships

Output 3: Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding, democratic processes, sustainable production, energy and Natural Resource Management (NRM) by 2020.

Budget: USD 430,000

Activity Results

- Capacity of gender advocates in parliament and CSOs strengthened

- Service delivery standards on financing mechanisms for women and youth empowerment developed

Partners: OPM, MoGLSD

Programme Results and Partnerships

Output 4: Capacity Development for Aid Effectiveness and Country Programme Implementation
Budget: USD 2,500,000
Activity Results • **Knowledge and best practices on ODA coordination attained** • **Country office programme oversight and management conducted in line with UNDP's policies and procedures**
Partners: OPM, MoFPED

Partnership and Collaboration

- DFID's Strengthening Uganda's Anti-Corruption and Accountability Regime (SUGAR) Programme

- UNICEF, UNFPA, OHCHR, UNWomen, WHO

- CSOs, PSOs, NGOs

Game Changers

Leveraging learning and benchmarking through established:

- Strategic research and evaluation functions;

- South to South and triangular cooperation;

Programme Scale / Scaling Up

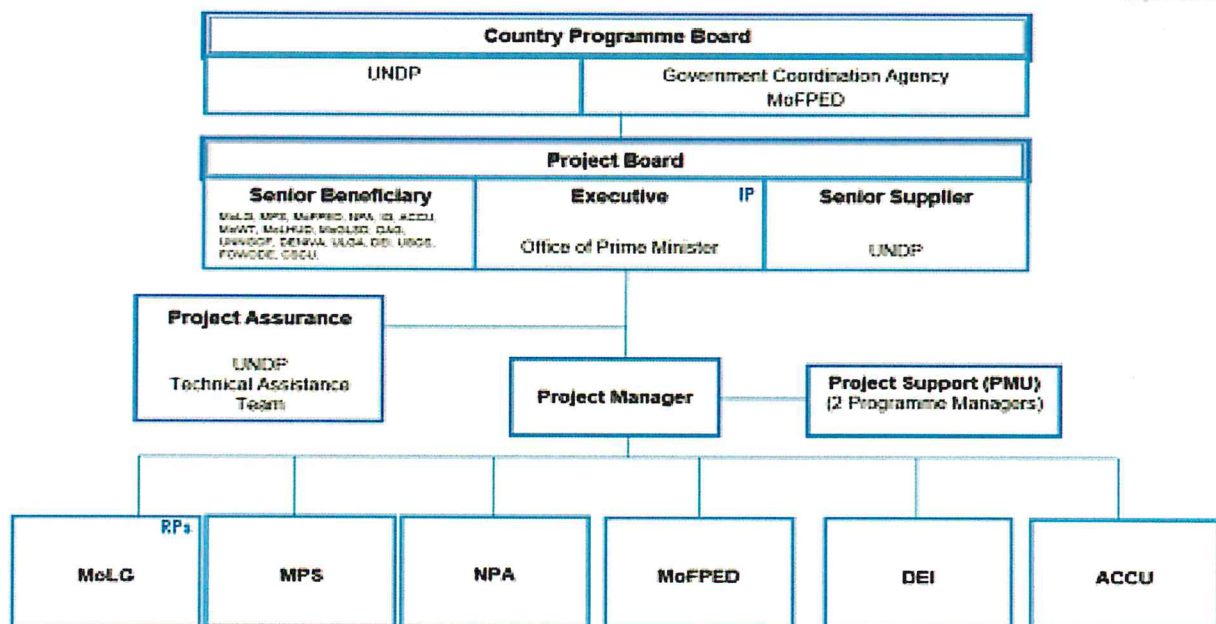- Support strategic research and evaluation functions to inform evidence based policy making

Programme Sustainability

- NIM modality promotes national ownership of the process;

- Insitutionalisation of international best practices;

- Advocate and support South-South and Triangular cooperation.

- Gradual exit approach

Governance/Management Arrangements

Country Programme Board	
UNDP	Government Coordination Agency MoFPED

Project Board		
Senior Beneficiary MoLG, MPS, MoFPED, NPA, IG, ACCU, MoWT, MoLHUD, MoGLSD, OAG, UNNGOF, DENIVA, ULGA, DEI, UBOS, FOWODE, CSCU	**Executive**　　　IP Office of Prime Minister	**Senior Supplier** UNDP

Project Assurance

UNDP Technical Assistance Team

Project Manager

Project Support (PMU) (2 Programme Managers)

RPs

MoLG	MPS	NPA	MoFPED	DEI	ACCU

END OF PRESENTATION

I SUPPORT
GOAL 16
PEACE AND
JUSTICE

ANNEX 4: COPASS PROGRAMME PRESENTAION BY MAKMOT OKELLO-COMMISSIONER UGANDA POLICE/MINISTRY OF INTERNAL AFFAIRS

Programme: Consolidating Peace, Security for Systems Resilience (CoPASS)

Presentation to E-PAC
Sheraton Hotel - Kampala, 1st March 2016

EPAC Presentation of CoPASS project, 1st March, 2016

1

Basic Facts

Time Frame:	**2016-2020**
Budget:	**USD$ 15,500,000**
Implementation Modality:	**National Implementation Modality**
Executing Agency:	**Ministry of Finance, Planning & Economic Development**
Implementing Partner:	**Ministry of Internal Affairs**

Alignment to Global & National Frameworks

- ✓ **Sustainable Development Goal 16: Peace, Justice & Strong Institutions**

- ✓ **Uganda Vision 2040**

- ✓ **National Development Plan 2- (Objective 5),**

- ✓ **PRDP III (SO1) & KIDP (Comp. 1 & 2)**

- ✓ **UNDP Strategic Plan 2014-2017 (Outcome 5)**

- ✓ **United Nations Development Assistance Framework /UNDP Country Programme Document 2016-2020 (outcome 1.4)**

Development Context

Progress

- Transition: conflict/economic decline to Peace/stability/ sust economic growth;
- Political commitment to national & regional peace (V2040; NDP II)

Development Challenges

- Regional instability/Cross-border security threats;

- Multiple internal security risk factors.

- Limited system preparedness & resilience capacities

Bottlenecks

- Gaps in policy & Legal/Regulatory Framework for sustained peace & system resilience;

- Limited institutional capacities in policy implementation;

- Limited social engagement in peace building and security

COPASS Programme Theory of Change

Wheels

- A country without Peace and Human Security is comparable to a car that has an engine and gear box but lacks the *Wheels* to move forward.

- Peace & Security is the Enabler of national development

Programme Target Areas & Populations

1. Geographic focus on conflict-prone areas: Northern, Albertine, Rwenzori, border districts & refugee hosting communities.

2. People: Women, youth, persons with disability;

3. Political Parties & other relevant institutions.

Program Intervention Logic/UNDP Exit Order

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

Programme Results & Partnerships

Output 1: By 2017, relevant MDAs & RP with adequate Technical capacity to develop and strengthen Peace building policies and other related legal frameworks that promote human security and system resilience

Budget: USD $2,745,000

Activity Results
- Policy formulation support for peace, security and systems Resilience

- Capacity of JLOS Strengthened to deepen community engagement in accessing alternative and informal justice mechanisms

Partners: OPM, MoIA, JLOS, ULRC

Programme Results & Partnerships

Output 2: By 2018, relevant MDAs & RP 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

Budget: US$ 6,883,000

Activity Results
- Capacity for Sustainable SALW management enhanced, and community security improved;

- Institutional and community capacity enhancement to Counter Terrorism and Prevent Trafficking in Persons through community policing;

- Strengthen the design and enforcement of immigration controls for enhanced National security.

Partners: MoIA, DLGs, CSOs, OPM, NSAs

Programme Results and Partnerships

Output 3: By 2020, relevant MDAs & RP have relevant technical, [technological, operational] and financial capacities to engage with the communities particularly women and youth in peace, security and resilience building

Budget: USD$ 3,880,000

Activity Results
- **Cohesive & Responsive Community**

- **A functional infrastructure for peace**

Partners : DLGs, CSO/NSA, CEWERU, OPM

Partnership Strategy

- **Leverage United Nations Organizations;**

- **Strengthen existing partnerships with Devt. Partners;**

- **Enhance partnership with Regional Centre on Small Arms, Great Lakes PSF, EAC, Northern Corridor, IGAD, Karamoja cluster;**

- **Build partnership with non-traditional donors including BRICs, Rep. of Korea, South Africa;**

- **Establish a catalytic fund for south to south cooperation.**

Game Changers

- Generation of big data for early warnings: urban/rural migration, monitoring cross-border movement and responding to disaster

- Establishment of Infrastructure for Peace for coordinated approaches to conflict/disaster risk reduction at the national , regional and sub-regional levels.

Programme Scale/ Scaling Up

- Institutionalized Infrastructure for Peace at national, regional and sub-regional level;

- Peacebuilding support to Albertine/Rwenzori & border areas based on lessons from Northern Uganda experience;
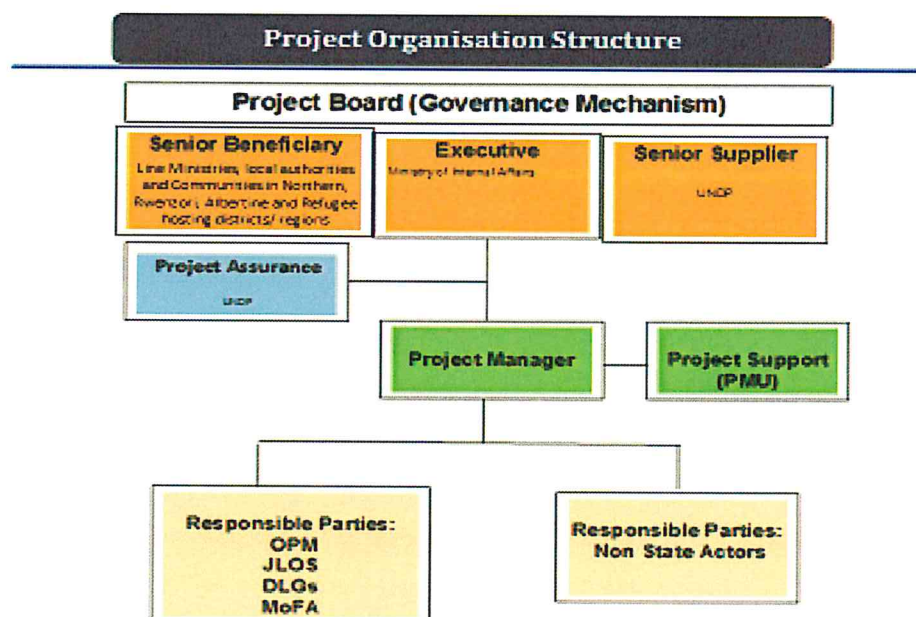
- Research to inform scale up.

Programme Sustainability

- **NIM will promote national ownership.**

- **Focus on capacity building of partners**

- **Stepwise exit will enable address of any outstanding challenges using built in capacities.**

Project Organisation Structure

Project Board (Governance Mechanism)

Senior Beneficiary	Executive	Senior Supplier
Line Ministries, local authorities and Communities in Northern, Rwenzori, Albertine and Refugee hosting districts/ regions	Ministry of Internal Affairs	UNDP

Project Assurance
UNDP

Project Manager

Project Support (PMU)

Responsible Parties:
OPM
JLOS
DLGs
MoFA

Responsible Parties:
Non State Actors

END OF PRESENTATION

**I SUPPORT
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ANNEX 5: PRESENTAION ON KNOWLEDGE MANAGEMENT, M&E AND COMMUNICATION BY POLLY MUGISHA – UNDP

UNDP/GOU External Project Appraisal Committee (EPAC) Meeting of the UNDP Programme

Presentation on Knowledge management:
M&E & communication

Sheraton Hotel, Kampala – 1st March 2016

1.Knowledge management: M&E & communication

- KM is the process of capturing, developing, sharing, & effectively using organizational **knowledge**.
- Refers to a multi-disciplinary approach to achieving organizational objectives
- explicit knowledge sharing is determined by the following criteria:
  - ✓ Articulation
  - ✓ Awareness
  - ✓ Access
  - ✓ Guidance
  - ✓ Completeness (Authenticity/Reliability)

2. KM Tools/Learning Resources by category/Mechanisms

- Groupware systems e.g Team-works
- Intranet and extranet/UNDP website: Host relevant tools & guidelines e.g. Practice Workspaces, On-demand Web, User Guide, Toolkits,
- Data ware houses: Contain information ranging from measurements of performance to competitive intelligence e.g PMDs
- Document management system: Data on respective portfolios
- Interaction and socialization) Socio-media
- Involvement of partners in certain organizational processes (e.g. programme design)
- Implementation of learning plan

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3. *Learning methods* available for the country office

- Free online courses
- Paid online courses
- Participation in role-specific w/shops
- In-house training events: 'brown bag lunches' or group learning sessions
- External learning events:

4. Knowledge management Support :

- KM A catalytic fund established to promote SSC/T for innovation, knowledge transfer and development financing

- UNDP to leverage RSC expertise to support knowledge management

5a. Project Monitoring & Evaluation

- Data collection & availability
- Data sources include the UBOS, HDR reports, the WB studies & other global reports.
- Disaggregated by sex, age and region, wherever relevant and possible.
- Quarterly/annual project monitoring with partners.
- Quarterly/Annual Portfolio reviews
- Mid term (2018)/Terminal evaluation (2020)
- HACT, spot checks, and financial audits, will complement

5b. Project Monitoring & Evaluation

Partnerships

- Partnership with relevant institutions e.g. MoFPED,UBOS, OPM, NPA etc.
- Collaborate with DPs to support national statistical & research institutions & academia in evidence-based, gender-sensitive studies
- Multi-year research to inform SDGs

- Participation in UNDAF results groups for a harmonized approach to tracking outcome indicators

- 5% budget allocation for the Project M&E

6.Project/Programme Communication

Key Considerations

✓ **Goals/Results:** What are your (thematic area/project)'s goals? These goals should be specific and realistic

✓ **Target Audiences:** Identify target audiences that form the key groups that need to be reached; e.g govt, CSOs, donor etc

✓ **Key messages:** For each audience/group develop clear & concise messages targeted to them. *Results based messages*

✓ **Channels/tools:** To send these messages out? advocacy, outreach, or branding

✓ **1% budget allocation:** for the Project communication

✓ **Evaluation:** Measure success? What are the indicators/success stories

END OF PRESENTATION

Thank You

ANNEX 6: PRESENTATION ON THE WAY FORWARD

UNDP/GOU External Project Appraisal Committee (EPAC) Meeting of the Governance Programme

Sheraton Hotel, Kampala – 1st March 2016

E-PAC Suggested Way-Forward

	Action	Responsible party	Timeline
1.	**Endorse project document**	Stakeholders/participants	**1 March 2016**
2.	**Finalize the project document :** Incorporate/ revise based on the recommendations of the E-PAC meeting	UNDP/IP/RP	**By Fri 4 March 2016**
3.	**Constitute project boards**	UNDP/IP/RP	**Week of 15 March 2016**
4.	**Approve and sign project documents**	MoFPED, UNDP & IP	**Week of 21 March 2016**
5.	**Complete and produce project plans** The following plans described in the steps below should be produced for review by the project board: ü Annual work plan for the first year (and subsequent years as required); ü Procurement plan; ü Project management arrangements;	IP/RPs	**Week of 21 March 2016**

	ü Monitoring and Evaluation Framework, including Project monitoring schedule plan; ü Updated risk log		
7.	**Agree on project formal approval signatories**		**Week of 21st March 2016**
8.	**Complete the following attachments for each project document:** i. Detailed terms of reference for key project positions (suggested key technical advisors, project manager); ii. Standard agreements, such as Project Cooperation Agreement (PCA)- when a Civil Society Organization (CSO) is implementing partner - and cost-sharing agreement; iii. Standard Letter of Agreement between implementing partner and responsible parties for the implementation of the project.	IP/UNDP UNDP IP/RP	By 8th April 2016
9.	**Complete HACT Assessment for RPs/IPs**	UNDP	**By 30 March 2016**
10.	**Complete project board meetings by reviewing project plans**	UNDP	**Week of 28th March 2016**
11.	**Conduct HACT training for RPs/IPs**	UNDP	**By 30 April 2016**
12.	**Conduct RBM training for RPs/IPs**	UNDP	**By April 30, 2016**

ANNEX 7: LIST OF PARTICIPANTS

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No.	Name	Organization	Phone	Email	Gender
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26.	Bogere	IG			M
27.	Nkata	IG			M

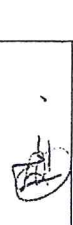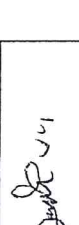| No.	Name	Organisation	Phone	Email	Gender
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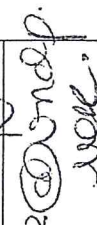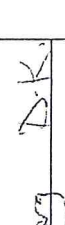
UNDP

REGISTRATION FORM FOR THE UNDP E-PAC MEETING (GOVERNANCE PILLAR)

1st March 2016 at Sheraton Hotel Kampala

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1st March 2016 at Sheraton Hotel Kampala

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1st March 2016 at Sheraton Hotel Kampala

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